



EATON COUNTY

COMMUNITY HEALTH IMPROVEMENT PLAN 2016-2018

A part of:



CLINTON * EATON * INGHAM

Healthy!CapitalCountiesSM
a community approach to better health

ACKNOWLEDGMENTS

The Barry-Eaton District Health Department would first like to acknowledge the hard work and dedication of the other members of the Healthy! Capital Counties workgroup (Ingham County Health Department, Mid-Michigan District Health Department, Eaton Rapids Medical Center, Hayes Green Beach Memorial Hospital, McLaren Greater Lansing, and Sparrow Health System). Without the development of the Healthy! Capital Counties Community Health Profile and Needs Assessment by this workgroup, there would not be a community-based needs assessment for this Community Health Improvement Plan (CHIP) to be developed from.

Additional thanks go out to the various community stakeholders who participated in the selection of the five health priorities for the tri-county area for 2016-2018.

We would also like to acknowledge and thank the agencies, community coalitions, and organizations that contributed goals, objectives, and action items to this CHIP for Eaton County:

- Barry-Eaton District Health Department
- Capital Area Health Alliance—Healthy Lifestyle Committee
- Capital Area Health Alliance—Mental Health Partnership Council
- Community Mental Health Authority of Clinton, Eaton, and Ingham Counties
- Eaton Oral Health Coalition
- Eaton Rapids Health Alliance
- Eaton Rapids Medical Center
- Grand Ledge Building Healthy Communities Coalition
- Hayes Green Beach Memorial Hospital
- McLaren Greater Lansing
- Sparrow Health System

Finally, the Barry-Eaton District Health Department would like to thank the Ingham County Health Department for allowing us to observe and participate in their CHIP planning process. This experience was invaluable and allowed for coordination and streamlining of Eaton County CHIP development efforts.

CONTACT INFORMATION

For more information on the Eaton County Community Health Improvement Plan, the Healthy! Capital Counties Community Health Needs Assessment, or to participate in submitting content for future versions of the Eaton County CHIP, please contact:

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TABLE OF CONTENTS

INTRODUCTION.....	4
ABOUT THE REPORT.....	5
REPORT SUMMARY.....	7
CONCLUSIONS.....	10
APPENDIX A: ACCESS TO PRIMARY CARE WORKPLAN.....	11
APPENDIX B: MENTAL HEALTH WORKPLAN.....	15
APPENDIX C: FINANCIAL STABILITY WORKPLAN.....	21
APPENDIX D: ACCESS TO QUALITY HEALTH CARE WORKPLAN.....	24
APPENDIX E: CHRONIC DISEASE WORKPLAN.....	36



INTRODUCTION

BACKGROUND

A Community Health Improvement Plan (CHIP) is an action-oriented plan outlining the priority health issues and how these issues will be addressed to ultimately improve the health of a community. A CHIP is developed through the community health improvement process, which includes evaluating the findings of the community health assessment and incorporating input from community members and stakeholders.

The Eaton County Community Health Improvement Plan was developed based on the results of the 2015 Healthy! Capital Counties Community Health Profile and Needs Assessment. The Healthy! Capital Counties project covers Clinton, Eaton, and Ingham counties and is a collaboration between the three health departments (Barry-Eaton District Health Department, Ingham County Health Department, and Mid-Michigan District Health Department) and four hospital systems (Eaton Rapids Medical Center, Hayes Green Beach Hospital, McLaren Greater Lansing, and Sparrow Health System) in the tri-county area. More information is available on the project website at <http://www.healthycapitalcounties.org/>.

VISION

The vision of the Healthy! Capital Counties Community Health Improvement Process is that all people in Clinton, Eaton, and Ingham counties live:

- In a physical, social, and cultural environment that supports health
- In a safe, vibrant, and prosperous community that provides many opportunities to contribute and thrive
- With minimal barriers and adequate resources to reach their full potential



Healthy!CapitalCountiesSM
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GEOGRAPHIC COVERAGE

Many persons living in Clinton, Eaton, and Ingham counties view themselves as residents of a greater “Capital Area,” which is centered around the urban core of Lansing/East Lansing. These capital counties include a wide variety of communities — from East Lansing, home to Michigan State University, to downtown neighborhoods in Lansing, to inner suburban communities surrounding the urban core, to small towns and villages scattered through the countryside. The hospital systems serving the area range from small community hospitals to large tertiary care centers. The need for an assessment process that would simultaneously look broadly at the region as a whole and at the county level, while also viewing smaller communities more closely, was essential. Therefore, the jurisdiction covered by the 2015 Community Health Profile included all residents of Clinton, Eaton, and Ingham counties.

However, due to the specific needs and varying local resources and organizations within each of the three counties, there will be separate CHIPs for Clinton, Eaton, and Ingham counties. Each local health department will be using a collaborative process to develop and implement objectives that are specific to the needs of each county.

ABOUT THE REPORT

WHAT IS THE EATON COUNTY CHIP?

The Eaton County CHIP is a strategic plan of attack to propel improvements in our top health issues through multiple, concurrent interventions across different sectors. It can also be thought of as an Eaton County-specific response to the health issues that were prioritized from the Healthy! Capital Counties Community Health Profile and Needs Assessment. Each issue is addressed in its own appendix at the end of this report, in the order that it was ranked at the community prioritization event (from highest to lowest):

- Access to Primary Care
- Mental Health
- Financial Stability
- Access to Quality Health Care
- Chronic Disease

Each appendix contains an initial introduction to the health issue, including relevant data, along with a detailed work plan that outlines how improvements will be achieved.

WHAT IS THE PURPOSE OF OUR CHIP?

- To drive improvements in the top health priority areas in Eaton County, which will ultimately improve health outcomes and quality of life for Eaton County residents
- To establish collective approaches that can be integrated into strategic plans and action plans of coalitions and organizations throughout the county
- To communicate actions that are being taken to address health issues within our community, so that future actions that are developed can be complementary and not duplicative

HOW WAS THE CHIP CREATED?

The Barry-Eaton District Health Department sought input on the CHIP from a multitude of Eaton County coalitions, agencies, and organizations. Most stakeholders provided content for the CHIP that was based on existing strategic plans and aligned with the CHIP priorities. Some coalitions went through a strategic planning process that was specifically designed to develop a work plan that would not only guide the work of the coalition, but was appropriate for inclusion in the CHIP. In addition, various coalitions and organizations submitted content that was originally developed for the Ingham County CHIP but was also highly applicable to Eaton County. A work plan template was provided so that various elements of the CHIP work plan could be consistently collected.

CHIP TERMINOLOGY

GOALS: Broad, brief statements that explain what you want to achieve in your community and provide focus or vision for planning.

STRATEGIES: Methods selected to achieve a goal or objective. For this CHIP, strategies have been included within the goal statements.

OBJECTIVES: Specific, measurable, achievable, relevant, and time-bound (SMART) statements that define progress toward a goal.

ACTIVITIES: The detailed actions or steps that will be conducted in order to complete the corresponding objectives.

ABOUT THE REPORT

RESOURCES

The following resources listed in the full work plan (Appendices A-E) demonstrate alignment between the Eaton County CHIP and various state and national health priorities. This list may not be exclusive, as there are likely additional plans sharing similar goals and objectives which are not listed here.

2020 Michigan State Oral Health Plan: <http://bit.ly/1XILzoi>

Healthy People 2020: <https://www.healthypeople.gov/2020/topics-objectives>

MDHHS Tobacco Control Program Strategic Plan (2013-2018): <http://bit.ly/2lle3da>

Michigan 2016-2019 Infant Mortality Reduction Plan: <http://bit.ly/2mBz39N>

Michigan Health and Wellness 4x4 Plan: <http://bit.ly/2mjVUp8>

Michigan Maternal Child Health Services Grant: <http://bit.ly/2llelkq>

MDHHS Medicaid State Plan: <http://bit.ly/1gQ0iGX>

National Prevention Strategy: <https://www.surgeongeneral.gov/priorities/prevention/strategy/>

ABBREVIATIONS USED IN THIS REPORT:

BCBS = Blue Cross Blue Shield

BEDHD = Barry-Eaton District Health Department

CAHA = Capital Area Health Alliance

CDC = Centers for Disease Control and Prevention

CHIP = Community Health Improvement Plan

CHW = Community Health Worker

CMHA-CEI = Community Mental Health Authority of Clinton, Eaton, and Ingham Counties

CSHCS = Children's Special Health Care Services

DHS = Department of Human Services

HP = Healthy People

MCDC = My Community Dental Centers

MCH = Maternal Child Health block grant

MDHHS = Michigan Department of Health and Human Services

MI = Michigan

MSU = Michigan State University

NPM = National Performance Measure

QC = Quality Collaborative/Consortium

QI = Quality Initiative

SPM = State Performance Measure

WIC = Women, Infants, and Children

REPORT SUMMARY

Priorities, Goals, and Objectives from the 2016-2018 Action Plan

This summary provides an overview of the top five health priorities identified from the Healthy! Capital Counties CHNA and the corresponding Eaton County goals and objectives developed by community agencies, organizations, and stakeholders to address these priorities. For the detailed activities that will be taking place under these goals and objectives, please view the full Eaton County Community Health Improvement work plan in the appendices at the end of this report.

ACCESS TO QUALITY HEALTH CARE

Implement new and improve upon existing best practice models among health care providers to improve health outcomes



- Secure funding for, establish, and educate the community on importance of Community Health Workers
- Improve protocols for mental health assessment and treatment of adolescents
- Enhance coordination and integration of clinical, behavioral, and complementary health services, and reduce barriers to accessing health care services

Improve safety and experiences of patients via hospital quality improvement initiatives



- Participate in existing and future quality improvement initiatives to improve hospital safety, quality, and experiences
- Become quality management-certified

Focus on better managing patient pain



- Increase the number of inpatient and emergency patients who are always satisfied with their pain management as measured by the HCAHPS survey

Better manage primary care patients



- Improve quality of care in family practice

Increase utilization of clinical and community preventive services



- Encourage delivery of clinical preventive services, support community-based preventive services and linkage with primary care, and implement evidence-based interventions with incentives and accountability mechanisms

Expand capacity for specialty health care providers, including obstetrics-gynecology, pediatric, and internal medicine providers



- Increase the number of specialty health care providers

Offer patients alternative choices for scheduling health care appointments



- Improve existing and offer new technologies related to electronic appointment scheduling

Improve access to dental care for women



- Target pregnant women to receive dental care during pregnancy
- Decrease the percentage of women who needed to see a dentist but could not
- Refer women to dental care through Eaton Behavioral Health services

Improve access to dental care for high-risk children



- Increase percentage of Medicaid-eligible children who are connected with a dental home and whose parents are educated about dental care behaviors
- Increase the percentage of children with special needs who are connected with a dental home and whose parents are educated about dental care behaviors

Reduce the improper use of emergency departments for oral health issues



- Institute an ER fax referral system to My Community Dental Center to establish homes for patients with oral health issues
- Provide a dental resource guide to ER patients with oral health issues
- Reanalyze ER data to assess trends in oral health visits

REPORT SUMMARY

Empower individuals to take an active role in their health care decisions



- Increase involvement of Children's Special Health Care Services parents in decisions surrounding service delivery

Increase access to health care information, communication, and education



- Implement and evaluate a home-based lead education program for families whose children screen high for lead exposure
- Provide opportunities for residents to access health information and resources

Increase percentage of residents with health insurance coverage



- Maximize enrollment of newly eligible residents into Medicaid and private insurance

ACCESS TO PRIMARY CARE PROVIDERS

Increase access to and capacity of primary care providers



- Develop the medical workforce
- Recruit and retain primary care providers
- Increase the percentage of residents with a specific source of primary care
- Increase availability of primary care providers
- Implement telemedicine services to increase number of providers
- Expand convenient care or urgent care clinics to increase access to primary care providers

REPORT SUMMARY

MENTAL HEALTH

Identify and implement strategies to address depression and substance abuse



- Compile and prioritize evidence-based strategies that address depression in youth and women of childbearing age, and integrate strategies into the CHIP

- Increase programming and activities for adolescents to encourage healthy decision-making and discourage substance misuse

Improve identification of mental health conditions



- Standardize screening of patients to improve early identification of mental health conditions

Provide more mental health, behavioral health, and substance abuse services



- Increase mental health, behavioral health, and substance abuse provider availability and programs
- Increase staff education and training on mental health issues and research-based behavioral health interventions

Increase and coordinate patient access to mental health service providers



- Coordinate currently available mental health services
- Create new and expand upon existing local partnerships to coordinate patient mental health care
- Reduce barriers for Women's Specialty Recovery Services clients to engage in Eaton Behavioral Health services

FINANCIAL STABILITY

Promote affordable local nutrition options



- Make fresh, local produce available and affordable

Attract residents and businesses to promote commercial investment and spur economic growth



- Invest in the Eaton Rapids community via the Eaton Rapids Marketing Alliance

REPORT SUMMARY

CHRONIC DISEASE

Better manage chronic disease



- Create a multi-disciplinary health care team to manage chronic disease in family practice patients

Improve care and outcomes of diabetic residents



- Increase self-management and awareness of diabetes disease for those diagnosed
- Improve health care management of diabetes
- With an emphasis on population health, enhance diabetes education and cardiopulmonary rehabilitation programs

Reduce obesity rates



- Make changes to the built environment, including providing opportunities for physical activity and access to healthy food options
- Increase awareness of and provide technical assistance regarding Health in All Policies concepts, in order to increase health equity and decrease factors contributing to obesity and chronic disease

Increase oral health knowledge among residents to decrease chronic dental disease



- Provide dental and oral health educational materials to primary care providers
- Conduct oral health campaign to publicize national dental and oral health observances
- Research best practices and toolkits for oral health education

Implement environmental and structural strategies to decrease chronic dental disease



- Increase education on benefits of drinking fluoridated water
- Educate primary care providers, dentists, and dental hygienists about county water supplies which lack fluoride

- Explore resources and opportunities for inclusion of dental and oral health curriculum in Eaton County schools

Reduce prevalence of tobacco-related health conditions



- Link patients to dental care for treatment of tobacco-related oral health conditions
- Decrease tobacco and e-cigarette use through environmental change and education

Increase percentage of residents who engage in health behaviors such as preventive screenings, physical activity, and healthy eating through programming, use of screenings and risk identification tools, distribution of resources, and education



- Organizations participating in the CAHA Healthy Lifestyles Committee will provide employees or constituents opportunities and incentives to adopt and maintain a healthy lifestyle
- Promote and enhance the Choosing Health campaign
- Utilize worksite wellness programming to increase awareness of risk factors
- Provide health education opportunities regarding risk and protective factors
- Increase number of available health and wellness programs
- Increase access to health education and screenings
- Increase interest in health and wellness education and services

CONCLUSIONS

It is inspiring to think that within two years time, 11 organizations will collectively work towards achieving 27 goals, 59 objectives, and 178 activities that will improve the health and well-being of Eaton County residents. No single person or organization can create lasting change on a large scale, but by working together large-scale change is possible!

NEXT STEPS

Communication and Feedback

This Eaton County CHIP report will be communicated to stakeholders and the public via a variety of methods, including but not limited to publication on the BEDHD and Healthy! Capital Counties websites, BEDHD Facebook postings, a press release, and presentation to community coalitions and organizations. Stakeholder and public feedback will be sought.

Implementation and Progress

The activities in this plan are scheduled for completion during 2016 through 2018. BEDHD will develop and disseminate a document to track progress made in completing these activities; these updates will be put into a CHIP progress report.

Assessment and Revision

Based on updates and the progress report, organizations participating in the CHIP will be assisted by BEDHD in reviewing their existing plans, and revising them if needed. These revisions will be incorporated into a new version of the CHIP.

It is also recognized that some Eaton County organizations may not have been able to contribute to this initial CHIP report, for a variety of reasons, despite a desire to do so and conducting meaningful work towards improving the identified health priorities. Any agency, coalition, or organization interested in contributing to the Eaton County CHIP is highly encouraged to do so by contacting BEDHD (contact information at the beginning of this report). Any additions to the work plans will be incorporated into future versions of the CHIP.

HOW TO GET INVOLVED

Share and Communicate

Please share this plan, and any actions that are being taken to achieve the goals within the plan, with others in the community. It is critical that we communicate about the community health improvement process. Most people are used to thinking about health as a product of personal responsibility, while in truth the environments in which people live, work, and play, and the opportunities they have within those environments, build the foundation for health.

The Eaton County CHIP is available on the Barry-Eaton District Health Department's website at: <http://bit.ly/2lOMBKh>.

Become Engaged

Disparities in health equity affect health outcomes, and negatively impact Eaton County as a whole. Community engagement is vital to understanding and committing to improve health disparities. Planning, implementation, and evaluation of health improvement actions should include input from community members. In addition, efforts can be made to inform and influence policy through engagement of local and state decision makers.

Contribute

The community health improvement process works most effectively when all sectors of the community are participating in the process. Organizations that have not already contributed to the CHIP are encouraged to do so, and those that are taking action should document and share their progress. By measuring ourselves we can measure our success!

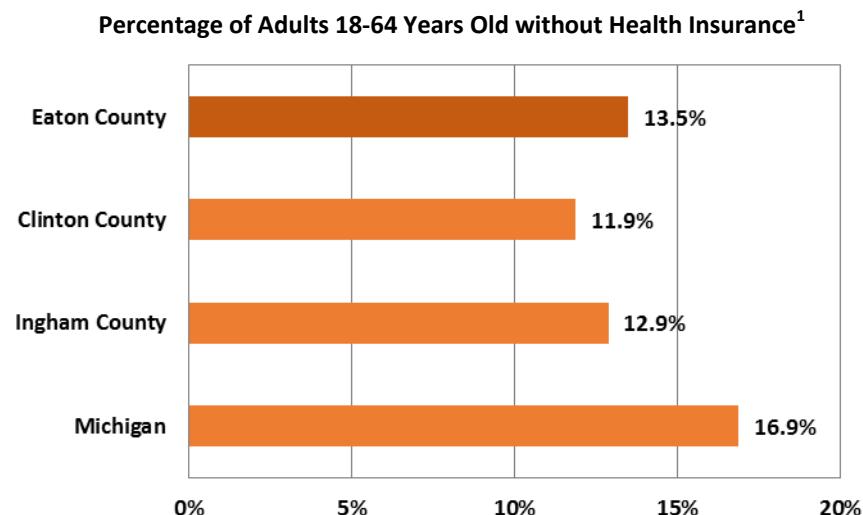
APPENDIX A: ACCESS TO PRIMARY CARE

IMPACT ON EATON COUNTY

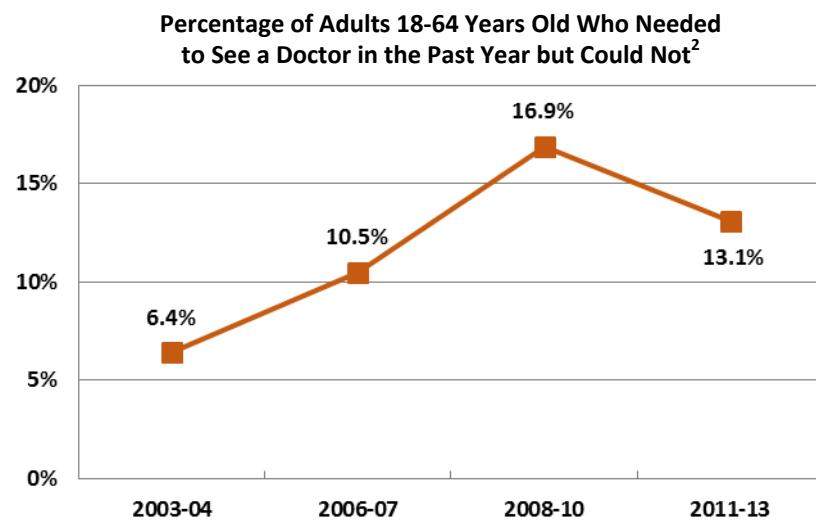
Evidence suggests that access to effective and timely primary care has the potential to improve the overall quality of care and help to reduce costs. Primary care physician supply has been associated with improved health outcomes and decreased population mortality. Higher ratios of primary care physicians to specialists have been found to improve quality and effectiveness of care and lower health care spending. There are many other factors that influence access to primary care, including health insurance coverage, financial stability, transportation, and employer policies regarding sick leave.

DATA SNAPSHOT

Lack of health insurance can lead to patients avoiding routine, preventative health care, contributing to poor health outcomes and increased medical expenses. Despite increased access to health insurance from implementation of the Affordable Care Act, there are residents without health insurance. In Eaton County, 13.5% of adults aged 18-64 years do not have health insurance; this is higher than rates for Clinton and Ingham counties, but lower than the Michigan rate.



During 2011-2013, the proportion of Eaton County adults 18-64 years of age reporting that they needed to see a doctor within the past year but could not, for any reason, was 13.1%. This rate has approximately doubled since 2003-2004.



1. American Community Survey, 2008-2013

2. Barry-Eaton Behavioral Risk Factor Survey, 2003-2013

APPENDIX A: ACCESS TO PRIMARY CARE

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Goal/Strategy Statement #1:	Increase access to and capacity of primary care providers in Eaton County					
Objective #1:	By December 2018, develop the medical workforce serving Eaton County					
Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations
1. Host LCC College of Nursing and MSU College of Human Medicine and College of Nursing clinical rotations and high school job shadowing opportunities	Ongoing through 2018	Eaton Rapids Medical Center		Educate future health care professionals	No	Michigan State University, Lansing Community College
Objective #2:	By December 2018, recruit and retain primary care providers serving Eaton County residents					
Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations
1. Physician Liaison will attend physician recruitment events to promote Eaton County as a desirable worksite	Ongoing through 2018	Eaton Rapids Medical Center		Attract primary care providers	No	Capital Area Health Alliance
2. Facilitate and support existing primary care providers in Eaton Rapids	Ongoing through 2018	Eaton Rapids Medical Center		Better coordination of care	No	External primary care providers
3. Offer medical student loan repayment programs	Ongoing through 2018	Eaton Rapids Medical Center		Attract primary care providers	No	CDC HP 2020 Goals (AHS-3,5)
4. Increase the number of practicing primary care providers (MDs, DOs, PAs, NPs)	September 2018	Hayes Green Beach Memorial Hospital				CDC HP 2020 Goals (AHS-3,5)
5. Increase the number of primary care providers	September 2018	Sparrow Hospital				CDC HP 2020 Goals (AHS-3,5)
6. Partner with McLaren Medical Group and independent primary care providers to ensure adequate succession planning for providers transitioning into retirement or leaving the service area	September 2018	McLaren Greater Lansing				CDC HP 2020 Goals (AHS-3,5)

APPENDIX A: ACCESS TO PRIMARY CARE

7. Implement a resident retention mechanism specifically targeted at primary care providers interested in establishing a practice in the service area	September 2018	McLaren Greater Lansing			CDC HP 2020 Goals (AHS-3,5)
8. Increase capacity of primary care network by adding mid-level providers	September 2018	McLaren Greater Lansing	Addition of nurse practitioners, physician assistants, etc.		CDC HP 2020 Goals (AHS-3,5)

Objective #3:

By September 2018, increase the percentage of Eaton County residents with a specific source of primary care

Activity	Time-frame	Responsible Parties	Assets Available/Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/US priorities
1. Expand partnership with Cherry Health to serve more patients	September 2018	Hayes Green Beach Memorial Hospital					CDC HP 2020 Goals (AHS-3,5)
2. Increase the percent of practicing primary care providers whose panel of patients with Medicaid matches the percent of the population with Medicaid presence within a multi-specialty resident clinic	September 2018 through September 2018	Hayes Green Beach Memorial Hospital	Possible incentives to providers who increase Medicaid patient caseload				CDC HP 2020 Goals (AHS-3,5)
3. Maintain a low or no-cost primary care presence within a multi-specialty resident clinic	September 2018 through September 2018	McLaren Greater Lansing					CDC HP 2020 Goals (AHS-3,5)
4. Provide financial support to other non-profit organizations providing low cost primary care services in the region	through September 2018	McLaren Greater Lansing	Financial assets available	Increased primary care services in the winter			CDC HP 2020 Goals (AHS-3,5, ECBP-10)

Objective #4:

By December 2018, increase the availability of primary care providers serving Eaton County residents

Activity	Time-frame	Responsible Parties	Assets Available/Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/US priorities
1. Change provider schedules to allow for 20 minute visits	Immediately	Eaton Rapids Medical Center		Allows more patient visits per day per provider	No		CDC HP 2020 Goals (AHS-6,2)
2. Change hours of operation to accommodate early morning and late appointments	2018	Eaton Rapids Medical Center		Convenient appointment times available for patients	No		CDC HP 2020 Goals (AHS-6,2)

APPENDIX A: ACCESS TO PRIMARY CARE

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3. Implement automatic transitional care appointments for patients discharged from inpatient unit	2017	Eaton Rapids Medical Center		Follow up with a primary care provider within 7 days of discharge, decrease in readmissions	No		CDC HP 2020 Goals (AHS-6.2)
4. Increase medical assistant staffing	2017	Eaton Rapids Medical Center		Accommodate more patients and improve workflow, decrease patient wait times	No		CDC HP 2020 Goals (AHS-6.2)
5. Increase percent of primary care practices offering non-traditional hours for routine care	September 2018	Hayes Green Beach Memorial Hospital		Decrease in inappropriate emergency room visits			CDC HP 2020 Goals (AHS-6.2)

Objective #5:

By September 2018, implement use of telemedicine services to increase number of providers serving Eaton County residents

Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Increase number of primary care providers via telemedicine services	September 2018	Sparrow Hospital	Telemedicine systems, providers willing to participate	Increase number of patient visits to primary care physicians occurring outside of traditional offices			CDC HP 2020 Goals (AHS-6.2)

Objective #6:

By September 2018, expand convenient care or urgent care clinics to increase access to primary care providers serving Eaton County residents

Activity	Timeframe	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Expand the number of Sparrow FastCare convenient care clinics	September 2018	Sparrow Hospital		Decrease in the number of low acuity patients seen in emergency departments			CDC HP 2020 Goals (AHS-6.2)

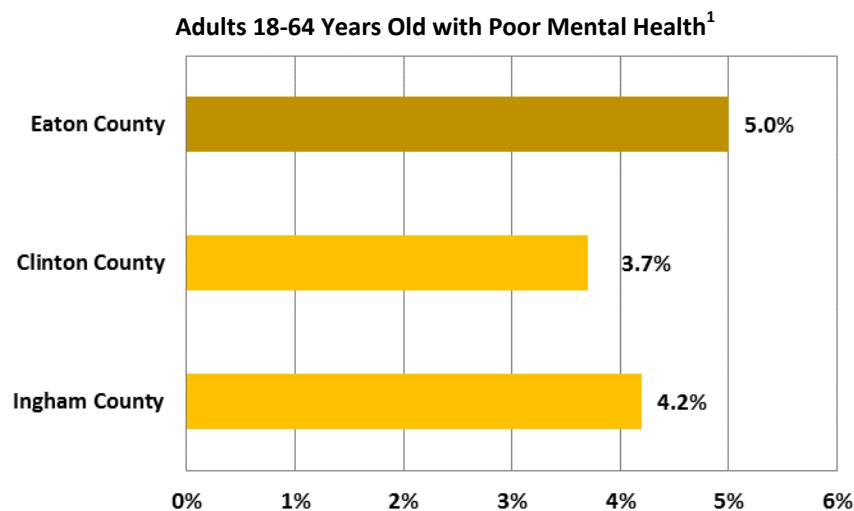
APPENDIX B: MENTAL HEALTH

IMPACT ON EATON COUNTY

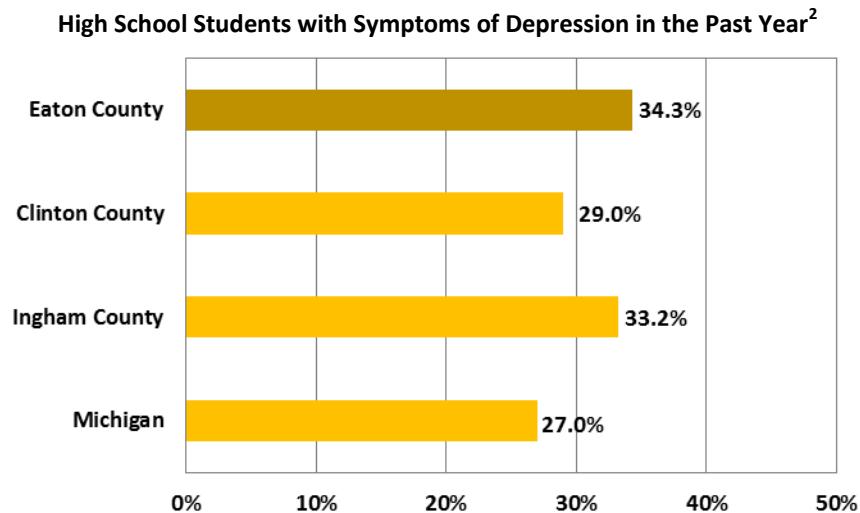
Overall health depends on both physical and mental well-being. Poor mental health can affect one's ability to work or perform their normal daily activities. Measuring the number of days when people report that their mental health was not good or during which they felt depressed represents an important facet of health-related quality of life.

DATA SNAPSHOT

More Eaton County adults aged 18-64 years report a mental health or emotional problem that was severe enough to affect their normal activity during the past month (5.0%) than adults in Clinton or Ingham counties. Mental health questions on the Michigan Behavioral Risk Factor Survey are asked differently and not included in this analysis.



This indicator represents the percentage of high school students (9th and 11th graders) who felt so sad or hopeless almost every day for two weeks or more in a row, within the past year, that they stopped doing some of their usual activities. More Eaton County students (34.3%) reported experiencing symptoms of depression than students in Michigan or neighboring counties.



1. Capital Area Behavioral Risk Factor Survey, 2011-2013

2. Michigan Profile for Healthy Youth Survey 2013-2014, Michigan Youth Risk Behavior Survey 2013

APPENDIX B: MENTAL HEALTH

APPENDIX B: MENTAL HEALTH

Goal/Strategy Statement #1:	Identify and implement strategies to address depression and substance abuse in Eaton County residents				
Objective #1:	By September 2017, compile and prioritize a list of potential evidence-based strategies that address depression in youth and women of childbearing age, and integrate identified strategies into the Eaton County Community Health Improvement Plan				
Activity	Time-frame	Responsible Parties	Assets Available/Resources Required	Anticipated Results or Products	Policy change needed?
1. Research evidence-based strategies for improving depression at the public health or community level	December 2016	BEDHD	Staff time	List of depression prevention strategies	No
2. Evaluate and prioritize identified strategies to address depression	March 2017	BEDHD	Staff time, input needed from community partners	List of prioritized depression prevention strategies, put into next CHIP version	No
3. Integrate efforts of Suicide Prevention of Eaton County (SPEC) coalition's work on depression into the CHIP	September 2017	BEDHD/SPEC	Staff time, input needed from community partners	Strategic plan items included in CHIP	No
Objective #2:	By December 2018, increase programming and activities for Eaton Rapids adolescents to encourage healthy decision-making and discourage substance misuse				
Activity	Time-frame	Responsible Parties	Assets Available/Resources Required	Anticipated Results or Products	Policy change needed?
1. Support development of a teen center in Eaton Rapids	December 2018	Eaton Rapids Health Alliance and Eaton Rapids Community Alliance, Inc.	Available: staff time, grant writing capacity, help with programming	Opening of a teen center in Eaton Rapids	Possibly
Goal/Strategy Statement #2:	Improve identification of mental health conditions in Eaton County patients				
Objective #1:	By December 2018, standardize screening of Eaton County patients accessing the health care system to improve early identification of mental health conditions				

APPENDIX B: MENTAL HEALTH

Activity	Time-frame	Responsible Parties	Assets Available/Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Standardize behavioral health screening and evaluation processes	September 2018	Sparrow Hospital					National Prevention Strategy
2. Adopt a standardized screening tool at all entry points of the health system to identify behavioral health issues	September 2018	Sparrow Hospital					CDC HP 2020 Goals (MHMD-11), National Prevention Strategy
3. Utilize the Columbia Suicide Severity Index to identify suicide risk	September 2018	Sparrow Hospital					CDC HP 2020 Goals (MHMD-1,2), National Prevention Strategy
4. Expand use of the PHQ-2 mental health screening questionnaire to children and adolescents	By April 2017	Eaton Rapids Medical Center	Existing PHQ-2 questionnaire is already built into records system	Increased identification of youth patients who would benefit from mental health screenings and/or referrals	Yes, internal	CMHA-CEI, Eaton Rapids Health Alliance	CDC HP 2020 Goals (MHMD-11), National Prevention Strategy
5. Develop and implement an educational campaign to normalize standard behavioral health screenings of children and adolescents	By April 2017	Eaton Rapids Medical Center		Increased community acceptance of youth behavioral health screenings	No	CMHA-CEI, Eaton Rapids Health Alliance	CDC HP 2020 Goals (MHMD-11), National Prevention Strategy
6. Measure the increased utilization of PHQ-2 screening questionnaire	September 2017	BEDHD	Staff available to design and implement survey	Analysis of increased use of screening questionnaire	No	Eaton Rapids Medical Center, Eaton Rapids Health Alliance, health care providers	National Prevention Strategy
7. Increase the use of the Screening Brief Intervention Referral to Treatment protocol	September 2018	CMHA-CEI, CAHA Mental Health Partnership Council		Increase in sites implementing protocol, increase in patients screened and treatment referrals initiated			CDC HP 2020 Goals (MHMD-6,9,11), National Prevention Strategy
8. Partner with outpatient physicians to standardize screening and evaluation tools and increase their usage	2018	McLaren Greater Lansing		Improved detection and identification of mental health conditions in the outpatient setting	Possibly for outpatient physicians		CDC HP 2020 Goals (MHMD-11), National Prevention Strategy

Goal/Strategy Statement #3: Provide more mental health, behavioral health, and substance abuse services for Eaton County residents

Objective #1: By December 2018, increase mental health, behavioral health, and substance abuse availability and programs that serve Eaton County residents

**APPENDIX B:
MENTAL HEALTH**

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APPENDIX B: MENTAL HEALTH

Activity	Time-frame	Responsible Parties	Assets Available/Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/US priorities
1. Build in social work and mental health visits based on identified referrals from existing family practice visits	Immediately	Eaton Rapids Medical Center		Provide immediate access to a mental health provider, eliminate the wait	No	BEDHD Pathways Community Health Workers, CMHA-CEI	CDC HP 2020 Goals (MHMD-5,6,9), National Prevention Strategy
2. Expand number of ERM/C social workers providing mental and behavioral health services	Immediately	Eaton Rapids Medical Center	Cost of 3 full-time Social Workers	Increase access to mental health providers	No		CDC HP 2020 Goals (MHMD-6,9), National Prevention Strategy
3. Create a dedicated service area for the mental and behavioral health program	Spring of 2018	Eaton Rapids Medical Center	Cost to build the space in the new building	The space will be more private and more appropriate for social work	No		National Prevention Strategy
4. Explore implementing tele-psychiatry within the Family Practice	Through 2018	Eaton Rapids Medical Center		Assist patients requiring a higher level of mental health care	No		CDC HP 2020 Goals (MHMD-5,6,9), National Prevention Strategy
5. Add additional psychiatric nurse practitioners to inpatient setting	Through 2018	McLaren Greater Lansing	Resources required: additional funding and nurse practitioners	Additional psychiatric capacity for inpatient population	No		CDC HP 2020 Goals (MHMD-6,9), National Prevention Strategy
6. Expand the presence of psychiatric social work in the emergency department	Through 2018	McLaren Greater Lansing		Improved mental health care handoffs from the emergency department and patient connections to community-based resources	No		CDC HP 2020 Goals (MHMD-6,9), National Prevention Strategy
7. Increase recruitment of psychiatric practitioners	September 2018	Sparrow Hospital		Increase access to and reduce delays for mental health services; decrease time in emergency departments by patients with mental health conditions			CDC HP 2020 Goals (MHMD-6,9), National Prevention Strategy
8. Increase intensive outpatient services, including partial hospitalization, for patients with substance abuse illness	September 2018	Sparrow Hospital		Reduce delays in access to care and decrease time in emergency departments by patients with substance abuse illness			CDC HP 2020 Goals (MHMD-10, SA-7,8,9), National Prevention strategy

APPENDIX B: MENTAL HEALTH

Objective #2:	By December 2018, increase staff education and training on mental health issues and research-based behavioral health interventions to better serve Eaton County residents
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Activity	Time-frame	Responsible Parties	Assets Available/Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Promote and support ERM/C staff in attending Mental Health First Aid trainings	Ongoing through 2018	Eaton Rapids Medical Center	Cost to attend trainings	Increase the number of people who can help those with mental illness symptoms or in a mental health crisis	No	CMHA-CEI, Eaton Rapids Health Alliance	National Prevention Strategy
2. Provide continuing medical education to behavioral health provider networks and behavioral health education to primary care networks	September 2018	CMHA-CEI, CAHA Mental Health Partnership Council					National Prevention Strategy
3. Create a list of behavioral health interventions and support, promote, and expand implementation of these efforts	September 2018	CMHA-CEI, CAHA Mental Health Partnership Council	Mental Health First Aid, Safe Talk, and Applied Suicide Intervention Skills Trainings; Seeking Safety curriculum; Trauma Informed Communities	Increase number of educational opportunities provided and participants			National Prevention Strategy
4. Support implementation of the Tri-County Crisis Intervention Team Training for law enforcement officers	September 2018	CMHA-CEI, CAHA Mental Health Partnership Council	Funding required to send officers to training	Long-term reduction of crisis hospitalizations		Local law enforcement agencies	CDC HP 2020 Goals (MHMD-1,2), National Prevention Strategy

Goal/Strategy Statement #4: Increase and coordinate Eaton County patient access to mental health service providers

Objective #1:	By September 2018, coordinate currently available mental health services for county residents
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Activity	Time-frame	Responsible Parties	Assets Available/Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Implement the Centralized Access Service Center	September 2018	Sparrow Hospital			Increased access to and reduced delays for mental health services		CDC HP 2020 Goals (MHMD-6,9)
2. Continue to explore integrated care opportunities, grants, and partnerships between primary care, mental health, and substance use disorder networks	September 2018	CMHA-CEI, CAHA Mental Health Partnership Council					CDC HP 2020 Goals (MHMD-5,6,9,10, SA-8,9), National Prevention Strategy

APPENDIX B: MENTAL HEALTH

APPENDIX B: MENTAL HEALTH

3. Improve treatment access/availability for mild to moderate mental health and substance use conditions by improving delivery system coordination, access, referral protocols, and policies/practices	September 2018	CMHA-CEI, CAHA Mental Health Partnership Council		Increased access to services, increase in number of patients served		CDC HP 2020 Goals (MHMD-5,6,9,10, SA-8,9), National Prevention Strategy
4. Track denials for psychiatric in-patient services and advocate for improved policies, practices, and statewide mandates	September 2018	CMHA-CEI, CAHA Mental Health Partnership Council		Less psychiatric in-patient service denials; less crisis hospitalizations		CDC HP 2020 Goals (MHMD-6,9), National Prevention Strategy

Objective #2:

By September 2018, create new and expand upon existing local partnerships to coordinate patient mental health care for Eaton County residents

Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Develop a Youth Mobile Crisis Unit	September 2018	CMHA-CEI, CAHA Mental Health Partnership Council		Long-term reduction of crisis hospitalizations			CDC HP 2020 Goals (MHMD-2), National Prevention Strategy
2. Strengthen relationship with Michigan State University	September 2018	Sparrow Hospital		Increase utilization of full continuum of behavioral health services		Michigan State University	National Prevention Strategy
3. Create community partnerships to strengthen continuum of care	September 2018	Sparrow Hospital		Increase utilization of full continuum of behavioral health services			National Prevention Strategy

Objective #3:

By April 2017, reduce barriers for Women's Specialty Recovery Services clients to engage in Eaton Behavioral Health services

Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Identify 1-3 additional child care providers to care for children of Women's Specialty Service clients during appointments	December 2016	Eaton Behavioral Health	Additional child care providers are required	Memorandums of understanding in place for care providers	Yes	Collaboration with child care providers	CDC HP 2020 Goals (MHMD-9, MICH-11, SA-8), National Prevention Strategy
2. Attend EATRAN Advisory meetings to discuss extended service hours for public transportation	September 2016	Eaton Behavioral Health	Staff time	Discussion of extended service hours	No		CDC HP 2020 Goals (MHMD-9), National Prevention Strategy
3. Apply for Mid-State Health Network "New Program Proposal" requesting paid Women's Specialty Mentor	April 2017	Eaton Behavioral Health	Staff time	Completed application, possibly new hire	No		CDC HP 2020 Goals (MHMD-9, MICH-11, SA-8), Nat Prevent Strategy

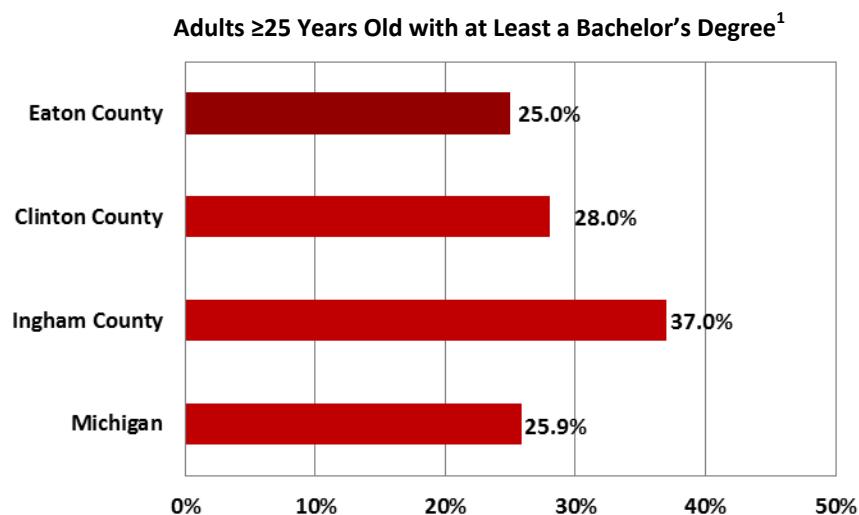
APPENDIX C: FINANCIAL STABILITY

IMPACT ON EATON COUNTY

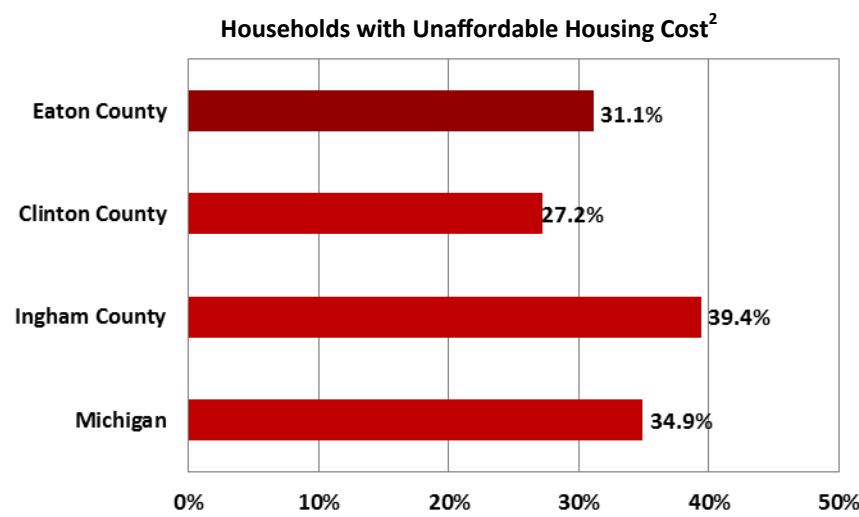
Many factors influence financial stability, including the ability to earn income (disability, job availability, education and training, child care availability, etc.) and household expenditures (housing, transportation, food, medical expenses, etc.). Financial instability can result in a variety of adverse health consequences (increased risk of mortality, increased prevalence of medical conditions and disease incidence, depression, intimate partner violence, and poor health behaviors).

DATA SNAPSHOT

The relationship between higher education and improved health outcomes is well known, with years of formal education correlating strongly with improved work and economic opportunities, reduced psychosocial stress, and healthier lifestyles. Eaton County has the lowest percentage of adults 25 years of age and older with a bachelor's degree or higher education (25.0%) compared to both Michigan and other counties in the Capital Area.



Affordable housing may improve health outcomes by freeing up resources for nutritious food and health care expenditures. Families who can only find housing in high poverty areas may be prone to greater psychological distress and exposure to violent or traumatic events. Over 30% of Eaton County households report unaffordable housing (defined as paying 30% or more of household income on housing). The unaffordable housing rate for Eaton County is higher than the rate for Clinton County, lower than the rate for Ingham County, and slightly lower than the rate for Michigan.



1. American Community Survey, 2008-2013

2. American Community Survey, 2008-2015

APPENDIX C: FINANCIAL STABILITY

Goal/Strategy Statement #1: Promote affordable local nutrition options in Eaton County

Objective #1: By December 2018, make fresh, local produce available and affordable through a variety of Eaton County services, including farmers markets and food pantries	
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Activity	Time-frame	Responsible Parties	Assets Available/Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/US priorities
1. Continue to accept and promote the use of Double Up Food Bucks and Project Fresh coupons and EBT machine Farmers at Eaton Rapids Medical Center Farmers Market	Annually during the Farmers Market season	Eaton Rapids Medical Center	Space and time	Increase the consumption of fresh, local produce among Bridge Card users	No	ERMC Farmers Market, Eaton Rapids Health Alliance	CDC HP 2020 Goals (NWS-4, 12,13,14,15), National Prevention Strategy, MI Health and Wellness 4x4 Plan
2. Organize the local Michigan Harvest Gathering food drive	Annually in October and November	Eaton Rapids Medical Center		Help combat food insecurity	No	Heart & Hands, St. Vincent de Paul	CDC HP 2020 Goals (NWS-12,13), National Prevention Strategy
3. Assess current resources for and barriers to storing and distributing nutritious foods in food pantries	December 2016	BEDHD	Staff time	List of current resources and barriers	No	Local food pantries	CDC HP 2020 Goals (NWS-12-19), National Prevention Strategy, MI Health and Wellness 4x4 Plan
4. Work with local food pantries to provide infrastructure improvements and technical support	September 2017	BEDHD	Staff time, \$500 incentive for participating pantry	Increased local food pantry capacity to store and distribute nutritious foods	No	Local food pantries	CDC HP 2020 Goals (NWS-12-19), National Prevention Strategy, MI Health and Wellness 4x4 Plan
5. Work with local food pantries to establish policies that offer more nutritious food and beverage options to low income residents	September 2017	BEDHD	Staff time, \$500 incentive for participating pantry	Increased number of food pantries offering more nutritious food options	Yes	Local food pantries	CDC HP 2020 Goals (NWS-12-19), National Prevention Strategy, MI Health and Wellness 4x4 Plan
6. Work with local food pantries to develop partnerships with local produce, dairy, and meat farmers to obtain local, nutritious food for food pantries	September 2017	BEDHD	Staff time, \$500 incentive for participating pantry	Increased number of food pantries offering local, nutritious food options	No	Local food pantries, local farmers	CDC HP 2020 Goals (NWS-12-19), National Prevention Strategy, MI Health and Wellness 4x4 Plan
7. Expand existing Grand Ledge Community Garden	2018	Grand Ledge Building Healthy Communities	Volunteers needed to help fundraise, coordinate, and garden	Increase local produce for the community and food banks	No		CDC HP 2020 Goals (NWS-12,13), National Prevention Strategy, MI Health and Wellness 4x4 Plan
8. Work with Grand Ledge Farmers Market Manager to make SNAP benefits accessible at Farmers Market	2018	Grand Ledge Building Healthy Communities		Increase access to local produce for those with SNAP benefits	Yes	Grand Ledge Farmers Market	CDC HP 2020 Goals (NWS-4, 12,13,14,15), National Prevention Strategy, MI Health and Wellness 4x4 Plan

APPENDIX C: FINANCIAL STABILITY

Goal/Strategy Statement #2:	Attract residents and businesses to Eaton Rapids to promote commercial investment and spur economic growth
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Objective #1:	By December 2018, invest in the Eaton Rapids community via the Eaton Rapids Marketing Alliance
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Activity	Time-frame	Responsible Parties	Assets Available/Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/US priorities
1. Financial and staff support to Eaton Rapids Marketing Alliance to promote business investment within the community	Ongoing through 2018	Eaton Rapids Medical Center	\$10,000/year and time	Economic development and growth, attract potential residents and business owners.	No	City of Eaton Rapids, Downtown Development Authority, Chamber of Commerce, Local Development & Finance Authority	CDC HP 2020 Goals (SDOH-1,3)
2. Staff will provide technical assistance for Eaton Rapids' application to the Michigan Main Street Program	Due November 2016	Eaton Rapids Medical Center	Time	Acceptance into the Michigan Main Street Program	No	City of Eaton Rapids, Downtown Development Authority, Chamber of Commerce, Local Development & Finance Authority	
3. If the Eaton Rapids application to the Michigan Main Street Program is approved, ERMC will provide financial support to staff program	Potentially begins January 1, 2017; renewed annually	Eaton Rapids Medical Center	Time	Economic development and growth	No	Michigan Main Street	

APPENDIX D: ACCESS TO QUALITY HEALTH CARE

IMPACT ON EATON COUNTY

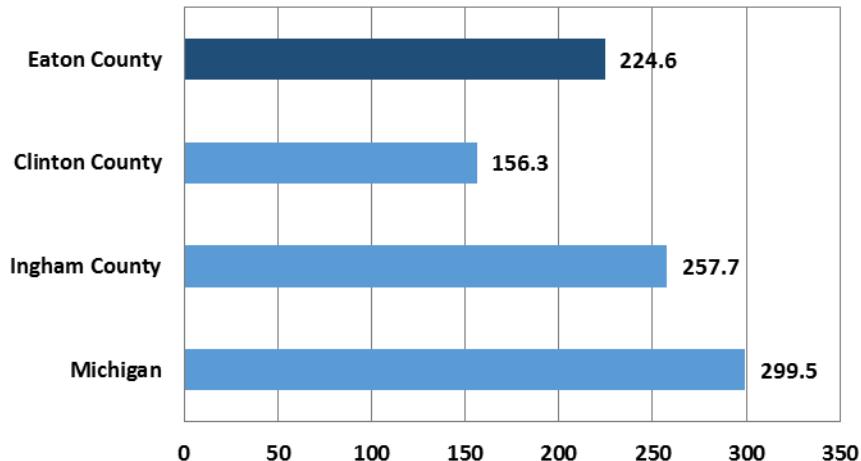
Quality health care encompasses many factors, such as patient access, outcomes, experiences, and safety; health care systems and protocols; and linkages within the health care system.

DATA SNAPSHOT

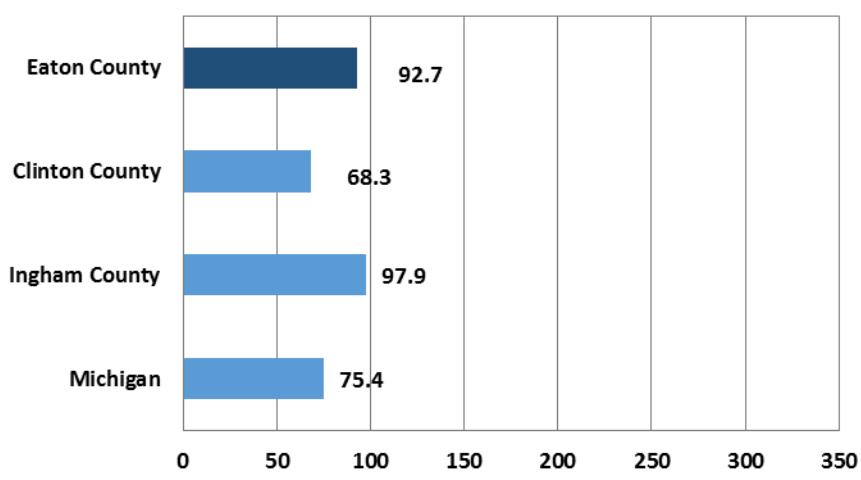
Ambulatory Care Sensitive (ACS) hospitalizations, such as asthma, diabetes, or dehydration, are hospitalizations for conditions where timely and effective ambulatory care can decrease hospitalizations. This can happen by preventing the onset of an illness or condition, controlling an acute episode of an illness, or managing a chronic disease or condition. High rates of ACS hospitalizations are an indicator of a lack or failure of prevention efforts, a primary care resource shortage, poor performance of primary health care delivery systems, or other factors that create barriers to obtaining timely and effective ambulatory care.

ACS rates are calculated as the number of ACS hospitalizations per 10,000 people per year. The ACS rate for Eaton County adults (aged 18 years and older) is higher than the rate for Clinton County, but lower than rates for Ingham County and Michigan. The ACS rate for Eaton County children (less than 18 years) is higher than rates for Michigan and Clinton County, but slightly lower than the rate for Ingham County.

**Ambulatory Care Sensitive Hospitalization Rates
for Adults 18 Years of Age and Older¹**



**Ambulatory Care Sensitive Hospitalization Rates
for Children <18 Years of Age¹**



1. Michigan Resident Inpatient data, Michigan Department of Health and Human Services, 2013

APPENDIX D: ACCESS TO QUALITY HEALTH CARE

Goal/Strategy Statement #1:	Implement new and improve upon existing best practice models among health care providers to improve health outcomes for Eaton County residents
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Objective #1:	By September 2018, secure funding for, establish, and educate the community on the importance of Community Health Workers (CHWs) in Eaton County, in order to improve health outcomes and connect patients with appropriate care
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Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Stabilize funding for CHWs	September 2017	BEDHD	Potential for reimbursement from Priority Health HMO or state Medicaid office	Stable CHW positions at BEDHD	No		CDC HP 2020 Goals (AHS-6, DH-2,4,8,17), Michigan Medicaid plan
2. Educate Eaton County stakeholders on CHWs and their services	through September 2018	BEDHD	CHWs, possible funding for promotion?	Presentations to various Eaton County organizations, low cost marketing such as press releases, newspapers, etc.	No		CDC HP 2020 Goals (AHS-6, DH-2,4,8,17)

Objective #2:	By September 2017, improve protocols for mental health assessment and treatment of adolescent clients
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Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Modify current mental health adolescent assessments based on clinical best practices and implement into the electronic medical record	February 2017	Eaton Behavioral Health	Staff time required to identify best practices and implement modifications	Up to date assessments that are integrated into the medical record	No		CDC HP 2020 Goals (HC/HIT-10, MHMD-6,11,2)
2. Create a proposal for curriculum development and implementation of an adolescent therapy group	September 2017	Eaton Behavioral Health	Staff time, possibly funding to cover staff for implementation of therapy group	Proposal developed	No		CDC HP 2020 Goals (MHMD-6)

Objective #3:	By September 2018, enhance coordination and integration of clinical, behavioral, and complementary health services, and reduce barriers to accessing health care services
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**APPENDIX D: ACCESS TO
QUALITY HEALTH CARE**

APPENDIX D: ACCESS TO QUALITY HEALTH CARE

APPENDIX D: ACCESS TO QUALITY HEALTH CARE

Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Implement effective care coordination models	September 2018	Hayes Green Beach Memorial Hospital		Establishment of medical homes, community health teams			CDC HP 2020 Goals (AHS-6)
2. Implement patient-shared decision-making models in primary care settings	September 2018	Hayes Green Beach Memorial Hospital		Increased patient accountability and ownership of a treatment plan			CDC HP 2020 Goals (HC/HIT-1,2,3)
3. Implement health systems navigation services	September 2018	Hayes Green Beach Memorial Hospital	Existing concepts, e.g. peer coaches, patient navigators, Promotora	Increased patient compliance, easier patient care receipt			CDC HP 2020 Goals (AHS-6, HC/HIT-1,5)
Goal/Strategy Statement #2: Improve the safety and experiences of Eaton County patients via hospital quality improvement initiatives							
Objective #1: By September 2018, participate in existing and future quality improvement initiatives to improve hospital safety, quality, and experience for Eaton County patients							
Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Continue participation in existing safety and quality improvement initiatives and explore new initiatives	by September 2018	McLaren Greater Lansing	Current initiatives: BCBS Cardiovascular, Hospital Medicine Safety, Percutaneous Coronary Interventions, and Vascular Interventions Collaboratives; Johns Hopkins Armstrong Institute ICU-CUSP; MHA Keystone; HEN, Obstetrics, CAUTI, Palliative Care Pilot programs; MI Arthroplasty Registry Collaborative QI; MI Breast Oncology QI; MI Radiation Oncology QC; MI Oncology QC; MI Society of Thoracic and Cardiovascular Surgeons QC; MI Spine Surgery Collaborative; MI Surgical QC		No		CDC HP 2020 Goals (HAI-1,2, HDS-2,3,19, MPS-1,2, BDDBS-13,2)

APPENDIX D: ACCESS TO QUALITY HEALTH CARE

2. Maintain standards of care and implement best practices from national accrediting bodies	by September 2018	McLaren Greater Lansing	Accreditors: Commission on Cancer; National Accreditation Program for Breast Centers; Quality Oncology Practice Initiative; STAR Rehab; Primary Stroke Center; BCBS Maternity Care+, Hip/Knee Replacement, Spine Surgery	No
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Objective #2:

By November 2017, become ISO 900 Quality Management-certified from DNV-GL

Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Achieve ISO certification to promote measurable quality improvement progress and documentation	November 2017	Eaton Rapids Medical Center	Lean training, ISO training	Streamlined processes, reduction of waste	No	DNV-GL accrediting body	
2. Implementation of Document Committee to ensure standardization of facility forms and documents	Revise and approve all forms within 1 year, continue to meet as necessary	Eaton Rapids Medical Center		Forms conform to the policies, elimination of multiple and/or outdated versions of forms	Internal	Work with external vendors to make sure forms adhere to the established guidelines.	

Goal/Strategy Statement #3: Eaton Rapids Medical Center will focus on better managing pain in their patients

Objective #1:

By March 2017, increase number of patients who answered “Always” to HCAHPS question 13 on inpatient and emergency patient satisfaction survey from 50% to 65% by the end of 2015-2016 and 2016-2017 Pay For Performance Program Years

Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Participation in the MHA Keystone Pain Management Initiative	2016 and BCBS Pay for Performance Program Year 4/1/16-3/31/17	Eaton Rapids Medical Center		Educating patients and engaging them in their care will help communicate risks and better alternatives	No	Michigan Health & Hospital Association (MHA) Keystone Center	CDC HP 2020 Goals (MPS-2)

APPENDIX D: ACCESS TO QUALITY HEALTH CARE

APPENDIX D: ACCESS TO QUALITY HEALTH CARE

APPENDIX D: ACCESS TO QUALITY HEALTH CARE

2. Implement pain management contracts	2016, and BCBS Pay for Performance Program Year 4/1/16-3/31/17	Eaton Rapids Medical Center		Better manage drug-seeking behaviors, make sure patients understand that pain is expected in some cases	Yes, internal	CDC HP 2020 Goals (MPS-2)
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Goal/Strategy Statement #4: Better manage primary care patients in Eaton County

Objective #1: By December 2017, improve the quality of care in the Eaton Rapids Medical Center Family Practice

Activity	Time-frame	Responsible Parties	Assets Available/ Assets Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Implement direct patient messaging to provider within the patient portal	2017	Eaton Rapids Medical Center		Allow the patient to electronically communicate with a provider 24/7	No		CDC HP 2020 Goals (HC/HIT-1,4,5)
2. Dedicate an individual to focus on quality metrics required by insurance companies	Ongoing through 2018	Eaton Rapids Medical Center		Maximize wellness programs and positively impact patient outcomes	No		
3. Dedicate an individual to focus on referrals	2017	Eaton Rapids Medical Center		Connect patients to specialists in a timely manner	No		CDC HP 2020 Goals (AHS-6,2)
4. Hire an RN Care Coordinator	2017	Eaton Rapids Medical Center	Cost of a full-time individual	Better management of wellness visits for Medicaid patients, coordination of care and connection to resources	No	Connect patients to outside resources such as CMHA-CEI or BEDHD	CDC HP 2020 Goals (AHS-6,6, DH-2,4,8,17), Michigan Medicaid plan

Goal/Strategy Statement #5: Increase utilization of clinical and community preventive services by Eaton County residents

Objective #1:

By September 2018, encourage delivery of clinical preventive services, support community-based preventive services and their linkages with primary care, and implement evidence-based interventions with incentives and accountability mechanisms to improve the health of Eaton County residents

APPENDIX D: ACCESS TO QUALITY HEALTH CARE

Activity	Time-frame	Responsible Parties	Assets Available/Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Use payment and reimbursement mechanisms to encourage delivery of clinical preventive services	September 2018	Hayes Green Beach Memorial Hospital	Clinical preventive services including screenings, low-cost preventive medications, immunizations	Increased delivery of clinical preventive services	Yes - billing system changes, incentives for providing services		CDC HP 2020 Goals (AHS-2, OA-2)
2. Support implementation of community-based preventive services and enhance linkages with primary care	September 2018	Hayes Green Beach Memorial Hospital	Tobacco cessation QuitLine, asthma home environment intervention program, SBIRT model	Mutual reinforcement of clinical and community prevention efforts			CDC HP 2020 Goals (AHS-7, ECBP-10, OA-2)
3. To prevent cardiovascular disease and its complications, implement evidence-based interventions and develop accountability mechanisms/incentives	September 2018	Hayes Green Beach Memorial Hospital	Aspirin therapy, high blood pressure control, cholesterol reduction, smoking cessation	Broaden reach and increase utilization of interventions			CDC HP 2020 Goals (AHS-7, HDS-1)

Goal/Strategy Statement #6: **Expand capacity for specialty health care providers that service Eaton County residents, including obstetrics-gynecology, pediatric, and internal medicine providers**

Objective #1:	By September 2018, increase specialty health care providers for Eaton County residents				
Activity	Time-frame	Responsible Parties	Assets Available/Resources Required	Anticipated Results or Products	Policy change needed?
1. Increase the number of specialty health care providers	September 2018	Sparrow Hospital		Increase in patient visits	

Goal/Strategy Statement #7: **Offer Eaton County patients alternative choices for scheduling health care appointments**

Objective #1:	By September 2018, improve existing and offer new options for electronic appointment scheduling				
Activity	Time-frame	Responsible Parties	Assets Available/Resources Required	Anticipated Results or Products	Policy change needed?
1. Improve and add new convenience technology offering online scheduling and/or other electronic scheduling aids	September 2018	Sparrow Hospital		More patients seen in non-primary care practices	

Activity	Time-frame	Responsible Parties	Assets Available/Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Improve and add new convenience technology offering online scheduling and/or other electronic scheduling aids	September 2018	Sparrow Hospital					CDC HP 2020 Goals (AHS-6,2)

**APPENDIX D: ACCESS TO
QUALITY HEALTH CARE**

APPENDIX D: ACCESS TO QUALITY HEALTH CARE

APPENDIX D: ACCESS TO QUALITY HEALTH CARE

Goal/Strategy Statement #8: Improve access to dental care for women in Eaton County

Objective #1: By December 2018, target pregnant women in Eaton County to receive dental care during pregnancy

Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Capture dental information for pregnant WIC clients and fax referral to MCDC or other dentists	December 2018	BEDHHD WIC staff	Existing interactions with pregnant women via WIC appointments	Increase the number of pregnant women seeking dental care	Yes, internal	Collaboration with My Community Dental Center and other dental providers	MI MCH grant (NPM#13); MI State Oral Health Plan (Goals 1.3, MI Infant Mortality Reduction Plan (Goals 1.7), CDC HP 2020 Goals (AHS-6.3, OH-3.14.1.7), National Prevention Strategy
2. Collect dental and oral health information for pregnant women and fax referral to dentists	December 2018	Primary care providers including obstetric providers	Existing interactions with pregnant women	Increase the number of pregnant women seeking dental care	Providers may change internal policies regarding oral health screenings	Collaboration with dental providers	MI MCH grant (NPM#13); MI State Oral Health Plan (Goals 1.3, MI Infant Mortality Reduction Plan (Goals 1.7), CDC HP 2020 Goals (AHS-6.3, OH-3.14.1.7), National Prevention Strategy

Objective #2: By December 2018, decrease the percentage of women in Eaton County who needed to see a dentist in the past year but could not (BRFS baseline of 10.9% in 2011-2013)

Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Capture dental information for female WIC clients and fax referral to MCDC or other dentists	December 2018	BEDHHD WIC staff	Existing interactions with women via WIC appointments	Increase the number of women seeking dental care	Yes, internal	Collaboration with dental providers	MI MCH grant (NPM#13); MI State Oral Health Plan (Goals 1.3, MI Infant Mortality Reduction Plan (Goals 1.7), CDC HP 2020 Goals (AHS-6.3, OH-3.14.1.7)
2. Collect dental and oral health information for female patients and fax referral to dentists	December 2018	Primary care providers including obstetric providers	Existing interactions with women via primary care and obstetrics appointments	Increase the number of women seeking dental care	Providers may change internal policies regarding oral health screenings	Collaboration with dental providers	MI MCH grant (NPM#13); MI State Oral Health Plan (Goals 1.3, MI Infant Mortality Reduction Plan (Goals 1.7), CDC HP 2020 Goals (AHS-6.3, OH-3.14.1.7)

APPENDIX D: ACCESS TO QUALITY HEALTH CARE

3. Target Facebook posts to women encouraging dental visits	December 2018	Eaton Oral Health Coalition members, networks, and colleagues	Increase the number of women seeking dental care	No	MI MCH grant (NPM#13), MI State Oral Health Plan (Goal 2), CDC HP 2020 Goals (OH-7)
4. Explore partnerships with local women's groups to increase outreach	December 2018	Eaton Oral Health Coalition	List of local groups discussed for partnership and contacts initiated	No	Potential groups for Eaton Great Start, SIREN church groups, ALIVE Women's Health Experience

Objective #3: By December 2018, refer women in Eaton County to dental care through Eaton Behavioral Health					
Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?
1. Explore feasibility of referring women participating in Eaton Behavioral Health services to local dental providers	December 2018	Eaton Oral Health Coalition	Existing interactions with female clients		Possibly

Goal/Strategy Statement #9: Improve access to dental care for high-risk children in Eaton County					
Objective #1:	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?
1. Distribute 850 oral health kits to children ages 0-5 who are Medicaid-eligible, or likely to be, through doctor's offices, community agencies, preschools, or other locations	By July 31, 2017	Eaton Oral Health Coalition	BEDHD has staff time, existing partnerships with agencies/ organizations already exist	Distribution of kits, parental linkage to oral health resources	No, but dependent on obtaining Brighter Futures Grant funding

By July 2017, increase the percentage of Medicaid-eligible children in Eaton County who are connected with a dental home and whose parents are educated about dental care behaviors					
Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?

Goal/Strategy Statement #10: Increase the percentage of children in Eaton County who are connected with a dental home and whose parents are educated about dental care behaviors					
Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?
1. Distribute 850 oral health kits to children ages 0-5 who are Medicaid-eligible, or likely to be, through doctor's offices, community agencies, preschools, or other locations	By July 31, 2017	Eaton Oral Health Coalition	BEDHD has staff time, existing partnerships with agencies/ organizations already exist	Distribution of kits, parental linkage to oral health resources	No, but dependent on obtaining Brighter Futures Grant funding

APPENDIX D: ACCESS TO QUALITY HEALTH CARE

APPENDIX D: ACCESS TO QUALITY HEALTH CARE

2. Partners who distribute oral health kits will be provided a "how-to" guide which will discuss educating parents regarding appropriate oral health behaviors and how to connect parents with available community providers	Eaton Oral Health Coalition	Guide created by January 31, 2017, distributed by July 31, 2017	BEDHD has staff time, existing partnerships with agencies/ organizations already exist	Distribution of guide, parental linkage to oral health resources	No, but activity dependent on obtaining Brighter Futures Grant funding	CSHCS Nurse, WIC, MI State Oral Health Plan (Goal 2), MI Infant Mortality Reduction Plan (Goals 1,4,7), CDC HP 2020 Goals (OH-1,2,7,8)
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Objective #2:

By July 2017, increase the percentage of children with special needs in Eaton County who are connected with a dental home and whose parents are educated about dental care behaviors

Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Distribute 150 oral health kits to children ages 0-5 with special needs, including those eligible for special education, those with disabilities, or chronic health conditions	By July 31, 2017	Eaton Oral Health Coalition	BEDHD has staff time, existing partnerships with agencies/ organizations already exist	Distribution of kits, parental linkage to oral health resources	No, but dependent on obtaining Brighter Futures Grant funding	Partnership with Early On, CSHCS Nurse, Great Start Collaborative, primary care	MI MCH grant (NPM#13); MI State Oral Health Plan (Goals 2,3), MI Infant Mortality Reduction Plan (Goals 1,4,7), CDC HP 2020 Goals (OH-1,2,7,8)
2. Partners who distribute oral health kits will be provided a "how-to" guide which will discuss educating parents regarding appropriate oral health behaviors and how to connect parents with available community providers, as tailored to special needs children	Guide created by January 31, 2017, distributed by July 31, 2017	Eaton Oral Health Coalition	BEDHD has staff time, existing partnerships with agencies/ organizations already exist	Distribution of guide, parental linkage to oral health resources	No, but dependent on obtaining Brighter Futures Grant funding	Partnership with Early On, CSHCS Nurse, Great Start Collaborative, primary care	MI MCH grant (NPM#13); MI State Oral Health Plan (Goals 2,3), MI Infant Mortality Reduction Plan (Goals 1,4,7), CDC HP 2020 Goals (AHS-6,3, OH-1,2,7,8)

Goal/Strategy Statement #10: Reduce the improper use of Eaton County emergency departments for oral health issues

Objective #1:	By November 2016, institute a fax referral system from Eaton County emergency departments to My Community Dental Center to establish new dental homes for emergency room patients with oral health issues
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Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Eaton County emergency departments will establish system to fax referrals to My Community Dental Center, who will follow up with referred patients	November 2016 and ongoing	Hayes Green Beach Memorial Hospital, Eaton Rapids Medical Center, My Community Dental Center	Existing My Community Dental Center fax referral forms	Fax referral system will be in place, patient follow up is utilized	Yes, internal	Collaboration between hospitals and My Community Dental Center	MI State Oral Health Plan (Goals 1,3), MI Infant Mortality Reduction Plan (Goal 7), CDC HP 2020 Goals (AHS-6,3, OH-3,4,5,7,8)

APPENDIX D: ACCESS TO QUALITY HEALTH CARE

Objective #2:	By January 2017, provide a dental resource guide to Eaton County emergency room patients with oral health issues
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Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Create and distribute a patient resource guide for accessing dentists and other oral health resources	January 2017	BEDHD (as part of Eaton Oral Health Coalition)	staff time available	Resource guide	No	Collaborate with local emergency departments to distribute guide	MI State Oral Health Plan (Goals 1,3), MI Infant Mortality Reduction Plan (Goal 7), CDC HP 2020 Goals (AHS-6,3, OH-1,2,3,4,5,7,8)

Objective #3:	By November 2017, reanalyze Eaton County emergency room data for trends in oral health visits
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Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Analyze emergency room visits data from 2016-2017 and compare to data from 2015-2016 for trends	November 2017	BEDHD, Hayes Green Beach Memorial Hospital, Eaton Rapids Medical Center (as part of the Eaton Oral Health Coalition)	Staff time available to perform analysis, emergency room data must be gathered	Updated data report	No		MI State Oral Health Plan (Goals 1,3)

Goal/Strategy Statement #11:	Empower individuals in Eaton County to take an active role in their health care decisions
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Objective #1:	By September 2017, increase the involvement of Children's Special Health Care Services parents in decisions surrounding service delivery
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Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Research best practice models of engaging parents in service delivery decision-making	November 2016	BEDHD	Staff time	Identification of best practice models	No		CDC HP 2020 Goals (HC/HIT-3)
2. Develop and implement a strategy to engage parents in decision-making	September 2017	BEDHD	Staff time	Strategic plan	No		CDC HP 2020 Goals (HC/HIT-3)

APPENDIX D: ACCESS TO QUALITY HEALTH CARE

APPENDIX D: ACCESS TO QUALITY HEALTH CARE

3. Apply for CSHCS mini-grant to use as TBD based on grant application	BEDHD	Staff time	Completed grant application	No	CDC HP 2020 Goals (HC/HIT-3)
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Goal/Strategy Statement #12:	Increase access to health care information, communication, and education for Eaton County residents				
Objective #1:	By September 2017, implement and evaluate a home-based lead education program for Eaton County families whose children screen high for lead exposure				

Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Identify best practices for home-based lead education programs and determine potential need for such a program in Eaton County	December 2016	BEDHD	Staff time, existing local health department education programs	Education program elements and data identifying program need	No	Michigan Department of Health and Human Services, local health departments	CDC HP 2020 Goals (EH -8), MI Infant Mortality Reduction Plan (Goals 4,6)
2. Explore staffing feasibility, resource allocation, and billing components of home-based lead education programs	January 2017	BEDHD	Staff time, existing local health department education programs		Possibly - reimbursement may be needed from state or insurance providers	Michigan Department of Health and Human Services, local health departments	CDC HP 2020 Goals (EH -8), MI Infant Mortality Reduction Plan (Goals 4,6)
3. Develop and implement home-based lead education program	by April 2017	BEDHD	Funding to implement program is required	Home visits to families with children diagnosed with lead poisoning	No		CDC HP 2020 Goals (EH -8), MI Infant Mortality Reduction Plan (Goals 4,6)
4. Monitor and evaluate home-based lead education program	September 2017	BEDHD	Staff time	Evaluation report	No		CDC HP 2020 Goals (EH -8), MI Infant Mortality Reduction Plan (Goals 4,6)

Objective #2:	By August 2017, provide opportunities for Grand Ledge residents to access health information and resources				
Objective #1:	By September 2017, implement and evaluate a home-based lead education program for Eaton County families whose children screen high for lead exposure				

APPENDIX D: ACCESS TO QUALITY HEALTH CARE

Activity	Time-frame	Responsible Parties	Assets Available/ Assets Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Host Wellness Event/5K	August 19, 2017	Grand Ledge Building Healthy Communities	Park and race timer are set; need volunteers.	Increased attendance from 2016	No		CDC HP 2020 Goals (NWS-7), National Prevention Strategy, MI Health and Wellness 4x4 Plan
2. Promote and participate in the Grand Ledge Winter Fest	February 23 -25, 2017	Grand Ledge Building Healthy Communities			No		CDC HP 2020 Goals (NWS-7), National Prevention Strategy, MI Health and Wellness 4x4 Plan

Goal/Strategy Statement #13: Increase the percentage of Eaton County residents with health insurance coverage

Objective #1:	By September 2018, maximize enrollment of newly eligible Eaton County residents into Medicaid and private insurance					

Activity	Time-frame	Responsible Parties	Assets Available/ Assets Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Develop and implement a coordinated plan to enroll newly eligible people in Medicaid and private insurance	September 2018	Hayes Green Beach Memorial Hospital		Increase in number of people enrolled in Medicaid and/or private insurance			CDC HP 2020 Goals (AHS-1)

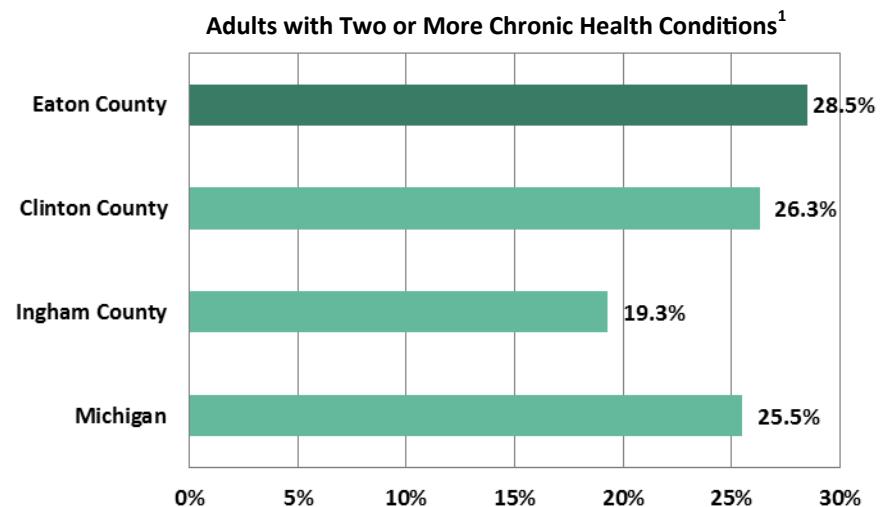
APPENDIX E: CHRONIC DISEASE

IMPACT ON EATON COUNTY

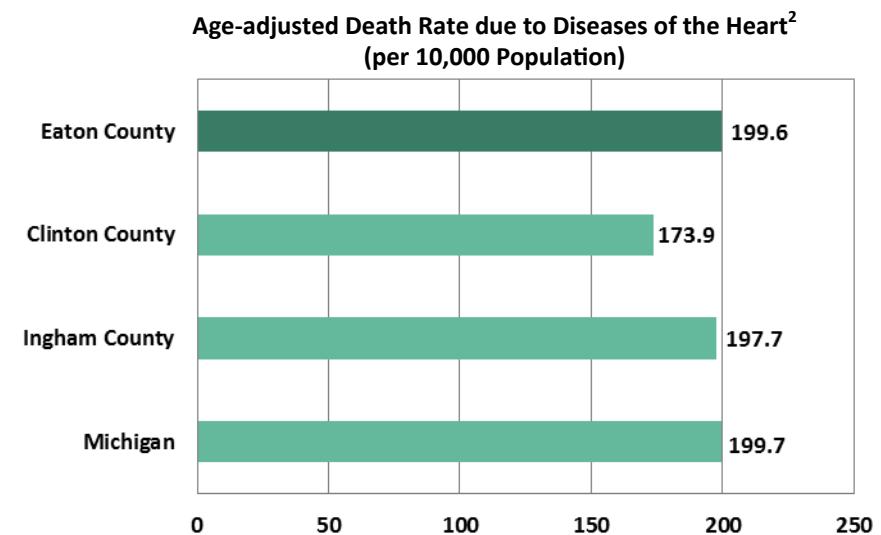
Chronic conditions and their complications account for a substantial portion of health costs, both direct and indirect. Chronic diseases account for \$3 out of every \$4 spent on health care.

DATA SNAPSHOT

When compared to Michigan and neighboring counties, Eaton County has a higher percentage of adults with two or more chronic health conditions (28.5%). This measure is a proxy based on the prevalence of four chronic conditions (asthma, diabetes, high cholesterol, and high blood pressure). The true prevalence of adults with multiple chronic conditions may differ. The age of the population may influence this measure since chronic conditions typically manifest later in life.



Cardiovascular disease is the largest cause of death in Michigan, and includes diseases of the heart and blood vessels. It is an important indicator to track due to the risk of chronic morbidity and mortality that accompany it. Eaton County's death rate due to diseases of the heart (199.6 deaths per 10,000 population) is higher than rates for other Capital Area counties and is similar to the rate for Michigan.



APPENDIX E: CHRONIC DISEASE

Goal/Strategy Statement #1: Better manage existing chronic disease in Eaton County residents

Objective #1: By December 2017, create a multi-disciplinary health care team to manage chronic disease in Eaton County residents

Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Build in chronic disease/healthy lifestyles 15 minute visits based on identified referrals from existing family practice visits	Immediately	Family Practice - Eaton Rapids Medical Center		Social Workers will help patients manage behaviors that impact chronic disease	No	BEDHD Pathways Community Health Workers	CDC HP 2020 Goals (D-16, HDS-19-10, NWS-6), National Prevention Strategy, MI Health and Wellness 4x4 Plan
2. Hire an RN Care Coordinator	2017	Eaton Rapids Medical Center	Cost of a full-time individual	Better management of medical patients' wellness visits, care, coordination and resource connection	No	Connect patients to outside resources such as CMHA-CEI or BEDHD	CDC HP 2020 Goals (AHS-6, NWS-6)

Goal/Strategy Statement #2: Improve care and outcomes of Eaton County residents living with diabetes

Objective #1: By September 2018, increase self-management and awareness of diabetes disease for Eaton County residents diagnosed with diabetes

Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Increase patient engagement and self-care	through September 2018	Sparrow Hospital					CDC HP 2020 Goals (D3-13), MI Health and Wellness 4x4 Plan

Objective #2: By September 2018, improve the health care management of diabetes disease for Eaton County residents diagnosed with diabetes

Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Improve comprehensive diabetes care coordination including linkages to other providers and organizations across the continuum of care and services	through September 2018	Sparrow Hospital		Decrease the number of patients in poor control of diabetes			CDC HP 2020 Goals (D3-13)

APPENDIX E: CHRONIC DISEASE

APPENDIX E: CHRONIC DISEASE

2. Improve discharge planning for patients with diabetes	through September 2018	Sparrow Hospital		Increase number of diabetic patients w/ a Patient-Centered medical home		CDC HP 2020 Goals (D3 -13)
3. Increase patient access to complex care managers	through September 2018	Sparrow Hospital		Decrease the rate of hospitalizations and readmissions by diabetic patients		CDC HP 2020 Goals (AHS-6, D3-13)
4. Implement targeted efforts toward high utilizers of the emergency department who are diabetic with additional or new interventions	through September 2018	Sparrow Hospital		Decrease the rate of emergency department visits by diabetic patients		

Objective #3:

With an emphasis on population health, enhance Hayes Green Beach Memorial Hospital's Diabetes Education and Cardiopulmonary Rehabilitation Programs by September 2018

Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Increase physician awareness of availability and effectiveness of these services	September 2018	Hayes Green Beach Memorial Hospital	Existing programs for Cardiopulmonary Rehab and Diabetes Education	Increased referrals to programs			CDC HP 2020 Goals (D-14, HDS-22,23, RD-6)
2. Increase patient and family engagement and create value in the minds of the patient	September 2018	Hayes Green Beach Memorial Hospital					
3. Improve access to these services	September 2018	Hayes Green Beach Memorial Hospital					CDC HP 2020 Goals (D-14, HDS-22,23, RD-6)
4. Enhance services to improve outcomes and patient compliance	September 2018	Hayes Green Beach Memorial Hospital					

Goal/Strategy Statement #3: Reduce the obesity rates of Eaton County residents

Objective #1:
By December 2018, make changes to the built environment, including providing opportunities for physical activity and access to healthy food options, to decrease obesity in Eaton County residents

Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Designate an outdoor walking path with distance mapping for use by Sparrow Caregivers and visitors	by December 2016	Sparrow Hospital		Usable walking path	No		CDC HP 2020 Goals (PA-15-2), National Prevention Strategy, MI Health and Wellness 4x4 Plan

APPENDIX E: CHRONIC DISEASE

2. Designate a highly visible stair well walking path with distance mapping inside Sparrow main campus to be utilized by caregivers and visitors	December 2018	Sparrow Hospital		Stair well walking No path		
3. Conduct assessment to determine policies, promotion strategies, programming and the physical design of Grand Ledge that support residents to be physically active	TBD	BEDHD (as part of Grand Ledge Building Healthy Communities Coalition)	Promoting Active Communities assessment www.mihealthtools.org	Completed assessment report; improvement from 2013 PAC	No	Grand Ledge Building Healthy Communities Coalition
4. Educate local policymakers on results of Promoting Active Communities assessment and strategies that could be used to change built environment	September 2017	Grand Ledge Building Healthy Communities Coalition	Promoting Active Communities assessment www.mihealthtools.org	Local policymakers educated	No	CDC HP 2020 Goals (PA-15.1), National Prevention Strategy, MI Health and Wellness 4x4 Plan
5. Partner with local parks agencies to increase physical activity opportunities in Grand Ledge	September 2017	Grand Ledge Building Healthy Communities Coalition		Evidence of implementation of initiative	Possibly	CDC HP 2020 Goals (PA-15.1), National Prevention Strategy, MI Health and Wellness 4x4 Plan
6. Continue to host and promote Eaton Rapids Medical Center Farmers Market	Ongoing through 2018	Eaton Rapids Medical Center	Space and time	Regular summer availability of fresh produce in Eaton Rapids	No	Eaton County Parks, Grand Ledge City Parks
7. Implement Prescription for Health Program in concert with Eaton Rapids Medical Center Farmers Market to promote fresh produce consumption	2017 Farmers Market season	Eaton Rapids Medical Center (Eaton Rapids Health Alliance)	BEDHD has applied for a Health Endowment Fund grant and would fund project if approved	Increase nutrition education and consumption of local produce	No	BEDHD, ERM Farmers Market, local primary care providers
8. Provide education to ERM physicians and dietitians about Prescription for Health Program	Implement for the 2017 Farmers Market	Eaton Rapids Medical Center		Increase nutrition education and consumption of local produce	No	CDC HP 2020 Goals (NWS-6.14, 15), MI Health and Wellness 4x4 Plan, National Prevention Strategy

Objective #2:

By September 2017, increase awareness of and provide technical assistance regarding Health in All Policies concepts, in order to increase health equity and decrease factors that contribute to obesity and chronic disease

Activity	Time-frame	Responsible Parties	Assets Available/ Assets Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Educate BEDHD municipality outreach staff on Health in All Policies concepts, health community initiatives, BEDHD technical assistance, and strategies to assess community readiness	September 2017	BEDHD		BEDHD staff will have increased knowledge of Health in All Policies concepts	No		CDC HP 2020 Goals (PA-15), National Prevention Strategy
2. Conduct communication and promotion to enhance awareness of BEDHD's Health in All Policies concepts and technical assistance in municipalities/commissions	February and September 2017	BEDHD	Staff time	Communications to municipalities and commissions on capabilities	No		CDC HP 2020 Goals (PA-15), National Prevention Strategy

Goal/Strategy Statement #4: Increase oral health knowledge among Eaton County residents to decrease chronic dental disease

APPENDIX E: CHRONIC DISEASE

APPENDIX E: CHRONIC DISEASE

APPENDIX E: CHRONIC DISEASE

Objective #1:	By December 2017, provide dental and oral health educational materials to primary care providers who service Eaton County residents
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Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Provide information to primary care providers regarding first dental visit by age 1 year, importance of a dental home, and twice a year cleaning	December 2017	Eaton Oral Health Coalition, BEDHD, My Community Dental Center, Tri-County Office on Aging	Tri-County Office on Aging has existing Tooth Wisdom program	Primary care providers will have more awareness and will inquire and refer patients to dental homes	No		MI State Oral Health Plan (Goals 1-3), CDC HP 2020 Goals (OH-1,2,7,8)
2. Provide tobacco use/cessation information to primary care providers via Lunch and Learns	December 2017	BEDHD	Existing Lunch and Learn programming, staff time	Primary care providers will have increased awareness and resources for patients	No		MI State Oral Health Plan (Goal 1), CDC HP 2020 Goals (OH-6), MDHHS Tobacco Control Program Strategic Plan (Goal 3), Nat. Prevention Strategy

Objective #2:	By December 2017, conduct an oral health educational campaign targeted at Eaton County residents to publicize national dental and oral health observances
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Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Conduct campaign via billboards, Facebook posts, public service announcements, health fairs, schools, newsletters, community events, Tooth Wisdom campaign, food banks	December 2017	Eaton Oral Health Coalition, Tri-County Office on Aging, My Community Dental Center, BEDHD	Tri-County Office on Aging has existing Tooth Wisdom program, existing Delta Dental campaign	Public will have increased knowledge on oral health for children and adults	No	Outside organizations such as food banks, schools, community organizers	MI State Oral Health Plan (Goal 2), CDC HP 2020 Goals (OH-1,2,3,4,5,7,8)
2. Ensure that local 211 services have updated dental and oral health resources	December 2017	Eaton Oral Health Coalition		Public will have increased knowledge on oral health	No	Eaton County and Capital Area United Way	MI State Oral Health Plan (Goal 2), CDC HP 2020 Goals (AHS-6, OH-1,2,3,4,5,7,8)

Objective #3:	By December 2017, research best practices and toolkits for oral health education for Eaton County residents
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Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Identify and institute a best practice method to increase oral health knowledge	December 2017	Eaton Oral Health Coalition members, BEDHD	BEDHD staff time	Best practice method will be instituted	No		MI State Oral Health Plan (Goal 2), CDC HP 2020 Goals (OH-1,2,3,4,5)

APPENDIX E: CHRONIC DISEASE

Goal/Strategy Statement #5:	Implement environmental and structural strategies to decrease chronic dental disease in Eaton County residents
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Objective #1:	By December 2017, increase education on the benefits of drinking fluoridated water for Eaton County residents
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Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Advocate for local municipalities to use fluoridated water and provide them with links to funding	December 2017	Eaton Oral Health Coalition members		Increased knowledge of benefits of fluoridated water by local municipalities	No for this activity; yes if municipalities approve fluoride use in water	Partner with local advocacy efforts	MI State Oral Health Plan (Goal 1), MI Infant Mortality Reduction Plan (Goals 1,4,7), CDC HP 2020 Goals (OH-1,2,3,4,5,13)

Objective #2:	By December 2017, educate primary care providers, dentists, and dental hygienists about Eaton County water supplies which lack fluoride
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Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Develop a fluoride fact sheet for dentists and health care providers detailing county fluoride levels and mapping appropriately fluoridated water systems within Eaton County	December 2017	BEDHD	Staff time available	Fluoride fact sheet, including map	No	Collaborate with members of Eaton Oral Health Coalition to distribute	MI State Oral Health Plan (Goal 1), MI Infant Mortality Reduction Plan (Goals 1,4,7), CDC HP 2020 Goals (OH-1,2,3,4,5,13)

Objective #3:	By November 2017, explore resources and opportunities for inclusion of dental and oral health curriculums in Eaton County schools
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Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Investigate opportunities for inclusion of dental and oral health instruction in schools with Eaton RESA	Fall 2017	Eaton Oral Health Coalition	Existing Delta Dental curriculum	Institution of curriculum	Yes, at the school level	Eaton RESA, Eaton County schools	MI State Oral Health Plan (Goal 2), CDC HP 2020 Goals (ECBP-4,2, OH-1,2,1,3,2,2,2,3,7,8,9)

APPENDIX E: CHRONIC DISEASE

APPENDIX E: CHRONIC DISEASE

Goal/Strategy Statement #6: Reduce the prevalence of tobacco-related health conditions in Eaton County residents	Objective #1: By December 2017, link Eaton County patients to dental care for treatment of tobacco-related oral health conditions	<table border="1"> <thead> <tr> <th>Activity</th><th>Time-frame</th><th>Responsible Parties</th><th>Assets Available/Resources Required</th><th>Anticipated Results or Products</th><th>Policy change needed?</th><th>Collaboration with outside organizations</th><th>Alignment with other local/state/ US priorities</th></tr> </thead> <tbody> <tr> <td>1. Work with Mi Tobacco Quitline to establish routine dental referrals for Eaton County residents who contact the Quitline</td><td>December 2017</td><td>BEDHD (as part of the Eaton Oral Health Coalition)</td><td>Existing health department relationship with Quitline</td><td>Increase in patient referrals to dentists; appropriate treatment of tobacco-related oral health conditions</td><td>Yes, internal process change for Mi Tobacco Quitline</td><td>Mi Tobacco Quitline</td><td>Mi State Oral Health Plan (Goals 1,2), Mi Infant Mortality Reduction Plan (Goals 1,7), CDC HP 2020 Goals (AHS-6.3, OH-6,7,14.1,14.2)</td></tr> </tbody> </table>	Activity	Time-frame	Responsible Parties	Assets Available/Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities	1. Work with Mi Tobacco Quitline to establish routine dental referrals for Eaton County residents who contact the Quitline	December 2017	BEDHD (as part of the Eaton Oral Health Coalition)	Existing health department relationship with Quitline	Increase in patient referrals to dentists; appropriate treatment of tobacco-related oral health conditions	Yes, internal process change for Mi Tobacco Quitline	Mi Tobacco Quitline	Mi State Oral Health Plan (Goals 1,2), Mi Infant Mortality Reduction Plan (Goals 1,7), CDC HP 2020 Goals (AHS-6.3, OH-6,7,14.1,14.2)	Objective #2: By December 2018, decrease tobacco and e-cigarette use among Eaton County residents through environmental change and education	<table border="1"> <thead> <tr> <th>Activity</th><th>Time-frame</th><th>Responsible Parties</th><th>Assets Available/Resources Required</th><th>Anticipated Results or Products</th><th>Policy change needed?</th><th>Collaboration with outside organizations</th><th>Alignment with other local/state/ US priorities</th></tr> </thead> <tbody> <tr> <td>1. Implement a campaign against tobacco use in the Grand Ledge schools</td><td>May 2017</td><td>Grand Ledge Building Healthy Communities</td><td>MiPHY data</td><td>Decrease the percentage of students reporting tobacco or e-cigarette use</td><td>No</td><td>Coordinate with Grand Ledge High School around prom</td><td>CDC HP 2020 Goals (TU-2,3), National Prevention Strategy, MDHHS Tobacco Control Program Strategic Plan (Goal 4)</td></tr> <tr> <td>2. Pursue adoption of tobacco-free parks in Grand Ledge</td><td>December 2018</td><td>Grand Ledge Building Healthy Communities</td><td>MiPHY data, BRFS data</td><td>Smoke-free or tobacco-free park policies</td><td>Yes</td><td>Grand Ledge City Parks, City Manager, City Council</td><td>CDC HP 2020 Goals (TU-11), National Prevention Strategy, MDHHS Tobacco Control Program Strategic Plan (Goal 2)</td></tr> </tbody> </table>	Activity	Time-frame	Responsible Parties	Assets Available/Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities	1. Implement a campaign against tobacco use in the Grand Ledge schools	May 2017	Grand Ledge Building Healthy Communities	MiPHY data	Decrease the percentage of students reporting tobacco or e-cigarette use	No	Coordinate with Grand Ledge High School around prom	CDC HP 2020 Goals (TU-2,3), National Prevention Strategy, MDHHS Tobacco Control Program Strategic Plan (Goal 4)	2. Pursue adoption of tobacco-free parks in Grand Ledge	December 2018	Grand Ledge Building Healthy Communities	MiPHY data, BRFS data	Smoke-free or tobacco-free park policies	Yes	Grand Ledge City Parks, City Manager, City Council	CDC HP 2020 Goals (TU-11), National Prevention Strategy, MDHHS Tobacco Control Program Strategic Plan (Goal 2)	Goal/Strategy Statement #7: Increase the percentage of Eaton County residents who engage in healthy behaviors such as preventive screenings, physical activity, and healthy eating through programming, use of screenings and risk identification tools, distribution of resources, and education	Objective #1: By December 2017, organizations that participate in the Capital Area Health Alliance Healthy Lifestyles Committee will provide their employees or the constituents they serve opportunities and incentives to adopt and maintain a healthy lifestyle
Activity	Time-frame	Responsible Parties	Assets Available/Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities																																							
1. Work with Mi Tobacco Quitline to establish routine dental referrals for Eaton County residents who contact the Quitline	December 2017	BEDHD (as part of the Eaton Oral Health Coalition)	Existing health department relationship with Quitline	Increase in patient referrals to dentists; appropriate treatment of tobacco-related oral health conditions	Yes, internal process change for Mi Tobacco Quitline	Mi Tobacco Quitline	Mi State Oral Health Plan (Goals 1,2), Mi Infant Mortality Reduction Plan (Goals 1,7), CDC HP 2020 Goals (AHS-6.3, OH-6,7,14.1,14.2)																																							
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2. Pursue adoption of tobacco-free parks in Grand Ledge	December 2018	Grand Ledge Building Healthy Communities	MiPHY data, BRFS data	Smoke-free or tobacco-free park policies	Yes	Grand Ledge City Parks, City Manager, City Council	CDC HP 2020 Goals (TU-11), National Prevention Strategy, MDHHS Tobacco Control Program Strategic Plan (Goal 2)																																							

APPENDIX E: CHRONIC DISEASE

Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Identify promising cross-sectoral partnerships that can promote healthy lifestyles within the workplace and community	December 2017	CAHA Healthy Lifestyles Committee		will measure committee meeting attendance and new organizations added to the committee			CDC HP 2020 Goals (NWS-7), National Prevention Strategy, MI Health and Wellness 4x4 Plan
2. Identify resources, best practices/policies, and interventions necessary to support healthy lifestyle behavior adoption and maintenance among employees/constituents	December 2017	CAHA Healthy Lifestyles Committee		Resources, policies, practices, and interventions gathered/ posted on the CAHA website			CDC HP 2020 Goals (NWS-7), National Prevention Strategy, MI Health and Wellness 4x4 Plan

Objective #2:	By December 2017, promote and enhance the Choosing Health!® campaign to serve all segments of the Eaton County population
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Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Develop the next phase of the Choosing Health!® campaign	January 2017	CAHA Healthy Lifestyles Committee		Updated Choosing Health!® campaign			National Prevention Strategy, MI Health and Wellness 4x4 Plan
2. Develop a strategy to engage organizations, including faith-based, in the Choosing Health!® campaign that can reach low income people of diverse racial and ethnic backgrounds	March 2017	CAHA Healthy Lifestyles Committee		Campaign plan with action steps			National Prevention Strategy, MI Health and Wellness 4x4 Plan
3. Develop a communication strategy to inform the community about Choosing Health!® resources	May 2017	CAHA Healthy Lifestyles Committee		Marketing plan with website analytics, Facebook followers, social media schedule, posts tracked			National Prevention Strategy, MI Health and Wellness 4x4 Plan
4. Work with organizations participating on the CAHA Healthy Lifestyles Committee to have them link Choosing Health!® resources on their websites	December 2017	CAHA Healthy Lifestyles Committee		Report of number of website links	Yes		National Prevention Strategy, MI Health and Wellness 4x4 Plan
5. Utilize existing Choosing Health!® campaign resources	December 2017	CAHA Healthy Lifestyles Committee	Parks and Trails brochure, Walking Resource card, Cooking from the Pantry, Walking Toolkit	Report of resources distributed			National Prevention Strategy, MI Health and Wellness 4x4 Plan
6. Increase the number of organizations participating in the Choosing Health!® campaign	December 2017	CAHA Healthy Lifestyles Committee		List of new partners by year on the CAHA Choosing Health!® partner webpage	Yes		National Prevention Strategy, MI Health and Wellness 4x4 Plan

APPENDIX E: CHRONIC DISEASE

Objective #3: By September 2018, utilize worksite wellness programming in Eaton County to increase awareness of chronic disease risk factors by providing risk identification tools

Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Provide an online health management portal that includes a Personal Health Assessment for area employers	through September 2018	Sparrow Hospital	Existing health management portal is available	Anticipate 3% annual growth in completions of personal health assessments	No		CDC HP 2020 Goals (ECBPs -8,9, NWS-7), MI Health and Wellness 4x4 Plan
2. Provide onsite health screenings to area employers to identify potential chronic disease risk factors	through September 2018	Sparrow Hospital	Existing Be Well at Work program	Anticipate 1-2% annual growth in employee onsite health screenings	No		CDC HP 2020 Goals (ECBPs -8,9, NWS-7), MI Health and Wellness 4x4 Plan
3. Provide worksite wellness program framework for businesses to create their own program	September 2018	Hayes Green Beach Memorial Hospital					CDC HP 2020 Goals (ECBPs -8,9, NWS-7), MI Health and Wellness 4x4 Plan, National Prevention Strategy
4. Provide educational material on various health related areas	September 2018	Hayes Green Beach Memorial Hospital					CDC HP 2020 Goals (ECBPs -8,9, NWS-7), National Prevention Strategy, MI Health and Wellness 4x4 Plan
5. Create robust marketing initiatives that connect employees to available programs	September 2018	Hayes Green Beach Memorial Hospital					CDC HP 2020 Goals (ECBPs -9), National Prevention Strategy, MI Health and Wellness 4x4 Plan
6. Identify and/or offer the programs/ services that businesses need to keep employees healthy	September 2018	Hayes Green Beach Memorial Hospital					

Objective #4: By September 2018, provide health education opportunities for Eaton County residents regarding risk and protective factors associated with chronic disease

Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Offer monthly education "Lunch with a Doctor" series for seniors focusing on topics such as diabetes, heart disease, arthritis, healthy eating	through September 2018	Sparrow Hospital	Sparrow health care professionals to conduct sessions	Anticipate 9 sessions will be held each year	No		CDC HP 2020 Goals (ECBPs -10,10,8,10,9), National Prevention Strategy, MI Health and Wellness 4x4 Plan
2. Offer "10 Weeks to Wellness" program for Sparrow Caregivers	September 2018	Sparrow Hospital	Sparrow health care professionals to conduct sessions	Anticipate 3 10-week sessions	No		CDC HP 2020 Goals (ECBPs -8,9, NWS-7)

APPENDIX E: CHRONIC DISEASE

3. Assess the current methods used by local food pantries to educate clients about nutritious foods and cooking methods	December 2016	BEDHD	staff time	Description of current education methods	No	Local food pantries	CDC HP 2020 Goals (NWS -14-19), MI Health and Wellness 4x4 Plan, National Prevention Strategy
4. Provide technical support and resources to food pantries to offer cooking demonstrations and/or food tastings	September 2017	BEDHD	staff time, recipe cards, \$500 for nutrition-related incentives to increase attendance, brochures, "Healthy Nudges" model signs	Number of attendees at demonstrations or classes	No	Local food pantries	CDC HP 2020 Goals (NWS -14-19), National Prevention Strategy, MI Health and Wellness 4x4 Plan
5. Conduct a pre- and post-survey to determine food pantry clients' knowledge of nutritious foods' benefits and comfort/knowledge of using them to create meals	September 2017	BEDHD	staff time	Survey results	No	Local food pantries	CDC HP 2020 Goals (NWS -14-19), MI Health and Wellness 4x4 Plan, National Prevention Strategy
6. Create and distribute a "Healthy Opportunity" guide specific to physical activity and healthy eating options in Eaton Rapids	March 2017	BEDHD (as part of the Eaton Rapids Health Alliance)	staff time, local connections for distribution	More awareness of local activity and healthy eating options by Eaton Rapids residents	No	local recreation organizations	CDC HP 2020 Goals (ECBP-10.8, NWS-14-19), National Prevention Strategy, MI Health and Wellness 4x4 Plan
7. Continue education programs (Second Grade Tours, health fairs, Girl Scout badges, Senior Center education series)	Ongoing through 2018	Eaton Rapids Medical Center		Spread education and awareness of health behaviors	No	Various community organizations	

Objective #5:
By September 2018, increase the number of health and wellness programs and services available in Eaton County

Activity	Time-frame	Responsible Parties	Assets Available/Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Work with the medical staff to offer lunch and learn sessions	September 2018	Hayes Green Beach Memorial Hospital					CDC HP 2020 Goals (NWS -7), MI Health and Wellness 4x4 Plan
2. Offer a quarterly programming guide featuring physical, mental, emotional, nutritional, and social health	September 2018	Hayes Green Beach Memorial Hospital		Increased awareness of program and service availability			CDC HP 2020 Goals (ECBP-10.3,10.7,10.8,10.9, NWS-7, PA-1,2,3), National Prevention Strategy
3. Collaborate with regional partners to bring programming and expertise to service area	September 2018	Hayes Green Beach Memorial Hospital		Diverse programming			CDC HP 2020 Goals (NWS -7)
4. Incorporate integrated health and wellness education into existing classes, i.e., cardiac rehab, physician visits, physical therapy	September 2018	Hayes Green Beach Memorial Hospital	Existing classes				CDC HP 2020 Goals (ECBP-10.7,10.8,10.9, PA-1,2,3), National Prevention Strategy, MI Health and Wellness 4x4 Plan
5. Increase offerings of diabetes self-management classes, asthma education, heart failure education, and preventative screenings	September 2018	McLaren Greater Lansing					CDC HP 2020 Goals (D-14, ECBP-10.7,10.8,10.9), MI Health and Wellness 4x4 Plan

APPENDIX E: CHRONIC DISEASE

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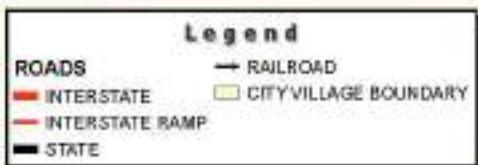
Objective #6: By September 2018, increase access to health education and screenings for Eaton County residents

Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Work with existing health education providers to increase the quantity of free or reduced cost health and wellness programs/services offered	September 2018	Hayes Green Beach Memorial Hospital	Potential partners include other hospitals, schools, health departments	More choices for health and wellness programs/services will be offered to service area			CDC HP 2020 Goals (NWS-7-11), National Prevention Strategy, MI Health and Wellness 4x4 Plan
2. Work with Capital Area Transportation Authority to ensure bus routes to connect low-income residents to the locations where programs and services are offered	September 2018	Hayes Green Beach Memorial Hospital		Reduction of barriers for low-income residents to attend programs/services			CDC HP 2020 Goals (PA-15,3), National Prevention Strategy, MI Health and Wellness 4x4 Plan
3. Centralize health programming and services to a location offering something for everyone in a family	September 2018	Hayes Green Beach Memorial Hospital		Sustained participation in programming and services			CDC HP 2020 Goals (ECBPP-10,7,10,8,10,9)
4. Overcome common obstacles preventing people from attending health education classes and receiving services	September 2018	Hayes Green Beach Memorial Hospital		Increased participation in health and wellness programs and services			CDC HP 2020 Goals (ECBPP-10,7,10,8,10,9), National Prevention Strategy, MI Health and Wellness 4x4 Plan
5. Increase preventative screening diagnostic and evaluation tools in inpatient and outpatient settings	September 2018	McLaren Greater Lansing					CDC HP 2020 Goals (AHS-7, D-16, HDS-6, NWS-5)

Objective #7: By September 2018, increase interest in health and wellness education and services in Eaton County

Activity	Time-frame	Responsible Parties	Assets Available/ Resources Required	Anticipated Results or Products	Policy change needed?	Collaboration with outside organizations	Alignment with other local/state/ US priorities
1. Create experienced-based programming that generates excitement and interest in the education offered	September 2018	Hayes Green Beach Memorial Hospital		Increased participant interest and adherence			
2. Create a robust survey process to evaluate the quality and effectiveness of delivered programming	September 2018	Hayes Green Beach Memorial Hospital		Improved participant feedback			
3. Bring programming/services that provide mass customization and have something to offer everyone regardless of interest in health and wellness	September 2018	Hayes Green Beach Memorial Hospital					National Prevention Strategy, MI Health and Wellness 4x4 Plan

Eaton County City, Village, and Township Boundaries



NON-EUROPE

Map Designer: Bexar County GIS Division
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