



Lakeland HealthCare

2012

Community Health Needs Assessment



Acknowledgments

Where we live and how we live are vital to our health. Access to nutritious foods, economic opportunities and growth for our communities is fundamental in shaping our future. The Community Health Needs Assessment 2012 has been compiled with great intention. Lakeland HealthCare recognizes that it takes multiple stakeholders and partners in order to make our communities safe and healthy. Our hope is to understand the needs of our community and provide optimal care across the continuum. By addressing and meeting the needs of our community, Lakeland HealthCare is making Berrien County and the surrounding areas a better place to live and grow. As we continue our grassroots efforts in making the commitment to care our priority, we will continue to have a vested concern in our efforts to improve our quality of life.





2012 Lakeland HealthCare Community Health Needs Assessment

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Executive Summary

The 2012 Community Needs Assessment contains the comprehensive health data that has been used to identify and prioritize health issues as well as the populations within Berrien County. This health assessment has directed Lakeland HealthCare to obtain and analyze important health factors that affect southwest Michigan; this is to include chronic medical conditions, health behaviors as well as risk factors for the adult population of Berrien County. The methodology and all findings can be found in this document as well as the appendices. Results of the data showed that Lakeland HealthCare could best impact four areas and make a lasting impression on those populations that are directly affected by; cardiovascular disease, cancer, diabetes and obesity.

While it is impossible to forecast the needs of every citizen, Lakeland HealthCare has identified three health priorities to orchestrate our implementation strategy:

1. Promote Healthy Lifestyles
2. Deliver Health Education Programs
3. Access to Affordable Healthcare

Moving forward Lakeland HealthCare recognizes that the momentum of healthcare is shifting; in order to better meet the needs of people we have committed our organization to implementing the Patient-Centered Medical Home (PCMH) model. This will allow for a partnership between physicians and Lakeland HealthCare with the end result being better outcomes for patients and families.

While this document fulfills the IRS requirement for non-profit hospitals to conduct a community health needs assessment under The Patient Protection and Affordable Care Act, it also has allowed for Lakeland HealthCare to see the needs of the community and respond accordingly. It is essential that stakeholders consider policy, environmental and system changes in order to make Berrien County a healthy place to live and work.



2012 Lakeland HealthCare Community Health Needs Assessment

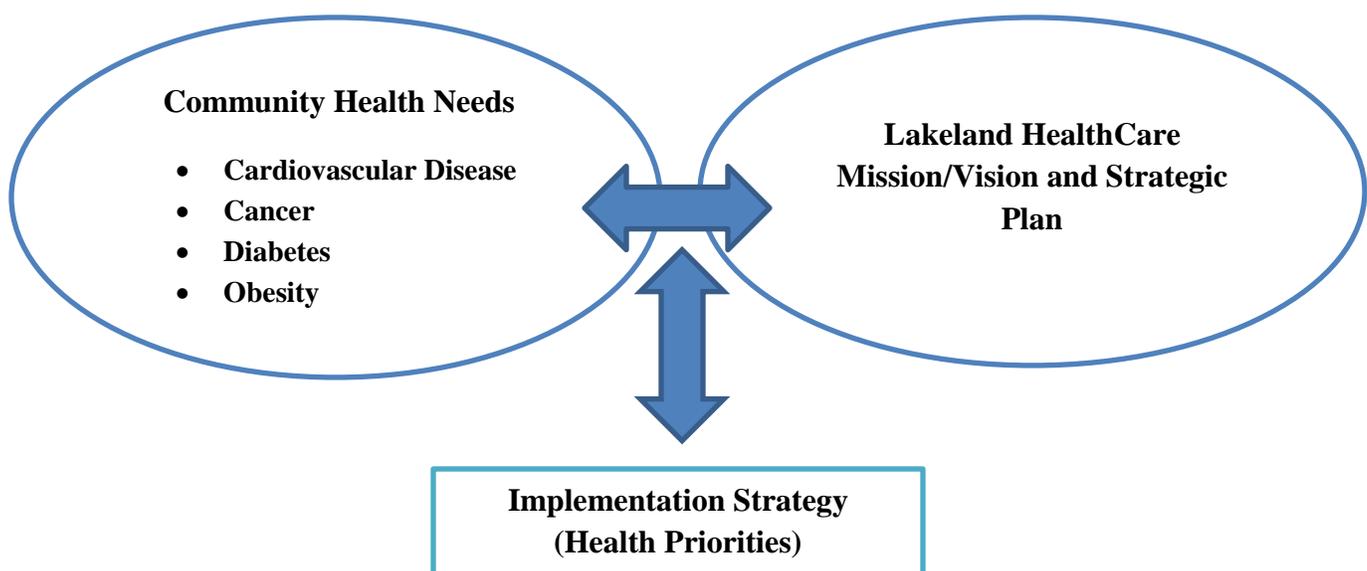
Lakeland HealthCare identified unmet community needs by conducting a community health needs assessment in joint collaboration with the Berrien County Health Department, in partnership with the Michigan State University Institute for Public Policy and Social Research. This venture allowed for the collection of data to be obtained and analyzed including various chronic medical conditions, health behaviors as well as risk factors for the adult population of Berrien County. This report containing the comprehensive health data will identify and prioritize health issues as well as the populations within Berrien County that are directly impacted by them. By diligently working with community organizations the investigation into the data will serve as the main source for the Lakeland HealthCare Community Health Needs Assessment (CHNA).

It is important to note that unmet community health needs have been identified in the following areas:

- Cardiovascular Disease
- Cancer
- Diabetes
- Obesity

Lakeland HealthCare has made these health concerns a priority and remains vested on positively impacting the health of our community with exemplary care that is focused on the unique needs of people living and working in Berrien County.

Intersection of Needs and Priorities



What is the Community Needs Health Assessment

The Community Health Needs Assessment (CHNA) is a federal requirement for private and non-profit hospitals. Part of the Patient Protection and Affordable Care Act (PPACA), the Community Health Needs Assessment is additional criteria for hospitals to maintain their tax-exempt, 501(c)(3) status.

Lakeland HealthCare system like other non-profit hospitals must complete a CHNA a minimum of every three years. This assessment needs to include participation from the community, to include public health experts as well as organizations that will directly impact the health and wellness of the communities within Berrien County. Through the assessment, hospitals are then required to define how they will address the identified needs in the CHNA and put into effect a strategic plan that will optimize health and wellness for healthy citizens. It is also recommended that Lakeland HealthCare distinguishes health needs that are not being met. The choices to concentrate on key priorities had to be made as we continue with our mission and vision. The Community Benefits Committee of the Lakeland HealthCare Board has provided guidance to focus on key clinical priorities with an emphasis on making the greatest impact within the communities we serve.

The CHNA contains both quantitative and qualitative data sources, as well as meaningful stakeholder and public input. The significance of this assessment and development of an action plan serves on many levels. The CHNA allows Lakeland HealthCare an opportunity to provide exemplary care across the continuum, while also offering a unique opportunity to develop and implement a plan that will guide Lakeland HealthCare actions in promoting healthy citizens for the next three years. Finally, the CHNA will provide a process in assessing our achievements through our community initiatives.

Overview of Lakeland HealthCare

Lakeland HealthCare is a not-for-profit, community-owned system of care serving the residences of Berrien County in Southwestern Michigan. The history of Lakeland dates back more than a century, and as we continue to move forward we keep our tradition of service to the community by providing high-quality, compassionate care. Throughout our extensive history Lakeland HealthCare has experienced mergers, consolidations, and growth, creating the Lakeland HealthCare system of today. While maintaining our core values and commitment to safe, high quality compassionate care, we deliver to our patients our exemplary service by focusing on the mission and vision of Lakeland HealthCare.

Our Mission To enhance health and serve our community

Our Vision To positively transform healthcare and the health choices of those we serve and employ

Strategic Goals Lakeland HealthCare is in direct alignment with meeting the needs of the community directly with our strategic goals. Goal's 2 and 3 are specific to the priorities indicated through the CHNA.

Goal 1 Achieve Exemplary Teams

Rational: The inherent complexity of the healthcare delivery system requires a team-based approach to providing safe, high quality, patient-centered, compassionate care. Our goal is for all team members to live by Lakeland's TRAITS, bring their hearts to work, and serve one another to ensure the best patient outcomes.

Goal 2 Achieve Exemplary Service

Rational: Every patient expects to be treated with skill, respect and compassion. Our goal is to WOW patients and their family members every time they interact with us. Every team member will think creatively about ways to design a perfect, special and memorable experience that makes a positive difference in the lives of our patients.

Goal 3 Achieve Exemplary Outcomes

Rational: Every patient expects personalized, safe and evidence-based care. Our commitment is to design perfect patient care delivered by high performing teams and supported by state-of-the-art tools, technology and analytics.

Goal 4 Achieve Exemplary Stewardship

Rational: As a non-for-profit, community-owned organization, we are expected to be good stewards of the resources that are at our disposal. Providing value to our patients means focusing on delivering high-quality care at the lowest possible cost. We must excel at fee-for-value and reduce the total cost of care.

(Lakeland HealthCare, Strategic Plan, 2014-2020).

With over 4,044 associates providing clinical and support services at locations throughout Southwest Michigan, Lakeland HealthCare is Berrien County's largest employer. To date Lakeland HealthCare has 758 volunteers that have provided over 87,000 hours of service and 472 partner physicians and licensed providers that include a wide range of health specialties Lakeland HealthCare has established leadership accountability and an organizational structure for Strategic Planning through budgeting, implementation and evaluation of our organization and communities. Lakeland HealthCare has taken active measures to ensure total alignment of our strategic and operational goals. As we move forward we are evolving to link our services with collaborative partners in order to build sound healthy communities for the future.

Lakeland HealthCare Campuses



Lakeland Regional Medical Center – St. Joseph, Michigan



Lakeland Community Hospital – Niles, Michigan



Lakeland Community Hospital – Watervliet, Michigan

Health of the Community

Contributing Factors



Wellness and Prevention – Promote health and well-being. Provide effective and integrated care processes to address chronic conditions such as obesity, diabetes and hypertension.

Coalitions – Increase collaboration with local and regional organizations as well as other public health resources to improve the health status of our community and ensure the provision of uncompensated and under-compensated care.

Patient Engagement – Increase and facilitate patients’ and family members’ involvement, and family members’ involvement, engagement and investment in decision-making and choices related to all aspects of the plan of care.

Population Health Management – Implement new care delivery models including patient-centered medical home, chronic disease management, comprehensive palliative care, and accountable care organizations to efficiently manage and improve the health of our communities.

Evidence-Based Care – Ensure uniform and timely use of evidence-based practice and clinical protocols. Ensure that clinical outcomes benchmark at best practice levels.

Collaborative Partners

The CHNA was a collaborative effort that included input and data from stakeholders and organizations throughout Berrien County representing the broad interest of the citizens of Berrien County.

Partnering organizations include:

- Area Agency on Aging Region 4
- Berrien County Department of Human Services
- Berrien County Health Department
- Berrien County Intermediate School Districts
- Southwest Michigan Planning Commission
- United Way of Southwest Michigan
- Value Health Partner (VHP)
- YMCA – Buchanan /Niles
- YMCA – Benton Harbor/St. Joseph

In addition, Lakeland HealthCare has been active in the important initiative Be Healthy Berrien. “Be Healthy Berrien is a county-wide partnership working together to reduce obesity and chronic illness, and increase overall health and wellness” (Be Healthy Berrien, 2013). The driving force within the community is to bring awareness and education to citizens in order for them to be able to make the healthy choice the easy choice, and to make it accessible to everyone. Be Healthy Berrien is a partnership with: Berrien County Health Department, Lakeland HealthCare, Southwest Michigan Planning Commission, United Way of Southwest Michigan, Benton Harbor – St. Joseph YMCA, and Niles – Buchanan YMCA. Additional information can be found at: <http://behealthyberrien.org/index.php>

Lakeland HealthCare continues to focus attention to public health organizations, various government groups, community leaders, medically underserved, low income and minority populations. Additional resources that have been included within the CHNA are publicly available from the Center for Disease Control and Prevention (CDC), Michigan Department of Community Health (MDCH), United States Census Bureau, American Community Survey, Michigan Hospital Association (MHA), and the VHA formerly known as the Voluntary Hospitals of America.

Methodology

For the 2012 CHNA a total of 1,054 randomly selected adult residents of Berrien County voluntarily participated in a telephone survey. The results of the survey were weighted to correct for unequal probabilities of selection and to maximize the representativeness of the sample findings for the county's adult population. Statistical significance of results can be drawn by comparison of 95% confidence intervals. If comparable confidence intervals do not cross, then the difference is considered statistically significant. The results of this survey represent the prevalence and rates of various health outcomes, health behaviors, and risks among the general adult population in Berrien County.

In addition to the telephone survey process, the Behavioral Risk Factor Survey (BRFS) which was led by the Berrien County Health Department, in partnership with the Michigan State University Institute for Public Policy and Social Research. This group effort collected data on various chronic medical conditions, health behaviors and risk factors from the adult population of Berrien County. The process was comprehensive and allowed for identification and prioritizing of the health issues and concerns of the populations most deeply impacted within Berrien County, Michigan.

The final piece of the CHNA is information gathered from the national initiative funded by the Robert Wood Johnson Foundation (RWJF) in collaboration with the University of Wisconsin Population Health Institute, supplied additional data and is linked to the County Health Rankings and Roadmaps. The County Health Rankings and Roadmaps show the rank of the health of nearly every county in the nation and illustrates that much of what affects health occurs outside of healthcare organizations or a doctor's office but really happens within the communities - at work and in schools. Through this extensive collaboration the "rankings look at variety of measures that affect health such as the rate of people dying before age 75, high school graduation rates, unemployment, limited access to healthy foods, air and water quality, income and rates of smoking, obesity and teen births" (RWJF, 2013). This endeavor is distinctive in that it provides the ability to measure the overall health of each county in all 50 states. The benefit of providing this data is two-fold, it allows needs to be met and acquire support among government agencies, healthcare providers, community organizations, business leaders, policymakers, and the public for local health improvement initiatives.

The goal of a CHNA is truly intended, in part, to identify current health issues and look at opportunities in transforming the way healthcare delivery system can improve patient care as well as preventive services for those individuals that may be at a higher risk for health problems. The data collection process has been extensive however Lakeland HealthCare has been committed in maintaining a positive impact on the communities in which we serve; the CHNA will provide effective tools in assessing the health needs of our residences.



Communities Served by Lakeland HealthCare

Berrien County, Michigan is located in the far southwest corner of Michigan, which is often referred to as “Michigan’s Great Southwest”. A data search was conducted and the United States Census Bureau (2013) reported for 2012 that Berrien County’s estimated population is 156,067. In April 2010 the estimate base was 156,813 a percent change from April 1, 2010 to July 1, 2012 of -0.5%. These numbers can differ due to reporting as well as life changing events for the residents. The highlights on the population demographics and ethnicity have been identified in the below table:

Ethnicity	Berrien County	Michigan
White /Caucasian	79.7%	80.1%
Black / African American	15.6%	14.3%
Hispanic / Latino	4.8%	4.6%
Asian	1.7%	2.6%
American Indian & Alaska Native	0.6%	0.7%
Two or More Races	2.2%	2.2%

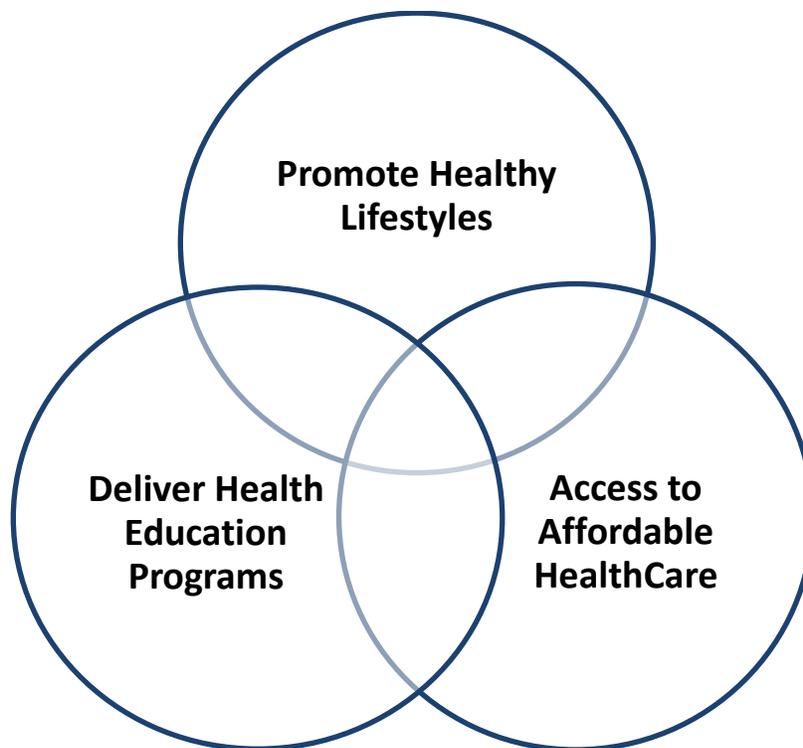
(U.S. Census Bureau, 2013)

Additional Statistical information has been located in the 2011 Berrien County Community Profile and they are as follows:

- Residents by gender (based on 2009 estimates) male population totals 77,343 (48.5%) and the female population is 82,055 (51.5%) for a total of 159,398
 - The total number of households is estimated to be 63,306 the average size of each is 2.45
 - The median family income is \$54,487.00, and the median household income is \$43,680.00. The average per Capita is \$24,347.00
 - Number of dwellings within Berrien County is 76,952, owner occupied 46,340, renter occupied 16,966. The median rent is \$589 and the median home value is \$138,300
 - The labor force for 2010, total working is 79,794, the unemployment rate is currently at 13.1%
- (Berrien County Community Profile, 2011, p. 11).

Lakeland Implementation Strategy

Lakeland HealthCare Implementation Strategy Population Management



Lakeland HealthCare has recognized that there is a need to make healthcare more available and that we are changing the way healthcare is delivered. The goal of population health management is to keep our population as healthy as possible. Lakeland HealthCare has launched the Patient-Centered Medical Home (PCMH) which is an innovative program for improving primary care. PCMH is a health care setting that facilitates partnerships between individual patients, and their personal physicians, and when appropriate, the patient's family. This is an additional way to bring health to the patient, and doing so makes healthcare more effective.

Strategy 1: Promote Healthy Lifestyles

Goal: Broaden health promotion awareness programs to encourage and support Berrien County residents to enhance healthy living by coordinating daily fitness, proper nutrition and health related activities that will reduce obesity and optimize overall health.

Objective: By September 2015, optimize health behavior by an increase in physical activity and access to nutritious foods by 5%.

Activities	Tasks	Responsible	Target Date	Alignment with Lakeland's Strategic Plan
<p>Increase awareness of Lakeland's <i>Walking to Wellness</i> program; including utilization of walking maps at each facility and use of resources found at the Lakeland's Health Resource Libraries.</p> <p>Support the use of Be Healthy Berrien website to unite community resources.</p>	<ul style="list-style-type: none"> • Integrate descriptions of resources into community presentations and health screenings • Utilize existing marketing tactics to promote services to community members (Articles in the Pulse Newsletter, Lakeland's website, Twitter, and Facebook accounts, as well as active involvement in community health fairs) 	<p>Lakeland Healthcare</p>	<p>Sept. 2015</p>	<p>2.5 Wellness and Prevention</p> <p>3.5 Population Health Management</p>
<p>Promote healthy lifestyle initiatives throughout Berrien County.</p>	<ul style="list-style-type: none"> • Advertise Be Healthy Berrien initiatives via Lakeland Pulse and Lakeland Wellness Program(s) • Support One Million Mile Challenge (physical activity) • Promote local farmer markets 	<p>Be Healthy Berrien</p> <p>Lakeland HealthCare</p>	<p>Sept. 2015</p>	<p>2.5 Wellness and Prevention</p> <p>2.7 Coalitions</p>
<p>Promote physical fitness programs and services offered by Lakeland Health Professionals</p>	<ul style="list-style-type: none"> • Promote: <ul style="list-style-type: none"> ○ Fitness to the Core Classes ○ Lose Weight / Find Health Presentation ○ Fitness and Lifestyle Improvement Plan ○ Get Fit in the Mitt ○ Medical Fitness 	<p>Lakeland HealthCare</p>	<p>Sept. 2015</p>	<p>2.5 Wellness and Prevention</p> <p>2.2 Patient Engagement</p> <p>3.5 Population Health Management</p>

Strategy 2: Deliver Health Education Programs				
Goal: Increase health promotion program participation, specifically focused to improve access to nutritious foods and increase physical activity.				
Objective: By September, 2015, increase the number of citizens eating five or more servings of fruit and vegetables per day by 5%.				
Activities	Tasks	Responsible	Target Date	Alignment with Lakeland's Strategic Plan
Create community awareness of the health issues of obesity	<ul style="list-style-type: none"> Conduct community presentations/screenings of "Weight of the Nation" 	Lakeland HealthCare Be Healthy Berrien	Sept. 2014	2.7 Coalitions
Promote <i>My Plate 101</i> , <i>My Heart 101</i> and <i>Eating Right for a Healthy Heart</i> community health education classes to increase understanding of proper nutrition and healthy lifestyle choices	<ul style="list-style-type: none"> Publish articles in the HealthCurrents – A Lakeland HealthCare publication Deploy marketing tactics to increase attendance at community education classes Form partnerships with churches and businesses to conduct nutrition education classes 	Lakeland HealthCare	Sept. 2014	2.5 Wellness and Prevention 2.2 Patient Engagement 3.5 Population Health Management
Begin discussions with schools that detail Lakeland HealthCare education programs and activities to educate children on proper nutrition	<ul style="list-style-type: none"> Begin conversation with Benton Harbor Area Schools to implement healthy eating in classrooms learning following the Michigan Model curriculum 	Lakeland HealthCare Benton Harbor Area School District	Dec. 2014	2.5 Wellness and Prevention 2.7 Coalitions

Strategy 3: Access to Affordable HealthCare				
Goal: Broaden opportunities for all Berrien County residents, including the uninsured and working poor, to access health screenings focusing on cardiovascular, diabetes, obesity and cancer.				
Objective: By September 2015, implement cardiovascular screening and follow-up with a minimum of 300 Berrien County residents demonstrating a 10% reduction in risk factors. Secondly, deliver cancer screenings to include mammograms, colon and prostate exam at no charge to community residents. Thirdly, support the implementation of system-wide pre-diabetes and diabetes education programs.				
Activities	Tasks	Responsible	Target Date	Alignment with Lakeland's Strategic Plan
Residents have reduced Cardiovascular Disease	<ul style="list-style-type: none"> • Screen 300 residents annually for lipids and diabetes. Provide information regarding free or low cost resources as well as medications and refills • Referral to community education programs • Referral to HeartSafe for follow-up and physician linkage 	Lakeland HealthCare	Sept. 2015	3.5 Population Health Management 3.1 Evidence-Based Care 3.3 Culturally Competent Care 2.6 Access
Prevent diabetes and refer high-risk clients (pre-diabetes) to the YMCA USA Pre-Diabetes Program	<ul style="list-style-type: none"> • Form partnerships with local YMCA organizations and VHP to develop an action plan on how to implement the Pre-Diabetes Program to our service area 	Lakeland HealthCare YMCA (Niles/Buchanan & Benton Harbor/St. Joseph) VHP	Sept. 2014	3.5 Population Health Management 3.1 Evidence-Based Care 3.3 Culturally Competent Care 2.6 Access
Cancer Screening available at no charge	<ul style="list-style-type: none"> • Provide annually 200 free mammograms during <i>Pink Saturday</i> campaign with 50% African- American participation • Provide colon cancer screening for 1000 community residents • Screen more than 100 male residents for Prostate Cancer with an emphasis on African-American males 	Lakeland Center for Health Enhancement and the Marie Yeager Cancer Center at Lakeland HealthCare	Oct. 2013 & Annually March 2013 & Annually Sept. 2013 & Annually	3.5 Population Health Management 3.1 Evidence-Based Care 3.3 Culturally Competent Care 3.5 Population Health Management

Promote the Stop Smoking Program to encourage smoke cessation	<ul style="list-style-type: none"> Utilize Lakeland’s Tobacco Treatment Specialist to engage and support smokers to quit smoking Implement quarterly Stop Smoking Seminars to assist smokers in developing a quit smoking action plan 	Center for Health Enhancement Lakeland HealthCare	Sept. 2015	2.2 Patient Engagement 3.5 Population Health Management
Motivational health coaching to encourage shared decision making for behavioral change	<ul style="list-style-type: none"> Integrate treatments with wellness education which will improve quality of life Cultivate life strategies using the SMART tool (Specific, Measurable, Action-oriented, Realistic, & Timely) Promote care coordination involvement and personal responsibility to improve compliance and behavioral outcomes 	Lakeland HealthCare	Sept. 2015	2.5 Wellness and Prevention 3.4 Care Coordination 3.5 Population Health Management
Patient-Centered Medical Home (PCMH)	<ul style="list-style-type: none"> Partner with Lakeland HealthCare primary care physicians to promote preventative and wellness options in order to enhance patient engagement through health coaching 	Lakeland HealthCare	Sept. 2015	2.5 Wellness and Prevention 2.6 Access 3.5 Population Health Management 3.4 Care Coordination
Offer opportunities for ongoing diabetes education and support	<ul style="list-style-type: none"> Explore a variety of options to engage the person with diabetes and their support system in diabetes self-care. This may include support groups, educational fairs, and lectures. 	Lakeland HealthCare	Sept. 2015	2.2 Patient Engagement 3.5 Population Health Management 3.4 Care Coordination

Unaddressed Identified Needs

Lakeland HealthCare has been committed to maintaining a positive impact on the communities in which we serve since 1899. Lakeland HealthCare has been and continues to be dedicated to serving our communities and the citizens that live and work in them. Our tradition to commitment is demonstrable in the quality of care we make available to our patient populations. This is evident by our numerous programs, initiative, coalitions and partnerships with community organizations. A caring culture distinguishes our organization from others and makes a positive impact on the lives of those around us. Lakeland HealthCare remains committed to improving access to quality healthcare for those least able to afford it. This CHNA has been a critical tool in assessing the health needs of our communities and prioritizing our goals. We recognize that there is still much work to be done and therefore there are some needs that still need to be reached. And it is through programs described in this assessment along with additional programs such as the following that we intend to continue to reach our residents:

- The First Tee of Benton Harbor – Lakeland HealthCare has partnered with Whirlpool to provide Berrien County young people and their families a unique opportunity to make the right choices in their emotional, physical and social aspects of their life.
- Baby Think It Over – is a program in which Lakeland HealthCare provides a parenting simulation experience for middle and high school students to reduce teen pregnancy in Berrien County.
- Parish Nurse Program – is a partnership with Lakeland and local churches that is designed to build a foundation to promote health within the values, beliefs and practices of a faith community.
- Riverwood Center - is a community-based, non-profit behavioral health care agency serving the residents of Berrien County. The Lakeland campus at St. Joseph and Niles relies on services provided by Riverwood health professionals in the event of a mental health emergency.

We appreciate that our communities are diverse as well as our populations. As a result we are striving to meet the needs of the entire populations of service area. Through our mission, vision and strategic plan Lakeland HealthCare fortifies our promise to continue striving for the best outcomes over the next three years and beyond. While it is a requirement that the CHNA's report be made widely accessible, including through information provided on the Internal Revenue Service (IRS) form 990 Schedule H, as well as the Lakeland HealthCare website; the CHNA will also be available to community residents in a printed document.

Additional Resources

Lakeland HealthCare	http://www.lakelandhealth.org
Area Agency on Aging	http://areaagencyonaging.org
Berrien County Department of Human Services	http://www.michigan.gov/dhs
Berrien County Health Department	http://bchdmi.org
Berrien County School Districts	http://www.berrienresa.org
Southwest Michigan Planning Commission	http://swmpc.org
United Way of Southwest Michigan	http://www.uwsm.org
YMCA Niles/Buchanan	http://www.nb-ymca.org/home
YMCA Benton Harbor/St. Joseph	http://www.bhsjymca.org
Be Healthy Berrien	http://www.behealthyberrien.org
Robert Wood Johnson Foundation	http://www.rwjf.org
VHA	http://www.vha.com
Value Health Partners (VHP)	https://www.valuehealthpartners.org
The First Tee of Benton Harbor	http://www.thefirstteeofbentonharbor.org
Riverwood Center	http://www.riverwoodcenter.org

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