

Ascension Genesys Hospital

Implementation Strategy for the 2021 CHNA Genesee County, Michigan

Conducted: June 21, 2022 – November 15, 2022

Hospital Tax Year: 2021



Ascension



The purpose of this Implementation Strategy is to describe how the hospital plans to address prioritized health needs from its current Community Health Needs Assessment. The significant health needs that the hospital does not intend to address are identified and a rationale is provided. Special attention has been given to the needs of individuals and communities who are more vulnerable, unmet health needs or gaps in services, and input gathered from the community.

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The Implementation Strategy for the 2021 CHNA was approved by the Ascension Michigan Market Board of Trustees on November 15, 2022 (2021 tax year), and applies to the following three-year cycle: July 1, 2022 to June 30, 2025. This report, as well as the previous report, can be found at our public website.

We value the community's voice and welcome feedback on this report. Please visit our public website (<https://healthcare.ascension.org/chna>) to submit your comments.



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Executive Summary

Purpose of the Community Health Needs Assessment and Implementation Strategy

As part of the Patient Protection and Affordable Care Act of 2010, all not-for-profit hospitals are required to conduct a community health needs assessment (CHNA) and adopt an implementation strategy (IS) every three years.

About the Community Health Needs Assessment (CHNA)

The purpose of the CHNA is to understand the health needs and priorities of those who live and/or work in the communities served by the hospital. The residents of Genesee County, Michigan, and its urban core, the City of Flint, are served by three local hospital systems: Ascension Genesys Hospital, Hurley Medical Center, and McLaren Flint. These hospital systems collaborated with the 501(c)3 nonprofit Greater Flint Health Coalition and a collection of multi-sector and community stakeholders, including the Genesee County Health Department, to complete a joint 2022 CHNA for the Flint & Genesee County region. Ten priority (significant) health needs for Flint & Genesee County were selected based upon their potential to impact both short- and long-term health outcomes, the ability of local health care systems to have an impact on addressing the identified needs, current priorities and programs, and effectiveness of existing programs. The 2022 health needs of focus for the Flint & Genesee County community are:

- Addictions (including the opioid epidemic)
- Mental Health (inclusive of stress, anxiety, and depression)
- Social Determinants of Health
- Obesity & Healthy Behaviors
- Health Care Access
- Chronic Disease Burden
- Maternal & Child Health
- Health Inequities (including the burden of systemic racism)
- Safe & Affordable Drinking Water
- COVID-19

The CHNA received approval from the Ascension Southeast Michigan Board of Trustees on June 20 2022, and can be viewed at <https://healthcare.ascension.org/chna>.

About the Implementation Strategy (IS)

This IS is the hospital's response to the health needs prioritized from the CHNA. It describes the actions the hospital will take to address prioritized needs, allocate resources, and mobilize hospital programs and community partners to work together. This approach aligns with Ascension Genesys Hospital's commitment to offer programs designed to address the health needs of a community, with special attention to persons who are underserved and vulnerable.

Health Needs That Will Be Addressed Through the IS and Action Plans



Following the completion of the 2022 CHNA, Ascension Genesys Hospital leaders, in collaboration with the Genesys CHNA Steering Committee, reviewed the significant needs with special consideration for the following: scope of problem (number of people impacted, severity), health disparities (by income and/or race and ethnicity), feasibility (existing resources, known interventions, capacity), momentum/commitment (existing partnerships, community readiness), and alignment (organization's strengths and priorities). For the purposes of the 2021 IS, Ascension Genesys Hospital has chosen to focus its efforts on the following prioritized needs:

- **Mental Health (inclusive of stress, anxiety, and depression)**
 - **Strategy 1.1:** Through a coordinated and transformational approach, Ascension Michigan hospitals will improve access to behavioral healthcare for vulnerable populations.
 - **Strategy 1.2:** Increase involvement in and support of community health activities to address mental health-focused needs

- **Addictions (including the opioid epidemic)**
 - **Strategy 2.1:** Provide medications and supplies to patients with Opioid Use Disorder (OUD), and education to learners to decrease the stigma associated with OUD
 - **Strategy 2.2:** Support the Flint & Genesee County community-wide strategy to address the opioid epidemic & other emerging substance use trends through continued collaboration and partnership with the Greater Flint Health Coalition, Hurley Medical Center, and McLaren Flint
 - **Strategy 2.3:** Increase involvement in and support of community health activities to address addiction-focused needs

- **Chronic Disease**
 - **Strategy 3.1:** Provide outreach screenings for underserved populations to improve access to healthcare services in Genesee County
 - **Strategy 3.2:** Improve collaboration and coordination between Ascension Genesys Hospital providers, including Ascension Medical Group outpatient clinics and Genesys PHO, and Ascension Genesys Diabetes & Nutrition Learning Center through a diabetic & prediabetic referral protocol
 - **Strategy 3.3:** Increase involvement in and support of community health activities to address chronic disease-focused needs

- **Maternal & Child Health**
 - **Strategy 4.1:** The goal of Ascension is to reduce complications associated with severe maternal morbidities (SMM) and improve access to timely and adequate prenatal and postpartum care to prevent poor birth outcomes.
 - **Strategy 4.2:** Increase involvement in and support of community health activities to address maternal and child-focused needs



Ascension Genesys Hospital will monitor and evaluate the action plans outlined in this plan for the purpose of reporting and documenting the impact these action plans have on the community. To ensure accountability, data will be aggregated into an annual Community Benefit report that will be made available to the community.

Approval

The CHNA IS received approval from the Ascension Michigan Market Board of Trustees on November 15, 2022. This IS has been made available to the public and can be viewed at <https://healthcare.ascension.org/chna>.

Ascension Genesys Hospital values the community's voice and welcomes feedback. Questions or comments about this IS can be submitted via the website: <https://healthcare.ascension.org/chna>.



Introduction

As one of the leading non-profit and Catholic health systems in the United States, Ascension is committed to delivering compassionate, personalized care to all, with special attention to persons living in poverty and those most vulnerable.

About Ascension Genesys Hospital

As a Ministry of the Catholic Church, Ascension Genesys Hospital is a non-profit hospital governed by a board of trustees represented by residents, medical staff and sister sponsorships, that provides medical care to Genesee and surrounding counties. As a leading healthcare provider in Mid-Michigan, Ascension Genesys is anchored by a 21st century, 412-bed inpatient facility, built both clinically and architecturally around a patient-centered care philosophy. Employing a medical staff of close to 700 primary and specialty care clinicians, Ascension Genesys had more than 18,000 patient discharges and provided over \$28 million in care of persons living in poverty and other community benefit programs in fiscal year 2021.

Ascension Genesys Hospital is continuing the long and valued tradition of addressing the health needs of people in their communities, following in the footsteps of the Sisters of St. Joseph and their legacy of care since 1920. After witnessing the success of the Sisters of St. Joseph's Kalamazoo hospital, Detroit Bishop Michael J. Gallagher asked the Sisters if they would come to Flint and open a hospital for the rapidly growing population there. The Sisters arrived in Flint in September 1920, and opened St. Joseph Hospital in a former residence. The hospital expanded as health needs grew. At the same time, other local hospitals in the Flint area were being built. Eventually, hospital facilities became more and more costly to maintain and upgrade, and affiliations developed. Finally, the local hospitals made history by consolidating four hospitals into one, with the opening of Genesys Regional Medical Center (now Ascension Genesys Hospital) in 1997. In 1999, The Daughters of Charity National Health System and the Sisters of St. Joseph Health System in Michigan came together to form Ascension Health, one of the largest Catholic healthcare systems in the United States, in order to extend into the future a shared healing Mission – caring for those persons who are poor and most in need.

For more information about Ascension Genesys Hospital, visit [Ascension Genesys Hospital](#).

About the Community Health Needs Assessment (CHNA)

As part of the Patient Protection and Affordable Care Act of 2010, all not-for-profit hospitals are required to conduct a community health needs assessment (CHNA) and adopt an implementation strategy every three years. The purpose of the CHNA is to understand the health needs and priorities of those who live and/or work in the communities served by the hospital, with the goal of addressing those needs through the development of an implementation strategy plan. A CHNA, is essential for community building and health improvement efforts, and directing resources where they are most needed. CHNAs can be powerful tools that have the potential to be catalysts for immense community change.



About the Implementation Strategy (IS)

This IS is the hospital's response to the health needs prioritized from the CHNA. It describes the actions the hospital will take to address prioritized needs, allocate resources, and mobilize hospital programs and community partners to work together. This approach aligns with Ascension Genesys Hospital's commitment to offer programs designed to address the health needs of a community, with special attention to persons who are underserved and vulnerable.

IRS 501(r)(3) and Form 990, Schedule H Compliance

The CHNA and IS satisfy certain requirements of tax reporting, pursuant to provisions of the Patient Protection and Affordable Care Act of 2010, more commonly known as the Affordable Care Act (ACA). As part of the ACA, all not-for-profit hospitals are required to conduct a CHNA and adopt an implementation strategy every three years. Requirements for 501(c)(3) Hospitals Under the Affordable Care Act are described in Code Section 501(r)(3), and include making the CHNA report (current and previous) widely available to the public. In accordance with this requirement, electronic reports of both the CHNA and the current implementation strategy can be found at <https://healthcare.ascension.org/CHNA> and paper versions can be requested at Ascension Genesys Hospital's administrative offices.



Overview of the 2021 Implementation Strategy

Process to Prioritize Needs

Ascension Genesys Hospital understands the importance of all the health needs of the community, and is committed to playing an active role in improving the health of the people in the communities it serves. Following the completion of the CHNA, Ascension Genesys Hospital leaders reviewed the significant needs impacting Flint & Genesee County with special consideration for the following:

- Scope of problem (number of people impacted, severity)
- Health disparities (by income and/or race and ethnicity)
- Feasibility (existing resources, known interventions, capacity)
- Momentum/commitment (existing partnerships, community readiness)
- Alignment (organization's strengths and priorities)

Needs That Will Be Addressed and Action Plans

Following the completion of the current CHNA, Ascension Genesys Hospital has selected the prioritized needs outlined below for its implementation strategy. Ascension has defined "prioritized needs" as the significant needs which have been prioritized by the hospital to address through the three-year CHNA cycle:

- **Mental Health (inclusive of stress, anxiety, and depression)** - This need was selected because "mental health is essential to a person's well-being, healthy family and interpersonal relationships, and the ability to live a full and productive life. People, including children and adolescents, with untreated mental health disorders are at high risk for many unhealthy and unsafe behaviors, including alcohol or drug abuse, violent or self-destructive behavior, and suicide. Mental health disorders also have a serious impact on physical health and are associated with the prevalence, progression, and outcome of some of today's most pressing chronic diseases."¹
 - **Strategy 1.1:** Through a coordinated and transformational approach, Ascension Michigan hospitals will improve access to behavioral healthcare for vulnerable populations.
 - **Strategy 1.2:** Increase involvement in and support of community health activities to address mental health-focused needs
- **Addictions (including the opioid epidemic)** - This need was selected because substance use is a rapidly growing health behavior that contributes to poor health status, poor health outcomes, and increased morbidity and mortality. In Genesee County, the number of deaths attributed to drug use has been increasing.

¹ <https://www.healthypeople.gov/2020/leading-health-indicators/2020-lhi-topics/Mental-Health>

- **Strategy 2.1:** Provide medications and supplies to patients with Opioid Use Disorder (OUD), and education to learners to decrease the stigma associated with OUD
 - **Strategy 2.2:** Support the Flint & Genesee County community-wide strategy to address the opioid epidemic & other emerging substance use trends through continued collaboration and partnership with the Greater Flint Health Coalition, Hurley Medical Center, and McLaren Flint
 - **Strategy 2.3:** Increase involvement in and support of community health activities to address addiction-focused needs
- **Chronic Disease Burden** - This need was selected because individuals who suffer from chronic diseases such as heart disease, stroke, diabetes, cancer, obesity, and arthritis experience limitations in function, health, activity, and work, affecting the quality of their lives as well as the lives of their families.
 - **Strategy 3.1:** Provide outreach screenings for underserved populations to improve access to healthcare services in Genesee County
 - **Strategy 3.2:** Improve collaboration and coordination between Ascension Genesys Hospital providers, including Ascension Medical Group outpatient clinics and Genesys PHO, and Ascension Genesys Diabetes & Nutrition Learning Center through a diabetic & prediabetic referral protocol
 - **Strategy 3.3:** Increase involvement in and support of community health activities to address chronic disease-focused needs
 - **Maternal & Child Health** - This need was selected because maternal and child health not only determines the health of the next generation, but can help predict future public health challenges for families, communities, and the health care system. Maternal health is closely linked to newborn survival, as vulnerabilities can pass from mother to child. Prenatal care is important to both the health of the mother and her unborn child.
 - **Strategy 4.1:** The goal of Ascension is to reduce complications associated with severe maternal morbidities (SMM) and improve access to timely and adequate prenatal and postpartum care to prevent poor birth outcomes.
 - **Strategy 4.2:** Increase involvement in and support of community health activities to address maternal and child health-focused needs

Health Disparities and Inequities

Health equity is a state in which everyone has the opportunity to achieve full health and well-being, and no one is prevented from achieving this because of social position or other socially determined circumstances. Centers for Disease Control and Prevention. (2022, March 3). Health equity. Centers for Disease Control and Prevention. Retrieved August 26, 2022, from <https://www.cdc.gov/chronicdisease/healthequity/index.htm>



Unfortunately, many populations experience health inequities and negative health outcomes due to factors beyond individual behaviors and choices. These inequities are produced by systemic racism and other forms of historical and ongoing oppression within social and economic systems, such as the political system, housing, the workplace, education, and the criminal justice system. Health inequities are observable and measurable through differences in factors such as length and quality of life, rates of disease, disability, and death, as well as differences in access to services and treatments.

Ascension is addressing health disparities and inequities through the following initiatives:

- Establishment of regional ABIDE (“Appreciation-Belongingness-Inclusivity-Diversity) councils in 2020
 - As part of a sustainable and systemwide commitment to listen, pray, learn and act to help address racism and systemic injustice, Ascension launched a new justice-focused framework called ABIDE, which is built upon the hallmarks of Appreciation – Belongingness – Inclusivity – Diversity – Equity.
 - The hallmarks of the ABIDE framework are demonstrations of Ascension’s historic mission, values, and commitment to social justice, compassionate action and advocacy for all, especially the most vulnerable. Ascension also realizes that the hallmarks of our ABIDE framework provide guidance for a process of learning and improvement that is never complete. As such, Ascension is committed to continuous improvement and has developed various methods to help us review the progress we make achieving the hallmarks of the ABIDE framework in service to our associates, patients and the communities we are blessed to serve.
 - Read more about ABIDE here:
<https://www.ascension.org/Our-Mission/Diversity-and-Inclusion>
- Standardized REaL data collection
- Screening for Social Determinants of Health
- Utilization of Neighborhood Resources to connect patients and individuals to services
- Ascension Medical Group health disparities goals/metrics in clinical screenings (colorectal, etc.)
- The Joint Commission Requirements to Reduce Health Care Disparities

The IS below is based on prioritized needs from the hospital’s most recent CHNA. These strategies and action plans represent where the hospital will focus its community efforts over the next three years. While these remain a priority, the hospital will continue to offer additional programs and services to meet the needs of the community, with special attention to those who are poor and vulnerable



PRIORITIZED NEED 1: MENTAL HEALTH (inclusive of stress, anxiety, and depression)	
Strategy 1.1: Through a coordinated and transformational approach, Ascension Michigan hospitals will improve access to behavioral healthcare for vulnerable populations.	
OBJECTIVE	
By June 30, 2025, Ascension Genesys Hospital, as part of Ascension Michigan, will be better positioned to address the mental health needs of the community served.	
OUTPUT(S) AND/OR OUTCOME(S)	
<ul style="list-style-type: none"> ● MI Market Baseline: <ul style="list-style-type: none"> ○ BH screening rates in the ED/AMG clinics - SBIRT: N/A; PHQ-9: N/A (FY2022) ○ Number of TelePsych visits - 1200 (FY2022) ○ Number of Psychological Tests Performed -N/A (FY2022) ● MI Market Target: <ul style="list-style-type: none"> ○ Increase BH screening rates in the ED/AMG clinics - SBIRT: 5.0%; PHQ-9: 6.6% ○ Increase number of TelePsych visits - +1,500 (FY2023) ○ Increase of Psychological Tests Performed - +2,000 (FY2022) ● Data Owner/Source: Ascension Enterprise Project Management Office (ePMO), AchieveIt Tool 	
TARGET POPULATION	
<ul style="list-style-type: none"> ● Target Population: Community members presenting to Ascension Genesys Hospital seeking mental health services. ● Medically Underserved Population: Individuals and groups that are experiencing disparities; un- and/or underserved 	
COLLABORATORS AND RESOURCES	
<ul style="list-style-type: none"> ● Ascension Genesys Hospital: Collaborate with appropriate service lines and departments to implement identified action steps as outlined; Ascension Medical Group, AMG (implement services and models as identified within the outlined action steps) ● Other non-profit hospital: N/A ● Joint Venture: N/A ● Collaborators: Ascension Enterprise Project Management Office (track milestones via AchieveIt Tool) ● Consultants: N/A 	
ACTION STEPS	ROLE/OWNER
Expand use of screening tools, including PHQ-9, ACEs, and/or SBIRT, to identify mental health patients	<ul style="list-style-type: none"> ● Lead: Behavioral Health Service Line ● Collaborators: OB, ED, Maternal Health, AMG, ePMO Sr. Project Manager
Expand TelePsych Services to improve behavioral health access	<ul style="list-style-type: none"> ● Lead: Behavioral Health Service Line ● Collaborators: ED, AMG, ePMO Sr. Project Manager
Expand Psychological Testing for special populations by making testing services available for geriatric, bariatric, child/adolescent autism, ADD, and ADHD populations.	<ul style="list-style-type: none"> ● Lead: Behavioral Health Service Line ● Collaborators: AMG, ePMO Sr. Project Manager
ANTICIPATED IMPACT	



The anticipated impact of these actions is to transform behavioral health care models which ultimately improve the health of the communities served by Ascension Michigan hospitals.

PRIORITIZED NEED 1: MENTAL HEALTH (inclusive of stress, anxiety, and depression)

Strategy 1.2 Increase involvement in and support of community health activities to address mental health-focused needs

OBJECTIVE	
By June 30, 2025, Ascension Genesys Hospital will have increased its impact and engagement in community-based forums and coalitions to promote mental health support and resources available to Genesee County residents.	
OUTPUT(S) AND/OR OUTCOME(S)	
<ul style="list-style-type: none"> • Baseline: No community investment/engagement plan (FY2022) • Target: Establish, implement, and evaluate a community investment/engagement plan for Ascension Genesys Hospital by Year 3 (FY2025) • Data Source/Owner: Ascension Genesys Hospital program records 	
TARGET POPULATION	
<ul style="list-style-type: none"> • Target Population: Residents in Genesee County served by the identified community-based forums and coalitions • Medically Underserved Population: Individuals who are experiencing disparities; uninsured and under-insured 	
COLLABORATORS AND RESOURCES	
<ul style="list-style-type: none"> • Ascension Genesys Hospital: Provide appropriate financial and/or in-kind resources as identified • Other non-profit hospital: N/A • Joint Venture: N/A • Collaborators: community healthcare partners (Greater Flint Health Coalition) in development of Community Health Improvement Plan (CHIP) • Consultants: N/A 	
ACTION STEPS	ROLE/OWNER
Develop community investment/engagement plan for Ascension Genesys Hospital to (further) engage in community health activities	<ul style="list-style-type: none"> • Co-Leads: Advocacy, Community Benefit, MI Market Executive Leadership • Collaborators: Hospital Leadership, Marketing
Identify community-based forums and coalitions that promote and support mental health resources	<ul style="list-style-type: none"> • Lead: Hospital leadership • Collaborators: Advocacy, Community Benefit
Identify hospital leaders and associates to participate in/on community-based forums and coalitions within Genesee County	<ul style="list-style-type: none"> • Lead: Hospital leadership • Collaborators: Advocacy, Community Benefit
Participate in/on community-based forums and coalitions, with focus on increasing involvement in community health activities and raising awareness of the (aligned) services offered by Ascension Genesys Hospital	<ul style="list-style-type: none"> • Lead: Identified hospital leaders and associates



<p>Make publicly available a Program Proposal form, through which community organizations can request financial support</p>	<ul style="list-style-type: none"> ● Co-Owner: Advocacy, Community Benefit ● Collaborator: Hospital Leadership, Foundation, Marketing
<p>Receive, review, and make determination on requests from community organizations who seek support for a financial partnership to address mental health-focused needs within Genesee County</p>	<ul style="list-style-type: none"> ● Co-Owner: Advocacy, Community Benefit ● Collaborator: Hospital Leadership, Foundation
<p>Provide financial partnership support to selected organizations</p>	<ul style="list-style-type: none"> ● Co-Owner: Advocacy, Community Benefit ● Collaborator: Hospital Leadership, Foundation
<p>Review financial allocation and partnership outcomes annually</p>	<ul style="list-style-type: none"> ● Co-Owner: Advocacy, Community Benefit ● Collaborator: Hospital Leadership, Foundation
<p>ANTICIPATED IMPACT</p>	
<p>The anticipated impact of these actions is that organizations working to address mental health-focused needs within the community will be furthered, noting specific objectives will be dependent upon the specific actions and interventions of each selected community organization.</p>	

PRIORITIZED NEED 2: ADDICTION (including the opioid epidemic)

Strategy 2.1: Provide medications and supplies to patients with Opioid Use Disorder (OUD) or who are at increased risk of opioid overdose, and provide education to learners to decrease the stigma associated with OUD

OBJECTIVE: By June 30, 2025, Ascension Genesys Hospital will have increased its education about and access to harm reduction strategies for patients with opioid use disorder, or who are at increased risk of opioid overdose, to improve knowledge and awareness in the community. Education will also be provided to incoming learners, to ensure they are appropriately able to care for patients with opioid use disorder or who are at risk of opioid overdose (risk defined as receipt of > 50 morphine milligram equivalents daily).

OUTPUT(S) AND/OR OUTCOME(S)

- **Baseline: Emergency Department:**
 - Number of patients receiving intranasal naloxone upon discharge: **23** (FY2022)
 - Number of learners who confidently say they understand significantly more about several aspects of OUD: **367** (FY2022)

- **Baseline: Inpatient:**
 - Number of inpatients offered intranasal naloxone upon discharge: **0** (FY2022)
 - Number of inpatients taught about safe storage and disposal of opioids: **0** (FY2022)
 - Number of learners who confidently say they understand significantly more about several aspects of OUD: **0** (FY2022)

- **Target Emergency Department:**
 - Number of patients receiving intranasal naloxone upon discharge: >90% of patients who have a positive screen for OUD utilizing the DAST (FY2025)
 - Number of learners who confidently say they understand significantly more about several aspects of OUD: >90% of patients who screen positive for OUD using the DAST (FY2025)

- **Target: Inpatient:**
 - Number of inpatients offered intranasal naloxone upon discharge: 100 patients or >90% of patients who are identified by clinical decision support tools as appropriate to offer (FY2023-FY2025)
 - Number of inpatients taught about safe storage and disposal of opioids: 100 patients or >90% of patients who are identified by clinical decision support tools as appropriate to educate (FY2023 - FY2025)
 - Number of learners who confidently say they understand significantly more about several aspects of OUD: 10 learners which include medical students, internal medicine residents, emergency medicine residents, family practice residents and psychology fellows were educated last year. (FY2023-FY2025)

- **Data Source/Owner:** Clinical Pharmacy Specialist/Dr. Michael Danic for inpatient targets; Emergency/Trauma, Nursing Director & Dr. Alan Janssen for ED targets

TARGET POPULATION

- **Target Population:** Community residents diagnosed with OUD or who are at risk of opioid overdose and the general community of Genesee County



<ul style="list-style-type: none"> ● Medically Underserved Population: Individuals who are experiencing disparities; under/uninsured persons 	
COLLABORATORS AND RESOURCES <ul style="list-style-type: none"> ● Ascension Genesys Hospital: provide appropriate financial and/or in-kind resources as identified ● Other non-profit hospital: N/A ● Joint Venture: N/A ● Collaborators: Michigan Pharmacy Foundation (provide grant funding as awarded to Ascension Genesys Hospital) ● Consultants: N/A 	
ACTION STEPS	OWNER/ROLE
Utilize grant funds to cover costs of intranasal naloxone or medications for opioid use disorder for admitted patients	<ul style="list-style-type: none"> ● Owner: Melissa Murphy, Karen Munro, Sue Tippett ● Collaborator: Michigan Pharmacy Foundation
Host one "Medication Take Back Day" event in conjunction with a community group (United Community Addiction Network of Flint) and the county police/sheriff staff	<ul style="list-style-type: none"> ● Owner: Melissa Murphy ● Collaborator: United Community Addiction Network; Genesee County Sheriff staff
Support the Flint & Genesee County community-wide strategies to address the opioid epidemic & other emerging substance use trends through continued collaboration and partnership with the Greater Flint Health Coalition, Hurley Medical Center, and McLaren Flint	<ul style="list-style-type: none"> ● Owner: Scott Nyman ● Collaborator: Greater Flint Health Coalition
ANTICIPATED IMPACT	
<p>The anticipated impact of these actions is that patients with opioid use disorder or who are at risk of opioid overdose will have increased access to and knowledge of harm reduction medications and strategies. Additionally, there will be an increase in the knowledge base of medical students and residents, so that they may learn to screen, intervene, and provide evidence-based treatment for patients with opioid use disorder.</p>	

PRIORITIZED NEED 2: ADDICTION (including the opioid epidemic)	
Strategy 2.2: Increase involvement in and support of community health activities to address addiction-focused needs	
OBJECTIVE	
By June 30, 2025, Ascension Genesys Hospital will have increased its impact and engagement in community-based forums and coalitions to promote addiction support and resources available to Genesee County residents.	
OUTPUT(S) AND/OR OUTCOME(S)	
<ul style="list-style-type: none"> ● Baseline: No community investment/engagement plan (FY2022) ● Target: Establish, implement, and evaluate a community investment/engagement plan for Ascension Genesys Hospital by Year 3 (FY2025) ● Data Source/Owner: Ascension Genesys Hospital program records 	
TARGET POPULATION	
<ul style="list-style-type: none"> ● Target Population: Residents in Genesee County served by the identified community-based forums and coalitions ● Medically Underserved Population: Individuals experiencing disparities; uninsured and under-insured 	
COLLABORATORS AND RESOURCES	
<ul style="list-style-type: none"> ● Ascension Genesys Hospital: Provide appropriate financial and/or in-kind resources as identified ● Other non-profit hospital: N/A ● Joint Venture: N/A ● Collaborators: community healthcare partners (Greater Flint Health Coalition) in development of Community Health Improvement Plan (CHIP) ● Consultants: N/A 	
ACTION STEPS	ROLE/OWNER
Develop community investment/engagement plan for Ascension Genesys Hospital to (further) engage in community health activities	<ul style="list-style-type: none"> ● Co-Leads: Advocacy, Community Benefit, MI Executive Leadership ● Collaborators: Hospital Leadership, Marketing
Identify community-based forums and coalitions that promote and support addiction resources	<ul style="list-style-type: none"> ● Lead: Hospital leadership ● Collaborators: Advocacy, Community Benefit
Identify hospital leaders and associates to participate in/on community-based forums and coalitions within Genesee County	<ul style="list-style-type: none"> ● Lead: Hospital leadership ● Collaborators: Advocacy, Community Benefit
Participate in/on community-based forums and coalitions, with focus on increasing involvement in community health activities and raising awareness of the (aligned) services offered by Ascension Genesys Hospital	<ul style="list-style-type: none"> ● Lead: Identified hospital leaders and associates
Make publicly available a Program Proposal form, through which community organizations can request financial support	<ul style="list-style-type: none"> ● Co-Owner: Advocacy, Community Benefit ● Collaborator: Hospital Leadership, Foundation, Marketing



Receive, review, and make determination on requests from community organizations who seek support for a financial partnership to address addiction-focused needs within Genesee County	<ul style="list-style-type: none"> • Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation
Provide financial partnership support to selected organizations	<ul style="list-style-type: none"> • Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation
Review financial allocation and partnership outcomes annually	<ul style="list-style-type: none"> • Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation
ANTICIPATED IMPACT	
The anticipated impact of these actions is that organizations working to address addiction-focused needs within the community will be furthered, noting specific objectives will be dependent upon the specific actions and interventions of each selected community organization.	



PRIORITIZED NEED 3: CHRONIC DISEASE	
Strategy 3.1: Provide outreach screenings for underserved populations to improve access to healthcare services in Genesee County	
OBJECTIVE	
By June 30, 2025, Ascension Genesys Hospital will have increased the number of persons served through outreach community screenings by 50% as measured by hospital program records.	
OUTPUT(S) AND/OR OUTCOME(S)	
<ul style="list-style-type: none"> ● Baseline: Number of outreach screening events - 7 (total in FY2022) ● Target: Increase number of outreach screening events - 39 (total FY2023-2025) ● Data Owner/Source: Ascension Genesys Hospital's program records 	
TARGET POPULATION	
<ul style="list-style-type: none"> ● Target Population: Priority populations in Genesee county (e.g. age, years smoked, packs smoked, student athletes) ● Medically Underserved Population: Uninsured and Under-insured; those limited by geographic location and/or socioeconomic status 	
COLLABORATORS AND RESOURCES	
<ul style="list-style-type: none"> ● Ascension Genesys Hospital: Coordinate & conduct screenings, maintain program records, engage volunteer services to support logistics, other identified needed resources including Marketing Communications; Ascension Medical Group, AMG (refer and promote screening events to patients within target population) ● Other non-profit hospital: N/A ● Joint Venture: N/A ● Collaborators: Community-based forums and coalitions (promote screening events) ● Consultants: N/A 	
ACTION STEPS	ROLE/OWNER
Increase community awareness among patients and community members of the importance of early detection screenings through health education	<ul style="list-style-type: none"> ● Owner: Applicable Service Lines ● Collaborator: Marketing Communications
Offer community-based outreach screenings at no-cost to underserved populations	<ul style="list-style-type: none"> ● Owner: Applicable Service Lines ● Collaborator: Marketing Communications, AMG
Provide appropriate referral and follow up as needed	<ul style="list-style-type: none"> ● Owner: Applicable Service Lines ● Collaborator: AMG
ANTICIPATED IMPACT	
The anticipated impact of these actions is to improve early detection rates in Genesee County.	



PRIORITIZED NEED 3: CHRONIC DISEASE	
Strategy 3.2: Improve collaboration and coordination between Ascension Genesys Hospital providers, including Ascension Medical Group outpatient clinics and Genesys PHO, and Ascension Genesys Diabetes & Nutrition Learning Center through a diabetic & prediabetic referral protocol	
OBJECTIVE The number of eligible patients referred to the Ascension Genesys Diabetes & Nutrition Learning Center will increase to an average of 30- 40 per month by June 30, 2023 (Year 1) and an average of 50-60 per month by June 30, 2025 (Years 2-3).	
OUTPUT(S) AND/OR OUTCOME(S) <ul style="list-style-type: none"> ● Baseline: Number of individuals referred: 30-40 per month (average in FY2022) ● Target: Increase number of individuals: 40-45 per month (average in FY2023) and 50-60 per month (average in FY2024 & FY2025) ● Data Owner/Source: Ascension Genesys Diabetes & Nutrition Learning Center / Diabetes & Nutrition Learning Center Application 	
Target Population <ul style="list-style-type: none"> ● Target Population: Type 2 and type 1 diabetes in adults/pediatrics; gestational diabetes; and Type 1 diabetes in pregnancy ● Medically Underserved Population: Uninsured and Under-insured 	
Collaborators and Resources <ul style="list-style-type: none"> ● Ascension Genesys Hospital: Provide Diabetes & Nutrition Learning Center services, maintain program records; Ascension Medical Group (refer eligible patients); Genesys PHO (refer eligible patients) ● Other non-profit hospital: N/A ● Joint Venture: N/A ● Collaborators: N/A ● Consultants: N/A 	
ACTION STEPS	ROLE/OWNER
Establish baseline for individuals referred from AMG outpatient clinic providers and Genesys PHO providers to Diabetes & Nutrition Learning Center	<ul style="list-style-type: none"> ● Diabetes Education Center - lead
Identify patient cost solutions (e.g. GoodRx vouchers, 3640B Program) and financial assistance opportunities for prediabetes and diabetes patients seeking education and support/management (e.g. medication, classes/consults)	<ul style="list-style-type: none"> ● Financial Counselors - leads ● Diabetes Education Center - collaborator
Provide education to AMG outpatient clinic providers and Genesys PHO providers on available diabetic education and support, including patient eligibility, referral protocol, patient cost solutions, and A1C testing & tracking	<ul style="list-style-type: none"> ● Diabetes Education Center - lead ● AMG Managers, Genesys PHO Managers - collaborators
Implement diabetic referral protocol with initial roll-out to Type 2 diabetic patients	<ul style="list-style-type: none"> ● Diabetes Education Center - lead ● AMG Managers, Genesys PHO Managers - collaborators
Expand diabetic referral protocol roll-out to Type 1 diabetic patients, including that don't qualify for CGM but are in need continued diabetes education	<ul style="list-style-type: none"> ● Diabetes Education Center - lead ● AMG Managers, Genesys PHO Managers - collaborators



Implement quarterly Diabetes & Nutrition Learning Center report to distribute to hospital leadership, AMG, and Genesys PHO. Tracked metrics include: # individuals referred	<ul style="list-style-type: none"> • Diabetes Education Center - lead • AMG Managers, Genesys PHO Managers - collaborators
Provide annual education to AMG outpatient clinic providers and Genesys PHO providers, including patient eligibility, referral protocol, patient cost solutions, and A1C testing & tracking	<ul style="list-style-type: none"> • Diabetes Education Center - lead • AMG Managers, Genesys PHO Managers - collaborators
ANTICIPATED IMPACT	
The anticipated impact of these actions is to increase awareness of diabetes prevention and management support available, and ultimately decrease the chronic disease burden in Genesee County.	

PRIORITIZED NEED 3: CHRONIC DISEASE	
Strategy 3.3: Increase involvement in and support of community health activities to address chronic disease-focused needs	
OBJECTIVE	
By June 30, 2025, Ascension Genesys Hospital will have increased its impact and engagement in community-based forums and coalitions to promote chronic disease support and resources available to Genesee County residents.	
OUTPUT(S) AND/OR OUTCOME(S)	
<ul style="list-style-type: none"> • Baseline: No community investment/engagement plan (FY2022) • Target: Establish, implement, and evaluate a community investment/engagement plan for Ascension Genesys Hospital by Year 3 (FY2025) • Data Source/Owner: Ascension Genesys Hospital program records 	
TARGET POPULATION	
<ul style="list-style-type: none"> • Target Population: Residents in Genesee County served by the identified community-based forums and coalitions • Medically Underserved Population: Uninsured and Under-insured 	
COLLABORATORS AND RESOURCES	
<ul style="list-style-type: none"> • Ascension Genesys Hospital: Provide appropriate financial and/or in-kind resources as identified • Other non-profit hospital: N/A • Joint Venture: N/A • Collaborators: community healthcare partners (Greater Flint Health Coalition) in development of Community Health Improvement Plan (CHIP) • Consultants: N/A 	
ACTION STEPS	ROLE/OWNER
Develop community investment/engagement plan for Ascension Genesys Hospital to (further) engage in community health activities	<ul style="list-style-type: none"> • Co-Leads: Advocacy, Community Benefit, MI Market Executive Leadership • Collaborators: Hospital Leadership, Marketing
Identify community-based forums and coalitions that promote and support chronic disease prevention resources	<ul style="list-style-type: none"> • Lead: Hospital leadership • Collaborators: Advocacy, Community Benefit



Identify hospital leaders and associates to participate in/on community-based forums and coalitions within Genesee County	<ul style="list-style-type: none"> ● Lead: Hospital leadership ● Collaborators: Advocacy, Community Benefit
Participate in/on community-based forums and coalitions, with focus on increasing involvement in community health activities and raising awareness of the (aligned) services offered by Ascension Genesys Hospital	<ul style="list-style-type: none"> ● Lead: Identified hospital leaders and associates
Make publicly available a Program Proposal form, through which community organizations can request financial support	<ul style="list-style-type: none"> ● Co-Owner: Advocacy, Community Benefit ● Collaborator: Hospital Leadership, Foundation, Marketing
Receive, review, and make determination on requests from community organizations who seek support for a financial partnership to address chronic disease prevention-focused needs within Genesee County	<ul style="list-style-type: none"> ● Co-Owner: Advocacy, Community Benefit ● Collaborator: Hospital Leadership, Foundation
Provide financial partnership support to selected organizations	<ul style="list-style-type: none"> ● Co-Owner: Advocacy, Community Benefit ● Collaborator: Hospital Leadership, Foundation
Review financial allocation and partnership outcomes annually	<ul style="list-style-type: none"> ● Co-Owner: Advocacy, Community Benefit ● Collaborator: Hospital Leadership, Foundation
ANTICIPATED IMPACT	
The anticipated impact of these actions is that organizations working to address chronic disease-focused needs within the community will be furthered, noting specific objectives will be dependent upon the specific actions and interventions of each selected community organization.	



PRIORITIZED NEED: MATERNAL & CHILD HEALTH	
Strategy 4.1: The goal of Ascension is to reduce complications associated with severe maternal morbidities (SMM) and improve access to timely and adequate prenatal and postpartum care to prevent poor birth outcomes.	
OBJECTIVE By June 30, 2025, Ascension Genesys Hospital will reduce the the rate of Severe Maternal Morbidity related to blood transfusion and Postnatal readmission rates as indicated below	
OUTPUT(S) AND/OR OUTCOME(S): Blood product transfusions SMM rate per 10,000 deliveries; numerator = # of patients with Blood transfusion SMM per CDC listing <ul style="list-style-type: none"> ● Baseline: 162 per 10,000 deliveries ● Target: 108 per 10,000 deliveries ● Data Owner/Source: Ascension Michigan Women’s Health Service Line 	
TARGET POPULATION <ul style="list-style-type: none"> ● Target Population: Patients delivering at Ascension Genesys Hospital from surrounding counties. ● Medically Underserved Population: Medicaid rate for target population is 30%. 	
COLLABORATORS AND RESOURCES <ul style="list-style-type: none"> ● Ascension hospital(s): Delivering hospitals across the nation and state of MI are targeting improvement in this area. The National Maternal Health & Perinatal Steering Committee provides oversight, best practices and data tracking and surveillance. ● Other non-profit hospital: DNA ● Joint Venture: DNA ● Collaborators: MI Market delivering facilities ● Consultants: Mi Market Women’s Health Service Line Leadership 	
ACTION STEPS	ROLE/OWNER
Require adoption of standardized criteria for management of prenatal anemia	<ul style="list-style-type: none"> ● Lead: OB Dept Leadership ● Collaborators: AMG Practices
Provide access to adequate prenatal care as defined as a minimum of (6 prenatal visits)	<ul style="list-style-type: none"> ● Lead: AMG Practice Manager ● Collaborators: AMG providers
Maintain compliance with Social Determinants of Health (SDoH) screening at AMG practices above 85%	<ul style="list-style-type: none"> ● Lead: AMG Practice Manager ● Collaborators: Acute care SW team
Oversee compliance with new policy regarding management of the Stable Postpartum Patient	<ul style="list-style-type: none"> ● Lead: OB Medical Director ● Collaborators: Nursing Team
Track use of IV Iron to treat stable hemorrhage patient when appropriate	<ul style="list-style-type: none"> ● Lead: OB Medical Director ● Collaborators: Nursing Team
ANTICIPATED IMPACT	
The anticipated impact of these actions is to improve maternal/infant health for Genesee County and surrounding residents.	



PRIORITIZED NEED: MATERNAL & CHILD HEALTH	
Strategy 4.2: Increase involvement in and support of community health activities to address maternal and child health	
OBJECTIVE By June 30, 2025, Ascension Genesys Hospital will have increased its impact and engagement in community-based forums and coalitions to improve maternal and child health indicators in Genesee County	
OUTPUT(S) AND/OR OUTCOME(S) <ul style="list-style-type: none"> • Baseline: No community investment/engagement plan • Target: Establish, implement, and evaluate a community investment/engagement plan for Ascension Genesys Hospital by Year 3 • Data Owner/Source: Ascension Genesys Hospital program records 	
TARGET POPULATION <ul style="list-style-type: none"> • Target Population: Residents in Genesee County served by the identified community-based forums and coalitions • Medically Underserved Population: Uninsured and Under-insured 	
COLLABORATORS AND RESOURCES <ul style="list-style-type: none"> • Ascension hospital(s): Ascension Genesys Hospital (provide appropriate resources as identified) • Other non-profit hospital: N/A • Joint Venture: N/A • Collaborators: N/A • Consultants: N/A 	
ACTION STEPS	ROLE/OWNER
Establish, implement, and evaluate a community investment/engagement plan for Ascension Genesys Hospital by Year 3	<ul style="list-style-type: none"> • Co-Leads: Advocacy, Community Benefit, MI Market Executive Leadership • Collaborators: Hospital Leadership, MarComm
Identify community-based forums and coalitions that promote and support maternal and infant health resources	<ul style="list-style-type: none"> • Lead: Hospital leadership • Collaborators: Advocacy, Community Benefit
Identify hospital leaders and associates to participate in/on community-based forums and coalitions within Genesee County	<ul style="list-style-type: none"> • Lead: Hospital leadership • Collaborators: Advocacy, Community Benefit
Participate in/on community-based forums and coalitions, with focus on increasing involvement in community health activities and raising awareness of the (aligned) services offered by Ascension Genesys Hospital	<ul style="list-style-type: none"> • Lead: Identified hospital leadership and associates
Make publicly available a Program Proposal form, through which community organizations can request financial support	<ul style="list-style-type: none"> • Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation, MarComm
Receive, review, and make determination on requests from community organizations who seek support for a financial partnership to address maternal/infant health-focused needs within Genesee County	<ul style="list-style-type: none"> • Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation



Provide financial partnership support to selected organizations	<ul style="list-style-type: none"> • Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation
Review financial allocation and partnership outcomes annually	<ul style="list-style-type: none"> • Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation
ANTICIPATED IMPACT	
The anticipated impact of these actions is to improve maternal/infant health for Genesee County residents.	



Needs that will not be Addressed

Social Determinants of Health, Obesity & Healthy Behaviors, Health Care Access, Health Inequities (including the burden of systemic racism), Safe & Affordable Drinking Water, and COVID-19 were not selected by Ascension Genesys Hospital as prioritized needs in this CHNA cycle. While critically important to overall community health, these specific needs did not meet internally determined criteria that prioritized needs by either continuing or expanding current programs, services and initiatives to steward resources and achieve the greatest community impact. For the areas not chosen, there are other service providers in the community better resourced to address these priorities. Ascension Genesys Hospital will work collaboratively with these organizations as appropriate to ensure optimal service coordination and utilization.

To find a list of resources for each need not being addressed, please refer to the 2022 Flint & Genesee County CHNA (2021 CHNA - Ascension Genesys Hospital): <https://healthcare.ascension.org/CHNA>.

Acute Community Concern Acknowledgement

A CHNA and Implementation Strategies (IS) offer a construct for identifying and addressing needs within the community(s) it serves. However, unforeseen events or situations, which may be severe and sudden, may affect a community. At Ascension, this is referred to as an acute community concern. This could describe anything from a health crisis (e.g., COVID-19), water poisoning, environmental events (e.g., hurricane, flood) or other event that suddenly impacts a community. In which case, if adjustments to an IS are necessary, the hospital will develop documentation, in the form of a SBAR (Situation-Background-Assessment-Response) evaluation summary, to notify key internal and external stakeholders of those possible adjustments.

Evaluation

Ascension Genesys Hospital will develop a comprehensive measurement and evaluation process for the implementation strategy. The Ministry will monitor and evaluate the action plans outlined in this plan for the purpose of reporting and documenting the impact these action plans have on the community. Ascension Genesys Hospital uses a tracking system to capture community benefit activities and implementation. To ensure accountability, data will be aggregated into an annual Community Benefit report that will be made available to the community.



Approval and Adoption by Ascension Michigan Market Board of Trustees

To ensure the Ascension Genesys Hospital's efforts meet the needs of the community and have a lasting and meaningful impact, the 2021 CHNA implementation strategy was presented and adopted by Ascension Michigan Market Board of Trustees on November 15, 2022. Although an authorized body of the hospital must adopt the IS to be compliant with the provisions in the Affordable Care Act, adoption of the IS also demonstrates that the board is aware of the IS, endorses the priorities identified, and supports the action plans that have been developed to address prioritized needs.

Conclusion

Ascension Genesys Hospital understands the importance of all the health needs of the community, and is committed to playing an active role in improving the health of the people in the communities it serves. This implementation strategy (IS) is the hospital's response to the health needs prioritized from the CHNA and describes the actions the hospital will take to address prioritized needs, allocate resources, and mobilize hospital programs and community partners to work together. This approach aligns with Ascension Genesys Hospital's commitment to offer programs designed to address the health needs of a community, with special attention to persons who are underserved and vulnerable.

This IS has been made available to the public, and Ascension Genesys Hospital values the community's voice and welcomes feedback. Questions or comments about this IS can be submitted via the website: <https://healthcare.ascension.org/chna>.

As a Catholic health ministry, Ascension Genesys Hospital is dedicated to spiritually centered, holistic care that sustains and improves the health of not only individuals, but the communities it serves. With special attention to those who are poor and vulnerable, we are advocates for a compassionate and just society through our actions and words. Ascension Genesys Hospital is dedicated to serving patients with compassionate care and medical excellence, making a difference in every life we touch.