

Fiscal Years 2025-2027



Community Health Needs Assessment (CHNA) Implementation Strategy



TRINITY HEALTH LIVINGSTON

Trinity Health Livingston (THLN) completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on April 24, 2024. THLN performed the CHNA in adherence with applicable federal requirements for not-for-profit hospitals set forth in the Affordable Care Act (ACA) and by the Internal Revenue Service (IRS). The assessment considered a comprehensive review of secondary data analysis of patient outcomes, community health status, and social influencers of health, as well as primary data collection, including input from representatives of the community, community members and various community organizations.

The complete CHNA report is available electronically at www.trinityhealthmichigan.org or printed copies are available at 620 Byron Rd. Howell, MI 48843.

Our Mission

We, Trinity Health, serve together in the spirit of the Gospel to be a compassionate and transforming healing presence within our communities.

Our Hospitals

For nearly 100 years, Trinity Health Livingston (THLN) has served as a vital community resource and trusted provider for healing body, mind, and spirit. Trinity Health Livingston is licensed for 66 beds and is Livingston County's only full-service hospital. We offer the latest technology, with a highly skilled and compassionate medical staff. Trinity Health Livingston provides the residents of Livingston County with the highest quality of care and safety through our cancer center, surgical, breast health, imaging services, emergency department, and community health and well-being programs.

As part of Trinity Health Michigan, patients also have quick access to Trinity Health Ann Arbor, when needed. Trinity Health Michigan is a leading health care provider and one of the state's largest employers. With more than 26,000 full-time employees serving numerous counties, Trinity Health Michigan is composed of nine hospitals located in Ypsilanti, Chelsea, Howell, Livonia, Pontiac, Grand Rapids, Grand Haven, Shelby, and Muskegon. The health system has more than 2,300 beds and 3,946 credentialed physicians. With revenues of \$4.3 billion, Trinity Health Michigan returns \$200.9 million back to local communities each year.

Nationally, Trinity Health is among the country's largest Catholic health care systems. Based in Livonia, Michigan, with operations in 27 states, Trinity Health employs about 121,000 colleagues, including 36,500 physicians and clinicians. The system has annual operating revenues of \$21.6 billion and returns nearly \$1.5 billion to local communities annually in the form of financial assistance, unpaid costs of Medicaid, and other community benefit programs.

Our Community Based Services

In December 2022, Trinity Health announced plans to build a replacement hospital in Livingston County to improve and expand the presence for inpatient, outpatient, and other primary care services for the community. The goal is to enhance patient access and create an integrated medical and surgical campus at the existing medical center in Brighton. Groundbreaking for the new hospital occurred in July 2023. Additionally, Trinity Health IHA Medical Group has primary care offices in Livingston County in Howell, Brighton, Pinckney, and Hamburg. Additional services Trinity Health IHA Medical Group provides in Livingston County include specialty locations in Howell and Brighton, and Urgent Care services in Howell and Brighton. Community Health & Well-Being in Livingston County provides numerous hospital-based community interventions including the Diabetes Prevention Program (DPP), Senior Fit, employing Community Health Workers, the Healthy Families program, and offering Lifestyle Medicine virtual cooking classes.

Our Community

Trinity Health Livingston primarily provides services to residents of Livingston County, Michigan. THLN defines the community it serves as all of Livingston County. This is based on discharge data identifying the top 10 zip codes of patients discharged from the hospital. In fiscal years 2022 and 2023, a majority of THLN discharges resided in Livingston County.



Trinity Health Livingston Hospital



Trinity Health Medical Center-Brighton



Trinity Health Ann Arbor Hospital

Approximately 194,302 people live in Livingston County, Michigan, which covers 585 square miles in the southeastern region of the state (U.S. Census Bureau). Livingston County shares borders with Washtenaw, Genesee, Shiawassee, Oakland, Ingham, and Jackson counties and is composed of mostly suburban and rural communities with three cities, 16 townships and two villages.

Livingston County’s population is evenly split between males and females; approximately 50.6% of residents are male while the remaining 49.4% are female. Livingston County’s median age is 43.6 years old with the largest age group being adults between the ages of 45 and 64 (30%) followed by young adults between ages 20 to 44 (29%).

Most residents in Livingston County identify as White (93.9%). Other races include Black or African American, American Indian and Alaska Native, and Asian with each of these groups representing less than 1% of Livingston’s residents.

Our Approach to Health Equity

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

This implementation strategy was developed in partnership with the community and will focus on specific populations and geographies most impacted by the needs being addressed. The strategies implemented will mostly focus on policy, systems and environmental change as these system changes are needed to dismantle racism and promote health and well-being for all members of the communities we serve.

Health and Social Needs of the Community

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

<p>1. Mental Health</p>	<ul style="list-style-type: none"> • 13.8% of adults expressed feeling sad or hopeless 14 days out of the last 30 days (MIBRFS, 2022) • 23% of Livingston County residents have been diagnosed with depression (CDC, 2021)
<p>2. Food & Nutrition Security</p>	<ul style="list-style-type: none"> • 43% of Livingston County identified as food insecure in households with income below the federal poverty level (Feeding America, 2022)
<p>3. Access to Services, Transportation</p>	<ul style="list-style-type: none"> • 3.1% of households have no vehicle available (ACS) • Walkability was identified as a major challenge within Livingston County (TH Survey/Focus Groups)

Hospital Implementation Strategy

Significant health and social needs to be addressed:

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

1. **Mental Health** – CHNA pages 22-23.
2. **Food & Nutrition Security** – CHNA pages 23-24.
3. **Access to Services, Transportation** – CHNA page 24.

Significant health and social needs target population:

The strategies and activities outlined in this document will be implemented in:

- Livingston County
- Broader community and those experiencing poverty and other vulnerabilities

Program and resources the hospital plans to commit:

- Staff time to support the implementation of the actions listed below
- Supplies and marketing for programs
- Funding for programs, organizations, and advocacy

Significant health and social needs that will not be addressed:

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

- **Housing** – While challenges with meeting basic needs including accessing affordable housing and nutritious food were identified through community input during the CHNA process, housing was ultimately not selected through the Hanlon Method prioritization process. Affordable housing was presented as a barrier for people in the community. However, when selecting the health priorities, the CHNA team made sure to choose priorities that would allow for Trinity Health Livingston to not only address health outcomes, but to also work collaboratively with community partners and stakeholders to address the root causes of poor health and determine ways to prevent these outcomes. At the time of prioritization, housing did not rise to the top of selection.

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

1. Mental Health



Goal: Improve prevention, treatment, and recovery of mental health services (including substance use services) by increasing utilization and availability of resources for Livingston County residents.

CHNA Impact Measures	2025 Baseline	2027 Target
Reduce number of deaths due to suicide per 100,000 in Livingston County (age-adjusted). <i>Source: Number of deaths due to suicide per 100,000 population (age-adjusted). 2018-2022 MDHHS Vital Records & Health Statistics</i>	15	13.6
Reduce the rate of overdose deaths (per 100,000) in Livingston County. <i>Source: SUD - Overdose Death Age Adjusted Rate (Age Adjusted Rate Opioid involved Deaths/100,000 Pop from MDHHS Mi Tracking Data, 2021)</i>	17.90%	15%
Reduce the percent of adults who experienced 14 or more days in which their mental health was not good in the past month. <i>Source: Poor Mental Health Days - Adult (Percent reported Poor Mental Health 14 days in last 30 days 2019-2021 from BIBRFS)</i>	13.80%	11%

Strategy	Timeline			Hospital and Committed Partners
	Y1	Y2	Y3	
Engage in community-based conversation to further identify opportunities to partner with local Community Mental Health, Substance Use Disorder organizations, and local coalitions related to increasing behavioral health access and addressing root causes (i.e., trauma).	X	X	X	THLN
	X	X	X	Livingston County Community Alliance
	X	X	X	Substance Use Disorder Workgroup
	X	X	X	Mental Health Awareness Workgroup
Strategy	Timeline			Hospital and Committed Partners
Y1	Y2	Y3		
Expand implementation of inpatient social needs screening and use of Community Resource Directory.	X	X	X	THLN
Strategy	Timeline			Hospital and Committed Partners
Y1	Y2	Y3		
Invest in physical activity opportunities to improve mental health (i.e., Literary Trails, Senior Fit, etc.).	X	X	X	THLN

Strategy	Timeline			Hospital and Committed Partners
	Y1	Y2	Y3	
Increase mental health providers/services by supporting community-based organizations with Investing In Our Communities Grants.	X	X	X	THLN
	X	X		LACASA
Strategy	Timeline			Hospital and Committed Partners
	Y1	Y2	Y3	
Connect patient and community members to Community Health Workers, Sexual Assault Nurse Examiner (SANE), smoking cessation programs, medical social workers, Behavioral Health Navigators, and Peer Recovery Specialists.	X	X	X	THLN
Strategy	Timeline			Hospital and Committed Partners
	Y1	Y2	Y3	
Continue to develop and expand behavioral health services in Livingston County, promoting THLN mental health intensive outpatient program, centralized intake, and Telehealth Hub to optimize access to mental health care.	X	X	X	THLN
Strategy	Timeline			Hospital and Committed Partners
	Y1	Y2	Y3	
In collaboration, support and promote drug take-back events and utilization of THLN green barrel and continue work through the Substance Use Disorder Workgroup including advocacy for Opioid Task Force legislation and settlement funds distribution.	X	X	X	THLN
	X	X	X	Substance Use Disorder Workgroup
Strategy	Timeline			Hospital and Committed Partners
	Y1	Y2	Y3	
Implement Zero Suicide framework and Trauma Informed Care system within Behavioral Health service line programming.	X	X	X	THLN

2. Food & Nutrition Security



Goal: Improve Livingston County residents' access to healthy and affordable food resources.

CHNA Impact Measures	2025 Baseline	2027 Target
Reduce the food insecurity rate in Livingston County. <i>Source: Percent of Adults 18+ Population (Food Insecurity Rate- percent and number of population experienced in past year from Feeding America)</i>	7.60%	6%
Increase food access for low income and low access residents in Livingston County. <i>Source: Food Access - Low income/Food Access (Number and percent of population Low-Income and Low Access to Healthy Food [Grocery Store] from TH CARES, 2019)</i>	23.39%	30%

Strategy	Timeline			Hospital and Committed Partners
	Y1	Y2	Y3	
Provide support to promote and expand referrals to evidence-based programs such as Prescription for Health Program.	X	X	X	THLN
	X	X	X	Livingston County Health Department
Strategy	Timeline			Hospital and Committed Partners
	Y1	Y2	Y3	
Engage in community-based conversation to further identify gaps/opportunities and partner with local community-based organizations, the Hunger Council and local coalitions related to increasing access to services and addressing root causes.	X	X	X	THLN
	X	X	X	Livingston County Hunger Council
Strategy	Timeline			Hospital and Committed Partners
	Y1	Y2	Y3	
Advocate for policy change on food systems infrastructure and other emerging policy efforts with a focus on food disparity.	X	X	X	THLN
Strategy	Timeline			Hospital and Committed Partners
	Y1	Y2	Y3	
Connect patients and community members to community health workers to increase access to services and resources, such as the Community Resource Directory.	X	X	X	THLN

Strategy	Timeline			Hospital and Committed Partners
	Y1	Y2	Y3	
Engage in strategic planning and acquire funding to develop an onsite THLN farm, food access programs, and nutrition education.	X	X	X	THLN
Strategy	Timeline			Hospital and Committed Partners
Y1	Y2	Y3		
Advocate to improve access to healthy foods locally within Livingston County through Farmers Markets, produce programs at THLN, and expand community gardens and local farm networks.	X	X	X	THLN
Strategy	Timeline			Hospital and Committed Partners
Y1	Y2	Y3		
Support food access program expansion in Livingston County through Investing in Our Communities Grant Program.	X	X	X	THLN
	X	X		Gleaners Community Food Bank
Strategy	Timeline			Hospital and Committed Partners
Y1	Y2	Y3		
Explore and apply programs and concepts of Lifestyle Medicine within Livingston County to improve overall health and reduce chronic disease.	X	X	X	THLN

3. Access to Services, Transportation



Goal: Improve availability and utilization of transportation for medical care and basic needs in Livingston County.

CHNA Impact Measures	2025 Baseline	2027 Target
Advocate for expansion of Livingston Essential Transportation Service (LETS) to increase transportation assistance/availability over the baseline. <i>Source: Number of LETS Rides, CY2023</i>	134,987	150,000
Advocate for improved sidewalks and trails in Livingston County to increase the area's EPA Walkability Index by 1 point. <i>Source: EPA, 2019</i>	6	7
Advocate for expansion of the Livingston County Master Transit Plan to increase the percentage of Livingston County's population using public transit to commute. <i>Source: Commuter Travel Patterns - Public Transportation (Percent Population Using Public Transit for Commute to Work from TH CARES, 2019)</i>	0.23%	1%

Strategy	Timeline			Hospital and Committed Partners
	Y1	Y2	Y3	
Fund and promote Livingston Essential Transportation Service (LETS) through the Livingston Healthcare System collaborative to address medical and social needs.	X	X	X	THLN
	X	X	X	LETS
	X	X	X	Michigan Medicine
	X	X	X	Ascension Michigan
Strategy	Timeline			Hospital and Committed Partners
	Y1	Y2	Y3	
Promote LETS and other dial-a-ride (i.e., Lyft) services to increase utilization of available motorized transportation resources.	X	X	X	THLN
Strategy	Timeline			Hospital and Committed Partners
	Y1	Y2	Y3	
Participate in local coalitions and activities related to increasing access to services, addressing root causes, and advocating for activities related to improving non-motorized transportation (i.e., trail expansion, bike audits, Safe Routes to School programs).	X	X	X	THLN
	X	X	X	Livingston County Transportation Coalition

Strategy	Timeline			Hospital and Committed Partners
	Y1	Y2	Y3	
Explore opportunity to partner with Livingston County Commissioners to address transportation needs in county.		X	X	THLN
Strategy	Timeline			Hospital and Committed Partners
	Y1	Y2	Y3	
Support expanding motorized public transportation services (i.e., public bus route exploration) through advocacy and other efforts.	X	X	X	THLN
Strategy	Timeline			Hospital and Committed Partners
	Y1	Y2	Y3	
Invest in community organizations and programs that support access to service through Investing In Our Communities Grants.	X	X	X	THLN
Strategy	Timeline			Hospital and Committed Partners
	Y1	Y2	Y3	
Connect patients and community members to community health workers to increase access to services and resources.	X	X	X	THLN

Adoption of Implementation Strategy

On October 23, 2024, the Board of Directors for Trinity Health Livingston met to discuss the 2025-2027 Implementation Strategy for addressing the community health and social needs identified in the 2024 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.

Adoption of Implementation Strategy

On October 23, 2024, the Board of Directors for Trinity Health Ann Arbor & Livingston, met to discuss the FY25-27 Implementation Strategy for addressing the community health needs identified in the FY24 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.

Edd Snyder

Name

Trinity Health Ann Arbor & Livingston Board Chair

10/23/24

Date