

Hurley Medical Center Implementation Strategy & Community Benefit Plan

Completed for FY 2012-2013

To be Executed in FYs 2013-2014, 2014-2015, 2015-2016

Summary

In 2012, a joint Community Health Needs Assessment (CHNA) led by the members and partners of Greater Flint Health Coalition (GFHC) was conducted for the 425,790 residents of Genesee County, Michigan. Genesee County includes the City of Flint, the county's urban center, which represents approximately 25% of the total population. There are three area hospitals that serve the Genesee County / Flint population: Genesys Health System, Hurley Medical Center, and McLaren-Flint. These three hospital facility's joint CHNA was conducted in collaboration with one another via the GFHC.

Hurley Medical Center is a 443-bed premier public teaching hospital recognized as a regional resource for advanced specialized health care. From helping to bring new life into our world, to employing state-of-the-art technology to save lives, Hurley has been helping patients and their families for over a century. As the region's only Level I Trauma Center and Pediatric Level II Trauma Center (Genesee, Lapeer and Shiawassee Counties), Hurley provides the highest level of critical care, while also serving as the region's only burn center, Level III NICU, pediatric intensive care unit and premier Bariatric Center of Excellence. Hurley Medical Center is also recognized as an advanced primary Stroke Center by The Joint Commission.

To live up to its mission: "Clinical Excellence. Service to People," Hurley offers a wide variety of hospital and health services. From mid Michigan's most comprehensive health care offerings for children, to specialized critical care centers, Hurley has the dedicated professionals, advanced technology and convenient facilities to meet the complex health needs of our region.

Hurley is a recognized leader in clinical care and education, maintaining affiliations with Michigan State University, the University of Michigan-Ann Arbor, the University of Michigan-Flint, Mott Community College, Henry Ford Health System and Children's Hospital of Michigan-Detroit. Founded in 1908, Hurley provides patient care for more than 100,000 people annually, and is one of the area's largest employers, actively involved in collaborative efforts to enhance the quality of life in our community. We reach beyond the walls of the medical center to be a regional leader for health education, illness prevention and in the promotion of wellness.

This Implementation Strategy & Community Benefit Plan report summarizes how Hurley Medical Center will develop, conduct, and sustain community benefit programs that 1) address prioritized health needs from the 2012 Community Health Needs Assessment we collaboratively conducted via the Greater Flint Health Coalition and 2) respond to other identified community health needs. This is the Implementation Plan for FY 2012-2013. Execution will occur in FYs 2013-2014, 2014-2015, 2015-2016.

Target Areas and Populations

Given the multi-faceted health needs of our community (Genesee County, which includes its major urban core of the City of Flint) as identified in the Greater Flint Health Coalition (GFHC) Community Health Needs Assessment, we have selected a county-wide target area for our implementation strategy as the prevalence of poor health factors and poor health outcomes, compounded by challenging social determinants of health impacting community residents are less than ideal throughout the county's total geographic area.

How the Implementation Strategy & Community Benefit Plan were Developed, including How Priorities were Established

Hurley Medical Center identified community health needs through the Greater Flint Health Coalition and the completed Community Health Needs Assessment of 2012 that engaged over 2,200 individuals sourced from partnerships with public health and healthcare organizations, public agencies, community-based organizations, policymakers, and local residents.

Hurley Medical Center provided leadership, expertise, and participation for the 2012 CHNA via this collaboration with the GFHC and its collective of community and institutional partners. A major component of our CHNA was the GFHC's established Community Data Scorecard process. The CHNA included input and data from people and organizations throughout the community representing the broad interests of Genesee County / Flint – specifically, persons with expertise in public health, government health, leaders, representatives and members of the medically underserved, low income and minority populations. Data is collected, shared, and stored through the GFHC.

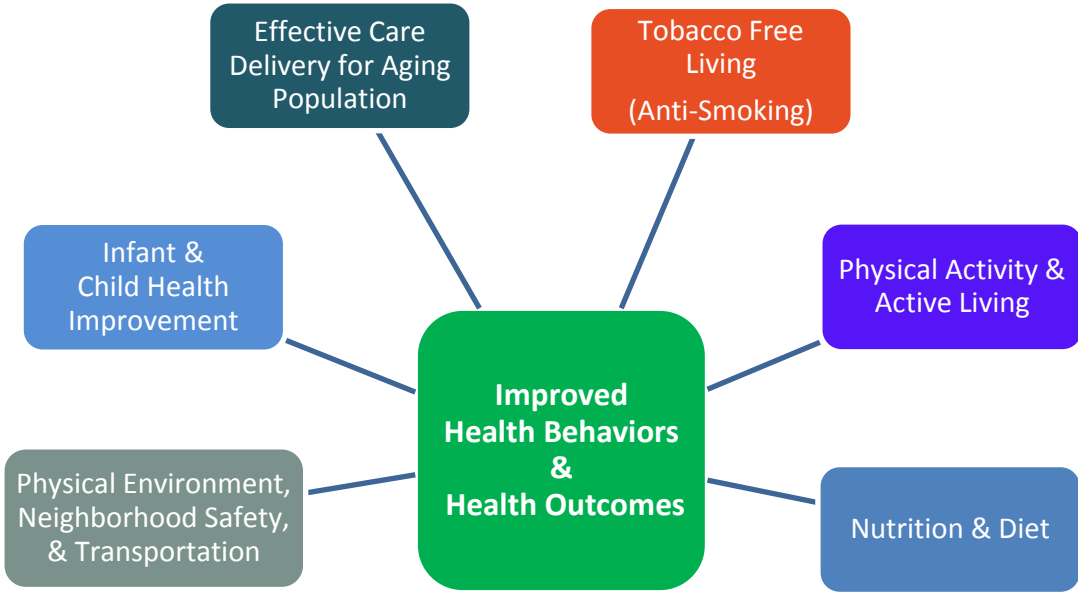
As the CHNA leveraged and utilized the GFHC's existing Community Data Scorecard, a multi-part process was employed to develop this Implementation Strategy and Community Benefit Plan, including: 1) quantitative data review and analysis, 2) literature reviews completed to identify State and National benchmarks and evidence-based strategies that relate to the indicators/metrics measured through the quantitative data sources, and 3) qualitative data provided through a community survey and series of community dialogue sessions, covering 125 health-related questions and issues with local residents. The CHNA's utilization of multiple types of research allowed for data collection across a broad range of indicators relating to overall population health, social determinants of health including geographic/location differences in health outcomes, and the needs of disadvantaged populations including uninsured persons, low-income persons, and minority groups within the Genesee County community.

In addition to the assessment, the Hurley Medical Center community benefit team also reviewed its existing community benefit activities – both internally and in partnership with the Greater Flint Health Coalition – to assess whether these services were providing value consistent with the needs of the community and its residents. Specifically, these activities considered key health factors and outcomes resultant from associated demographic, social, and economic impacts, the physical environment, healthcare access and resource coordination, and health behavior trends.

Major Health Needs

With support from the GFHC, members of our joint CHNA team evaluated data and input sources collected to prioritize the major issues impacting the community we serve. Criteria included the number of persons affected by the various factors analyzed, the seriousness of the issues, whether the health needs particularly affected persons living in poverty or reflected other disparities, and availability of community resources to address the needs. This process identified the following priority issues for the community:

HEALTH NEEDS IDENTIFIED



Hurley Medical Center’s review of current community benefit programs found that the hospital is meeting existing community needs through provision of charity care; Medicaid and SCHIP services; and a multitude of community education programs and health professional education programs. These activities were determined to be additional priorities for our hospital’s community benefit plan.

Description of What Hurley Medical Center Will Do to Address Community Needs: Action Plans

Hurley Medical Center has worked in partnership with the GFHC, community stakeholders (as detailed), and the other two hospital / health systems in our community to develop the following Action Plans to address our community’s needs. The overall goal of these action plans, which are described below, is to improve the overall health factors and behaviors of Genesee County and City of Flint residents, leading to improvements in resident health outcomes.

Action Plan #1 – Physical Activity and Active Living

Physical activity and active living are significant issues impacting Genesee County’s population as high rates of physical inactivity, obesity, and overweight impact over 70% of the population, causing poor health outcomes and placing residents at-risk for a myriad of chronic diseases and health conditions. This action plan area will be addressed through the following activities conducted in collaboration with the GFHC:

- **Commit to Fit! Campaign:** Commit to Fit! is a community-wide campaign focused on increasing the practice of healthy behaviors (especially among those with sedentary lifestyles) while improving physical activity and nutrition habits among citizens by mobilizing all community sectors to support and utilize a common message and strategy via established communication channels. In addition to community engagement and

education, this effort provides a number of resources to community residents, including opportunities to engage in regular physical activity sessions based in the community.

- Michigan Health & Wellness 4x4 Plan Activities: The GFHC's Michigan Health & Wellness 4x4 Plan activities include 1) leveraging and activating local providers and residents to practice healthier behaviors, 2) implementing the 4x4 Plan in partnership with Commit to Fit! to expand community-wide participation in wellness challenges and reach of messaging, and 3) providing weekly fitness classes to create an environment that increases access to physical activity opportunities.
- Project Healthy Schools: Project Healthy Schools is a middle-school based program that utilizes educational, environmental, and measurement to reduce childhood obesity by increasing physical activity and improving food choices of middle-school students. Specific action strategies include hands-on learning activities, school wellness teams, healthy habits challenges, and child/parent engagement efforts.
- Workplace Wellness: Workplace wellness activities build on the Commit to Fit! campaign by coordinating and assisting with the implementation of workplace wellness programs across all community employment sectors, while facilitating an annual schedule of community and employer-based wellness activities and challenges.

The implementation of the above activities will be overseen by the GFHC's Health Improvement Steering Committee, which includes membership representation from all Genesee County hospital facilities (Genesys Health System, Hurley Medical Center, and McLaren-Flint) in addition to other key partners including the Genesee County Medical Society, Genesee County Health Department, Genesee Health System, Genesee Intermediate School District, Flint & Genesee Regional Chamber of Commerce, Hamilton Community Health Network, Mott Children's Health Center, HealthPlus of Michigan, and the Crim Fitness Foundation with input from community stakeholders as appropriate.

In addition to our strategic participation in these collaborative Physical Activity and Active Living efforts, Hurley Medical Center will continue the following activities:

- Corporate Wellness On-Site Fitness Classes: Hurley Medical Center's Corporate Wellness Program provides a comprehensive menu of lifestyle intervention activities including on-site fitness classes. These classes facilitate exercise opportunities for staff.
- Employee Wellness Program: Hurley Medical Center's Employee Wellness Program is moving into its fourth year of providing health assessments, screenings, and intervention activities for Hurley employees. Program activities include weight loss, nutrition education, and physical fitness.
- Clinical Fitness Activities: Hurley Medical Center provides clinical fitness activities in a variety of settings including Pulmonary Rehabilitation, Cardiac Rehabilitation, Bariatric Services, and Diabetes Services. Enrolled participants are provided with clinically based supervision and fitness instruction.
- Kohl's Cares for Healthy Kids Program: Kohl's Cares for Health Kids is a community giving and volunteer program supporting health and education for children, as well as other community initiatives. Hurley Medical Center partners with the Kohl's Cares for Healthy Kids Program to provide fitness and nutrition activities for community youth. The effort also focuses on the entire family's good health.
- Genesee County Parks and Recreation (GCPR) Fitness Partnership: Hurley Medical Center partners with GCPR to introduce community members to Genesee County's premier park system through programs designed specifically for outdoor areas.
- Commit to Fit! Programs: Hurley Medical Center provides resource support to the Greater Flint Health Coalition's Commit to Fit! community activities.

- STAT EMS Rescue 911 Annual Event: Hurley Medical Center provides resources for the annual STAT EMS Rescue 911 event. This community event includes trauma outreach, injury prevention, and health and wellness activities.
- Healthy Family Living Program: Hurley is providing this eight-week family weight loss program, in partnership with the YMCA of Greater Flint. Participants engage in family-friendly exercise during the program and learn how to be fit together at home.
- Faith-Based Blood Pressure Screening: Hurley Medical Center has partnered with community faith-based organizations in a blood pressure screening program that trained and certified designated health team members within each faith-based organization. These health team members in turn provide blood pressure screenings on a consistent basis to their faith-based community, increasing hypertension awareness and providing cardiovascular risk management education.

Action Plan #2 – Nutrition & Diet

Nutrition and diet impact Genesee County's population by causing residents to be at-risk for obesity and the potential co-morbidities which can initiate other health conditions. This is exaggerated for many residents, especially low-income individuals and families, who have limited access to healthy foods. Geo-coded data indicates significant food access challenges associated with low-income communities, with major challenges to food access disproportionately concentrated in the City of Flint zip codes. This action plan area will be addressed through the following activities conducted in collaboration with the GFHC:

- Commit to Fit! Campaign: Commit to Fit! is a community-wide campaign focused on increasing the practice of healthy behaviors (especially among those with sedentary lifestyles) while improving physical activity and nutrition habits among citizens by mobilizing all community sectors to support and utilize a common message and strategy via established communication channels. In addition to community engagement and education, this effort provides a number of resources to community residents, including opportunities to engage in regular nutrition education sessions based in the community.
- Michigan Health & Wellness 4x4 Plan Activities: The GFHC's Michigan Health & Wellness 4x4 Plan activities include 1) leveraging and activating local providers and residents to practice healthier behaviors, 2) implementing the 4x4 Plan in partnership with Commit to Fit! to expand community-wide participation in wellness challenges and reach of messaging, and 3) providing weekly educational classes to create an environment that increases support for healthy diet and nutrition practice.
- Healthy Weight Collaborative: The Genesee County Healthy Weight Collaborative Project utilizes multi-sector partnerships across primary care, public health, and community partners to promote healthy weight through sustainable strategies that improve healthy behaviors. This effort provides linkages and referrals from the provider setting to community-based resources to improve nutrition, diet, and healthy behaviors.
- Project Healthy Schools: Project Healthy Schools is a middle-school based program that utilizes educational, environmental, and measurement to reduce childhood obesity by increasing physical activity and improving food choices of middle-school students. Specific action strategies include hands-on learning activities, school wellness teams, healthy habits challenges, and child/parent engagement efforts.

The implementation of the above activities will be overseen by the GFHC's Health Improvement Steering Committee, which includes membership representation from all Genesee County hospital facilities (Genesys Health System, Hurley Medical Center, and McLaren-Flint) in addition to other key partners including Genesee County Medical Society, Genesee County

Health Department, Genesee Health System, Genesee Intermediate School District, Flint & Genesee Regional Chamber of Commerce, Hamilton Community Health Network, Mott Children's Health Center, HealthPlus of Michigan, and the Crim Fitness Foundation with input from community stakeholders as appropriate.

In addition to our strategic participation in these collaborative Nutrition & Diet efforts, Hurley Medical Center will continue the following activities:

- Kohl's Cares for Healthy Kids Program: Kohl's Cares for Health Kids is a community giving and volunteer program supporting health and education for children, as well as other community initiatives. Hurley Medical Center partners with the Kohl's Cares for Healthy Kids Program to provide fitness and nutrition activities for community youth. The effort also focuses on the entire family's good health.
- Employee Wellness On-Site Nutrition Education: Hurley Medical Center provides nutrition education to hospital employees through its Employee Wellness program. Employees receive regular group instruction as well as healthy cooking demonstrations.
- Corporate Wellness Program: Hurley Medical Center's Corporate Wellness Program services community businesses with nutrition education and activities through a Corporate Wellness Partnership program. Businesses are invited to choose ala carte activities in the area of nutrition that best suits the needs of their employee population.
- Health Ticket Item: The Hurley Employee Wellness and Cafeteria Programs partner to provide a Health Ticket Item program where employees are introduced to weekly healthy cafeteria specials.
- Commit to Fit! Programs: Hurley Medical Center provides resource support to the Greater Flint Health Coalition's Commit to Fit! community activities.
- Medical Nutrition Therapy: Hurley Medical Center provides individual nutrition sessions with a registered dietitian including initial evaluation and assessment of the patient's dietary habits and emotional triggers with the goal of helping the patient to better manage their daily nutrition.
- Community Health Fairs and Expos: Historically, Hurley Medical Center has been active within the community to provide health and wellness education and activities through community outreach. This involvement will continue.
- Healthy Family Living Program: Hurley is providing this eight-week family weight loss program. Led by our community dietitian, families learn how to make healthy food choices and get hands' on experience making healthy food.
- On-site Flint Farmer's Market: Hurley Medical Center partners with the Flint Farmer's Market to provide on-site access to fresh fruits and vegetables for employees, visitors, and the community.
- Diabetes Program: Hurley Medical Center is the area leader in diabetes services provided to pediatric, expectant mothers, and adult populations.
- National Diabetes Prevention Program (NDPP): Hurley Medical Center is certified in the delivery of the National Diabetes Prevention Program and has partnered with the National Kidney Foundation and Michigan State University Cooperative Extension to provide instruction to community individuals who are at risk for diabetes.

Action Plan #3 – Tobacco Free Living (Anti-Smoking)

Genesee County's smoking rate is approximately 30% higher than State of Michigan and national averages. This action plan area will be addressed through the following activities conducted in collaboration with the GFHC:

- Smoke-free Business & Campus Initiative: This initiative seeks to spread the implementation and consistently branded replication of smoke-free business and campus settings that emphasize tobacco free living through environmental policy and enforcement. Tools are provided that are designed to assist any Genesee County business or organization to implement a smoke-free campus policy in 6 months or less.
- Workplace Wellness: Workplace wellness activities build on the Commit to Fit! campaign by coordinating and assisting with the implementation of workplace wellness programs across all community employment sectors, including the promotion and implementation of smoke-free campus policy and provision of tobacco-free living resources. This includes offering of smoking cessation services to the community and its residents.

The implementation of the above activities will be overseen by the GFHC's Health Improvement Steering Committee, which includes membership representation from all Genesee County hospital facilities (Genesys Health System, Hurley Medical Center, and McLaren-Flint) in addition to other key partners including Genesee County Medical Society, Genesee County Health Department, Genesee Health System, Genesee Intermediate School District, Flint & Genesee Regional Chamber of Commerce, Hamilton Community Health Network, Mott Children's Health Center, HealthPlus of Michigan, and the Crim Fitness Foundation with input from community stakeholders as appropriate.

In addition to our strategic participation in these collaborative Tobacco Free Living efforts, Hurley Medical Center will continue the following activities:

- American Lung Association's - Freedom From Smoking: Hurley Medical Center provides the American Lung Association's Freedom From Smoking program for community and corporate participation. This program teaches the skills and techniques that have been proven to help smokers quit.
- Employee Wellness Program: Hurley Medical Center provides employees with access to free telephonic tobacco cessation coaching as part of the Employee Wellness program.
- Smoking Cessation Activities/Information: Hurley Medical Center promotes and distributes smoking cessation activities/information through clinical programs and physician office contact.
- SMART Coalition- Hurley is part of the GCHD Smoke-free Multi-agency Resource Team.
- Tobacco Treatment: As of the Fall of 2014, Hurley Community Wellness will have a certified Tobacco Treatment Specialist available to group and individual interventions.

Action Plan #4 – Infant & Child Health Improvement

In Flint and Genesee County there is significant need for infant and child focused health improvement efforts. This is primarily due to social, educational, and economic factors. For infants, 53% are born to unwed mothers, nearly 12.7% experience pre-term births, and the infant mortality rate is significantly higher than State and National averages while over 30% of all Genesee County children live in poverty. To address the long-term goal of improving health behaviors and health outcomes, infant and child health must be a priority to ensure the foundation for a healthy life is established in early developmental stages. This action plan area will be addressed through the following activities conducted in collaboration with the GFHC:

- Children's Healthcare Access Program: The Children's Healthcare Access Program (CHAP) will plan, pilot, and implement a Genesee County CHAP to improve health

outcomes of children on Medicaid while making better use of existing resources via a collaborative, pediatric medical home in the community, across provider settings. This effort will provide navigation services, care management and social support, and focused efforts to address and improve obesity rates, asthma risk factors, immunizations, and well child visits.

- Children's Oral Health Education Campaign: This campaign, entitled Baby Those Baby Teeth, focuses on providing outreach and education to increase the percentage of parents and caregivers recognizing the importance of oral health, reducing the severity and number of dental issues identified by community screening programs, and increasing healthcare provider awareness of children's oral health issues to ensure proper dental access is available and referred to across provider settings.
- Project Healthy Schools: Project Healthy Schools is a middle-school based program that utilizes educational, environmental, and measurement to reduce childhood obesity by increasing physical activity and improving food choices of middle-school students. Specific action strategies include hands-on learning activities, school wellness teams, healthy habits challenges, and child/parent engagement efforts.

In addition to our strategic participation in these collaborative Infant & Child Health Improvement efforts, Hurley Medical Center will continue the following activities:

- Hurley Children's Hospital: Hurley Children's Hospital was launched as a pediatric hospital within Hurley Medical Center offering the highest level of children's medical care, centrally located in Flint but encompassing 15 counties: as far north as Alpena, west to Mt. Pleasant, east to part of the Thumb, and all of Genesee and Shiawassee Counties.
 - Region's only Children's Emergency Department, NICU, PICU and Burn Unit: For years Hurley Medical Center has been known for providing the highest level of critical care in our Level III Neonatal Intensive Care Unit (NICU), Pediatric Intensive Care Unit (PICU), Burn Unit, and newly expanded, state-of-the-art Children's Emergency Department.
 - Children's Miracle Network Hospital: Children's Miracle Network Hospitals® is a system of 170 children's hospitals across the United States and Canada dedicated to providing the very best care for sick and injured children. Hurley Medical Center was invited to join this group of special hospitals because it provides the best kid-centered care in our region to every child who needs it, regardless of the family's ability to pay. As a Children's Miracle Network Hospital, Hurley Medical Center helps kids with cancer, birth defects, diabetes, asthma, accidents, trauma, and almost any other health issue imaginable.
 - Hurley Asthma Clinic: With educational programs and an award-winning home-based Asthma Disease Management Program, Hurley Children's Hospital is having great success helping children control or prevent asthma and stay healthy and in school.
 - Childhood diabetes and obesity: Hurley Medical Center's Pediatric Diabetes Education Program helps children with type 1 diabetes, type 2 diabetes, and pre-diabetes. Hurley Community Wellness offers families an eight-week weight loss program – Healthy Family Living.
 - Pediatric Oncology and Hematology: Hurley Medical Center is known throughout Michigan for its excellent treatment of pediatric hematology and oncology (cancer) conditions. Hurley's pediatric hematology/oncology program is a member of the Children's Oncology Group (COG), an international organization of clinical and research pediatric oncology specialists.

- Hemophilia Treatment Center: One of nine federally- and privately-funded centers in Michigan, our Eastern Michigan Center for Bleeding and Clotting Disorders provides complete medical management and home care services to children with bleeding and clotting disorders such as hemophilia, von Willebrand's disease, platelet disorders, thrombosis and thrombophilia.
- Child Life Services: Child Life specialists focus on caring for children with hospital specific needs. Certified Child Life Specialists (CCLS) care for children in the medical center in the following locations: NICU, Pediatrics, PICU, Pediatric Emergency center, Hematology, Surgery, Burn, and anywhere else a child may receive care in the medical center.
- Breastfeeding Clinic: The Hurley Medical Center Breastfeeding Clinic helps support the early phases of breastfeeding in the community. The clinic provides access to mothers and infants who need ongoing lactation assistance in the community. The clinic is supported by physicians and nurses.
- Pediatric Specialists: Hurley Medical Center offers care in over twenty pediatric specialties.
- Prenatal Care: Hurley Medical Center has identified that prenatal care has an important impact on care of the family and especially the children in the family. Development of a healthy pregnancy most often leads to healthy maternal and neonatal outcomes. The following components are part of Hurley Medical Center's prenatal services:
 - Obstetrics/Gynecology Clinic: Hurley Medical Center's Obstetrics/Gynecology Clinic offers complete obstetric and gynecological care including:
 - Contraception and family planning advice
 - Prenatal care
 - High risk prenatal care by a perinatologist (an obstetrician who specializes in maternal fetal medicine)
 - Colposcopy
 - Biopsy procedures
 - Treatment of endometriosis, uterine fibroid tumors, and other conditions
 - Surgical interventions such as hysterectomies or bladder procedures for incontinence
 - Gynecologic Oncology program
 - Certified Nurse Midwifery for low risk populations of women
 - Diabetes Management: In Hurley Medical Center's OB/GYN Clinic, all patients at their initial obstetrical visit are screened for diabetes. If they show signs of diabetes or pre-diabetes, they are referred to one of Hurley's registered diabetic nurse educators. These registered diabetic nurse educators are specifically dedicated to helping women manage their diabetes while pregnant. Patients are also referred to a registered obstetrical dietitian who will provide them with nutrition care specific to a diabetic pregnancy.
 - Center for Maternal Fetal Medicine: The Center for Maternal Fetal Medicine at Hurley Medical Center delivers highly specialized obstetrical care to both mother and fetus (unborn baby) throughout a high-risk pregnancy and delivery. When pregnancies show signs of possible complications, patients are directed to our High Risk Pregnancy Clinic as part of the Hurley Center for Maternal Fetal Medicine which is managed by a Hurley perinatologist. High risk patients can also receive ultrasounds and fetal monitoring as indicated. Our specialists have particular expertise in treating pregnant women with the following medical conditions:
 - Asthma
 - Diabetes
 - Fetus with an abnormality

- Genetic conditions: cystic fibrosis, heart defects, sickle cell disease
 - Hypertension
 - Lupus
 - Obesity
 - Perinatal Telehealth program
- Parent Education: The Parent Education Department supports a breastfeeding clinic and childbirth education classes of various types to support the needs of patients and their families during pregnancy and afterwards.
- Maternal Infant Health Program (MIHP): The Maternal Infant Health Program is a federal funded home visiting program for qualified mothers to monitor pregnancy development and care until delivery.
- Healthy Start: The Healthy Start program is a federal funded home visiting program for qualified mothers and infants to continue comprehensive care and development in the first years of life.
- Nurse Family Partnership: Home visiting program provided to high risk first time pregnant women which focus on growth, development and prevention of complications to pregnancies with the addition of home care. After delivery serves mother and infants up to two years of age.
- Michigan Department of Community Health (MDCH) on Perinatal Regionalization Project: Hurley Medical Center is a key partner with MDCH on identifying strategies to reduce infant mortality and regionalize perinatal care. Hurley actively participates in the following initiatives:
 - National Governors Association Perinatal Project
 - Safe Sleep Advisory Committee
 - Period of Purple Crying Taskforce
 - NICU Developmental Assessment Clinic Workgroup to standardize care across state
 - NICU and Level II Nursery Certificate of Need Workgroup
- March of Dimes – 39 Week + Project: Hurley Medical Center is the only hospital in the state to be awarded this grant. The purpose of the funding is to enhance care provider education and decrease elective inductions and cesarean sections prior to 39 weeks. This 15 month project began in December 2012. Hurley Medical Center's Service Line Administrator for Women and Children's Services is the current Genesee County March of Dimes chair and incumbent state Chairperson of the Board. Service Line Administrator serves as March of Dimes State of Michigan Board Chair
- Michigan Hospital Association (MHA) OB Keystone Project: Hurley Medical Center participates in this quality and safety initiative for obstetrics supported by the MHA. The intent is to decrease elective deliveries prior to 39 weeks. Hurley Medical Center's Service Line Administrator for Women and Children's Services holds an advisory board seat for this project.
- Weiss Advocacy Center: The mission of the Weiss Advocacy Center is to prevent child abuse and help survivors become children again. Hurley Medical Center's Service Line Administrator for Women and Children's Services is a Board Member.
- Vermont Oxford Neonatal Safety Program : Hurley Medical Center participates in this quality and safety initiative for improvement in patient outcomes related to neonatal care.
- Safe Kids Greater Flint: Safe Kids Worldwide is a global organization dedicated to preventing injuries in children. Hurley Medical Center is the lead organization for the Safe Kids Greater Flint Coalition. Through community and corporate engagement this coalition offers Safe Kids programs including Child Passenger Safety and Bike/Helmet Safety.

Action Plan #5 – Effective Care Delivery for Aging Population

Genesee County's population is aging significantly, with a 6.6% increase in the median population age in the past eight years and a similar Medicare enrollment increase. To meet the healthcare demands of this aging population while promoting the highest levels of patient satisfaction it will be critical to implement effective care delivery models specifically targeted to individuals age 55 and higher. This action plan area will be addressed through the following activities conducted in collaboration with the GFHC:

- Community-wide Advanced Care Planning Project: This project will develop a single, community-wide process of advance care planning that emphasizes the creation of comprehensive, effective plans that result in honoring informed healthcare decisions of patients that respect each patient's rights, while providing comfort and dignity, increasing the patient's participation in decisions regarding the patient's care, treatment, or services before and at the end of life, and ensuring a complete patient record reflecting the patient's care, treatment, or service is available when needed in medical records across Genesee County health systems and healthcare provider sites.
- Quality & Innovation Task Force: The GFHC's Quality and Innovation Task Force focuses on collaboratively developing and implementing evidence-based quality improvement initiatives across health systems, payers, public health, providers, and the community at-large to improve the health of the population, enhance the patient experience of care, and reduce (or at least control) the per capita cost of care. All Genesee County hospital facilities (Genesys Health System, Hurley Medical Center, and McLaren-Flint) and their associated Physician-Hospital Organizations (PHOs) will participate in this Task Force in addition to other key partners including the Genesee County Medical Society, Genesee Health System, Hamilton Community Health Network, HealthPlus of Michigan, Blue Cross Blue Shield of Michigan, Blue Care Network, McLaren Health Plan, the Genesee County Health Department, and the United Auto Workers (UAW) Retiree Medical Benefit Trust (RMBT), while community stakeholders are engaged throughout efforts.

In addition to our strategic participation in these collaborative Infant & Child Health Improvement efforts, Hurley Medical Center will continue the following activities:

- Evidence Based Acute Care for the Elderly (ACE): This model of care improves outcomes for hospitalized older adults by preventing functional decline and other complications. This model has been implemented at Hurley Medical Center.
- Injury Prevention: Hurley Medical Center is promoting safety for older adults through the following programs:
 - Safe Steps: Safe Steps is a program that utilizes a specialized physical therapist trained in fall prevention for older adults. Patients enter the program via physician referral. The Safe Steps Program includes a series of physical therapy visits to improve core strength and balance and recommendations for home safety/modifications.
 - Senior Lifestyle and Injury Prevention (SLIP): The SLIP program is designed to address the needs of older adults. The program consists of an education series with the following topics: Balance Your Life (fall prevention), My Home, Safe Home, Home Safety, On The Right Road (motor vehicle safety), and Stepping Out Safely (pedestrian safety).
 - CarFit: CarFit is an educational driver safety program sponsored by the Auto Association of America (AAA), the American Association of Retired Persons

- (AARP), and American Occupational Therapy Association (AOTA) that offers older adults the opportunity to check how well their vehicles fit them.
- Provider Training and Education: Hurley Medical Center is providing training and continuous education to prepare providers to meet the healthcare needs of our growing population of older adults through initiatives such as:
 - Geriatric Fellowships: The Geriatric Fellowship Program at Hurley Medical Center is a fully developed clinical and educational curriculum that provides well supervised, hands on experience in the management of elderly patients.
 - Michigan State University's – Training in Inter-professional Geriatrics for Education and Research (TIGER): The purpose of Training in Inter-professional Geriatrics for Education and Research (TIGER) is to develop interdisciplinary cohorts of health care professionals who can train other healthcare professionals to enhance the ways in which they work together to provide optimal care and outcomes for older adults.
 - Hartford Institute for Geriatric Nursing's - Nurses Improving Care for Health-System Elders (NICHE) Program: NICHE is the only national evidence based program designed to improve the outcomes of hospitalized older adults.
 - Transforming Transitions Program (TTP): Hurley Medical Center has partnered with Valley Area Agency on Aging (VAAA) as a community provider and referral source for the TTP. The goal of TTP is to reduce 30 day hospital readmissions in Medicare fee for service patients.

Action Plan #6 – Physical Environment, Neighborhood Safety, and Transportation

Environmental issues in Genesee County and Flint, such as crime, pollution, property abandonment, lack of areas to exercise outdoors, and lack of access to healthy foods all serve as risk factors to chronic diseases and poor health outcomes. These issues are significantly higher than State and national averages in the zip codes within the City of Flint, which is the geographic focus of this action plan. This action plan area will be addressed through the following activities conducted in collaboration with the GFHC:

- Technical Assistance to the City of Flint's Master Plan Development: Health data and expertise will be provided to the development of the City of Flint's first new master plan in over five decades. An updated master plan will allow for physical environment improvements that support residents to live safe, active lifestyles within environments that support every resident's capacity to live, learn, work, and play.

In addition to our strategic participation in these collaborative physical environment, neighborhood safety, and transportation efforts, Hurley Medical Center will continue the following activities:

- University Avenue Corridor Coalition (UACC): Hurley Medical Center participates in the UACC. The UACC is a gathering of security chiefs from local institutions, local business owners, and community leaders. The purpose of the coalition is to revitalize and improve the university corridor.
- Flint Cultural Center Coalition (FCCC): Hurley Medical Center participates in the FCCC. The FCCC is a gathering of security chiefs from local institutions. The purpose of the coalition is to exchange and pass along information about area crimes to help identify suspects and crime trends that could affect all campuses.
- Governor's Office – Public Safety Corridor Meeting: Hurley Medical Center participates in the Public Safety Corridor Meeting chaired by the Governor's Office. The purpose of this committee is to review and recommend changes to local and state laws to allow for

better unity between institutions. The group is looking at future changes that might allow for extending services to other law enforcement agencies in an effort to curtail crime with additional resources.

- Safe Kids Greater Flint: Safe Kids Worldwide is a global organization dedicated to preventing injuries in children. Hurley Medical Center is the lead organization for the Safe Kids Greater Flint Coalition. Through community and corporate engagement this coalition offers Safe Kids programs including Child Passenger Safety and Bike/Helmet Safety.
- MTA Bus Routes: Hurley Medical Center resides on the Mass Transportation Authority (MTA) bus route thereby improving patient access.
- Taxi Vouchers: Hurley Medical Center offers taxi vouchers in various programs to improve patient access.
- Flint River Corridor Alliance: Hurley is on the Board of the FRCA. This group works on projects for re-developing areas along the Flint River (Hamilton Dam, Riverbank Park, and Chevy Commons.
- Keep Genesee County Beautiful – Cultivating our Community: Hurley sponsors two medians in front of Atwood Stadium.

Needs Not Being Addressed and the Reasons

Through review and analysis of noted partners engaged throughout the Community Health Needs Assessment process, it is agreed that all health needs identified are being addressed through the Greater Flint Health Coalition and the hospital facilities in Genesee County including Genesys Health System, Hurley Medical Center, and McLaren-Flint.

Approval

On an annual basis the Hurley Medical Center Board of Managers will review the Implementation Strategy and Community Benefit Plan.

Hurley Medical Center Board of Managers Approval:

Phil Shultz, Chair – Hurley Medical Center Board of Managers

Date