

2019 Community Health Needs Assessment

Building Healthy Communities

Gratiot County – Isabella County



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Introductory Remarks

The Community Health Team of MidMichigan Health supports the Community Health Needs Assessment, or CHNA, as a key component of improving population health. Our assessments and corresponding plans are a reflection of the Mission, Vision, and Core Values of MidMichigan Health. We truly believe that health happens where we live, learn, work and play, and that all people should have the opportunity to make choices that allow them to live a long, healthy life, regardless of their income, education or ethnic background.

MidMichigan Medical Center - Gratiot completed their last CHNA in 2016 when MidMichigan Health foundational elements towards excellence in health care were being strengthened. These elements aligned with the Institute for Healthcare Improvement (IHI) belief that new designs can and must be developed to accomplish three critical objectives, or what is called the “Triple Aim”: improving the health of the population; enhancing the patient experience of care (including quality, access and reliability); and reducing, or at least controlling the per capita cost of care. Additional focus on employee and provider engagement, and most recently community, has further strengthened our foundation.

Chantal Clark, B.S.
Community Outreach Assistant

Shanna Hensler, B.S., M.H.A.L
Community Health Specialist
Gratiot and Mount Pleasant

Brent Mikkola, B.S.
Community Health Specialist
West Branch

Stephanie Leibfritz, R.N., M.S.
Community Health Manager
Midland

Erica Phillips, M.S., CHES
Community Health Specialist
Alpena

Julie Wright, R.N., B.S.N.
Community Health Specialist
Clare and Gladwin

Our Mission

Our Mission is to provide excellent health services to improve the quality of life for people in our communities.

Our Vision

Our Vision is to celebrate the power of health throughout life - *with you.*

Our Values

At MidMichigan Health, we hold these values to be fundamental:

Excellence - We offer nothing less than the best.

Integrity - We do the right thing, each time, every time.

Teamwork - We provide individual commitment to a group effort.

Accountability - We accept responsibility for all we do.

Feedback is welcomed via stephanie.leibfritz@midmichigan.org

Population Health

Each subsidiary addresses health and wellbeing within the communities served. Four portfolios of Population Health are addressed: Physical and Behavioral Health; Social and Spiritual Well-being; Community Health and Well-Being and Communities of Solutions.



Source: Pathways to Population Health 2018

Portfolio one aims at improving the physical and or mental health of individuals served through quality measurement and performance improvement initiatives, as well as the use of patient care navigators and care managers in primary care offices and initiatives to improve access to care, like increased opportunities for telemedicine. Portfolio two addresses social and spiritual drivers of health and well-being, many of which are identified through systematic evaluation of Social Determinants of Health completed at several points of contact including: new patients, emergency department patients, annual physicals, post hospital discharges, referrals to care managers and patients who consistently do not show up for appointments to determine what barriers they may be encountering. Portfolio three activities aim to improve community health and well-being by community partners working together to assess data, determine focus areas of health and pool staff and resources to implement health improvement projects like increasing physical activity, access to healthy foods and reducing opioid usage. Portfolio four addresses our role as an anchor institution. We are the major

employer in each community we serve and as such, we promote health and well-being by capitalizing on community assets and active engagement with regional initiatives.

Our Communities

MidMichigan Health is a non-profit health system, headquartered in Midland, Michigan, affiliated with Michigan Medicine, the health care division of the University of Michigan. MidMichigan Health covers a 23-county region with medical centers in Alpena, Alma, Clare, Gladwin, Midland, Mt. Pleasant and West Branch. In addition to its Medical Centers, MidMichigan Health also offers both home health care and physician services, and has a strong commitment to medical education. MidMichigan Physicians Group provides urgent care and medical offices in more than 30 specialties and subspecialties including cardiology, hematology/oncology, orthopedics, vascular surgery, family medicine and more. The MidMichigan Health Foundation supports patients and families served by MidMichigan Health by raising funds for equipment, services and programs. Currently, MidMichigan has more than 7,800 employees, volunteers and physicians and provided \$90 million in community benefits in fiscal year 2017.



MidMichigan Medical Center - Alpena

A 139 licensed-bed hospital located in northeast Michigan on the shores of Lake Huron, Alpena's first community hospital opened in 1915 as the Donald McRae Hospital. It served until 1939, when a petition was passed to build a new public hospital. On April 16, 1940, a new 88-licensed bed hospital opened called Alpena General Hospital. On April 1, 2016, Alpena Regional Medical Center joined MidMichigan Health, making it the fifth Medical Center in the MidMichigan Health system. To reflect the hospital joining MidMichigan, the Medical Center changed its name to MidMichigan Medical Center - Alpena. Accredited by The Joint Commission, the Medical Center has approximately 1,000 employees, 200 volunteers and about 100 physicians. In 2017, the Medical Center in Alpena was recognized as a Top Rural Community Hospital by the National Rural Health Association, was named to the Becker's Hospital Review 2017 list of 100 Great Community Hospitals, and received Michigan's Quality Improvement Organization (MPRO) 2019 Governor's Awards of Excellence for outstanding achievement in Effective Reporting and Measurement in Outpatient Quality Reporting Acute Care Hospitals, as well as Hospital Value-based Purchasing Acute Care Hospitals.

MidMichigan Medical Center - Clare

A 49 licensed-bed hospital, MidMichigan Medical Center - Clare, provides 24-hour emergency room coverage, inpatient care, outpatient care and urgent care services. Specialized inpatient units include intensive care, cardiac-monitored care, pediatrics, medical/surgical care, and a sleep diagnostics center. MidMichigan Urgent Care - Clare provides walk-in and occupational medicine care to area residents. The Medical Center's active medical staff consists of 18 physicians representing six medical specialties; 94 percent of the physicians are board certified in their medical specialty. The Medical Center is accredited by The Joint Commission and most recently received Michigan's Quality Improvement Organization (MPRO) 2019 Governor's Award of Excellence for outstanding achievement in Effective Reporting and Measurement in Outpatient Quality Reporting Acute Care Hospitals.

MidMichigan Medical Center - Gladwin

MidMichigan Medical Center - Gladwin is a 25 licensed-bed critical access hospital providing general medical and surgical care for inpatients and outpatients along with a 24-hour emergency room. The Medical Center campus features a waterfall in a garden-like setting reflective of MidMichigan's emphasis on humanistic care. The waterfall and courtyard are enjoyed by Medical Center employees, patients and visitors. The quality of care at MidMichigan Medical Center - Gladwin is independently verified through accreditation from

The Joint Commission. The Medical Center most recently was named one of the Top 100 Critical Access Hospitals in the United States by The Chartis Center for Rural Health in 2019 and most recently received the Michigan's Quality Improvement Organization (MPRO) 2019 Governor's Award of Excellence for outstanding achievement in Effective Reporting and Measurement in Critical Access Hospitals.

MidMichigan Medical Center - Gratiot

MidMichigan Medical Center - Gratiot, a 96 licensed-bed hospital located in Alma, has provided care for Gratiot County and surrounding areas since 1955. More than 130 physicians and mid-level practitioners serve on the active medical staff in 21 different medical specialties. MidMichigan Medical Center - Gratiot also provides an urgent-care clinic and 24-hour emergency department. MidMichigan Medical Center - Gratiot also provides a full range of services in specialty areas including bariatric surgery, cancer, cardiovascular services, orthopedics, maternity, mental health, pain management, rehabilitation services, sleep disorders and wound treatment. There are more than 620 employees and 250 volunteers. The Medical Center is accredited by The Joint Commission most recently received Michigan's Quality Improvement Organization (MPRO) 2019 Governor's Award of Excellence for outstanding achievement in Effective Reporting and Measurement in Outpatient Quality Reporting Acute Care Hospitals. The Medical Center received a B in patient safety from The Leapfrog Group for the spring 2018 Hospital Safety Score.

MidMichigan Medical Center - Midland

A 324 licensed-bed hospital located on 180 acres of wooded campus, MidMichigan Medical Center - Midland is the flagship of the MidMichigan Health system. From its beginning in 1944, the Medical Center in Midland, Michigan has established itself as a leader in quality state-of-the-art health care. In fact, in August 2018, MidMichigan Medical Center - Midland was named one of the top Best Hospitals in Michigan by U.S. News & World Report - the only hospital in the Great Lakes Bay Region to make the list. Accredited by The Joint Commission, the Medical Center recently received Michigan's Quality Improvement Organization (MPRO) 2019 Governor's Award of Excellence for outstanding achievement in Effective Reporting and Measurement in Outpatient Quality Reporting Acute Care Hospitals. In addition, the Medical Center was recognized as one of the nation's 2016 100 Top Hospitals® by Truven Health Analytics™, was also one of a select few to earn the 2016 100 Top Hospital's Everest® Award and was recognized as one of the nation's 50 Top Cardiovascular Hospitals by Truven in 2017.

In 2011, the Medical Center's expansion and renovation introduced a new environment of care that enhances our region with bigger and better facilities for surgery, patient care and medical services. The active medical staff consists of 166 physicians, 99 percent of whom are board certified. They represent 32 medical specialties providing a full range of primary care as well as outstanding specialty care.

MidMichigan Medical Center - Mt. Pleasant

MidMichigan Medical Center - Mt. Pleasant is a 128,000 square-foot facility conveniently located on M-20 near I-127. The medical center features a 24/7 Emergency Department, outpatient surgery center and a full range of outpatient services including physician offices, lab, imaging and cardiovascular testing. It is fully-equipped and credentialed to provide care for all common emergency conditions, including heart attack, stroke and minor trauma. The department's trauma fast-scan ultrasound equipment can be used at the patient's bedside, with X-ray and CT scanning just a few feet away. An on-site 24/7 laboratory will enable fast turnaround of test results. A telemedicine program enables patients to receive expert consultations from neurologists and other specialists at Michigan Medicine for faster decision-making during stroke treatment planning.

MidMichigan Medical Center - West Branch

MidMichigan Medical Center - West Branch is an 88 licensed-bed acute care facility located on 44 acres of rolling countryside in Northeast Michigan. It has three operating suites, a 24-hour emergency department and a state-of-the-art imaging department. The Medical Center serves a broad region, with 30 zip codes in Ogemaw, Oscoda, Roscommon, Arenac and Iosco counties. MidMichigan Medical Center - West Branch has approximately 350 employees, 58 volunteers, 25 active staff physicians, as well as 12 associate staff physicians, 53 consulting staff physicians, 23 allied health professionals and 17 telemedicine physicians.

The convenient location just off I-75 and commitment to quality healthcare are just a couple of the reasons why so many people choose MidMichigan Medical Center - West Branch for their healthcare needs. The Medical Center offers state-of-the-art diagnostic imaging, surgical specialties, rehabilitation programs, educational courses specific to conditions and a revolutionary Wound Care Center. The campus features walking trails, teaching gardens, bird watching station and much more. The walking trails and gardens are enjoyed by Medical Center employees, patients and visitors.

Community Served

The community served will focus on MidMichigan Medical Center - Gratiot, located in Alma and MidMichigan Medical Center - Mt. Pleasant located in Mt. Pleasant. The service area in Isabella County is comprised of zip codes: 49310 (Blanchard), 48893 (Lake Isabella), 49310 (Millbrook), 48804 (Mt. Pleasant), 48858 (Mt. Pleasant), 48859 (Mt. Pleasant), 48878 (Shepherd), 48893 (Weidman), and 48896 (Winn). The service area in Gratiot County is comprised of zip codes: 48801 (Alma), 48802 (Alma), 48806 (Ashley), 48807 (Bannister), 48615 (Breckenridge), 48830 (Elm Hall), 48832 (Elwell), 48847 (Ithaca), 48856 (Middleton), 48862 (North Star), 48871 (Perrinton), 48874 (Pompeii), 48877 (Riverdale), 48880 (Saint Louis), 48889 (Sumner), and 48662 (Wheeler).

Community Health Needs Assessment

The 2019 Community Health Needs Assessment for MidMichigan Medical Center - Gratiot and Mt. Pleasant is a comprehensive health status overview that will serve as the foundation to address health concerns within the communities MidMichigan Medical Center - Gratiot and Mt. Pleasant serve.

The IRS legislation mandating collaborative efforts provided an opportunity to broaden our scope to include further input from local social and human service organizations, community members and our collaborative partners.

Phase I: Pre-Planning

The majority of this effort was identification of hospital and community stakeholders in order to ensure alignment of health improvement. Each member of the Community Health Team of MidMichigan Health participates in formal community collaborative groups where the focus is health improvement. The membership is identified by respective communities and includes non-profit, human service and government agency representatives (a listing of these groups appears in Appendix A & B). Having mutual goals and strategies helps strengthen the health improvement initiatives and the community as a whole knowing shared priorities exist.

Data Collection & Interpretation

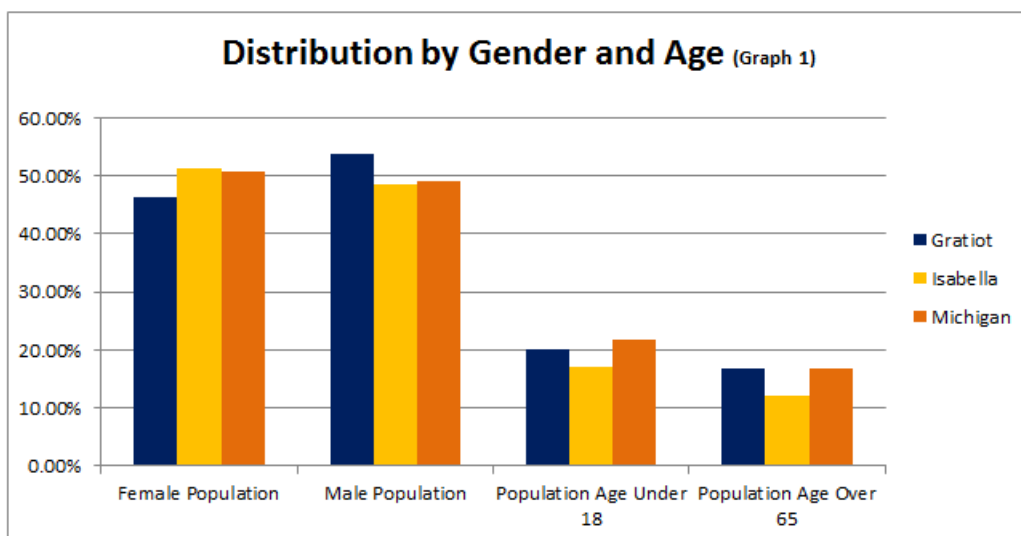
Providing an accurate picture of each of our service communities dominated this phase. In order to do this, we investigated a variety of primary and secondary data sources. A grid of over 150 indicators from 20 different primary and secondary sources were utilized to build the data platform for each subsidiary. Data out of normal range against a benchmark is indicated in red on the table. Data was compared to current standards, our own perceptions and those of our collaborative partners and community members. In order to determine causes of health problems, data was categorized into 4 main areas:

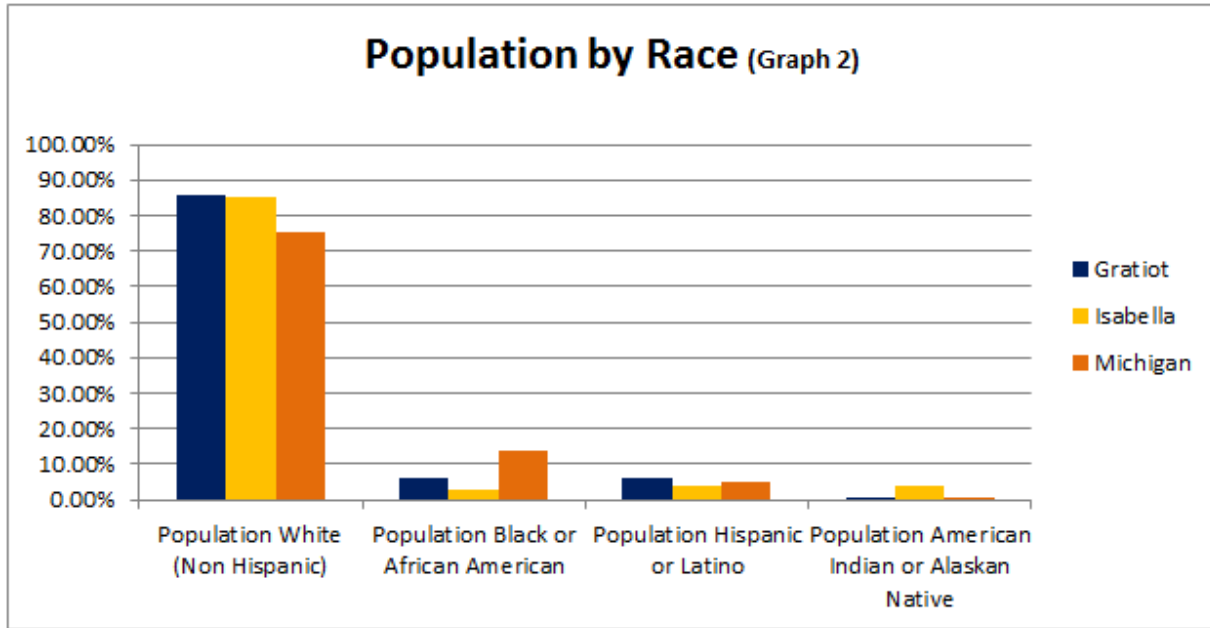
1. Determinants of Health
2. Care Access
3. Health Behaviors
4. Health Conditions

Areas where health issues existed were revealed in two ways. First, when comparison of local quantitative data indicators against state of Michigan benchmarks resulted in poor performance and when themes of unacceptable health emerged from analysis of qualitative data.

Demographics

Isabella County is the 26th most populated county in Michigan and Gratiot is the 41st. According to County Health Rankings there are 71,282 residents in Isabella and 41,018 in Gratiot County. As seen in Graph 2, about 4 percent of residents in Isabella County are from the Saginaw Indian Chippewa Tribe.





Determinants of Health

Determinants of health are conditions in the environment in which people are born, work, live or play that can affect a wide range of health and quality of life outcomes.

Economic Stability

ALICE is an acronym for Asset Limited, Income Constrained, Employed. Households that earn more than the Federal Poverty Level, but less than the basic cost of living for the county (the ALICE Threshold). Combined, the number of ALICE and poverty-level households equals the total population struggling to afford basic needs. The number of households below the ALICE Threshold changes over time; households move in and out of poverty and ALICE status as circumstances improve or worsen. The tables below show the ALICE distribution by town in both Gratiot and Isabella County According to Bureau of Labor and Statistics. The unemployment rate for Gratiot County is 4.2 percent, which is slightly worse than the unemployment rate in Isabella County, which is 3.8 percent. The per capita income is \$20,597 for Gratiot and \$22,009 for Isabella. In addition, 15.6 percent of Isabella County falls in the low income category and are Supplemental Nutrition Assistance Program (SNAP) participants. Furthermore, 54.2 percent of renters spend 35 percent or more of their household income on rent in Isabella County and 45.8 percent in Gratiot County. Fifty percent of Gratiot County students are eligible for free lunch and 42 percent in Isabella

County. Sixteen percent of Gratiot County families are living below the poverty level whereas, 12.1 percent of Isabella families are living below the poverty level. The median income for both counties is about \$42,000, which is lower than the Michigan average of \$52,000. The child food insecurity rate in both Gratiot and Isabella are worse than Michigan with 17.5 percent in Gratiot and 16.5 in Isabella.

Gratiot County, 2017		
Town	Total HH	% ALICE & Poverty
Alma City	3,529	63%
Arcada Township	746	53%
Bethany Township	537	45%
Elba Township	479	46%
Emerson Township	345	44%
Fulton Township	942	39%
Hamilton Township	167	40%
Ithaca City	1,071	54%
Lafayette Township	221	35%
New Haven Township	404	43%
Newark Township	466	34%
North Shade Township	265	51%
North Star Township	362	36%
Pine River Township	837	43%
Seville Township	810	44%
St. Louis City	1,308	55%
Sumner Township	726	49%
Washington Township	355	43%
Wheeler Township	1,166	49%

Isabella County, 2017		
Town	Total HH	% ALICE & Poverty
Broomfield Township	696	34%
Chippewa Township	1,770	48%
Coe Township	1,230	45%
Coldwater Township	309	59%
Deerfield Township	1,160	22%
Denver Township	437	46%
Fremont Township	551	49%
Gilmore Township	531	55%
Isabella Township	795	49%
Lincoln Township	742	36%
Mount Pleasant City	8,027	62%
Nottawa Township	885	36%
Rolland Township	460	36%
Sherman Township	1,165	46%
Union Charter Township	5,133	67%
Vernon Township	466	30%
Wise Township	521	48%

Education

The high school graduation rate in Gratiot is 89.9 percent which is slightly lower than Isabella County at 92 percent. Approximately 14 percent of the population in Gratiot ages 25 and above have a Bachelor's degree or higher. Twenty-seven percent of Gratiot and Isabella third graders are not proficient in English and 59 percent of 3 and 4 year olds are not in preschool. Gratiot and Isabella Counties are fortunate to have several colleges and Universities including Alma College, Central Michigan University and Mid-Michigan Community College.

Health and Health Care

Located in Alma, MidMichigan Medical Center - Gratiot has been serving the health care needs of residents throughout Gratiot and surrounding areas since 1955. In addition to a convenient urgent care and state of the art emergency department, the Medical Center offers a full range of specialty services including heart and vascular care, cancer care, orthopedics, diagnostic imaging, laboratory services, maternity care, mental health, inpatient and outpatient rehabilitation services, wound treatment, medical and surgical weight management and treatment for sleep disorders. Mt. Pleasant is fortunate to have two major non-profit health systems, which have both recently expanded to provide better care for patients.

MidMichigan Medical Center - Mt. Pleasant is a 128,000 square-foot facility featuring outpatient surgery, cancer care, outpatient services including physician offices, 24/7 lab and imaging, cardiovascular testing and a 24/7 emergency department equipped to care for emergency needs. McLaren Central Michigan has a 15,000 square-foot emergency department and a full suite of healthcare services including cancer care, cardiology services and woman's health. Mt. Pleasant is also home to the Nimkee Memorial Wellness Center that provides medical, ambulatory and dental care for the Saginaw Chippewa Indian Tribe. Additionally, Mt. Pleasant has a Federally Qualified Health System; Isabella Citizens for Health, which provides the full complement of primary health care services across all life cycles. Through collaborative partnerships for mental health, behavioral health, dental care, specialty care and hospital services, patients have access to an extensive network of services in Central Michigan.

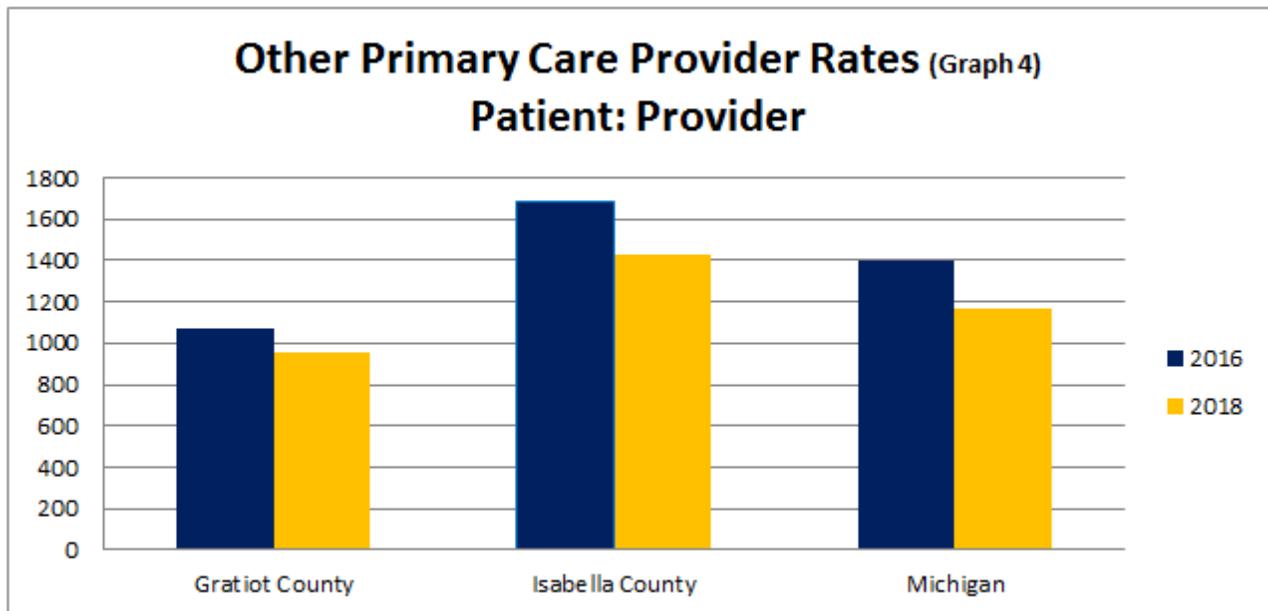
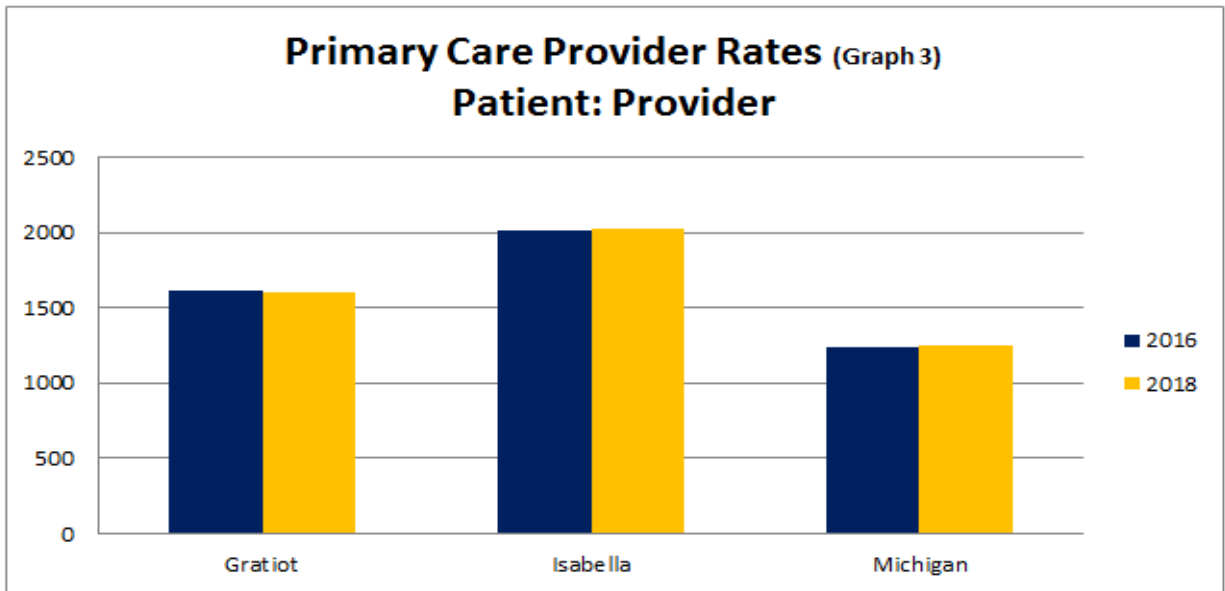
Access to Care

If a community lacks access to care or health services, barriers to good health are created. A description of the current state of health care access follows, along with factors that affect care access.

Access to Health Services

The graph below shows the primary care provider rate in Gratiot County of 1,790:1 compared to the Michigan rate of 1,260:1 and Isabella County at 2,040:1. Additionally, the mental health provider rate is 660:1 and 410:1 for Gratiot and Isabella County respectively, which are higher than the Michigan rate of 400:1. Having a high patient-to-provider ratio can cause barriers to health due to providers not accepting new patients and creating long waiting

periods of time to be seen. Health insurance is another key component to health. Without it, many will not receive the services they need to maintain a healthy lifestyle and prevent disease. The uninsured rate for adults is seven percent in Gratiot and 10 percent in Isabella, with the Michigan average at eight percent. The rate of uninsured children is slightly higher in Isabella County at five percent versus Michigan and Gratiot at three percent.



Transportation

Isabella County has a public transportation service called I-Ride. They have 46 buses and are equipped with either a lift or ramp entrance for those using mobility devices. I-Ride is open seven days a week and services all 578 square miles of the county. Gratiot County only has a city-wide transit, but they do serve St. Louis, Ithaca and other areas of Gratiot County, upon request. The mission of the Alma Transit Center is to build a community transit system that emphasizes managing the mobility needs of all people in the most efficient manner possible. They strive to achieve high customer satisfaction through their relationships and understand they do more than just give people rides.

Health Behaviors

According to Healthy People 2020, individual behavior plays a role in health outcomes. For example, if an individual quits smoking, his or her risk of developing heart disease is greatly reduced. The data to follow is a reflection on health behaviors of Isabella and Gratiot County residents in the areas of health care screenings, substance use, nutrition and exercise.

Preventative Care

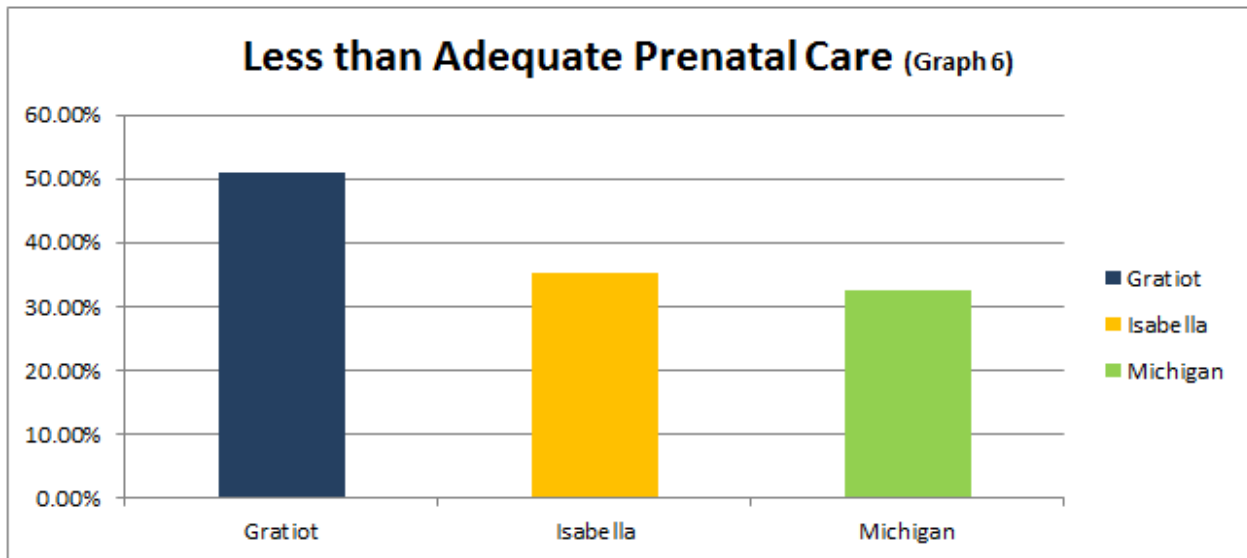
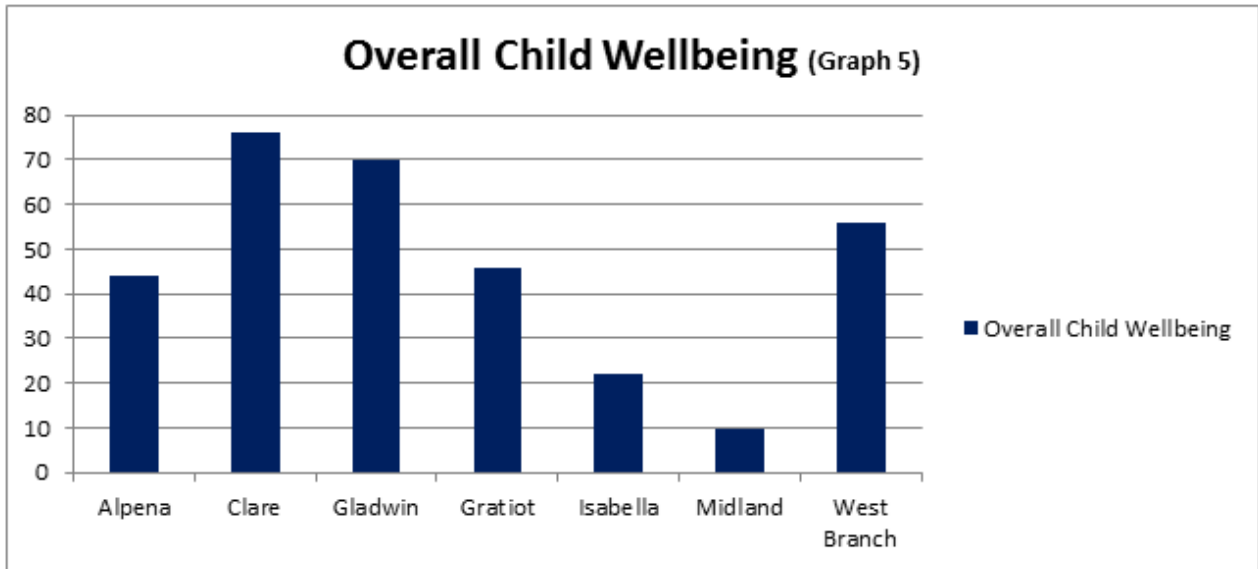
Of the Medicare population in Gratiot County, 88 percent aged 65-75 had their blood sugar monitored in the past year using an HbA1c test. Of the same Medicare population, 44 percent had a mammogram screening in the past two years. For Isabella County, 84 percent had diabetic monitoring and 43 percent had a mammogram

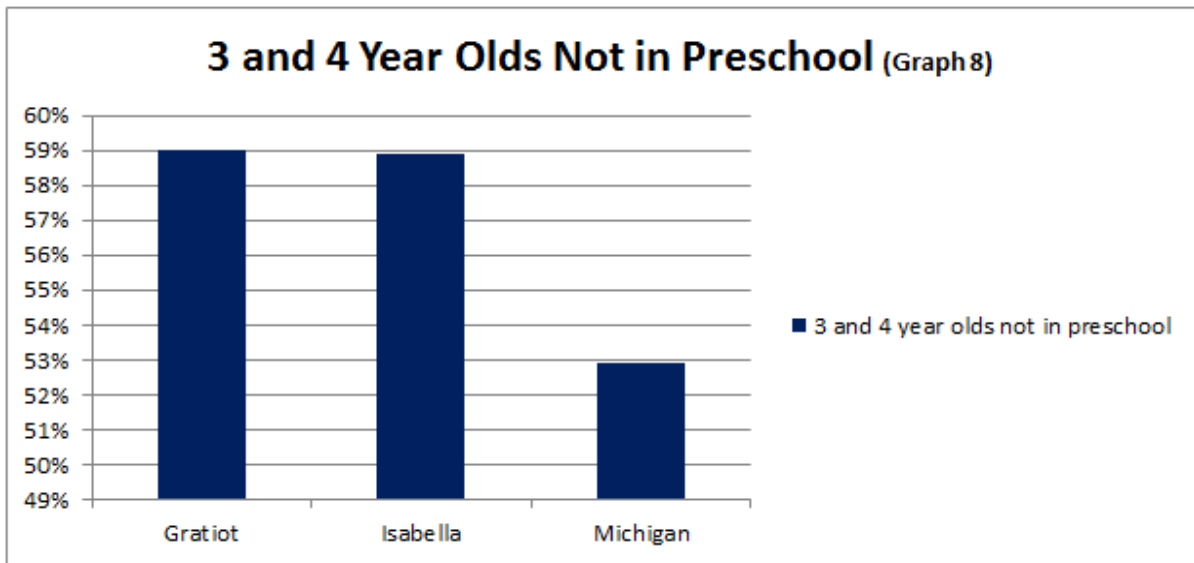
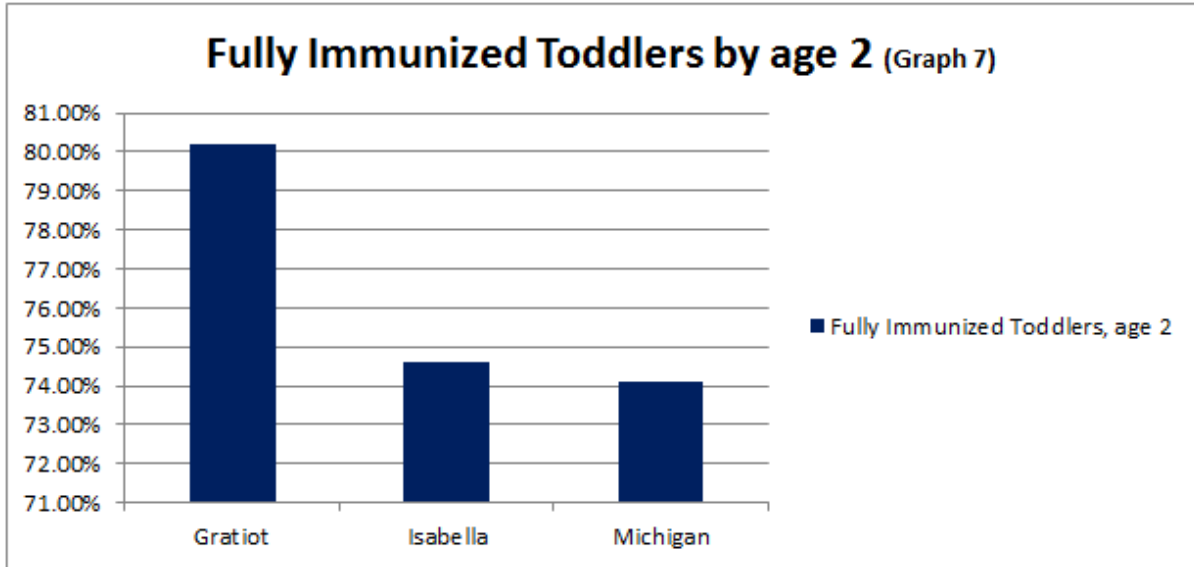
In Isabella County, 73.6 percent of women have had a Pap smear test and 79.5 percent in Gratiot County. Currently, the female vaccination rate for the Human Papillomavirus (HPV) is 49.5 percent in Gratiot and 43.4 percent in Isabella, compared to Michigan at 43.2 percent. Males are at 47 percent in Gratiot and 41.8 percent in Isabella County, compared to Michigan at 39.4 percent.

Maternal Infant and Child Health

The annual Kids Count report from the Annie E. Casey Foundation measures 16 indicators of childhood well-being, from the rate of low birthweights and teen pregnancy to third-grade reading abilities and the prevalence of single-parent families. Five out of the seven MidMichigan Health medical centers ranked in the bottom half for this measure, demonstrated in graph 5. Pregnant mothers in the less than adequate prenatal care category,

determined by whether or not prenatal care is received in the first trimester, and the total number of prenatal visits, as seen in graph 5 Gratiot is ranked 83rd, the lowest in Michigan with 51.1 percent. Babies with low birth weight in Gratiot and Isabella County is reported to be 7 percent of all births, compared to 8.8 percent for the state of Michigan.

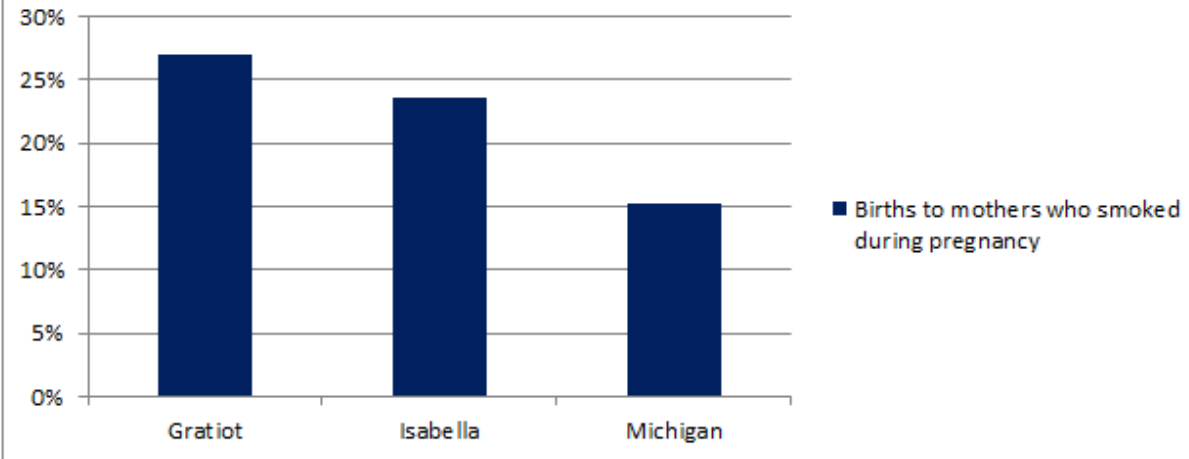




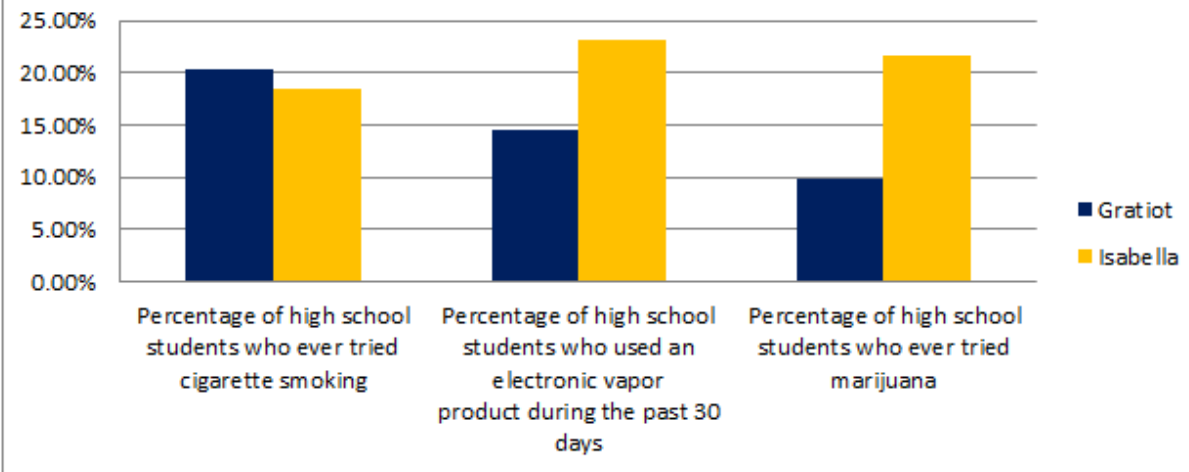
Substance Use

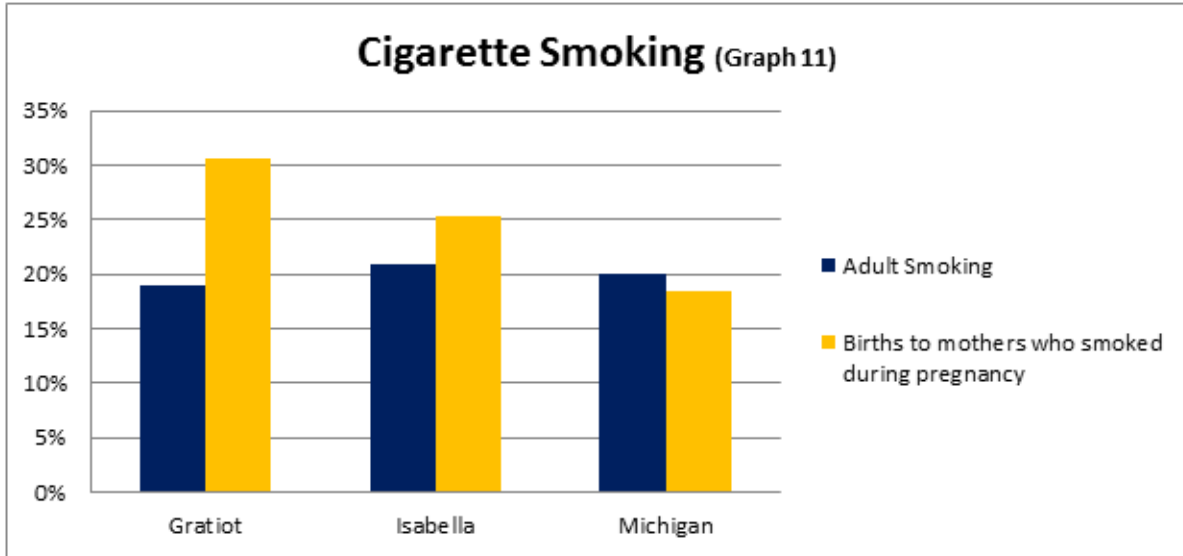
High School teens who report ever drinking alcohol in Gratiot County is 40.6 percent and 42.3 percent in Isabella County, according to the Michigan Profile for Healthy Youth (MiPHY). Those that report using marijuana is 9.9 percent in Gratiot and 21.6 percent in Isabella County. Those that have ever tried cigarette smoking have decreased while vaping and marijuana are on the rise. Adults reporting cigarette smoking is in Isabella County is higher than Michigan lower in Gratiot County. Graph 9 shows births to mothers that report smoking during pregnancy is 27 percent in Gratiot and 23.5 percent in Isabella compared to Michigan at 15.3 percent.

Births to Mothers Who Smoked During Pregnancy (Graph 9)



High School Smoking (Graph 10)





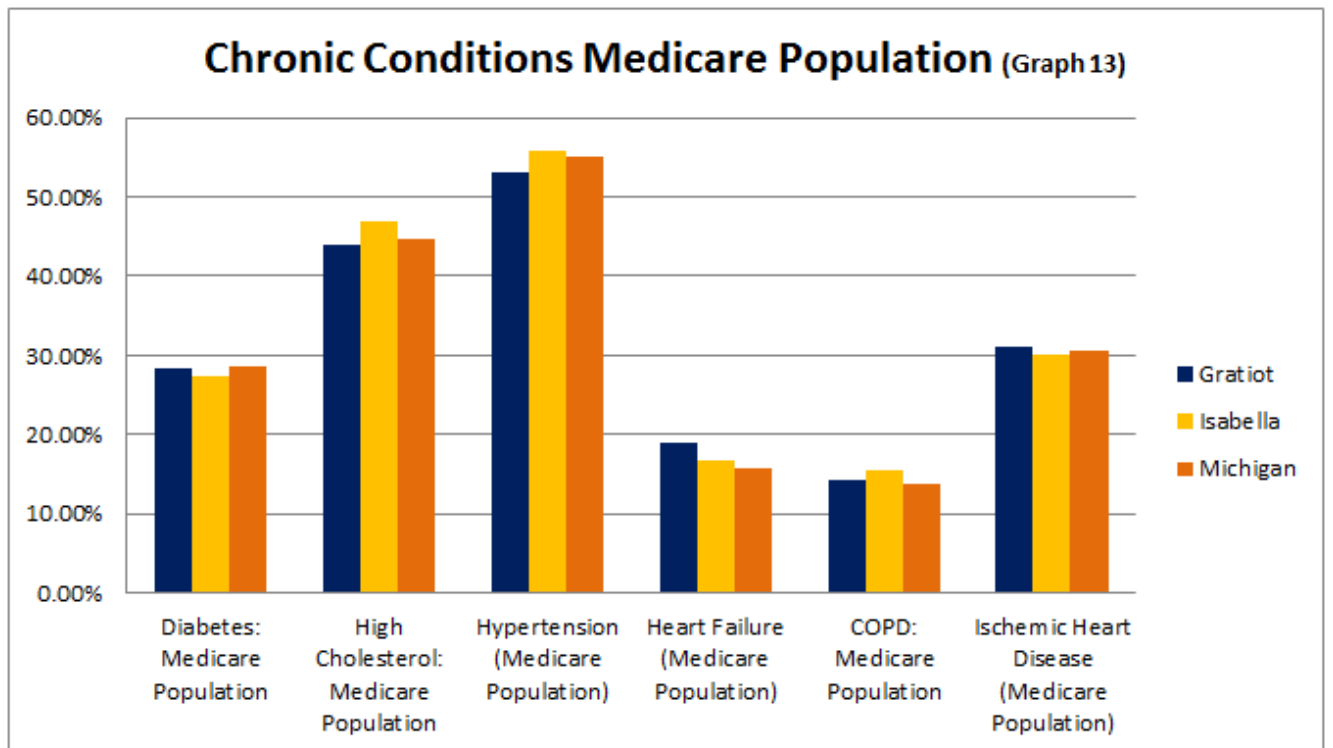
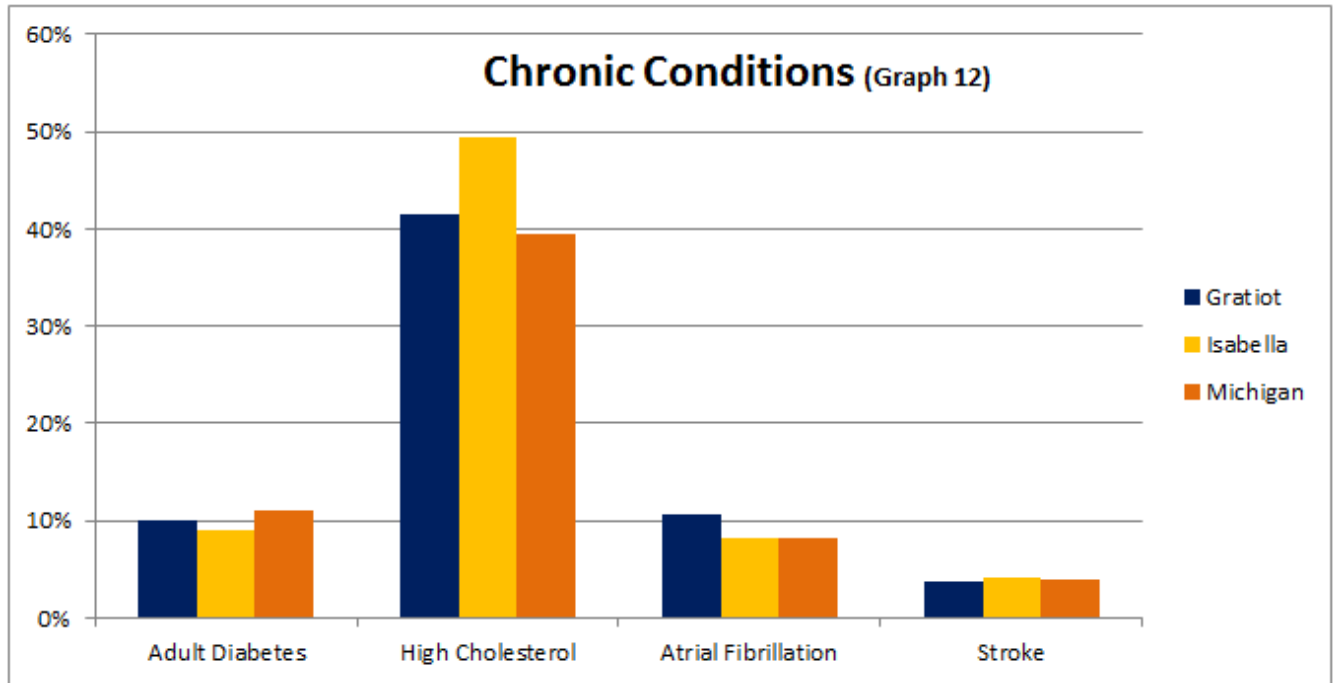
Nutrition and Exercise

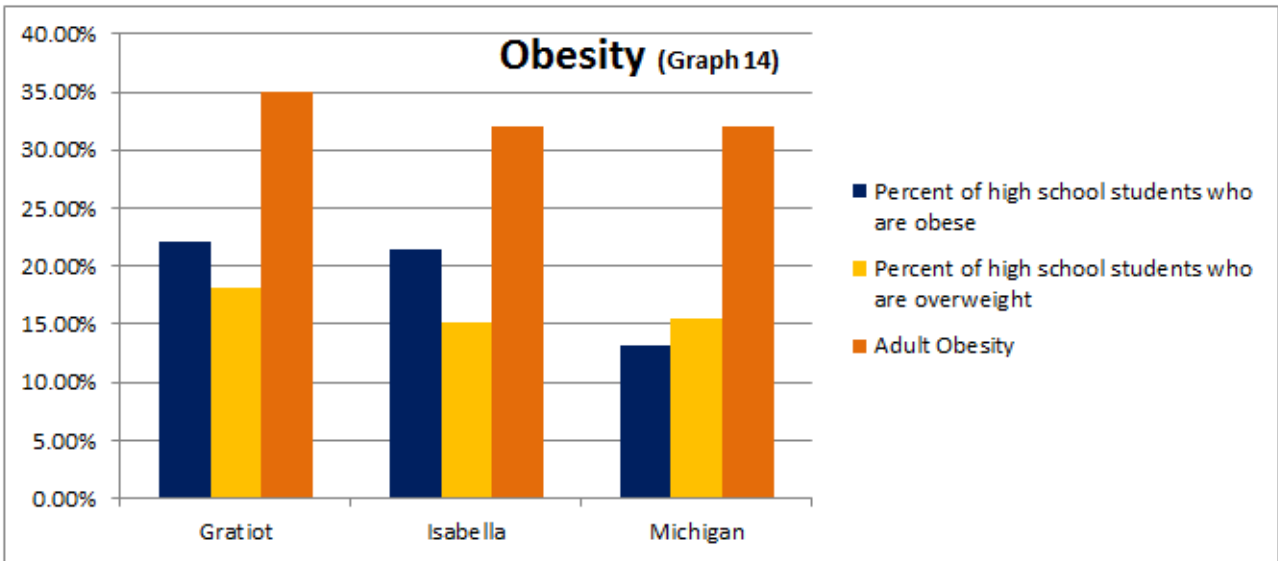
In Gratiot County, just over three percent of people 65 years and older have low access to a grocery store; in Isabella County, it is less than one percent. Seventy-four percent have access to exercise opportunities in Isabella County and 55 percent in Gratiot County, which is significantly lower than the Michigan average of 84 percent. The food insecurity rate or the rate of availability, variety or quality of food, for children is 17.5 percent in Gratiot, 16.5 percent in Isabella and 14.2 percent in Michigan.

Health Conditions

Many public health and health care interventions focus on changing individual behaviors such as substance abuse, diet and physical activity. Positive changes in individual behavior can reduce the rates of chronic disease in the country.

Chronic Conditions





Isabella County’s obesity rate is 32 percent, which is higher than the state average of 30 percent and Gratiot County is 35 percent. Obesity is a contributing factor to chronic diseases, as demonstrated in higher adult rates of high cholesterol at 41.6 percent in Gratiot County and 49.4 percent in Isabella, while the Michigan rate is 39.4 percent. Heart disease is also on the rise with a rate of 236 compared to Michigan at 197.9.

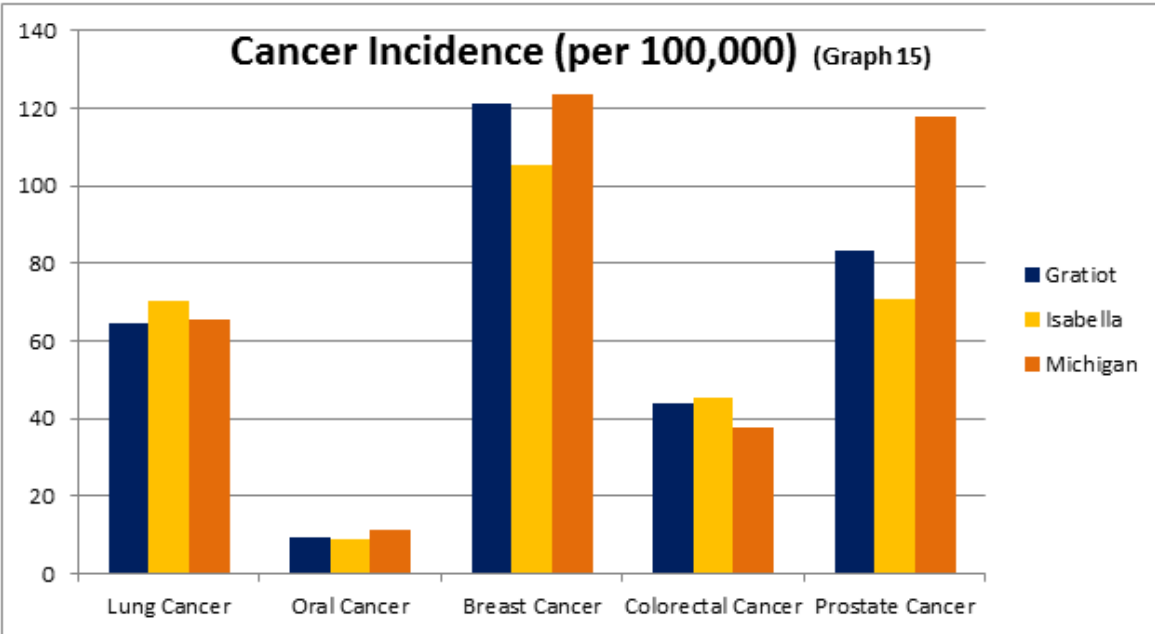
While examining the Medicare population, 28.5 percent have diabetes in Gratiot County and 27.4 percent have diabetes in Isabella County. Heart failure is at 19.1 percent in Gratiot and 16.7 percent in Isabella. Isabella and Gratiot Counties have a higher rate of COPD than Michigan at 14.3 percent and 15.5 percent respectively.

Mental Health

The top rated diagnosis at MidMichigan Medical Center - Gratiot is Psychosis at 445. In Gratiot County, there have been 256 suicide attempts and completions since January 1, 2018. In Isabella County, there have been 144 cases (per 1,000 population) of children in investigated families from ages 0-17. In Gratiot County there have been 150, compared to Michigan at 113.

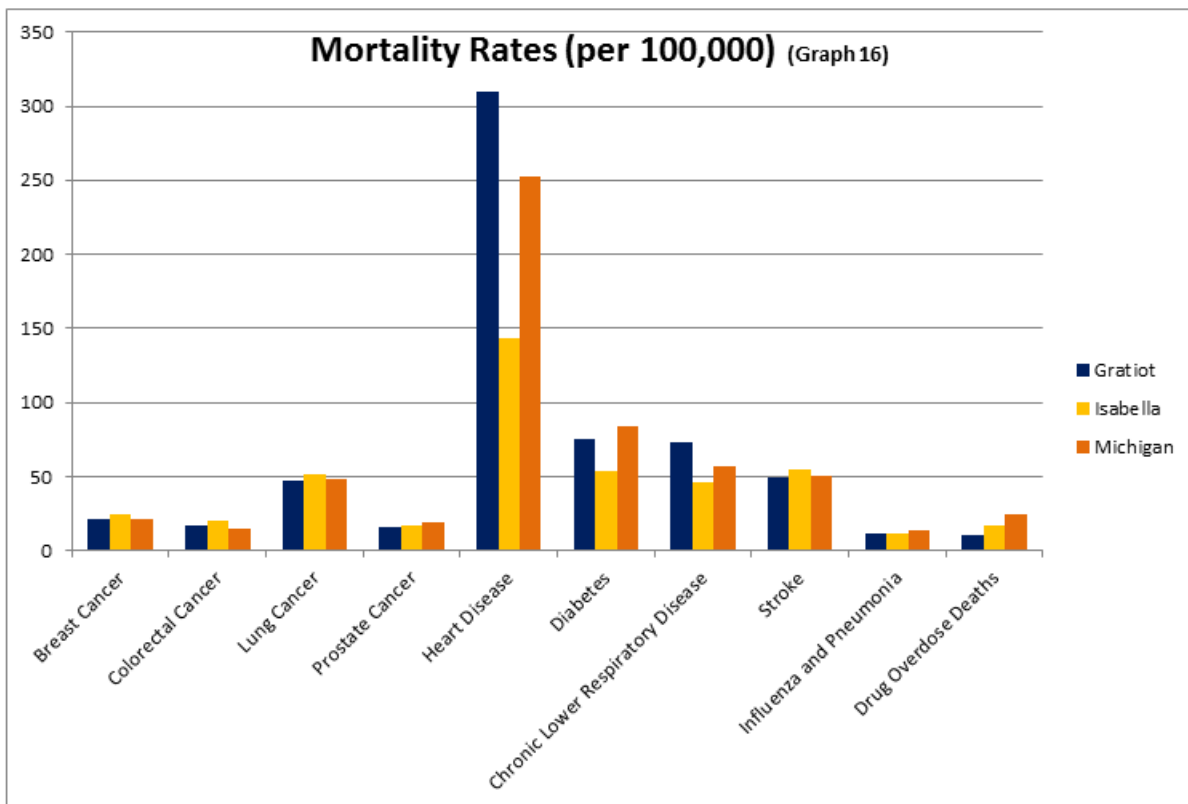
Cancer Incidence

Approximately 404 people per 100,000 population of Isabella County have been diagnosed with some form of cancer and 408 people per 100,000 in Gratiot County. Almost seven percent of the Medicare population has been diagnosed with cancer. The graph below shows the cancer incidence rate per county.



Mortality Rate

The graph on the next page shows the mortality rates for cancers: Breast, Colorectal, Lung and Prostate. It also includes Heart Disease, Diabetes, Chronic Lower Respiratory Disease, Stroke, Influenza and Pneumonia and Drug Overdose Deaths. Heart disease is the most significant with 309.6 deaths per 100,000 in Gratiot, 143.5 in Isabella, and 252.6 in Michigan



Prioritization Process

Community health needs were determined and prioritized by reviewing quantitative and qualitative data and ranking health issues according to focus areas (Reference Diagram A1).

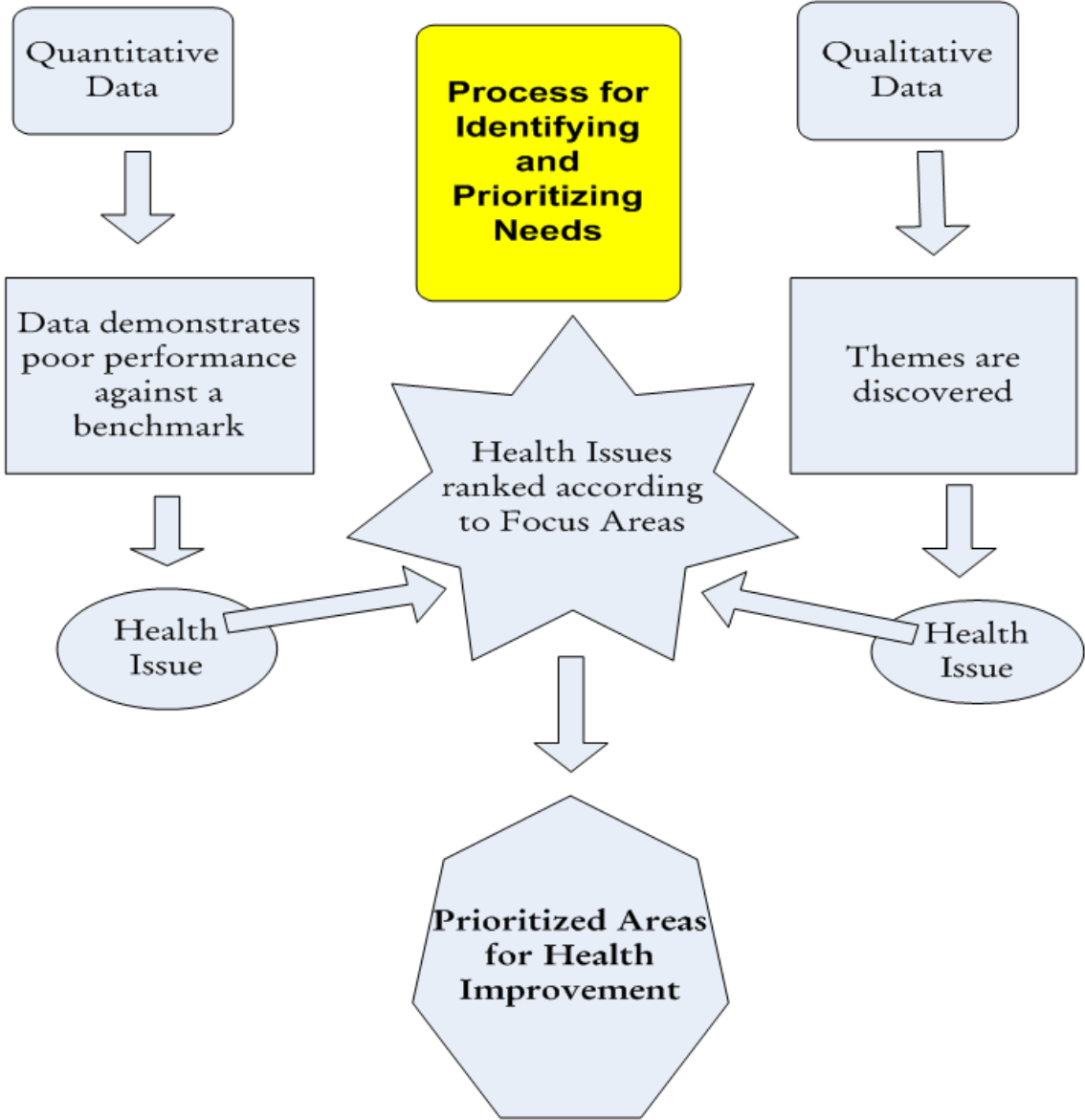


Diagram A1

Prioritization occurred in stages; input was solicited from the Community Health Team, MidMichigan Medical Center - Gratiot/Mt. Pleasant Leadership team, Community Health Staff and respective community groups.

In order to respond and impact the health care needs that were identified, a strategic plan will be developed containing goals and outcome measures upon which we will evaluate programs toward goal completion. This part of the plan will be outlined in the summer of 2019 in Part II of this report.

All of the indicators that were explored were categorized into the following four corresponding areas.

1. Determinants of Health (demographics, social environment, education, economy).
2. Care Access (access to health services, transportation).
3. Health Behaviors (preventative care, substance use, nutrition, and exercise).
4. Health Conditions (chronic conditions, mental health, cancer incident, mortality rate).

Once categorized, further prioritization began. Indicators were selected based on their placement in the “acceptable” range when compared to hospital, local, state, or national data. Out of the 150 indicators analyzed, Gratiot County had approximately 47 out of “acceptable” range and Isabella had 59. These indicators were presented to the Gratiot Collaborative Council and the Isabella County Community Collaborative where they were asked to identify what they believed were the top 5 most pressing areas of concern. They could choose a single indicator or group similar indicators together. For example, indicators: adults who are obese, adults who are sedentary, diabetes in adults, high cholesterol, hypertension, and pediatric obesity could be grouped together as *obesity*. The top five focus areas chosen by each council are below:

Gratiot Collaborative Council:

1. Chronic Diseases
2. Maternal/Infant/Child Health
3. Mental Health

Isabella County Community Collaborative:

1. Access to Care
2. Behavioral Health
3. Maternal/Infant Health
4. Obesity
5. Social Determinants of Health

Identifying Priority Areas: The Final Step

Assessment

The written report will be provided in two parts: Part I: Data Collection, Evaluation, and Focus Area Prioritization and Part II: The Improvement Plan. The Community Health Team worked together throughout the process to develop the final product that provides an overview of the health system, corresponding data, data interpretation, focus area prioritization and implementation strategies that are subsidiary specific. The 2019 Community Health Needs Assessment established the foundation for developing the 2020-2021 Improvement Plan. Each subsidiary board will review the data and prioritize recommendations in June 2019. Once this approval has occurred, we will outline evidence based strategies for health improvement in the prioritized areas.

Improvement Plan

The Improvement Plan will begin upon approval of focus areas from each respective subsidiary board. Progress will be recorded and presented back to each respective board. The Improvement Plan will be contained in Part 2 of the CHNA report. We will participate closely with our community partners to implement comprehensive strategies in our shared priority areas.

Evaluation

Measurement against benchmarks will continue and a yearly report of outcome measures will be provided. Our plans will be modified as needed based upon public input and outcome measures. Reassessment will be ongoing as we work with our communities to develop a regional data dashboard.

Reflection

Various barriers emerged, which hindered either the data collection or prioritization processes for this report. For instance, data is not always collected on a yearly basis, resulting in data that is several years old. Also, some data is only available at a state level, making it difficult to discern need at a more local level. Data around age, ethnicity, gender and race is not available for all data indicators, which limits the ability to examine health disparities.

Conclusion

The 2019 Community Health Needs Assessment has established the foundation developing the 2020-2021 Improvement Plan. Our next step will be to outline evidenced based strategies for health improvement in the prioritized areas. These strategies will build upon the assets and resources of our health system and each community.

Approval of the Health Priority Areas for 2020-2021 took place on June 19, 2019.

Addendum: This Report will be made publically available on www.midmichigan.org, along with The Improvement Plan. This plan will also be filed with the Internal Revenue Service using Form 990 Schedule H.

Part II: Community Health Improvement Plan

MidMichigan Medical Center - Gratiot built upon the Improvement Plan developed in 2013 and also included MidMichigan Medical Center - Mt. Pleasant to develop a comprehensive cross-county plan to address health concerns while upholding MidMichigan Health's Mission, Vision and Core Values. The underlying premise for each MidMichigan Health subsidiary in completing the Community Health Improvement Plan was shared ownership for community health. While our previous CHNA helped us identify focus areas for health improvement, the IRS legislation mandating collaborative efforts provided an opportunity to revisit our needs assessment and strategic planning processes.

The plan that follows includes goals and evidence based strategies for the focus areas determined by MidMichigan Health's Community Health team, solicited input from the Isabella Community Collaborative, and approved by MidMichigan Health's Operation Team and the MidMichigan Medical Center - Gratiot/Mt. Pleasant Board of Directors.

**2019 Community Health Needs
Assessment focus areas presented to the
MidMichigan Medical Center - Gratiot and
MidMichigan Medical Center - Mt. Pleasant
Boards:**

**Health Behaviors
Maternal/Infant Health
Mental Health**

Appendix A

Isabella County Community Collaborative Organization List

Adoption Option Inc.
American Red Cross
Central Michigan Community Mental Health
Chamber of Commerce
Chippewa River District Library
Citizens Climate Lobby
Clothing Inc.
Disability Network Mid Michigan
District 5 Commissioner
EightCap
Girls on the Run of Central Michigan
Gratiot Isabella RESD
Habitat for Humanity
I-Ride
Isabella Citizens for Health
Isabella Community Soup Kitchen
Isabella County Child Advocacy Center
Isabella County Human Rights Committee
Isabella County Restoration House
John Goodrow Fund
Life Choices of Central Michigan
Listening Ear

McLaren Central Michigan
Michigan Department of Health and Human Services
Michigan State Police
Michigan Works
MiChoice Waver
Mid Michigan College
Mid Michigan Industries
Mid State Health Network
MidMichigan Health
Motor less Motion
MSU Extension
Mt. Pleasant Area Community Foundation
Mt. Pleasant Area Diversity Group
Mt. Pleasant Community Church
Recovery Pathways
Regional Preschool Partnership
Saginaw Chippewa Indian Tribe Behavioral Health
Salvation Army
State of Michigan- Veteran Services
Ten16 Recovery Network
United Way
Women's Aid Service

Appendix B

Gratiot Collaborative Council Organization List

A&D Healthcare
Alma College
Big Brothers Big Sisters
Caring & Sharing
Child Advocacy
Children's Discovery Museum
City of Alma
Commission on Aging
Day Dreams
DHHS
Disability Network
EightCap
Girls on the Run
Good Company
Gratiot County Central Dispatch/911
Gratiot County Community Foundation
Gratiot County Hope House
Gratiot Emergency Housing
Gratiot Emergency Management
Gratiot Integrated Health Network

Gratiot Isabella RESD
Great Start Collaborative
Great Start Central Resource Center
Greater Gratiot Development
Habitat for Humanity
Love INC
Michigan National Guard Family Programs
MSU College of Human Medicine
MSU Extension
Michigan Works
Mid Michigan District Health Department
MidMichigan Foster and Adoptive Coalition
MidMichigan Medical Center - Gratiot
Mindful Therapy
PACE Central Michigan
Regional Preschool Partnership
RISE
St. Louis Church of the Nazarene
St. Louis Farmers Market
The Salvation Army
United Way

Appendix C

		Indicator	Gratiot	Isabella	Michigan	Source	Date
Determinants	Demographics	Population	41,018	71,063	9,962,311	County Health Rankings	2019
		Female Population	46.3%	51.4%	50.8%	County Health Rankings	2019
		Male Population	53.7%	48.6%	49.2%	County Health Rankings	2019
		Population Age Under 18	20%	17.2%	21.8%	County Health Rankings	2019
		Population Age Over 65	16.9%	12.1%	16.7%	County Health Rankings	2019
		Population White (Non-Hispanic)	85.9%	85.5%	75.2%	County Health Rankings	2019
		Population Black or African American	5.9%	2.7%	13.8%	County Health Rankings	2019
		Population Hispanic or Latino	6.2%	3.9%	5.1%	County Health Rankings	2019
		Population American Indian or Alaskan Native	0.7%	3.9%	0.7%	County Health Rankings	2019
		Poor or Fair Health	16%	19%	17%	County Health Rankings	2019
	Environment	Drinking Water Violations	*	Yes	*	County Health Rankings	2019
		Recreation and Fitness Facility Access per 1,000	0.02	0.06	*	US Department of Agriculture	2014
		WIC - Authorized Food Store Access	12	12.7	21.7	US Department of Agriculture	2011
	Social Environment	Violent Crime Rate (per 100,000)	203	252	443	County Health Rankings	2019
		Social Associations (per 10,000)	13.1	8.7	9.9	County Health Rankings	2019
		Adult 65+ Living Alone	12.5%	8.5%	11.3%	American Community Survey	2017
		Children in Investigated Families, Ages 0-17	150.8	144.7	113.8	Kids Count	2017
		Confirmed Victims of Abuse or Neglect, Ages 0-17	19.1	16.8	18.9	Kids Count	2017
		Children in Out-of-Home Care, Ages 0-17	1.8	6	4.8	Kids Count	2017
	Social Determinants of Health	Problems Finding Childcare Interferes with Work or School	1	*	*	Epic	2019
		Not Seen a Doctor in Past 12 Months Due to Cost	32	5	*	Epic	2019
		Eaten Less Than Recommended in Past 12 Months due to Lack of Money or Food	22	3	*	Epic	2019
		Worried About not Having Stable Housing in Next 2 Months	6	1	*	Epic	2019
		Afraid of Being Hurt in Your Apartment or Home	2	*	*	Epic	2019

		Are Feeling Lonely	48	9	*	Epic	2019
		Need Help Reading	51	9	*	Epic	2019
		In Past 12 Months Lacked Transportation to Get to Health Care Provider	22	1	*	Epic	2019
		Have Urgent Needs (Have No Food or Place to Sleep)	6	*	*	Epic	2019
		Have Had Utility Company Shut off Service for Not Paying Bills	1	*	*	Epic	2019
	Education	High School Graduation	89.9%	92%	90.2%	American Community Survey	2017
		People 25+ with Bachelor's Degree or Higher	14.7%	29.4%	28.1%	American Community Survey	2017
		High School Dropouts	7.81%	7.81%	8.65%	Center for Educational Performance Information	2017
		Students Not Proficient in Grade 3 English (M-Step)	27.6%	27.6%	31%	Michigan Department of Education	2018
		3 and 4 Year Olds Not in Preschool	59%	58.9%	52.9%	Kids Count	2017
		Students in Special Education	14.6%	22.1%	14%	Kids Count	2017
	Economy	Median Household Income	\$42,256	\$42,771	\$52,668	American Community Survey	2018
		Per Capita Income	\$20,597	\$22,009	\$28,938	American Community Survey	2017
		Children Under 18 Living Below Poverty Level	25.1	20.8	21.7	American Community Survey	2017
		Families Living Below Poverty Level	16.4%	12.1%	10.9%	American Community Survey	2017
		People 65+ Living Below Poverty Level	11.5%	8.2%	8.2%	American Community Survey	2017
		Households with Cash Public Assistance	2.5%	2.4%	2.8%	American Community Survey	2017
		Unemployment Rate	5.5%	4.6%	4.1%	Bureau of Labor Statistics	2018
		Food Stamp/SNAP Benefits in the Past 12 Months	16.4%	14.2%	14.9%	American Community Survey	2017
		Renters Spending 35% or More of Household Income on Rent	45.8%	54.2%	41.8%	American Community Survey	2017
		Students Eligible for Free Lunch Program	50%	42%	46%	County Health Rankings	2019
		Severe Housing Problems	14%	22%	16%	County Health Rankings	2019
		ALICE Total Households	14,736	25,000	1,128,012	United Way	2018
		% ALICE + % Poverty	51%	51%	29%	United Way	2018
Care Access	Access to Health Services	Primary Care Provider Rate	1,790:1	2,040:1	1,260:1	County Health Rankings	2019
		Other Primary Care Providers	892:1	1,269:1	1,064:1	County Health Rankings	2019
		Mental Health Provider Rates	660:1	410:1	400:1	County Health Rankings	2019
		Uninsured Adults	7%	10%	8%	County Health Rankings	2019

		Uninsured Children	3%	5%	3%	County Health Rankings	2019
		Preventable Hospital Stays	3,327	4,954	5,188	County Health Rankings	2019
		Medicaid Paid Births Single Year	46.8%	37%	42.7%	Michigan Department of Health and Human Services	2017
		No Health Care Access During Past 12 Months Due to Cost	13.4%	19.6%	13.3%	Behavioral Risk Factor Surveillance System	2016
		Fully Immunized Toddlers, Age 2	80.2%	74.6%	74.1%	Kids Count	2018
		MAPS Opioid Prescriptions	43,543	*	*	MAPS	2014
	Transportation	Mean Travel Time to Work (Minutes)	17.9	18.2	24.3	American Community Survey	2017
		Households Without a Vehicle	6.5%	6.7%	7.9%	American Community Survey	2017
	Top 10 Inpatient MS-DRGs	Psychosis	445	*	*	MidMichigan Health	2018
		Normal Newborn	204	*	*	MidMichigan Health	2018
		Septicemia or Severe Sepsis without MV > 96 Hours	165	*	*	MidMichigan Health	2018
		Degenerative Nervous System Disorders	117	*	*	MidMichigan Health	2018
		Vaginal Delivery without Sterilization	114	*	*	MidMichigan Health	2018
		Neonate with Other Significant Problems	103	*	*	MidMichigan Health	2018
		O.R. Procedures for Obesity without CC/MCC	88	*	*	MidMichigan Health	2018
		Heart Failure & Shock with MCC	85	*	*	MidMichigan Health	2018
		Major Joint Replacement or Reattachment	76	*	*	MidMichigan Health	2018
		Septicemia or Severe Sepsis Without MV > 96 Hours	62	*	*	MidMichigan Health	2018
		Other	1,840	*	*	MidMichigan Health	2018
	Mobile Medical Response	Top 11 MMR Nature of Call	Sick Person (Specific Diagnosis)	812	1074	*	MMR
Falls			647	846	*	MMR	2018
Breathing Problems			460	612	*	MMR	2018
Chest Pain (Non-Traumatic)			292	461	*	MMR	2018
Unconscious/Fainting (Near)			291	545	*	MMR	2018
Traffic/Transportation/Accidents			288	635	*	MMR	2018
Psychiatric/Abnormal Behavior			246	449	*	MMR	2018

		Hemorrhage/Lacerations	142	182	*	MMR	2018
		Convulsions/Seizures	136	318	*	MMR	2018
		Stroke (CVA)	135	174	*	MMR	2018
		Unknown Problem (Man Down)	119	198	*	MMR	2018
		Total Calls to MMR	4248	6757	*	MMR	2018
211	Top 10 Referrals for 211	Utility Assistance	32.5%	22.3%	*	211	2018
		Housing	24.3%	18.3%	*	211	2018
		Food/Meals	7%	7.7%	*	211	2018
		Legal, Consumer and Public Safety Services	6.9%	5%	*	211	2018
		Clothing/Personal/Household Needs	5.5%	4.2%	*	211	2018
		Health Care	4.4%	3.2%	*	211	2018
		Individual, Family and Community Support	4.3%	3%	*	211	2018
		Information Services	4%	6%	*	211	2018
		Income Support/Assistance	3.4%	6%	*	211	2018
		Transportation	3%	2.6%	*	211	2018
Health Behaviors	Preventative Care	Diabetic Monitoring (Medicare Population)	88%	84%	86%	County Health Rankings	2018
		Mammogram Screening (Medicare Population)	44%	43%	43%	County Health Rankings	2019
		Mammogram Screening	68%	61%	74%	Behavioral Risk Factor Surveillance System	2016
		Pap Test in Past 3 Years, Age 18+	79.5%	73.6%	72.7%	National Cancer Institute	2016
		Sigmoidoscopy or Colonoscopy Screening	70.2%	53.4%	73.7%	Behavioral Risk Factor Surveillance System	2016
		Pneumonia Vaccination (PPSV23 65+)	55.9%	42%	54.2%	MDHHS	2018
		HPV Vaccination - Females	49.5%	43.4%	43.2%	MDHHS: Immunization Report Card	2018
		HPV Vaccination - Males	47%	41.8%	39.4%	MDHHS: Immunization Report Card	2018
		Less than Adequate Prenatal Care	51.1%	35.1%	32.5%	Kids Count	2016
		Births with Late or No Prenatal Care	5.5%	6.4%	5.40%	Kids Count	2016
	Behavioral Health	Adult Smoking	19%	21%	20%	County Health Rankings	2019

		Percentage of High School Students who Ever Drank Alcohol	40.6%	42.3%	*	Michigan Profile for Healthy Youth	2017
		Percentage of High School Students who Ever Tried Cigarette Smoking	20.3%	18.4%	*	Michigan Profile for Healthy Youth	2017
		Percentage of High School Students who Used an Electronic Vapor Product During the Past 30 Days	14.6%	23.1%	*	Michigan Profile for Healthy Youth	2017
		Percentage of High School Students who Ever Tried Marijuana	9.9%	21.6%	*	Michigan Profile for Healthy Youth	2017
		Tobacco Usage - Current Adult Smokers	21.4%	21.2%	20.1%	Behavioral Risk Factor Surveillance System	2012
		Binge Drinking Adults	21%	23%	21%	County Health Rankings	2019
		Births to Mothers who Smoked During Pregnancy	29%	23.9%	17.1%	Kids Count	2016
		Percentage of Students who Ever Had Sexual Intercourse	51.90%	31.8%	*	Michigan Profile for Healthy Youth	2017
		Percentage of Students who were Physically Hurt on Purpose by Someone they were Dating or Going out with During the Past 12 Months	9.8%	5.5%	*	Michigan Profile for Healthy Youth	2017
		Frequent Mental Distress	13%	14%	14%	County Health Rankings	2019
		Suicide Attempts and Completion from Jan. 1-July, 2018	196	*	*	Gratiot County CAD	2018
		Suicide Attempts from July 2018-Dec. 31, 2018	55	*	*	Gratiot County CAD	2018
		Suicide Completions from July 2018-Dec. 31, 2018	5	*	*	Gratiot County CAD	2018
		Children Served by Community Mental Health	416	414	*	Community Mental Health for Central Michigan Gratiot Integrated Health Network	2018
		Adults Served by Community Mental Health	937	1,564	*	Community Mental Health for Central Michigan Gratiot Integrated Health Network	2018
		Number of Patients with a Mental Health (MH) Diagnosis (DX)	21%	*	*	EPIC	2018
		Adjustment Disorders	128	74	*	Community Mental Health for Central Michigan Gratiot Integrated Health Network	2018
		Alcohol Related Disorders	76	10	*	Community Mental Health for Central Michigan Gratiot Integrated Health Network	2018

		Anxiety Disorders	75	311	*	Community Mental Health for Central Michigan Gratiot Integrated Health Network	2018
		Attention Deficit Conduct and Disruptive Behavior Disorder	129	203	*	Community Mental Health for Central Michigan Gratiot Integrated Health Network	2018
		Delirium Dementia and Amnestic and Other Cognitive Disorders	5	4	*	Community Mental Health for Central Michigan Gratiot Integrated Health Network	2018
		Developmental Disorders	236	155	*	Community Mental Health for Central Michigan Gratiot Integrated Health Network	2018
		Disorders Usually Diagnosed in Infancy, Childhood, or Adolescence	4	123	*	Community Mental Health for Central Michigan Gratiot Integrated Health Network	2018
		Impulse Control Disorders not Elsewhere Classified	2	13	*	Community Mental Health for Central Michigan Gratiot Integrated Health Network	2018
		Miscellaneous Mental Disorders	283	8	*	Community Mental Health for Central Michigan Gratiot Integrated Health Network	2018
		Mood Disorders	103	847	*	Community Mental Health for Central Michigan Gratiot Integrated Health Network	2018
		Personality Disorders	70	38	*	Community Mental Health for Central Michigan Gratiot Integrated Health Network	2018
		Schizophrenia and Other Psychotic Disorders	95	217	*	Community Mental Health for Central Michigan Gratiot Integrated Health Network	2018
		Screening and History of Mental Health and Substance Abuse Codes	0	0	*	Community Mental Health for Central Michigan	2018

						Gratiot Integrated Health Network	
		Substance Related Disorders	15	8	*	Community Mental Health for Central Michigan Gratiot Integrated Health Network	2018
Teen Health		Number of Births per 1,000 Females, Age 15-19	20	10	22	County Health Rankings	2019
		Teen Pregnancy Rate (per 1,000)	18.6	13.8	27.3	Michigan Department of Community Health	2017
		Repeat Teen Births, Age 15-19	19.6%	16.3%	17%	Kids Count	2015
		Child and Teen Deaths, Age 1-19	38.9%	18.8%	26.7%	Kids Count	2017
		Percent of Middle School Students who are Obese	26.2%	22%	*	Michigan Profile for Healthy Youth	2018
		Percent of Middle School Students who are Overweight	14.8%	17%	*	Michigan Profile for Healthy Youth	2018
		Percent of High School Students who are Obese	22.1%	21.5%	*13.1%	Michigan Profile for Healthy Youth (Mi: CDC - Youth Risk Behavior Surveillance System)	2018
		Percent of High School Students who are Overweight	18.2%	15.2%	*15.5%	Michigan Profile for Healthy Youth (Mi: CDC - Youth Risk Behavior Surveillance System)	2018
		Percentage of Middle School Students who were Physically Active for at Least 60 Minutes per Day on Five or More of the Past Seven Days	57.4%	55.7%	*	Michigan Profile for Healthy Youth	2018
		Percentage of High School Students who were Physically Active for at Least 60 Minutes per Day on Five or More of the Past Seven Days	58.8%	51.4%	*	Michigan Profile for Healthy Youth	2018
		Percent of High School Students who Saw a Doctor for an Exam When They were not Sick or Injured in the Past Year	69.3%	66.1%	*	Michigan Profile for Healthy Youth	2018
		Percent of Middle School Students who Saw a Dentist in the Past 12 Months	71.7%	71%	*	Michigan Profile for Healthy Youth	2018
		Percent of High School Students who Saw a Dentist in the Past 12 Months	78.5%	74.3%	*	Michigan Profile for Healthy Youth	2018
Nutrition and Exercise		Adult Obesity	35%	32%	32%	County Health Rankings	2019
		Physical Inactivity	19%	19%	22%	County Health Rankings	2019
		Population with No Leisure Time Physical Activity	26.1%	23%	22.1%	Center for Disease Control	2014
		Low Income and Low Access to a Grocery Store	14.29%	3.69%	*	US Department of Agriculture:	2015

						Food Atlas	
		People 65+ with Low Access to a Grocery Store	3.34%	0.62%	*	US Department of Agriculture; Food Atlas	2015
		Access to Exercise Opportunities	55%	74%	85%	County Health Rankings	2019
		Children with Low Access to a Grocery Store	5.62%	1.26%	*	US Department of Agriculture; Food Atlas	2015
		Farmers Market Density	0.01	0.07	*	US Department of Agriculture; Food Atlas	2016
		Fast Food Restaurant Density (per 1,000)	0.38	0.54	*	US Department of Agriculture; Food Atlas	2014
		Grocery Store Density (per 1,000)	0.17	0.14	*	US Department of Agriculture; Food Atlas	2014
		Food Environment Index	7	7.4	7.1	County Health Rankings	2019
		Child Food Insecurity Rate	17.5%	16.5%	14.2%	Feeding America	2016
		Frequent Physical Distress	12%	14%	13%	County Health Rankings	2019
		SNAP Participants (% Pop)	14.74%	14.74%	*	US Department of Agriculture; Food Atlas	2016
Health Conditions	Chronic Conditions	People Living with HIV (per 100,000)	4.85%	6.73%	15.74%	Michigan Department of Health and Human Services	2017
		Sexually Transmitted Infections (per 100,000)	264.8	345:1	462.9	County Health Rankings	2019
		Kidney Disease	17.3%	15.6%	19.42%	Centers for Medicare and Medicaid Services	2015
		Depression	18.7%	23.6%	18.57%	Centers for Medicare and Medicaid Services	2015
		Schizophrenia/Other Psychotic Disorders	3.9%	5.7%	3.99%	Centers for Medicare and Medicaid Services	2015
		Hepatitis (Chronic Viral B&C)	0.2%	0.6%	0.68%	Centers for Medicare and Medicaid Services	2015
		Osteoporosis	4.8%	5.2%	5.24%	Centers for Medicare and Medicaid Services	2015
		Arthritis	30.7%	32.5%	32.6%	Centers for Medicare and Medicaid Services	2015
		Alzheimer's/Dementia	9.1%	11.1%	10.63%	Centers for Medicare and Medicaid Services	2015
		Poor Mental Health Days	4.2	4.6	4.4	County Health Rankings	2019
		Asthma	9.6%	11.8%	9.67%	Centers for Medicare and	2015

						Medicaid Services	
		Babies with Low Birth Weight (per 1,000)	22	54	9,846	Michigan Department of Community Health	2017
		Low Birthweight	7%	7%	8%	County Health Rankings	2019
		Health Outcomes	23	53	*	County Health Rankings	2019
		Health Factors	35	57	*	County Health Rankings	2019
	Cardiovascular	Heart Disease Hospitalization	160.6	96.2	124	Michigan Department of Community Health	2016
		Adult Diabetes	10%	9%	11%	County Health Rankings	2019
		Diabetes: Medicare Population	28.5%	27.4%	28.59%	Centers for Medicare and Medicaid Services	2015
		High Cholesterol	41.6%	49.4%	39.4%	Behavioral Risk Factor Surveillance System	2015
		High Cholesterol: Medicare Population	44%	46.9%	44.61%	Centers for Medicare and Medicaid Services	2015
		Heart Disease	236	191.8	197.9	Michigan Department of Health and Human Services	2017
		Hypertension Hospitalizations (10,000 Population)	10.2	12.3	15.5	Behavioral Risk Factor Surveillance System	2016
		Hypertension (Medicare Population)	53.2%	55.7%	54.99%	Centers for Medicare and Medicaid Services	2015
		Heart Failure (Medicare Population)	19.1%	16.7%	15.82%	Centers for Medicare and Medicaid Services	2015
		COPD: Medicare Population	14.3%	15.5%	13.7%	Centers for Medicare and Medicaid Services	2015
		Atrial Fibrillation	10.7%	8.3%	8.24%	Centers for Medicare and Medicaid Services	2015
		Ischemic Heart Disease (Medicare Population)	31%	30%	30.63%	Centers for Medicare and Medicaid Services	2015
		Stroke	3.8%	4.1%	3.97%	Centers for Medicare and Medicaid Services	2015
		Cancer Incident Rate per 100,000 Population	All Cancer	408.1	404.4	449.5	National Cancer Institute
	All Cancer Medicare Population		7%	6.3%	7.83%	Centers for Medicare and Medicaid Services	2015
	Lung Cancer		64.5	70.1	65.6	National Cancer Institute	2015
	Oral Cancer		9.2	8.9	11.5	National Cancer Institute	2015

		Breast Cancer	121.3	105.2	123.4	National Cancer Institute	2015
		Colorectal Cancer	43.8	45.5	37.7	National Cancer Institute	2015
Prostate Cancer		83.4	70.6	117.6	National Cancer Institute	2015	
Mortality Rate per 100,000 Population		Mortality Ranking	26	23	*	County Health Rankings	2019
		Life Expectancy, Both Sexes	78.45 years	79.06 years	78.26 years	US Health Map	2014
		All Cancer	153.7	176.1	172.7	National Cancer Institute	2015
		Breast Cancer	20.9	24	21.7	National Cancer Institute	2015
		Colorectal Cancer	17.2	20.5	14.5	National Cancer Institute	2015
		Lung Cancer	46.9	51.5	48	National Cancer Institute	2015
		Prostate Cancer	15.9	16.5	19	National Cancer Institute	2014
		Premature Death (YPLR)	6,600	6,500	7,600	County Health Rankings	2019
		Heart Disease	309.6	143.5	252.6	Michigan Department of Community Health	2017
		Diabetes	75.6	53.58	83.7	Michigan Department of Community Health	2017
		Chronic Lower Respiratory Disease	73.1	46.4	57.1	Michigan Department of Community Health	2017
		Stroke	48.8	54.9	50.1	Michigan Department of Community Health	2017
		Suicide	*	10.5	13.6	Michigan Department of Community Health	2017
		Influenza and Pneumonia	11.3	11.9	14.1	Michigan Department of Community Health	2017
		Infant	3.4	11.7	6.8	Michigan Department of Community Health	2017
		Drug Overdose Deaths	10	17	24	County Health Rankings	2019
		Drug Rate Death due to Heroin-Related Drug Poisoning	0	3.3	4.2	Michigan Substance Use Data Repository	2017
		Alcohol-Impaired Driving Deaths	27%	40%	29%	County Health Rankings	2019

Part II: Community Health Improvement Plan

The MidMichigan Medical Center - Gratiot and MidMichigan Medical Center - Mount Pleasant Community Health Improvement Plan for 2019-2022 was built upon previous plans to further reflect MidMichigan Health's Mission, Vision, and Core Values, as well as collaborative efforts with the community. The underlying premise for each MidMichigan Health subsidiary in completing previous plans was shared ownership for community health. While our previous CHNA's helped us identify focus areas for health improvement, the IRS legislation mandating collaborative efforts provided an opportunity to revisit our needs assessment and strategic planning processes. Part one of the Community Health Needs Assessment included a detailed investigation of quantitative and qualitative data from which areas for health improvement were chosen.

The following plan includes goals and evidenced based strategies to address three focus areas for health improvement, approved by the MidMichigan Medical Center - Gratiot and MidMichigan Medical Center - Mount Pleasant Board of Directors on October 23, 2019. This document reflects input from designated individuals in each community inclusive of, but not limited to, public health experts, representatives of low-income and medically underserved populations, and those suffering from chronic disease. The broadened scope from which we plan to function is inherent in the strategies which include internal health improvement initiatives of MidMichigan Medical Center - Gratiot and MidMichigan Medical Center - Mount Pleasant, as well as collaborative efforts of the hospital with public health, the University of Michigan, and our community partners. The following pages outline the Community Health Improvement Plan for MidMichigan Medical Center - Gratiot and MidMichigan Medical Center - Mount Pleasant.

Addendum: This report will be made publicly available on www.midmichigan.org, and will be filed with the Internal Revenue Service using Form 990 Schedule H.

Health Focus Area: Chronic Disease Prevention				
Goal: Educate, encourage and provide opportunity for improved health behaviors and increased access to healthy foods.				
Strategy	Action	Lead agency/Partners	Expected Output	Measure
<p>1.1 Expand/Improve Prescription for Health Program.</p> <p>1.2 Explore means to connect patients to other healthy food sources in area.</p> <p>1.3 Explore the idea of a feasibility study and business plan for a food hub in Gratiot County.</p>	<p>1.1 Expand program to reach an increased number of participants.</p> <p>1.2 Connect patients to Double Up Food Bucks; Emergency Food Pantries; Food Banks; Community Garden Sites and state programs like 10Cents a Meal.</p>	<ul style="list-style-type: none"> MSU Extension MidMichigan Medical Center - Gratiot MidMichigan Medical Center - Mount Pleasant Live Well Gratiot MidMichigan District Health Department MiHIA MIFMA 	<p>Increased engagement of all Farmers Markets in Gratiot and Isabella County.</p> <p>Increased access to healthy foods.</p>	<p>Short term Share evaluation reports from Prescription for Health partners and program participants.</p> <p>Long term Increased fruit and vegetable purchase and consumption.</p> <p>Improved BMI's and decreased percentage of children and adults being overweight or obese or reporting high BMI's.</p>
<p>2. Provide Diabetes Prevention Program.</p>	<p>Expand number of Diabetes Prevention in-person and virtual offerings for adults at risk for diabetes.</p>	<ul style="list-style-type: none"> MidMichigan Physicians Group Offices (in-person offerings) MiHIA (virtual offerings) Insurance funded (in-person and virtual offerings) 	<p>The number of participants for in-person and virtual classes will increase every year through 2022.</p> <p>Delayed onset of Diabetes and comorbidities attributable to Type 2 diabetes.</p>	<p>Short term Participation rates. Physical activity outcomes, average weight loss and program evaluations.</p> <p>Long term Improved A1c and cholesterol numbers.</p>
<p>3. Offer MidMichigan Health Speaker's Bureau for healthy eating, exercise and weight management educational programming.</p>	<p>Provide subject matter experts and educational materials like "Twelve Weeks to a Better You."</p>	<ul style="list-style-type: none"> MidMichigan Medical Center - Gratiot Subject Matter Experts. MidMichigan Medical Center - Mount Pleasant Subject Matter Experts. 	<p>A minimum of five programs per year per subsidiary will be provided to audiences, per request.</p>	<p>Number of requests.</p> <p>Participation rates.</p> <p>Program evaluations.</p>
<p>4. Provide healthy eating and exercise programming for school-aged children.</p>	<p>Explore Eat Healthy Move More, Kurbo, and Go Outside opportunities.</p>	<ul style="list-style-type: none"> MidMichigan Medical Center - Gratiot MidMichigan Medical Center - Mount Pleasant MiHIA 	<p>A minimum of 200 school-aged children will be reached with programming.</p>	<p>Short Term Participation rates.</p> <p>Long Term Decreased percentage of middle school and high school aged children reporting overweight or obese and decreased BMI.</p>
<p>5. Provide education on expected screenings.</p>	<p>Educate community members regarding suggested health care screenings at programs and events using the Women's and Men's Guides to Living Well.</p>	<ul style="list-style-type: none"> MidMichigan Medical Center - Gratiot MidMichigan Medical Center - Mount Pleasant 	<p>Community Members will be informed regarding recommended screenings.</p>	<p>Short Term Number of resources distributed.</p> <p>Long Term Increased participation in recommended screenings.</p>

Health Focus Area: Maternal/Infant/Child Health				
Goal: Prepare, Care and Support childbearing families in order to improve the health and well-being of childbearing aged women and infants.				
Strategy	Actions	Lead agency/Partners	Expected Output	Measure
<p>1.1. Increase proportion of pregnant women who receive early and adequate prenatal care.</p> <p>1.2. Provide consistent childbirth preparation education content to all staff and pregnant families.</p>	<p>1.1. Educate women of childbearing age regarding the importance of prenatal care.</p> <p>1.2. Implement a Centering Pregnancy Pilot.</p> <p>1.2a. Work with Community partners to register expectant parents for childbirth preparation, baby care boot camp, breastfeeding/safety and child/infant CPR classes.</p> <p>1.2b. Implement a consistent education initiative for all medical staff and patient education for inpatient and ambulatory.</p>	<ul style="list-style-type: none"> • MPG and Non-Affiliated OB/GYN • Primary Care and Pediatric Offices • Great Start Collaborative • MiHIA Centering Pregnancy • MidMichigan District Health Department • Central Michigan Health Department 	<p>Improved pregnancy and postpartum behaviors.</p> <p>Improved health of mothers, babies and future health of children.</p>	<p>Short Term</p> <p>Number of first time and overall prenatal visits.</p> <p>Number of staff members participating in education.</p> <p>Class participation numbers.</p> <p>Long Term</p> <p>Decrease in percent of mothers in the less than adequate prenatal care category.</p> <p>Decrease in average number of low birth weight babies.</p>
<p>2. Increase abstinence from cigarettes among pregnant women.</p>	<p>Expand Tobacco Cessation and Reduction in Pregnancy Treatment Program.</p>	<ul style="list-style-type: none"> • MiHIA Region 5 Perinatal Quality Collaborative • MidMichigan District Health Department • Central Michigan Health Department • MidMichigan Physicians Group 	<p>Increased numbers of women will decrease or stop abusing substances during pregnancy.</p>	<p>Short term</p> <p>Decreased reported tobacco use cigarettes during pregnancy.</p> <p>Long term</p> <p>Decrease in births to mothers who smoked or abused other substances during pregnancy.</p>
<p>3. Provide opportunity for follow-up care post discharge.</p>	<p>Educate expectant or postpartum mothers regarding needed programs (Maternal Infant Health Program, Healthy Beginnings Program and SNAP enrollment).</p>	<ul style="list-style-type: none"> • MPG and Non-Affiliated OB/GYN • Primary Care and Pediatric Offices • MidMichigan Home Care • WIC 	<p>Increased utilization of community support services early in prenatal period and after delivery.</p>	<p>Short Term</p> <p>Reports of support service participation.</p> <p>Long Term</p> <p>Reduced rate of post neonatal deaths and deaths from unknown causes.</p>
<p>4.1. Increase the proportion of infants who are breastfed.</p> <p>4.2. Provide Opportunity and support for breastfeeding across the breastfeeding continuum.</p>	<p>Provide consistent education to physicians, inpatient, outpatient health staff and educators on benefits of breastfeeding.</p> <p>Increase breastfeeding support.</p> <p>Review Patient Portal options for more comprehensive follow-up access and options.</p>	<ul style="list-style-type: none"> • MidMichigan Medical Center - Gratiot • MidMichigan Medical Center - Mount Pleasant • MidMichigan District Health Department • Central Michigan Health Department • MidMichigan Physicians Group Offices • WIC 	<p>Increased number of moms will be discharged from hospital exclusively breastfeeding.</p> <p>Increased number of moms breastfeeding at 3 months, six months and one year.</p>	<p>Breastfeeding rates at initiation, discharge, three months, six months and one year.</p>

Health Focus Area: Mental Health and Substance Use				
Goal Mental Health: Lead, partner or support efforts to ensure a comprehensive system of care to meet the behavioral health of all at the right time, in the right place and with the right care.				
Goal Substance Use: Provide prevention, screening, assessment, treatment, education and support so all needs are met.				
Strategy	Actions	Lead agency/Partners	Expected Output	Measure
1. Improve consumer access to mental health resources and treatment.	1.1. Promote mental health resources through the Hope Portal. 1.2. Assist in closing gaps in care through physician mental health assessment and referral education.	<ul style="list-style-type: none"> • MidMichigan Medical Center - Gratiot • MidMichigan Medical Center - Mount Pleasant • 211 of Northeast Michigan • Gratiot County Substance Abuse Coalition 	Increased referrals to mental health resources and treatment.	Short term Increased referral rates. Long term Reported decrease in anxiety, depression and unhealthy means of coping.
2. Improve consumer access to substance use resources and treatment.	2.1 Provide resources for tobacco cessation, alcohol abuse, vaping and drug addiction. 2.2 Provide consistent messaging using a variety of tactics.	<ul style="list-style-type: none"> • MidMichigan Medical Center - Gratiot • MidMichigan Medical Center - Mount Pleasant • 211 of Northeast Michigan • Gratiot County Substance Abuse Coalition • Michigan Quit Line 	Increased referrals to substance use resources and treatment. Decreased percentage of teens and adults 18 years and older that abuse substances.	Short term Increased referral rates. Long term Decreased substance use rates (reported smoking, vaping, binge drinking) and alcohol impaired driving deaths.
3. Continue Project Assert (Alcohol and Substance Abuse Services, Education and Referral to Treatment).	Substance use treatment services will continue in the Emergency Department and inpatient setting.	<ul style="list-style-type: none"> • Ten16 Recovery Wellness Advocates • MidMichigan Medical Center - Gratiot • MidMichigan Medical Center - Mount Pleasant 	Improved Care Coordination and access to substance use treatment.	Increased Referral Rates
4. Identify/Screen for Social Determinants of Health (SDOH), including Loneliness.	4a. Provide systematic evaluation of Social Determinants of Health needs for new patients post ED and annual physical. 4b. Provide bi-directional referral to agencies answering needs reflected from SDOH Surveys.	<ul style="list-style-type: none"> • MidMichigan Medical Center - Gratiot • MidMichigan Medical Center - Mount Pleasant • 211 of Northeast MI • United Way • Gratiot Area Council on Aging • Isabella Area Council on Aging 	Increased identification of SDOH needs.	Referral numbers and types of SDOH referrals satisfied.
5. Identify/Screen for depression/suicide and co-occurring substance abuse and mental health disorders.	Provide assessment for depression/suicide annually for those 12 years and older in primary care offices and at other health encounters, as appropriate.	<ul style="list-style-type: none"> • MidMichigan Health Behavioral Health Strategic Plan • MidMichigan Medical Center - Gratiot • MidMichigan Medical Center - Mount Pleasant • Substance Use Disorder and Community Outreach Committee • Ten16 Recovery Network 	Increased identification and treatment of those at risk for suicide. Increase number of adults with co-occurring substance abuse and mental health disorders who receive treatment.	Short Term Number of teens and adults in treatment. Decreased reports of anxiety and depression. Long Term Decreased suicide rates.