The Affordable Care Act contains provisions that require hospitals to conduct or participate in a Community Health Needs Assessment (CHNA). In order to maintain non-profit status, hospitals are required to respond to the identified needs by using their community benefit dollars to impact the community needs identified in the CHNA report. This document presents the outcomes of the 2019 Pine Rest Board approved plan and contains a new plan for 2020 that has been approved by the Cross Divisional Team. It is presented for the Board’s approval.

Background

The law requires that a new CHNA be conducted every three years. Pine Rest has participated in the completion of a third CHNA with other local hospitals and the Kent County Health Department. It was published in January 2018 and is posted on the Pine Rest website. Following completion of the report, the following priority health issues were identified:

- Mental Health
- Substance Abuse
- Obesity
- Poor Nutrition

Pine Rest leadership staff has reviewed the priorities and identified those that will be addressed with Pine Rest community benefit funds during 2020. The following describes the strategies to be implemented, the rationale for the strategies, how the organization will measure the impact, and the source of community benefit funds that will be used to fund the strategy.

The priority health issues that will not be addressed in Pine Rest’s plan include Obesity and Poor Nutrition. Pine Rest’s expertise is in behavioral health care. Pine Rest intends to focus allocation of resources on the priority needs of the community that fit within that expertise.

Pine Rest Strategies for 2020

The 2017 Kent County Community Health Needs Assessment identified that 1 in 4 people do not have adequate access to behavioral healthcare and that for individuals with serious mental health or substance use disorders, almost half go without necessary treatment. While Kent County has slightly better access to behavioral health providers than Michigan as a whole in looking at the “Ratio of Population to Mental Health Providers” measure (Kent County: 384:1; Michigan: 460:1), it also noted that there are portions of the county that experience limited ability to access a behavioral health provider. This is especially true in the northern portion of the county. As a result access to mental health care is limited for many individuals in Kent County.
The CHNA also identified suicide rates for Kent County. It notes that while the suicide rate in Kent County is lower than the rate for the State of Michigan, it has increased by 25% between 2012 and 2016. Suicidal ideation and attempt data of youth is also troubling. The CHNA states that one in five middle schoolers report ever having considered attempting suicide and 16% of high schoolers reported that they have considered attempting suicide in the last 12 months.

Pine Rest’s planned strategies outlined below will address these issues and seek to improve access to mental healthcare and substance abuse services as well as a focus on suicide prevention.

CHNA Priority Health Issues: Mental Health and Substance Abuse

1. Pine Rest Strategy: Continue staff training and implementation of a community-wide suicide reduction strategy using the Zero Suicide model.

   **Rationale:** The 2017 Community Health Needs Assessment identified that suicide is the eighth leading cause of death in Kent County and the tenth leading cause of death in the State of Michigan. It goes on to cite that in the U.S., one person dies by suicide every 13 minutes. For every person who completes suicide, more than 25 attempt suicide and survive. While Kent County data for 2020 is not available yet; it is anticipated that the number of suicides in the county will increase due to the COVID-19 pandemic. As a leading community behavioral healthcare provider, Pine Rest will continue to engage in partnerships with other community health providers to implement Zero Suicide processes regionally. Pine Rest will initiate a variety of trainings for staff related to Zero Suicide – including, but not limited to: Question Persuade Refer (QPR) for Gatekeepers, Collaborative Assessment and Management of Suicidality (CAMS), Counseling on Access to Lethal Means (CALM) and Columbia Suicide Severity Rating Scale (C-SSRS) Training. The level and type of training provided to staff will be dependent on their role. The goal for 2020 is to train at least 200 staff in role-specific suicide reduction trainings. The Pine Rest Foundation has funded this initiative through Summer 2021.

2. Pine Rest Strategy: Increase the number of specialty psychiatric providers in Kent County, Michigan.

   **Rationale:** Pine Rest would like to increase capacity to provide specialty services to individuals that require forensic psychiatry services. To this end, Pine Rest developed a Forensic Psychiatry Fellowship Program in 2019. The curriculum for this fellowship program will be finalized in 2020, with the first fellow beginning in Summer of 2021. There are Pine Rest Board designated operational funds and well as Pine Rest Foundation Grant funds that allow fellowships to continue to be sustainable at Pine Rest.

3. Pine Rest Strategy: Establish a transitional youth program for youth aged 16 to 19 who are exiting the foster care system. The program will focus on development of emotional coping skills, practical life skills, and vocational skills so residents can be successful as they transition to independent living situations.

   **Rationale:** The current foster care system in Michigan focuses on ensuring children are safe and receive the treatment they need as they grow. Oftentimes, children aging out of the foster care system lack the required life skills to be successful on their own. Pine Rest has established a
plan for a residential program that will provide a safe place to live that also focuses on skill development. The Pine Rest Foundation has funded the development of this program, which is slated to open in Fall 2020.

4. Pine Rest Strategy: Design an inpatient psychiatric unit that could provide inpatient psychiatric care patients who have tested positive for COVID-19.

   **Rationale:** Patients that meet criteria for hospitalization due to a behavioral health concern are best treated in an inpatient psychiatric hospital. Pine Rest has developed a Special Care Unit that can provide the unique treatments provided in an inpatient psychiatric hospital to patients who have also tested positive for the COVID-19 virus. The alternative to this is hospitalization in a general medical hospital, which is less equipped to address the patient’s behavioral health needs. There were Pine Rest Board designated operational funds allocated to develop this specialized unit.

5. Pine Rest Strategy: Maintain access to outpatient behavioral health services via TeleHealth throughout the COVID-19 pandemic.

   **Rationale:** As the State of Michigan saw a surge in cases of COVID-19, Michiganders were encouraged, and eventually required, to stay home unless they met criteria outlined in current Executive Orders. In March 2020, outpatient providers transitioned all in-person therapy and psychiatry services to tele-health/virtual appointments to ensure continuity of care for patients throughout the pandemic. There were Pine Rest Board designated funds allocated to support the switch to virtual services.

The table on page 4 labeled “Pine Rest CHNA Plan for 2020” summarizes the plan described here and includes how we will measure the impact of each strategy.

The table on pages 5-6 “Pine Rest CHNA Outcomes for 2019” contains the plan that the Pine Rest Board of Directors approved last year and provides the actual outcomes data for each strategy.
# Pine Rest CHNA Plan for 2020

<table>
<thead>
<tr>
<th>Needs to be Addressed: Mental Health &amp; Substance Abuse (also known as Substance Use Disorder)</th>
<th>Strategy to Meet the Need</th>
<th>How the Impact will be Measured</th>
<th>Pine Rest Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mental Health &amp; Substance Abuse</td>
<td>Continue staff training and implementation of a community-wide suicide reduction strategy using the Zero Suicide model.</td>
<td>Train at least 200 staff in suicide reduction strategies.</td>
<td>Pine Rest Foundation Grant Funds</td>
</tr>
<tr>
<td>Mental Health &amp; Substance Abuse</td>
<td><strong>Increase the number of specialty psychiatric providers:</strong> Finalize curriculum for the Forensic Psychiatry Fellowship Program.</td>
<td>The Forensic Fellowship program was developed in 2019. The curriculum for the first year will be finalized by December 2020.</td>
<td>Pine Rest Foundation Grant Funds</td>
</tr>
<tr>
<td>Mental Health &amp; Substance Abuse</td>
<td>Establish a transitional housing program for youth ages 16-19 who are aging out of the foster care system.</td>
<td>The 8-bed program is targeted to open by the close of 2020.</td>
<td>Pine Rest Foundation Grant Funds</td>
</tr>
<tr>
<td>Mental Health</td>
<td>Design an inpatient psychiatric unit that will provide inpatient psychiatric care patients who have tested positive for COVID-19.</td>
<td>The organization designed this 8-bed special care unit – which opened in May 2020.</td>
<td>Operational investment</td>
</tr>
<tr>
<td>Mental Health &amp; Substance Abuse</td>
<td>Maintain access to outpatient behavioral health services via TeleHealth during the COVID-19 pandemic.</td>
<td>The organization moved outpatient services that were traditionally done in person to tele-health services in March 2020. All outpatient providers were provided with training and necessary devices in March 2020 in order to provide tele-health during the pandemic.</td>
<td>Operational investment</td>
</tr>
</tbody>
</table>
### Pine Rest CHNA Outcomes for 2019

<table>
<thead>
<tr>
<th>Needs to be Addressed: Mental Health &amp; Substance Abuse</th>
<th>Strategy to Meet the Need</th>
<th>How the Impact will be Measured</th>
<th>Pine Rest Investment</th>
<th>Outcomes for 2019</th>
</tr>
</thead>
</table>
| Mental Health & Substance Abuse (also known as Substance Use Disorder) | Initiate staff training and implementation of a community-wide suicide reduction strategy using the Zero Suicide model. | 1. Establish partnerships with local community health providers to implement the Zero Suicide Initiative.  
2. Host two-day Zero Suicide Institute.  
3. Complete an organizational self-study. | Pine Rest Foundation Grant Funds | 1. This has been ongoing since summer 2019.  
| Increase the number of specialty psychiatric providers: | 1. Initiate the inaugural year of the Addiction Fellowship Program  
2. Initiate development of a Forensic Psychiatry Fellowship Program | 1. Two fellows will participate in the inaugural year of the program  
2. The Forensic Fellowship program will be developed this year, with target implementation in 2020. | Pine Rest Foundation Grant Funds | 1. One fellow participated in the inaugural year of the program.  
2. Program was fully developed in 2019. |
<p>| Mental Health &amp; Substance Abuse | Provide no-cost mental health outreach and engagement services in | A minimum of 2,000 hours of service will continue to be provided. | Patient Assistance Fund | The program provided 1,018.5 hours of mental health outreach &amp; engagement |</p>
<table>
<thead>
<tr>
<th><strong>Mental Health &amp; Substance Abuse</strong></th>
<th>Establish the Consultation Liaison Plus Program.</th>
<th>The program will be implemented in May 2019.</th>
<th>Pine Rest Foundation Grant Funds</th>
<th>The program went live on June 3rd, 2019.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mental Health &amp; Substance Abuse</strong></td>
<td>Establish an urgent care center to treat individuals with primary behavioral health concerns.</td>
<td>The urgent care center will open on April 15th, 2019</td>
<td>Operational investment in program development</td>
<td>The Urgent Care Center opened on April 15th, 2019.</td>
</tr>
<tr>
<td><strong>Mental Health &amp; Substance Abuse</strong></td>
<td>Establish a transitional housing program for youth ages 17 to 24 who are aging out of the foster care system.</td>
<td>The 5-bed program will be developed by the close of 2019.</td>
<td>Pine Rest Foundation Grant Funds</td>
<td>Program development continued into early 2020. It is anticipated to open in Fall 2020.</td>
</tr>
<tr>
<td><strong>Mental Health</strong></td>
<td>Design a short-term program for youth with Intellectual Developmental Disorders as an alternative to Emergency Department boarding.</td>
<td>The organization will have a business plan completed by the end of 2019 that includes a sustainable funding source.</td>
<td>Operational investment and grant funds to design the program</td>
<td>In collaboration with Helen DeVos Children’s Hospital, a business plan, architectural designs and construction estimates were developed in Winter 2019.</td>
</tr>
</tbody>
</table>