

Implementation Strategy

Below are the outcomes and an evaluation of the Implementation Strategy initiatives related to priority needs identified in the 2013 CHNA as well as the continuation of initiatives and one additional priority need identified and its initiatives from the 2016 CHNA.

Chronic Disease Management

Initiative 1: Patient Centered Medical Home Designation in Primary Care Offices

Key Contact: Sheila Gardella

Director of Operations
McLaren Medical Group
(989) 779-5240

Target Date/Completion Date

- | | |
|---|----------|
| - 4 Clinics currently designated | 2013 |
| - 7 clinics nominated, 4 received designation, and 4 clinics re-nominated | 12/31/14 |
| - 6 clinics nominated, 2 received designation, and 5 clinics re-nominated | 12/31/15 |
| - 6 clinics nominated, 6 received designation, and 6 clinics re-nominated | 12/31/16 |
| - 7 clinics nominated, 6 clinics re-nominated | 12/31/17 |
| - All new primary care provider/practices will be designated | On Going |

Outcome: This initiative will continue the PCMH Initiative in the Action Plan for 2017-2019.

Initiative 2: McLaren to Follow

Key Contact: Sue Lathrom

VP of Patient Care Services/ CNO
McLaren Central Michigan
(989) 772-6720

Target Date/Completion Date

- | | |
|---|----------|
| - Establish relationship with service area skilled nursing facilities | 1/31/14 |
| - Begin patient visits as S.N.F.s | 2/28/14 |
| - Quarterly meetings with S.N.F.s, MCM and MHC | On Going |
| - Track and monitor readmissions | On Going |

McLaren Central Michigan (MCM) and McLaren Home Care Group (MHG) are meeting regularly with skilled nursing facilities in our service area. Discussion topics range from current activities to challenges to collaboration in transitions of care and clinical pathways of care for our patients.

As part of McLaren to Follow, McLaren Home Care Group local lead meets with patients admitted to local skilled nursing facilities from McLaren Central Michigan hospital. Discussion focuses on patient experience and anticipated needs after discharge from the facility. Ensuring a connection to outpatient services and a physician is a priority.

What's Working Well:

- The teamwork between McLaren Central Leadership/Case Management Department and MHG Leadership/Sales.
- Joint Marketing with MHG Account Executive and MCM Director of Marketing/Fund Development.
- All the integration meetings
- Meeting with and listening to our patients
- Physician engagement with services and transition of care issues

Barriers/ Opportunities:

- An increase of for-profit competition in our area with agencies who are very selective with the insurances they accept
- Close relationship of the Medical Care Facility and the hospital when the retention rate for McLaren to Follow at Medical Care is lower than others
- Education - making sure the community, our physicians, our area resource providers, are all aware of the services we provide and getting an opportunity to showcase those services

Outcome: This initiative will continue. Typically, McLaren Home Care Group local lead makes two visits at the facility for each patient. Implementation of the program has been increasing from 18.60% in FY2016 to 19.53% YTD FY2017. The goal is 25%.

Initiative 3: Diabetes Center

Key Contact: Shelly Myers, RN

Diabetes Coordinator

McLaren Central Michigan

(989) 205-0489/shelly.myers@mclaren.org

Target Date/Completion Date

- Identify Funding

12/2016-complete

- | | |
|--|-------------------|
| - Identify/establish a diabetes educator
(Position approved for diabetic educator to start spring 2017) | On Going |
| - Start/Develop support group | 10/2017 |
| - Establish a virtual center (changed “virtual” to initial site) | 2/2017 |
| - Recruit endocrinologist jointly with CMU & SCIT
(Secured candidate with CMU to start in 2/2017 and
identified clinical nurse manager to start in 2/2017) | 12/2016 -complete |

Outcome: Significant progress has been made on establishing the center. Continue this initiative to further establish the Diabetes Center.

Access to Care

Initiative 1: Federally Qualified Health Clinic

Key Contact: Jennifer White

Chief Executive Officer – Isabella Citizens for Health, Inc.
(989) 953-5191

Completed

- | | |
|--|------------|
| - Apply for FQHC look-a-like designation | 01/30/14 |
| - Apply for FQHC grant | 10/07/14 |
| - Add an additional physician | 10/01/14 |
| - Add 2 additional PA’s or NP’s | 12/31/14 |
| - Add another additional physician | 01/01/2015 |
| - Add 2 Pediatricians | 01/01/2016 |
| - Track and monitor patient volumes | 12/31/16 |

Outcome: Time to Third-Next Appointment is 14-21 days for new patients to see a NP or PA and even longer to see a physician. The health center will continue to recruit additional providers to provide more timely access to primary care.

Initiative 2: Free Clinic

Key Contact: Nancy King

Director of Cancer Services
McLaren Central Michigan
(989) 772-6756

Target Date/Completion Date

- Establish pre-natal services/counseling 4/30/14
- Maintain once a week clinic operation Virtual in 2015
- Track and monitor patient volumes On Going

Outcome: McLaren Central Michigan is still working with Life Choices of Central Michigan to assist women in need with referrals to Social Services and physician offices. The Free Clinic went from twice a week to once per month and then to a virtual Free Clinic due to less demand with expanded Medicaid.

Initiative 3: Physician Recruitment

Key Contact: Nancy English
 Director of Business Development
 McLaren Central Michigan
 (989) 600-3357

Target Date/Completion Date

- Establish Hospitalist Program 4/30/14
 - Establish back-up Pulmonology coverage 4/30/14
 - Add primary care physicians to primary service area 7/31/14
 - Replace retiring/relocating physicians and reorganize under FQHC 10/31/14
 - Add PA support to select primary care practices 12/31/15
 - Commit to timely replacement of retiring/relocating physicians On Going
 - Work with CMED to expand clinical services available in our service area On Going
 - Establish Hospitalist Program On Going
- Hired hospitalist in 2015 and a replacement daytime hospitalist and PA late winter of 2016
 Identified nocturnist candidate to start early winter 2017
 Hired second PA late winter of 2016 to start in early winter 2017
 Open searches on-going for second day and second night hospitalist
- Establish back-up Pulmonology coverage Completed
- Contracted with tele-medicine group as well as hired pulmonologist
- Add 3 primary care physicians to primary service area 2015/2016
 - Added 2 primary care PA/NPs to support primary care offices 2015/2016
 - Replace retiring/relocating physicians and reorganize under FQHC Completed
 - Commit to timely replacement of retiring/relocating physicians On Going
 - Work with CMED to expand clinical services available in our service area On Going

Outcome: This initiative will continue to ensure adequate access to specialist and primary care providers for the community.

Initiative 4: Insurance Enrollment Assistance

Key Contact: Carolyn Potter

VP, Human Resources
McLaren Central Michigan
(989) 772-6857

Target Date/Completion Date

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|--|---------|
| - Establish enrollment center location | 1/31/14 |
| - Identify and train staff on program | 2/28/14 |
| - Identify and train volunteers | 2/28/14 |
| - Advertise/promote service | 3/31/14 |
| - Monitor and track utilization | 10/2015 |

Outcome: The initial identification of interested individuals and enrollment was completed and education sessions were conducted at the hospital 2014-late in 2015. It was determined in early 2016 to discontinue this initiative as interest had waned and sessions were sparsely attended.

Child/Maternal Health

Initiative 1: Prenatal Care

Key Contact: Sue Lathrom

VP of Patient Care Services/CNO
McLaren Central Michigan
(989) 772-6756

Target Date/Completion Date

- | | |
|--|-------------------|
| - Establish point of entry for unplanned pregnancies with no access to care | 6/30/14 |
| - Advertise/promote services in conjunction with Central Michigan Pregnancy Services | 7/31/14 - present |
| - Distribute information with regard to prenatal care and referral agencies | On Going |
| - Track and monitor referral compliance/calls to free clinic | 12/31/16 |

Outcome: Only 10 individuals utilized this service between 2013-2016. MCM will continue to provide the service and collaborate with Central Michigan Pregnancy Services, however there

doesn't seem to be high need so it will not be an action initiative for the 2017-2020 Community Health Needs Assessment.

Mental Health

Initiative 1: Geriatric Psych Unit

Key Contact: Sue Lathrom

VP of Patient Care Services/CNO

McLaren Central Michigan

(989) 772-6756

Target Date

- Apply for a CON with the State of Michigan for eight licensed geriatric psych beds 5/30/17
- Train staff to work in a Geriatric Psychiatric Unit On Going: 12/31/17
- Future steps to "go live" - Pass inspection and open Unit On Going: 12/31/17

Initiative 2: "Safe" Rooms in the Emergency Department

Key Contact: Kelly Sineway, RN

ED Nursing Manager

McLaren Central Michigan

(989) 779-5687

Target Date

- As part of an Emergency Department renovation, add two "safe" rooms 7/1/2017
- Evaluate need for Tele-Psych Program for ED 6/15/2017

Initiative 3: Recruit part-time Psychiatrist

Key Contact: Nancy English

Director of Business Development

McLaren Central Michigan

(989) 600-3357

Target Date

- Identify a community partner, such as CMU – College of Medicine to share doctor 12/30/16
- Joint recruitment efforts - begin to obtain a Psychiatrist to share On Going
- Successfully recruit and onboard a part-time Psychiatrist On Going

Initiative 4: Integrated Behavioral Health

Key Contact: Sheila Gardella
Director of Operations, McLaren Medical Group
(989) 779-5240

Sue Lathrom
VP of Patient Care Services/CNO
McLaren Central Michigan
(989) 772-6756

Target Date

- Hire a social worker as a Patient Navigator in the McLaren Medical Offices 6/30/17
- Partner with Mental Health of Central Michigan to place a behavioral health specialist at the hospital 12/31/17

**This document was reviewed and approved by the Board of Directors of McLaren Central Michigan at their meeting held on July 26, 2017.*