



# Trinity Health Grand Haven Community Health Needs Assessment (CHNA) Implementation Strategy

*Fiscal Years FY25-27*



Trinity Health Grand Haven completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on May 22, 2024. The CHNA in Ottawa County was a collaborative effort through Healthy Ottawa, a collaborative partnership of multiple health and human service agencies. The CHNA process was performed in adherence with applicable federal requirements for not-for-profit hospitals set forth in the Affordable Care Act (ACA) and by the Internal Revenue Service (IRS). The assessment considered a comprehensive review of secondary data analysis of patient outcomes, community health status, and social influencers of health, as well as primary data collection, including input from representatives of the community, community members and various community organizations.

The complete CHNA report is available electronically at [Community Health Needs Assessments | Trinity Health Michigan](#) or printed copies are available at Trinity Health Grand Haven, 1390 Sheldon Road in Grand Haven, Michigan.

## Our Mission

We serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities.

## Our Hospital

Trinity Health Grand Haven, formerly North Ottawa Community Hospital, is a non-profit, mission-driven, faith-based acute care hospital located in Grand Haven, Michigan, serving northwest Ottawa County and the surrounding communities in southern Muskegon County.

It is a member of Trinity Health, one of the nation's largest Catholic health systems. Trinity Health Grand Haven has 81 acute care beds, an Emergency Department, radiology services, including 3D mammography, ultrasound, MRI and CT scan, as well as full laboratory services. Trinity Health Grand Haven is designated as a Level IV Trauma Center and sees more than 700 acute hospital discharges and more than 19,000 emergency department visits per year.

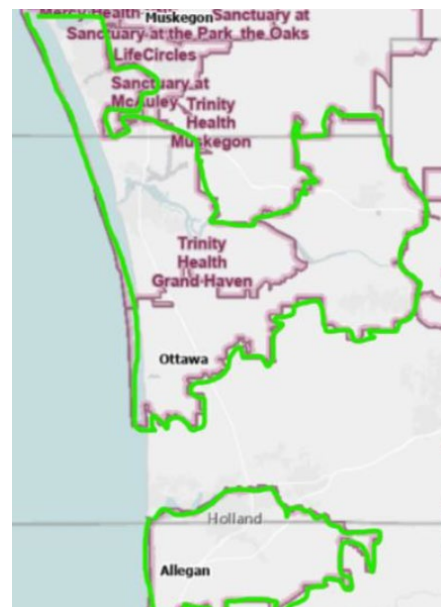
Trinity Health's affiliate physician organization, the Trinity Health Medical Group, is a primary care and specialty physician network employing more than five hundred providers across West Michigan.

## Our Community

Trinity Health Grand Haven is in Ottawa County Michigan. Ottawa County has an estimated population of 300,870 with significant population centers including Holland, Grand Haven, Zeeland, and West Olive. A largely white population (82%) with just over 10% identifying as Hispanic, 3% identifying as Asian and 1.8% Black. Ottawa county's median household income is \$85,652--significantly higher than the national median of \$74,755.



Trinity Health Grand Haven



Trinity Health Grand Haven Service Area

## Our Approach to Health Equity

While community health needs assessments (CHNA) and Implementation Strategies are required by the IRS, Trinity Health ministries have historically conducted CHNAs and developed Implementation Strategies as a way to meaningfully engage our communities and plan our Community Health & Well-Being work. Community Health & Well-Being promotes optimal health for people experiencing poverty or other vulnerabilities in the communities we serve by addressing patient social needs and investing in our communities through dismantling oppressive systems, including racism, and building community capacity. Trinity Health has adopted the Robert Wood Johnson Foundation’s definition of Health Equity - “Health equity means that everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care.”

This implementation strategy was developed in partnership with community and will focus on specific populations and geographies most impacted by the needs being addressed. Racial equity principles were used throughout the development of this plan and will continue to be used during the implementation. The strategies implemented will mostly focus on policy, systems and environmental change as these systems changes are needed to dismantle racism and promote health and wellbeing for all members of the communities we serve.

## Health and Social Needs of the Community

The CHNA conducted in 2023 and early 2024 identified the significant needs for health and social drivers of health within Ottawa County. Community stakeholders then prioritized those needs during a facilitated review and analysis of the CHNA findings. The significant health needs identified, in order of priority include:

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### 1. Mental Health

- Among Ottawa County adults, poor mental health has been increasing with one-in-six (16.5%) reporting poor mental health, more than one-third (34.5%) qualifying as having mild to severe psychological distress, and one-in-four (26.9%) having a depressive disorder.
- One-in-five area youth (19.5%) reported seriously considering suicide in the past year.

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### 2. Access to Care

- Among area adults aged 18-64, 7.1% have no health insurance, and this rate increases to 17.5% for underserved residents.
- Among all area adults, 14.7% have no medical home (PCP). Women are much more likely than men to lack a personal health care provider (PCP).
- Among Ottawa County adults, 13.0% have had trouble seeing a doctor when they needed to because of cost.
- There are fewer primary care physicians (MDs or DOs) per capita in Ottawa County compared to the state and national rates.

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### 3. Poor Physical Health and Chronic Disease

- One in eight (12.5%) Ottawa County adults reports poor physical health.
  - Prevalence of poor physical health is far lower among adults under age 35, compared to older adults.
  - White adults report poor physical health slightly more than non-White adults.
  - Prevalence of poor physical health is inversely related to education and income.
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	<ul style="list-style-type: none"> <li>• Prevalence of Diabetes is 11.5%, lower than reported in 2020, but still higher than state or national rates.</li> <li>• Roughly 1 in 5 (21.1%) of Ottawa County adults has had asthma during their life, higher than state and national rates for lifetime asthma.</li> </ul>
<b>4. Social Determinants of Health</b>	<ul style="list-style-type: none"> <li>• One in four (24.8%) single female families with children under age five lives in poverty.</li> <li>• Key Informants report lack of affordable housing as the most pressing health issue or concern in the county only behind mental health, and it's also a pressing issue for Key Stakeholders. According to the BRFSS, 14% of residents had trouble paying for rent or a mortgage in the past month.</li> <li>• Roughly one in seven (14.7%) area adults say they sometimes or often don't have enough to eat; this proportion is much higher than previous iterations.</li> </ul>
<b>5. Substance Misuse</b>	<ul style="list-style-type: none"> <li>• More than one in five (22%) Ottawa County adults engage in binge drinking, a rate higher than the state and national rates.</li> <li>• One in ten (9.6%) area adults engages in vaping or uses e-cigarettes, a rate higher than the state and national rates.</li> <li>• Among area adults, 59.7% drank alcohol at least one day in the past month, while one third (34.6%) drank six or more days over the past month. Of those who drink, seven in ten (69.6%) average one to two drinks when drinking alcohol.</li> <li>• One in five (19.9%) Ottawa County adults uses marijuana at least one day per month and 6.9% use it every day of the month.</li> </ul>
<b>6. Integrated, Holistic, or Biopsychosocial Approach to Health and Health Care</b>	<ul style="list-style-type: none"> <li>• Evaluators recommend adopting the tenets of the World Health Organization regarding the importance of the social determinants of health to individuals' overall well-being. Almost half (46.3%) of Key Informants report that social determinants of health are only sometimes or rarely considered in developing treatment or care plans.</li> <li>• Only 50% of Key Informants reported that Care Coordination services in Ottawa County met the needs of residents "Somewhat Well or Very Well".</li> </ul>
<b>7. Health Disparities</b>	<ul style="list-style-type: none"> <li>• Prevalence of poor physical health was higher among those with lower income and education and among adults who experienced 4+ adverse childhood experiences (ACEs).</li> <li>• Among all Ottawa County adults, 13.4% currently have asthma. Women report having asthma significantly more than men. Non-White adults report having asthma far more than White adults.</li> <li>• Among area adults without diabetes, 8.7% have been diagnosed with pre-diabetes or borderline diabetes with prevalence increasing with age.</li> <li>• Roughly one in nine (11.5%) Ottawa County adults has been diagnosed with diabetes</li> <li>• One in four (25.1%) Ottawa County adults have not visited a dentist in the past year for any reason. Non-White adults are less likely to visit a dentist than White adults.</li> </ul>



## Hospital Implementation Strategy

### **Significant health and social needs to be addressed.**

Trinity Health Grand Haven in collaboration with community partners, will focus on developing and/or supporting initiatives and measure their effectiveness to improve the following needs:

- 1** Mental Health – CHNA Pages 81, 129-133
- 2** Access to Health Care – CHNA pages 109 - 143
- 3** Substance Misuse – CHNA pages 150 - 161

### **Significant health and social needs that will not be addressed**

Trinity Health Grand Haven acknowledges the wide range of priority health and social issues that emerged from the CHNA process and determined that it could effectively focus on only those needs which are the most pressing, under-addressed and within its ability to influence. For these reasons, Trinity Health does not intend to address the following needs:

- Poor Physical Health and Chronic Disease
- Social Determinants of Health
- Integrated, Holistic, or Biopsychosocial Approach to Health and Health Care
- Health Disparities

This implementation strategy specifies community health needs that the hospital, in collaboration with community partners, has determined to address. The hospital reserves the right to amend this implementation strategy if circumstances warrant. For example, certain needs may become more pronounced and require enhancements to the described strategic initiatives. During these three years, other organizations in the community may decide to address certain needs, indicating that the hospital should refocus its limited resources to best serve the community.

# 1

## Mental Health



### Goal: Increase Access to Mental Health Treatment

CHNA Impact Measures	2024 Baseline	2027 Target
<b>Decrease percentage of adults reporting 14+ days of poor mental health.</b> <u>Source:</u> Ottawa County BRFSS 2023	12.5%	9.4%
<b>Decrease percentage of adults reporting mild to severe psychological distress.</b> <u>Source:</u> Ottawa County BRFSS 2023	34.5%	29.8%
<b>Decrease percentage of youth reporting feeling sad or hopeless for more than two weeks in a row.</b> <u>Source:</u> Ottawa County Youth Assessment Survey (YAS) 2023	26.7%	21.7%
<b>Decrease percentage of adults who could not get needed mental health care.</b> <u>Source:</u> Ottawa County BRFSS 2023	15.5%	10.5%

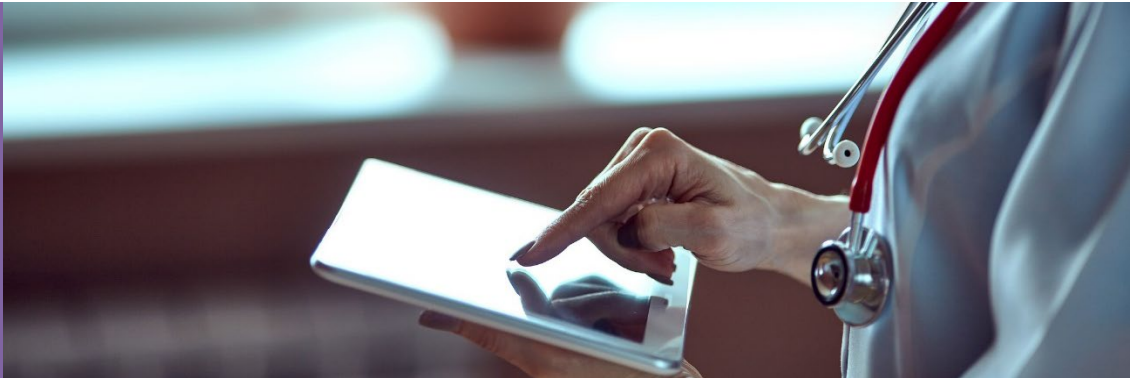
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Participation in Healthy Ottawa's Mental Health Collaborative.	x	x	x	Trinity Health Grand Haven	Staff representation on the Collaborative and engagement with community initiatives
	x	x	x	Community Mental Health of Ottawa County	Facilitation of the Ottawa County collaborative group
				Focus location(s)	Focus Population(s)
				Ottawa County	Youth & Adults

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Promotion and utilization of mental health management and skill tools for youth and adults.	x	x	x	Trinity Health Grand Haven	Colleague time and promotion of online mental health and wellbeing tools.
	x	x	x	Arbor Circle Ottawa Substance Abuse Prevention (OSAP) Coalition	Maintaining <a href="#">Mental Health Skills for High School Students</a> video link platform.
	x	x	x	Community Mental Health of Ottawa County	Maintaining <a href="#">Credible Mind</a> platform for use in Ottawa County.
				Focus location(s)	Focus Population(s)
				Ottawa County	Youth & Adults

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Explore establishing an outpatient psychiatry clinic and offering psychiatry services in the Emergency Department.	x	x	x	Trinity Health Grand Haven	Funding, colleague time, and subject matter expertise.
	x	x	x	Trinity Health Medical Group	Funding, colleague time, and subject matter expertise.
				Focus location(s)	Focus Population(s)
				Ottawa County	Individuals needing mental health treatment
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Explore establishing a collaboration to implement a behavioral health crisis center in the Lakeshore region.	x	x	x	Trinity Health Grand Haven	Funding, colleague time, and subject matter expertise
	x	x	x	Community Mental Health of Ottawa County	Funding, colleague time, and subject matter expertise
				Focus location(s)	Focus Population(s)
				Ottawa County	Individuals in Ottawa County experiencing mental health crisis
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Provide Community Resource Directory (CRD) resources and training to treatment organizations and providers in Ottawa County.	x	x	x	Trinity Health Grand Haven	Colleague time for organizational training to connect to CRD, regular maintenance and communication.
	x	x	x	Ottawa County CMH	Linkages to providers in the community who would benefit from CRD training
	x	x	x	Lakeshore Regional Entity	Linkages to community members and organizations who would benefit from CRD training
	x	x	x	CALL 211	Real time personal attention from call center specialists on emergent needs.
					Focus location(s)
				Ottawa County	Health and human service agencies.

# 2

## Access to Health Care



### Goal: Increase Access to Health

CHNA Impact Measures	2024 Baseline	2027 Target
<b>Reduce number of individuals without insurance coverage.</b> Source: Ottawa County BRFSS 2023	7.1 %	6.5%
<b>Decrease percentage of Ottawa County residents reporting cost is a barrier in accessing health care.</b> Source: CHNA- Ottawa County BRFSS 2023	13 %	11%
<b>Decrease percentage of Ottawa County residents who do not have a primary care provider.</b> Source: CHNA - Ottawa County BRFSS 2023	14.7 %	13%

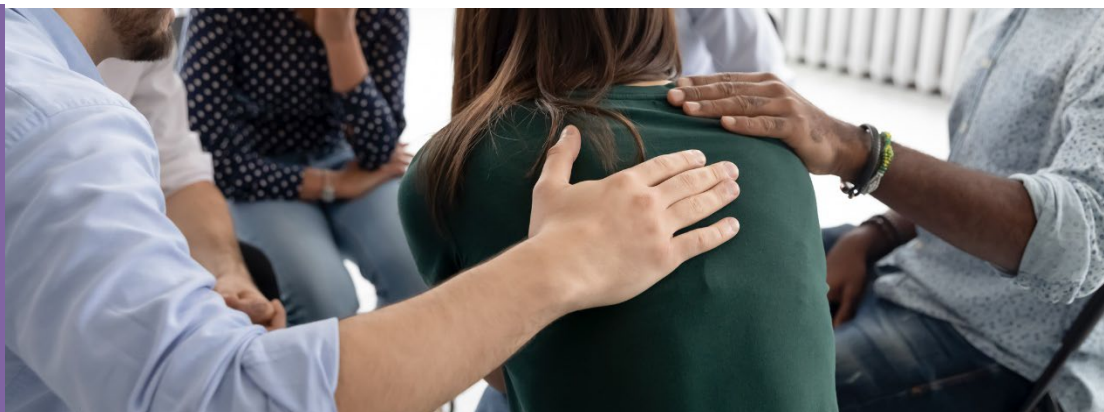
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Explore Enroll West Michigan collaboration among multiple community organizations, supporting community-wide outreach and enrollment in Federal, State, and Private insurance programs within Ottawa County	x	x	x	Trinity Health Grand Haven	Materials, colleague time for outreach.
	x	x	x	Call 211, Heart of West Michigan, Community Mental Health, Great Start,	Provide referrals for uninsured.
	x	x	x	Latinas for Progress	Enrollment assistance for refugee, DACA, and asylees in Ottawa County, assist with bilingual resources.
	x	x	x	Local health care organizations	Provide information, education and enrollment materials to patients.
	x	x	x	Pathways to Health Hub	Enrollment assistance and or referrals among CHWs
					<b>Focus location(s)</b>
				Ottawa County	Low Income individuals and migrant/immigrant communities
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Provide education and awareness of hospital-based Financial Assistance program, health care insurance and enrollment services within community.	x	x	x	Trinity Health Grand Haven	Provide enrollment services for available health insurance and Financial Assistance.
	x	x	x	Corewell Health Zeeland Hospital	Colleague time to support individuals in applying for health system Financial Assistance.
	x	x	x	Holland Hospital	Colleague time to support individuals in applying for health system Financial Assistance.



	x	x	x	Love in Action	Provide enrollment services for insurance and referral to health system Financial Assistance.
	x	x	x	Latinas for Progress	Provide enrollment services for insurance and referral to health system Financial Assistance.
				<b>Focus location(s)</b>	<b>Focus Population(s)</b>
				Ottawa County	Low to moderate income individuals who are uninsured and underinsured.
<b>Strategy</b>	<b>Timeline</b>			<b>Hospital and Committed Partners</b>	<b>Committed Resources</b>
	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>(align to indicate committed resource)</b>	<b>(align by hospital/committed partner)</b>
Provide low or no cost access to prescription drugs and durable medical equipment through Pharmacy Access Program (PAP).	x	x	x	Trinity Health Grand Haven	Colleague time for assessment and enrollment into pharmacy programs. Financial support of PAP program. Pharmacy engagement.
				<b>Focus location(s)</b>	<b>Focus Population(s)</b>
				Ottawa County	Low/Moderate Income residents
<b>Strategy</b>	<b>Timeline</b>			<b>Hospital and Committed Partners</b>	<b>Committed Resources</b>
	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>(align to indicate committed resource)</b>	<b>(align by hospital/committed partner)</b>
Explore opportunity to obtain National Health Service Corps site designation to increase recruitment of primary care physicians, behavioral health providers, and other specialists.	x	x	x	Trinity Health Grand Haven	Colleague time and collaboration on local site development
	x	x	x	Trinity Health Medical Group	Provider recruitment expertise
				<b>Focus location(s)</b>	<b>Focus Population(s)</b>
				Ottawa County	Individuals needing a primary care provider

# 3

## Substance Misuse



### Goal: Decrease Substance Misuse in Ottawa County

CHNA Impact Measures	2024 Baseline	2027 Target
<b>Increase perception that SUD services in Ottawa County meet community needs.</b> <u>Source:</u> Ottawa County BRFS (2023)	59.8%	65%
<b>Decrease past 30-day use of alcohol among youth.</b> <u>Source:</u> Ottawa County Youth Assessment Survey (YAS) 2023	11 %	9.5%
<b>Decrease in adult binge drinking.</b> <u>Source:</u> Ottawa County BRFS 2023	22%	20%
<b>Decrease in opiate overdoses in Ottawa County</b> <u>Source:</u> Michigan Overdose Data Dashboard, MDHHS	32	28

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Provide hospital-based inpatient medical detoxification program New Vision at Grand Haven hospital with referral to additional treatment & recovery.	x	x	x	Trinity Health Grand Haven	Colleague and medical and behavioral health staff time, assist with follow up support
	x	x	x	New Vision	Provide medical services and support for patients.
	<b>Focus location(s)</b>				<b>Focus Population(s)</b>
Ottawa County				Individuals experiencing substance use disorder.	
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Collaborate with Ottawa Substance Abuse Prevention (OSAP) Coalition to address youth and adult substance use disorders.	x	x	x	Trinity Health Grand Haven	Colleague time involved with the OSAP Collaborative
	x	x	x	Arbor Circle	Facilitation of OSAP
	x	x	x	OSAP Collaborative members	Initiative support
	<b>Focus location(s)</b>				<b>Focus Population(s)</b>
Ottawa County				Youth and Adults	
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Utilize the Talk Sooner campaign in hospital and primary care provider offices within Ottawa County.	x	x	x	Trinity Health Grand Haven	Printing costs, colleague time for education, awareness and distribution of materials.
	x	x	x	Trinity Health Medical Group	Placement of materials.

	x	x	x	Arbor Circle	Maintain <a href="#">Talksooner</a> website, App and materials for use in community.
	<b>Focus location(s)</b>			<b>Focus Population(s)</b>	
	Ottawa County			Parents of young children and teens	
<b>Strategy</b>	<b>Timeline</b>		<b>Hospital and Committed Partners</b> (align to indicate committed resource)		<b>Committed Resources</b> (align by hospital/committed partner)
Explore additional opportunities to add substance use disorder programs and services within Trinity Health Grand Haven.	x	x	x	Trinity Health Grand Haven	Colleague time and subject matter expertise
	<b>Focus location(s)</b>			<b>Focus Population(s)</b>	
	Ottawa County			Patients with substance use disorders.	

## Adoption of Implementation Strategy

On October 22, 2024, the Board of Directors for Trinity Health Grand Haven met to discuss the 2025-2027 Implementation Strategy for addressing the community health and social needs identified in the 2024 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.

*Gary Allore*

October 22, 2024

Gary Allore, President

