



Trinity Health Muskegon & Trinity Health Hackley Community Health Needs Assessment (CHNA) Implementation Strategy

Fiscal Years FY 25-27



Trinity Health Muskegon & Trinity Health Hackley completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on May 23, 2024. Trinity Health Muskegon & Trinity Health Hackley 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 [Community Health Needs Assessments | Trinity Health Michigan](#) or printed copies are available at 1675 Leahy Street, Suite 210 B, Muskegon, Michigan.

Our Mission

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

Our Hospital

Trinity Health Muskegon has served the West Michigan/Lakeshore region as a medical provider for over 118 years. Trinity Health Muskegon includes a medical center with 331 licensed hospital beds, lab, imaging, a pharmacy, and specialty care services including cardiothoracic surgery, neurosurgery, orthopedics, weight management, and spinal services. Trinity Health Muskegon has 19,043 inpatient discharges and 73,388 emergency/urgent care visits per year. With an employee base of 3,700 individuals, including 375 physicians, Trinity Health Muskegon is the largest employer in the county.



The Trinity Health Hackley Campus houses the Trinity Health Behavioral Health center, a 22-bed inpatient psychiatric unit. The campus also has a professional building that houses a pharmacy and several specialty care services including obstetrics, gynecology, and infectious disease. Hackley Community Care, a non-Trinity Health Federally Qualified Health Center (FQHC) is located on the campus, as is the Health Project, the Trinity Health department that coordinates and oversees Community Health and Well-Being programming for the entire Trinity Health Lakeshore region.

Trinity Health's affiliate physician organization is Trinity Health Medical Group. It is a multi-specialty physician network that employs more than five hundred physicians and advanced practice providers in Grand Rapids, Muskegon, Holland, and the Lakeshore. Trinity Health Muskegon & Trinity Health Hackley are member of Trinity Health, one of the largest Catholic multi-institutional health care delivery systems in the United States.

Our Community Based Services

Trinity Health Muskegon & Trinity Health Hackley are highly engaged with the community. The Community Health & Well-Being department, known as The Health Project, coordinates and integrates community and social needs with the delivery of care to ensure high quality, equitable care that is accessible and timely. The Health Project is a member of the Coordinated Community Health Needs Assessment team and responsible for additional planning and the Community Health Improvement Plan. The Health Project houses a Community Health Worker program, as well as a community health improvement team which facilitates multiple community collaboratives, special projects and impact investing through Trinity Health Muskegon's grant-making programs, the Community Benefit Board Initiative and the Sister Simone Courtade Grant.

Our Community

Muskegon County, Michigan is located in West Michigan, on the shoreline of Lake Michigan, roughly 35 miles west of Grand Rapids. Of the 176,511 Muskegon County residents, 40,245 are under the age of 18. Of this, 14,142 are in 6th-12th grade among Muskegon's twelve public school districts. Muskegon is ranked 54th in social/economic factors with a 90.6% high school graduation rate for its public schools. The county is 81% white, 13.8% African American, and 6.2% Hispanic. The median household of \$57,047 is significantly lower than Michigan's \$63,202, with 18% of children estimated to live in poverty.

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 community and will focus on specific populations and geographies most impacted by the needs being addressed. Racial equity principles were used throughout the development of this plan and will continue to be used during the implementation. The strategies implemented will mostly focus on policy, systems and environmental change as these systems changes are needed to dismantle racism and promote health and wellbeing for all members of the communities we serve.

Health and Social Needs of the Community

The CHNA conducted in 2023 and early 2024 identified the significant needs for health and social drivers of health within Muskegon County, Michigan. 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:



1. Housing	<ul style="list-style-type: none"> • 25% of housing in Muskegon is considered substandard. • 23% of households spend more than 30% of their income on housing. • There is limited available inventory among multifamily rentals and pent-up demand for housing serving lower-income renter households. • While getting better, there is a significant housing gap for low-income rental housing units in Muskegon. 624 Tax Credit subsidized units are 100% occupied. • Limited housing units for people with disabilities. 100% occupancy for disabled housing units in Muskegon. • Many barriers to homeownership including PMI, Improvement funding, education and awareness regarding total costs and future cost burden.
2. Childcare	<ul style="list-style-type: none"> • In all but one zip code, Muskegon County is designated as childcare desert. A childcare desert is when the ratio of children ages 0-5 to the number of licensed childcare spots is greater than 3. • On average, families with 2 children pay 43% of their income toward childcare.
3. Homelessness	<ul style="list-style-type: none"> • 522 people were listed as homeless in Muskegon County in 2022 and the most recent point in time survey of the 2023 homeless count 157 adults were known to be homeless. • Over 800 youth were listed as homeless during the 2022/23 school year.
4. Access to Healthy & Affordable Food	<ul style="list-style-type: none"> • Among 12% of Muskegon County residence experiencing food insecurity, 21% were not eligible for supplemental nutritional (SNAP) benefits. • 1 in 6 residents of Muskegon County who lived in low-income areas qualified as having low food access, defined as living more than 1 mile urban or 10 miles rural from the nearest supermarket, supercenter, or large grocery store.
5. Alcohol and Other Drug Misuse	<ul style="list-style-type: none"> • According to 2022 Michigan Profile for Healthy Youth (MiPHY) survey data, 8.9% of high school students have consumed alcohol in the past 30 days, the average age of first alcohol use is 13.1 years old, and 51% of high school students report that it would be sort of easy or very easy to access alcohol. • 1 in 5 adults smoke in Muskegon County and 18.4 % of pregnant women smoked during pregnancy, both indicators being higher than the state and national averages • While very few youth smoke cigarettes (1.7%), 14.8 % of high school students vaped in the past 30 days. • Almost 1 in 6 Muskegon County adults report recent binge drinking which is defined as 5 or more drinks per episode
6. Transportation	<ul style="list-style-type: none"> • 4.9% (1 in 20) of 23,000 individuals screened at Trinity Health who live in Muskegon County reported they do not have a dependable way to get to work, school, and appointments. • In Muskegon County, 7.1% of occupied housing units have no vehicle. The cities of Muskegon Heights and Muskegon have over 20% of residences without a vehicle.
7. Income & Poverty	<ul style="list-style-type: none"> • 14.5% of Muskegon Residents live in poverty and 20.7% of children ages 0-17 live in poverty which is slightly higher than the Michigan average.

	<ul style="list-style-type: none"> The median household income is \$66,986 which is far below Michigan’s average \$74,755.
8. Crimes & Violence	<ul style="list-style-type: none"> In 2022, Muskegon had 687 violent crimes including 12 homicides, 151 rapes, 53 robberies and 470 aggravated assaults. During that time there were 2,573 property crimes including 391 burglaries, 1,861 larcenies, 286 stolen vehicles, and 34 instances of arson.
9. Early Childhood Education	<ul style="list-style-type: none"> Only 30.8% of Muskegon 3 and 4 year-olds are enrolled in preschool in Muskegon County compared to 44.8% of those in Michigan.
10. Provider Adequacy for Behavioral Health	<ul style="list-style-type: none"> According to the Centers for Medicare and Medicaid Services, Muskegon has fewer primary care physicians, dentists, and mental health providers than the state average.

Hospital Implementation Strategy

Significant health and social needs to be addressed

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

- 1** Housing and Homelessness, CHNA page 36
- 2** Childcare – CHNA page 30
- 3** Access to Healthy & Affordable Food– CHNA page 13

Significant health and social needs that will not be addressed

Trinity Health Muskegon & Trinity Health Hackley acknowledge the wide range of priority health and social issues that emerged from the CHNA process and determined that the organizations could effectively focus on only those needs which are the most pressing, under-addressed and within their ability to influence. For these reasons, Trinity Health Muskegon & Trinity Health Hackley do not intend to address the following needs:

- Alcohol & Other Drug Misuse
- Transportation
- Income & Poverty
- Crimes & Violence
- Early Childhood Education
- Provider Adequacy for Behavioral Health

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.

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Housing & Homelessness



Goal: Increase access to affordable housing and decrease homelessness in Muskegon County

CHNA Impact Measures	2024 Baseline	2027 Target
Reduce % of households considered cost burdened by home ownership with mortgage <u>Source:</u> Muskegon Housing Needs Assessment, Bowen National Research (2023)	27.8%	24%
Reduce % of households considered cost burdened by renting. <u>Source:</u> Muskegon Housing Needs Assessment, Bowen National Research (2023)	42.2%	40.68%
Increase in immediate availability of housing units for low-income residents eligible for tax credit or government subsidy <u>Source:</u> Michigan State Housing Development Authority (2023)	0%	2%
Reduce number of individuals experiencing homelessness in Muskegon County <u>Source:</u> Muskegon Point in Time Survey, Michigan State Housing Development Authority (2023)	157	140

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Support Muskegon County Housing Coordination Project.	x	x	x	Trinity Health Muskegon & Trinity Health Hackley through the Health Project	Leader and colleague time in collaborative meetings, support of advocacy and education regarding housing, and consideration of financial support of housing initiatives
	x	x	x	County of Muskegon	Funding support of housing coordinator position
	x	x	x	Community Foundation for Muskegon County	Funding support of housing coordinator position
	x	x	x	IFF or other Community Development Funding Institution (CDFI)	Low interest loan availability for housing projects
				Focus location(s)	Focus Population(s)
				Muskegon County	Low to Moderate Income

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Support education for low to moderate income residents on opportunities, costs, and maintenance of being a first-time homeowner.	x	x	x	Trinity Health Muskegon & Trinity Health Hackley	Possible grant funding, supporting collaborative alignment and meaningful connections among providers, and providing referrals through the Community Resource Directory (CRD)
	x	x	x	Area credit union / bank partners	Provide education on institution's housing programs
	x	x	x	True North	Education Materials regarding housing
	Focus location(s)				Focus Population(s)
	Muskegon and Muskegon Heights				Low to Moderate Income Residents
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Support Muskegon County Homeless Continuum of Care collaboration.	x	x	x	Trinity Health Muskegon & Trinity Health Hackley	Colleague time with COC of Muskegon County
	x	x	x	United Way of the Lakeshore	Facilitation of the COC
	x	x	x	City of Muskegon	Provide resources for Muskegon area housing study
	Focus location(s)				Focus Population(s)
Muskegon				Low income and homeless population	

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Childcare



Goal: Increase access to childcare in Muskegon County

CHNA Impact Measures	2024 Baseline	2027 Target
Increase number of daycare slots by 3% Source: Michigan Great Start to Quality licensed day care indicators in Muskegon (2024)	6,192	6,377
Decrease % of families cost burdened by childcare expenses Source: Trinity Health Data Hub: US Census LWC 2023 & 2022	33%	29.7%
Increase # of children ages 12 & below receiving childcare subsidy (scholarship) Source: Michigan Department of Health & Human Services Green Book (Aug 2024)	72	95

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)	
	Y1	Y2	Y3			
Support Regional Childcare Coalition work.	x	x	x	Trinity Health Muskegon & Trinity Health Hackley through the Health Project	Provide funding through hospital-based community impact grants	
	x	x	x	Regional Childcare Coalition / United Way of the Lakeshore	Facilitate the regional childcare coalition	
	Focus location(s)				Focus Population(s)	
	Muskegon County				Low to moderate income parents of young children	
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)	
	Y1	Y2	Y3			
Promote growth of Tri-Share Childcare program in Muskegon County by creating awareness and educational opportunities regarding utilization of program at Trinity Health.	x	x	x	Trinity Health Muskegon & Trinity Health Hackley	Colleague time, Human Resources subject matter expertise, and leader speakers' bureau	
	x	x	x	Goodwill West Michigan	Education & Awareness about Tri-Share Program	
	Focus location(s)				Focus Population(s)	
	Muskegon County				Business and Non-Profit community	

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Advocate for public policy supporting additional childcare resources for Muskegon families.	x	x	x	Trinity Health Muskegon & Trinity Health Hackley	Colleague time in advocacy for childcare issues
	x	x	x	Trinity Health Michigan Advocacy Team	Assistance with childcare advocacy in the state of Michigan
	x	x	x	Regional Childcare Coalition / United Way of the Lakeshore	Colleague time and subject matter expertise to educate policymakers on childcare issues
	x	x	x	Local state and federal elected officials.	Time to meet with local leaders on childcare issues
	Focus location(s)				Focus Population(s)
	Muskegon County			Muskegon parents of young children	
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Provide childcare subsidies for low to moderate income parents who are not eligible for state assistance.	x	x	x	Trinity Health Muskegon & Trinity Health Hackley	Funding to support
	x	x	x	Mission for Area People	Facilitate applications and subsidies for childcare
	Focus location(s)				Focus Population(s)
	Muskegon			Muskegon parents of young children	

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Access to Healthy & Affordable Food



Goal: Increase access to food for low-income residents of Muskegon County

CHNA Impact Measures	2024 Baseline	2027 Target
Decrease food-insecure population (ineligible for SNAP benefits) <i>Source:</i> Michigan DHHS Greenbook August 2024	20.6%	18.9%
Decrease % of Black residents experiencing food insecurity <i>Source:</i> Hunger and Poverty in Muskegon, Feeding America 2022	32%	27%
Decrease food insecurity rate <i>Source:</i> Trinity Health Data Hub—Feeding America 2022	11.8 %	10.62%

Strategy	Timeline			Hospital and Committed Partners	Committed Resources	
	Y1	Y2	Y3			
Establish food programming at The Farm at Trinity Health Muskegon, including commodity supported agriculture (CSA) subscriptions, nutritional education, and awareness.	x	x	x	Trinity Health Muskegon & Trinity Health Hackley	Provide space for farm, maintenance of grounds, utilities, water, fund development and volunteer management	
	x	x	x	Trinity Health Michigan	Colleague time for management, education, cultivation, and harvest. Equipment, seeds, and other needs	
	x	x	x	Muskegon Public Schools	Teacher and student time for education and awareness activities	
	x	x	x	Michigan Fitness Foundation	Supplements for SNAP participants for CSAs	
	x	x	x	YMCA of the Lakeshore	Health education and assistance with food distribution through Veggie Van	
				Focus location(s)	Focus Population(s)	
				City of Muskegon and Muskegon Heights	Low Income Individuals Experiencing Food Insecurity	
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)	
	Y1	Y2	Y3			
Support Community Health Worker referrals to food programs such as Meals on Wheels for Seniors, Mobile Food Trucks, and SNAP benefits.	x	x	x	Trinity Health Muskegon & Trinity Health Hackley	Colleague time and maintenance of Community Resource Director (CRD)	
					Focus location(s)	Focus Population(s)
					Muskegon County	Low to moderate income individuals, families

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Continued screening of Social Influencers of Health and referral to community resources.	x	x	x	Trinity Health Muskegon & Trinity Health Hackley	Colleague Time and expertise
	x	x	x	Trinity Health Alliance	Physician referrals for patients identifying as needing food access
	Focus location(s)				Focus Population(s)
	Muskegon County				Low-income patients with food access needs
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Support community organizations addressing food insecurity in the community.	x	x	x	Trinity Health Muskegon	Hospital-based grant funding for community-based organizations
	Focus location(s)				Focus Population(s)
	Muskegon County				Low-income individuals experiencing food insecurity
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Exploration of the Implementation of Prescription for Health and Food as Medicine programs	x	x	x	Trinity Health Muskegon & Trinity Health Hackley	Financial support of food for participants. Colleague time for research, coordination of meetings and fund development for programs
	x	x	x	Trinity Health Michigan	Statewide effort to align and support nutritional education and food access for community residents
	x	x	x	Area businesses	Financial support for food
	x	x	x	Michigan Fitness Foundation	Technical assistance and support for emerging programing
	Focus location(s)				Focus Population(s)
	Muskegon County				Individuals experiencing food insecurity
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Addressing food availability and access through Food Collective Pilot Program that supports current food access programs and community gardens to have better collaboration and coordination.	x			Trinity Health Alliance	Grant funding of \$100,000
	x	x	x	Trinity Health Muskegon	Facilitation for funding community collaboration for program
	x	x	x	YMCA of Muskegon	Provide food education program
	x	x	x	Trinity Health Physician and CHWs	Referral to program
Focus location(s)				Focus Population(s)	
Muskegon County				Low Income Families	

Adoption of Implementation Strategy

On October 24, 2024 the Board of Directors for Trinity Health Muskegon & Trinity Health Hackley 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.



October 24, 2024

Gary Allore, President

