

LAKELAND HEALTH 2017 - 2019 IMPLEMENTATION STRATEGY

Between December 2015 and March 2016, more than 1,300 residents of Lakeland’s service area provided input into the Community Health Needs Assessment (CHNA), helping to identify the Priority Health Needs of their community. Residents identified a wide range of needs that fell into three broad categories: (1) *Needs related to specific health conditions*: poor mental health and high rates of obesity, diabetes and cardiovascular illnesses; (2) *Needs that are a function of the ways in which the health system operates*: limited provider availability, high cost of care, and not enough health education and information; (3) *Needs that are social determinants of health*: poor health behaviors and poor food environment.

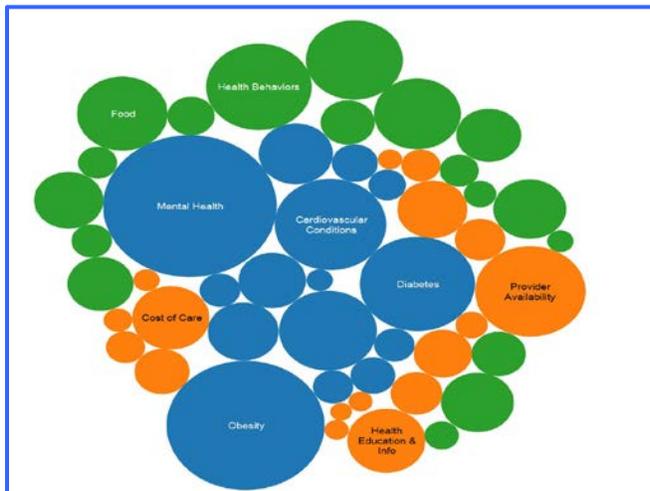


Image 1 provides a visual depiction of the Priority Health Needs. Details on these and other health needs identified in the CHNA can be found on Lakeland Health’s website at www.lakelandhealth.org/chna.

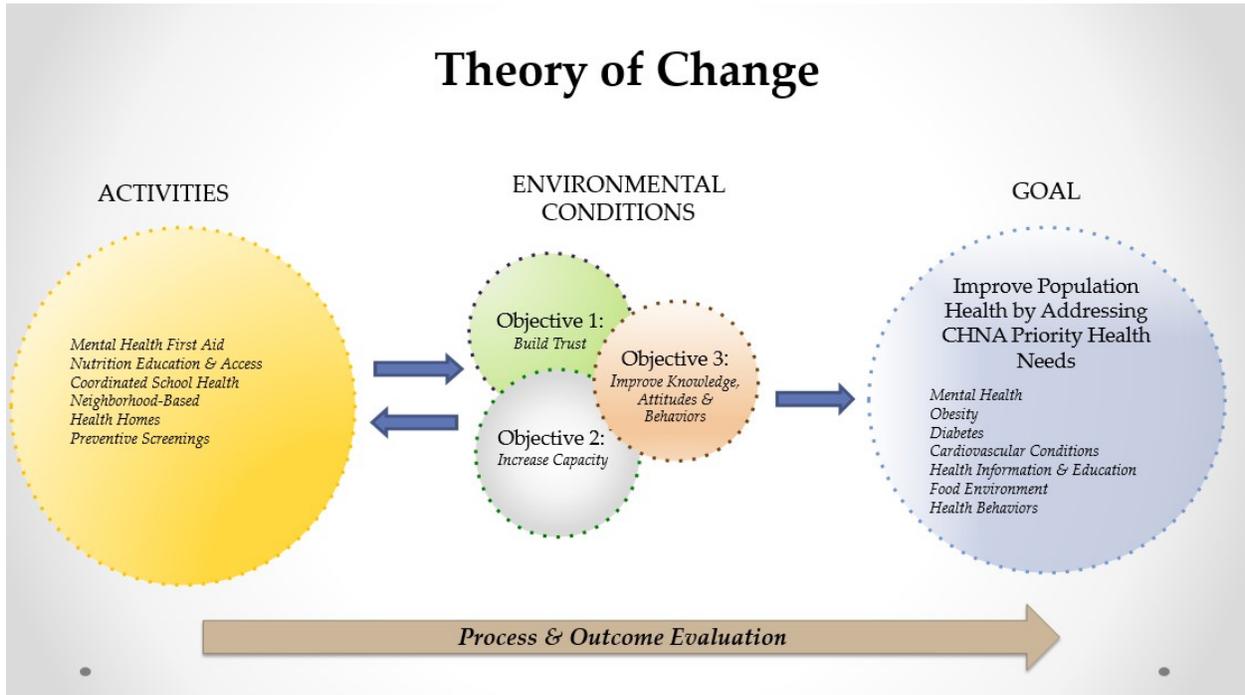
Moving Forward: The 2017 - 2019 Implementation Strategy

This Implementation Strategy (IS) seeks to achieve one overarching goal: To improve population health by addressing the Priority Health Needs identified in the CHNA.

To achieve this long-term goal, CHNA findings indicate that there are critical environmental issues that must also be addressed. These issues serve the basis of three medium-term objectives: (1) to increase the mutual **Trust** between Lakeland Health and the community it serves; (2) to enhance the **Capacity** of Lakeland Health and the community its serves to effectively undertake the actions required to improve population health; and (3) to cultivate the **Knowledge, Attitudes & Behaviors** necessary to foster population health.

Five categories of activities, informed by the Priority Health Needs, will help to achieve the medium-term objectives. They include, (1) Mental Health and Wellbeing, (2) Nutrition Education and Access, (3) Coordinated School Health, (4) Neighborhood-based Health Homes, and (5) Preventive Programming. Meeting the medium term objectives – i.e., improving environmental conditions – will enhance the efficacy of the activities to achieve the long-term goal of improving population health. Image 2 provides a visual summary of the Implementation Strategy.

Image 2



Each of the programs that comprise the IS adheres to a set of basic principles. They are the following:

Principle 1: Health Equity. To improve population health, interventions will target sub-populations that experience the most inequitable health outcomes.¹

Principle 2: Shared Ownership. Improvements in population health require shared ownership with “non-traditional” partners, especially those that operate beyond clinical settings.

Principle 3: Evidence-Based. All activities must be metrics-driven and demonstrate a measureable impact on the IS objectives.

¹ These sub-populations are described in detail in the Community Health Needs Assessment which is available to view at www.lakelandhealth.org/chna.

The Activities

Activity 1: Enhance Mental Health and Wellbeing

Program 1: Youth Mental Health First Aid (MHFA). This program provides adults, who regularly interact with youth, with the knowledge and skills to assist those experiencing mental health challenges until appropriate help or a resolution is found.

Goals:

1. De-stigmatize mental illness.
2. Improve participants' own mental health.
3. Participants will share mental health knowledge with others.
4. Train high school students, 18 years of age or older, to be MHFA Responders
5. Create a support system for participants to utilize after the course.

Objectives:

1. Conduct 15 trainings by December 31, 2017.
2. Conduct 24 trainings annually in 2018 and 2019.
3. Build a database of trained MHFA Responders.
4. A minimum of one school will execute a policy and/or practice change to improve mental health every academic calendar year, 2017 through 2019.

Program 2: Adult Mental Health First Aid (MHFA). This program will train adults who regularly interact with the public on ways to enhance mental health literacy among community members.

Goals

1. Change participants' and community partners' knowledge, attitudes and behaviors about mental health and related crises.

Objectives:

1. Conduct 16 trainings by December 31, 2017.
2. Conduct 24 trainings annually in 2018 and 2019.
3. Conduct a minimum of eight classes in target populations that experience the most inequitable health outcomes.

Program 3: Youth Mental Health Education – Incite Insight. This three-week theater performance arts program for middle and high school students is designed to explore themes related to mental health, including key definitions, stigma, and the importance of support.

Goals:

1. De-stigmatize mental health illnesses.
2. Create networks of social support and inclusion.
3. Build capacity within schools and programs to sustain program.
4. Expand this program to elementary schools.

Objectives:

1. Students can distinguish the difference between mental illness and mental health.
2. Students demonstrate more appropriate vernacular when discussing mental health and mental illness.

3. Students can empathize with their peers around mental illness.
4. Students engage in conversations with teachers and other adults about mental health and illness.
5. Community Health and Wellness (CHW) staff will lead six program sessions in 2017; CHW staff will co-lead six sessions and lead six sessions in 2018; and CHW staff will co-lead six and lead six sessions in 2019. Six sessions will be conducted independently of CHW staff in 2019.
6. Recommendations to schools about how to address mental health and mental illness in their buildings and school policies and practices will be provided.
7. At each school, two champions will be identified for the program for future implementation.

Activity 2: Nutrition Education and Access

Program 4: Prescription for Health (PFH). This program aims to provide access to nutritious foods and nutrition information to individuals with low food access and individuals who either have, or are at increased risk of developing, a chronic disease.

Goals:

1. Improve PFH participants' food access by addressing affordability, acceptability, and knowledge of healthy foods.
2. Provide Farmers Market shoppers not enrolled in PFH with culturally appropriate nutrition education.

Objectives:

1. Increase the percentage of participants who report that they were able to afford eating fruits and vegetables everyday by 10% in each cohort, every year from 2017 to 2019.
2. Increase the variety and amount of fruits and vegetables that participants report they eat by 1 fruit or vegetable in each cohort, every year from 2017 to 2019.
3. Participants will express a 10% increased confidence in cooking knowledge in each cohort, every year from 2017 to 2019.
4. Seventy-five percent of Farmers' Market shoppers will visit the nutrition education booth.
5. Seventy-five percent of people who taste-test the fruit and/or vegetable sample(s) will report that they feel positive about the fruit and/or vegetable.

Program 5: Taller Comunitario de Cocina y Nutrición (Community Kitchen Club). This program is a community-directed cooking and nutrition education program that serves English and Spanish-speaking community residents.

Goals:

1. Improve diet-related health behaviors among participants.
2. Increase participants' knowledge of nutrition.
3. Build community among participants.

Objectives

1. Participants' will apply healthy cooking techniques.
2. Participants' average consumption of fruits, vegetables, and whole grains will increase by 10% every six months.
3. Increase participants' knowledge of cooking with ingredients common to North America.
4. Participants will have increased knowledge of community food resources and can identify one.

5. By the end of one year, participants will spread knowledge to other community members and take ownership of the program.
6. Increase social and emotional support among participants.

Activity 3: Coordinated School Health

Program 6. Social and Emotional Learning. A Coordinated School Health Program (CSHP) is an integrated set of planned and sequential school-affiliated strategies, activities, and services that promote optimal physical, emotional, social, and educational development of students.

Goals:

1. Develop and implement components of a CSHP customized to each school district.
2. Implement the Michigan Model of School Health with fidelity.

Objectives:

1. CHW staff actively participate in each school's Coordinated School Health team.
2. Implement the Michigan Model of School Health in one grade for each school building in Niles and River Valley by the end of the 2017/2018 academic calendar year.
3. Develop relationships with key stakeholders for the Benton Harbor Area Schools system and build its capacity to implement the Michigan Model of School Health.
4. Work with each school district in Benton Harbor, Niles and River Valley, to ensure they are implementing the Michigan Model of School Health in its' entirety.

Activity 4: Neighborhood-Based Health Homes

Program 7: Elite Barbershop. This program aims to use Elite Barbershop as a venue for providing health information and services to bridge the gap between healthcare and community residents, especially the underserved.

Goals:

1. Build trust between the community and Lakeland Health.
2. Develop a Neighborhood-Based Health Home at Elite Barbershop.
3. Replicate the Neighborhood-Based Health Home design and implement at the First Church of God in Benton Heights, Michigan.

Objectives:

1. Provide health services twice monthly to community members in underserved areas.
2. Every month, CHW staff will include at least one new Lakeland Associate and/or health topic in the program.
3. Elite barbers will demonstrate a 10% increase in their knowledge of and ability to relay preventive health information to their customers.

Program 8: Harbor Towers. This program provides residents of Harbor Towers, an independent housing facility for people with low income or physical disabilities, with resources to manage their emotional, mental, and physical health.

Goals:

1. Increase social cohesion among Harbor Tower residents.
2. Improve the mental of Health of Harbor Tower residents.
3. Improve the physical health of Harbor Tower residents.
4. Residents with health-related issues will use Lakeland services that are available at Harbor Towers.

Objectives:

1. Increase residents' knowledge of Trauma-Informed approaches to care and support.
2. Increase meaningful communication between residents.
3. Increase by 10% the percentage of residents who follow-through with referrals to healthcare services.
4. Seventy-five percent of Harbor Tower residents who attend support groups come 75% of the time.
5. Seventy-five percent of residents with chronic health conditions will meet regularly with the Lakeland registered nurse at Harbor Towers.
6. One resident-led support group will begin each calendar year.

Activity 5: Preventive Programming

Program 9: Babysitting with Confidence. This program gives participants the skills and knowledge required to care for small children.

Goals:

1. Provide education to community youth about responsible and safe babysitting.
2. Improve knowledge of key babysitting skills in community youth.

Objectives:

1. Serve at least 200 youth in year one.
2. Increase the number of youth served in years two and three by 10%.
3. Demonstrate a 20% increase in knowledge, attitudes and skills based on pre/post-test data.
4. Each year, add a new delivery location in an area with inequitable health outcomes.

Program 10: Community CPR. This program teaches participants how to help a choking adult, child or infant.

Goals:

1. Provide education about life-saving CPR skills to community members.
2. Improve participants' knowledge of key skills and their ability to perform them during CPR.
3. Increase the number of partners involved in the CPR training by five annually.

Objectives:

1. One hundred participants will successfully complete the course.
2. The number of participants who complete the course will increase by 10% annually.

3. Fifty percent of participants return to keep their certification current.

Program 11: Preventive Health Screenings. This program provides free community screenings and offerings with provisions of health coaching and education.

Goals:

1. Participants in targeted areas are admitted to the Emergency Room at lower rates.
2. Identify 10 community volunteers who can support screenings at community locations.

Objectives:

1. Participants will adopt a minimum of one preventive measure employed within a 12-month period.
2. Find and educate community members on how to identify needs in the community that lead to Emergency Room visits.
3. Participants will attend two preventive screenings per year and maintain or improve their own current preventive measures.

Anticipated Impact. This strategy will increase the mutual trust between Lakeland Health and the communities it serves, especially those communities with the poorest health outcomes. It will also increase the capacity of Lakeland to effectively serve these and other communities as well as the capacity of these communities to address their health needs. Finally, the strategy will help to augment the knowledge and shift the attitudes and behaviors required to improve population health.

Programs and Resources. To support this strategy, Lakeland Health will provide personnel, training for staff and community members, curricular and other teaching materials (i.e., food), facilities, and equipment.

Planned Collaborations. Collaborations will be broad and diverse, and include other healthcare organizations, government agencies (e.g., municipal and state-run social services, law enforcement, housing authorities, and workforce development), local chapters of national organizations (e.g., National Alliance on Mental Illness), community-based organizations (e.g., The Boys and Girls Club), K-12 schools (after school programs, curriculum developers, teachers, parents, guardians), colleges and universities, businesses, and faith-based organizations.