



Trinity Health Shelby Community Health Needs Assessment (CHNA) Implementation Strategy

Fiscal Years FY25-27



Trinity Health Shelby completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on May 23, 2024. The 2024 collaborative community CHNA is an initiative of numerous agencies 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 217 North Michigan Avenue, Shelby, 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 Shelby is a non-profit, mission-driven, faith-based acute care hospital located in Shelby, Michigan, serving the residents of Oceana and surrounding counties. It is a member of Trinity Health, one of the nation's largest Catholic health systems.



Our Community Based Programs

Trinity Health Shelby has 24 acute care beds, an emergency department, radiology services, including 3D mammography, ultrasound, MRI and CT scan, as well as full laboratory services. Trinity Health Shelby is designated as a Level IV Trauma Center and sees more than 450 acute hospital discharges and more than 10,000 emergency department visits per year. Trinity Health Shelby has an Advisory Board of Directors that offers local insight and recommendations to its governing body, the Trinity Health Muskegon Board of Trustees.

Trinity Health Shelby maintains four primary care offices in Hart, Ludington, Shelby, and Whitehall serving patients from Oceana, Muskegon, and Mason Counties with the service area extending into Newaygo and Lake Counties.

Trinity Health Shelby is part of Trinity Health's network of hospitals along the shores of Lake Michigan. Other Lakeshore hospitals include Trinity Health Muskegon, Trinity Health Hackley, and Trinity Health Grand Haven.

Our Community

Oceana County, Michigan has 538.1 square miles of land area and is the 64th largest county in Michigan by total area. According to the census, its total population is 26,659 comprising a total of 9,936 households.

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 the Oceana County, Michigan 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:

1. Housing	<ul style="list-style-type: none"> • The housing options in our communities affect where we live. A secure, affordable home is a critical foundation for good health. • 22% of housing units are classified as substandard and 20% of households in Oceana County are cost-burdened by housing (spending >30% of income on rent and utilities).
2. Childcare	<ul style="list-style-type: none"> • Not only is the presence of childcare centers an important aspect of childcare availability; but childcare must also be affordable, high-quality, reliable and have sufficient enrollment capacity to effectively support households with children. • There are 21 licensed childcare facilities in Oceana County with no infant slots available. On average, families with two children pay 35% of their income toward childcare.
3. Income/Poverty	<ul style="list-style-type: none"> • Income provides economic resources that shape choices about housing, education, childcare, food, medical care, and more. Wealth, the accumulation of savings and assets, helps cushion and protect us in times of economic distress. As income and wealth increase or decrease, so do opportunities for health. • 16% of Oceana County residents are in poverty with 22% of children ages 0-17 in poverty.
4. Homelessness	<ul style="list-style-type: none"> • Homelessness is defined as living in a place not suitable for habitation including emergency shelter, transitional housing, safe havens, and on the street. • 196 individuals in Oceana County were homeless at some point during 2022.
5. Health Insurance Coverage	<ul style="list-style-type: none"> • Access to affordable, quality health care is important to physical, social, and mental health. Health insurance helps individuals and families access care, but affordable care in relatively close proximity to patients is also necessary. • 9% of Oceana County residents were estimated to not have health insurance in 2022, compared to 4.5% statewide.

6. Transportation

- 79% of the workforce drives alone to work.
 - 29% of workers who drive alone to work commute more than 30 minutes each way.
 - There were 17 deaths from motor vehicle crashes per 100,000 people, compared to 10 statewide.
 - Less than 1% of the population uses public transportation as their primary means of commuting to work.
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Hospital Implementation Strategy

Significant health and social needs to be addressed

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

- 1 Housing – CHNA page 34
- 2 Childcare – CHNA page 28
- 3 Health Insurance Coverage – CHNA page 18

Significant health and social needs that will not be addressed

Trinity Health Shelby acknowledges the wide range of priority health and social issues that emerged from the CHNA process and determined the organization could effectively focus on only those needs which are the most pressing, under-addressed and within its ability to influence. For these reasons, based on assessment by the hospital and community partners and stakeholders, Trinity Health Shelby does not intend to address the following needs:

- Income/Poverty
- Homelessness
- Transportation

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



Goal: Increase affordable, quality housing options in Oceana County

CHNA Impact Measures	2024 Baseline	2027 Target
Decrease the for-sale housing gap for housing below \$201,868 for lower-income households <u>Source:</u> Housing Needs Assessment, Oceana County, MI, Bowen National Research (2023)	82	60
Creation of a countywide structure to regularly track housing data <u>Source:</u> to be created	0	1
Decrease # of housing units classified as substandard <u>Source:</u> Housing Needs Assessment, Oceana County, MI, Bowen National Research (2023)	434	300

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Engage with local organizations addressing housing capacity and data needs in Oceana County	X	X	X	Trinity Health Shelby & Trinity Health Muskegon	Grant funding for community-based organizations addressing housing needs
	X	X	X	Trinity Health Shelby	Staff time supporting initiatives and collaboration
	X	X	X	Community Foundation for Oceana County	Subject matter expertise
	X	X	X	MI Economic Development Corporation (MEDC)	Services and programs
	X	X	X	MI State Housing Development Authority (MSHDA)	Financing, policy, and partnership
	X	X	X	MO-HA (Mason Oceana Housing Alliance)	Subject matter expertise and engagement in investigating housing data collection and tracking systems
	X	X	X	TrueNorth Community Services	Subject matter expertise; funding to support re-housing
	X	X	X	Oceana County Development Corporation (OCDC)	Continued private development of the Shelby Acres infrastructure
	X	X	X	West Michigan Housing Network (COC)	Subject matter expertise for Oceana, Mason, Lake and Newaygo Counties
	X	X	X	Interagency Service Team (IST) aka Mason-Oceana Collaborative	Subject matter expertise and resources

	X	X	X	Oceana County Economic Alliance (OCEA) Development Committee	Subject matter expertise, potential funding, and engagement in investigating housing data collection and tracking systems
	X	X	X	Both State Legislative Branches representing Oceana Co. (House & Senate)	Earmark line items to expend appropriations funds
	X	X	X	Oceana Brownfield Redevelopment Authority	Subject matter expertise and resources
	X	X	X	Hart Economic and Redevelopment Team (H.E.A.R.T), City of Hart government, and Hart Tax Increment Financing Authority (TIFA)	Support mixed-housing design as part of the redevelopment of the TIFA-acquired Hart City block
	X	X	X	City of Hart government	Continued development of the Creeks Subdivision on the other available lots
	X	X	X	West Shore Community College (WSCC)	Support discussions and planning of possible housing infrastructure at community and education center property in Hart
				Focus location(s)	Focus Population(s)
				Oceana County	Marginalized neighbors, unhoused neighbors (underserved communities) including seniors, immigrants, persons with disabilities, single parents, BIPOC communities, and the LGBTQ+ community
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Advocate for county-wide housing development opportunities.	X	X	X	Trinity Health Shelby	Financial support and colleague time
	X	X	X	Disability Network of West Michigan	Housing resources for disabled persons
	X	X	X	Municipal units of government	Ability to update zoning and/or permitting processes to encourage readiness for developers/investors
	X	X	X	MO-HA (Mason Oceana Housing Alliance) Community Services	Housing resources
	X	X	X	MI Economic Development Corporation (MEDC)	Housing resources and funding
	X	X	X	HARA (TrueNorth Community Services)	Housing resources
	X	X	X	MI State Housing Development Authority (MSHDA)	Housing resources
	X	X	X	Oceana Brownfield Redevelopment Authority	Housing resources for developers
	X	X	X	Oceana County Economic Alliance	Leveraging resources
	X	X	X	Peterson Farms	Large employer partnership
	X	X	X	Shelby State Bank	Financing partnership
					Focus location(s)
				Oceana County	Marginalized neighbors, unhoused neighbors (underserved communities) including seniors, immigrants, persons with disabilities, single parents, BIPOC communities, and the LGBTQ+ community

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Support efforts to improve the quality of housing in the county, including the proposed tri-community rental inspection/code enforcement position	X	X	X	Trinity Health Shelby	Advocacy and engagement
	X	X	X	TrueNorth Community Services	Advocacy and education on tenant protections and rights
	X	X	X	Dogwood Community Development	Advocacy and education on tenant protections and rights
	X	X	X	Legal Aid of West Michigan	Advocacy and education on tenant protections and rights
	X	X	X	Community Foundation for Oceana County	Community Engagement
	X	X	X	Mid Michigan Community Action	Weatherization and home repairs
	X	X	X	City of Hart	Subject matter expertise, funding
	X	X	X	Village of Shelby	Subject matter expertise, funding
	X	X	X	Shelby Township	Subject matter expertise, funding
	X	X	X	Hart Township	Subject matter expertise, funding
	Focus location(s)				Focus Population(s)
Oceana County				All county residents especially within our underserved communities	

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Childcare



Goal: Increase access to childcare

CHNA Impact Measures	2024 Baseline	2027 Target
Increase # of group and family licensed childcare homes <i>Source: Great Start to Quality online database, October 2024</i>	6	9
Increase # of qualified early childcare professionals <i>Source: Great Start to Quality, October 2024</i>	118	133
Increase # of children ages 12 & below receiving Child Development and Care (CDC) scholarship <i>Source: Michigan Department of Health and Human Services, Green Book Report of Key Program Statistics, December 2023</i>	67	92

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Advance childcare funding and policy	X	X	X	Trinity Health Shelby & Trinity Health Muskegon	Grant funding for community-based organizations addressing childcare issues
	X	X	X	Regional Childcare Coalition	Create community-based childcare scholarships
	X	X	X	Goodwill Industries	Create community-based childcare scholarships
	X	X	X	Community Foundation for Oceana County	Oceana Co. community based childcare scholarships funding
	X	X	X	Oceana Co Economic Alliance/The Right Place	Invest in childcare providers
	X	X	X	United Way of the Lakeshore	Seek state funding when Regional Childcare Implementation Funds are available
	Focus location(s)				Focus Population(s)
Oceana County				Families in need of childcare	
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Support growth & availability of existing programs intended to support families with cost of childcare, with a particular focus on the Tri-Share program	X	X	X	Trinity Health Shelby	Provide staff representation to the Regional Childcare Coalition and subject matter expertise on Tri-Share
	X	X	X	The Regional Childcare Coalition, United Way of the Lakeshore,	Colleague time to be trained as navigators to support community

				Childcare providers, local school districts, Michigan Works! West Central Michigan Department of Health and Human Services	members in navigation of the MiBridges site to apply for benefits
	X	X	X	Goodwill Industries	Promote and support Tri-Share, including pursuit of strategies to support employer portion of Tri-Share model
	X	X	X	West Shore Educational Service District, Early On Coordinator	Social, health, and educational services to enhance development of infants and toddlers with disabilities
	X	X	X	Oceana Human Resources Network	Share information about Tri-Share and CDC scholarship with HR Network
	X	X	X	Oceana Lakeshore Employer Resource Network (ERN)	Share information about Tri-Share and CDC scholarship at ERN Roundtables.
	X	X	X	Rotary Clubs (Hart & Shelby) and Oceana County Chambers of Commerce	Share information about Tri-Share and CDC scholarship with Rotary and Oceana County Chambers of Commerce
	Focus location(s)				Focus Population(s)
	Oceana County				Families needing financial assistance with the cost of childcare
Strategy	Timeline			Hospital and Committed Partners	Committed Resources
	Y1	Y2	Y3	(align to indicate committed resource)	(align by hospital/committed partner)
Systems Advocacy at local, state and federal levels to advance childcare funding and policy	X	X	X	Trinity Health Shelby	Colleague time to communicate about issues needing advocacy support. Colleague time to represent the organization on the Regional Childcare Coalition
	X	X	X	Trinity Health Advocacy Team	Advocacy expertise and connections to communicate and advocate at the local, state, and federal level
	X	X	X	The Regional Childcare Coalition	Staffing, political influence, and subject matter expertise
	X	X	X	United Way of the Lakeshore (All Levels)	Financial support for childcare coalition
	X	X	X	West Shore Community College	Convener of a multi-agency childcare project
	X	X	X	Oceana Co Economic Alliance/The Right Place (Local/County)	Include childcare infrastructure in economic development investments
		Focus location(s)			
	Oceana County				All families to include families with high level need
Strategy	Timeline			Hospital and Committed Partners	Committed Resources
	Y1	Y2	Y3	(align to indicate committed resource)	(align by hospital/committed partner)
Workforce Development activities for Childcare Professionals	X	X	X	Trinity Health Shelby	Grant funding for community-based programs addressing childcare workforce development
	X	X	X	Great Start to Quality	Training for childcare providers
	X	X	X	Michigan Works! West Central	ECE Apprenticeship program
	X	X	X	The Regional Childcare Coalition	Subject matter expertise
	X	X	X	United Way of the Lakeshore	Funder for the Regional Childcare Coalition
	X	X	X	Community Foundation for Oceana County	Complete your degree program

	X	X	X	West Shore ESD and Hart Public Schools	Work with organizations to develop paid, on-the-job training opportunities
	X	X	X	Shelby Public Schools/Peterson Farms	Work with organizations to develop paid, on-the-job training opportunities
	Focus location(s)				Focus Population(s)
	Oceana County				All families to include families with high level need

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Health Insurance Coverage



Goal: Decrease uninsured rate in Oceana County

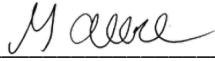
CHNA Impact Measures	2024 Baseline	2027 Target
Decrease % of individuals who are uninsured Source: American Community Survey, 1-year Estimate, 2022	8.94%	5%
Decrease % of Hispanic or Latine (any race) individuals without health insurance Source: American Community Survey 1-year Estimate, 2022 Table S2701	28.6%	20%
Establish local pharmacy partnership for Trinity Health patients eligible for Pharmaceutical Assistance Program Source: Trinity Health – Health Project (CHWB)	0	1

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Provide health insurance education and application/enrollment support to members of the community at accessible community locations	X	X	X	Trinity Health Shelby	Subject matter expertise and paid colleague time to attend trainings
	X	X	X	Trinity Health-Health Project outreach staff	Subject matter expertise, physical space, and marketing of educational offerings at community outreach events
	X	X	X	District Health Dept #10 Community Connections	Subject matter expertise; have a mobile unit
	X	X	X	Mason-Oceana Collaborative	Subject matter expertise
	X	X	X	Oceana Hispanic Center	Meeting space
	X	X	X	Local libraries	Meeting space
	Focus location(s)				Focus Population(s)
Oceana County				Populations experiencing health inequities and the uninsured including BIPOC and immigrants	
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Collaboration with community partners promoting access to health care and health insurance coverage	X	X	X	Access Health	The Access C3 Health Plan
	X	X	X	Trinity Health Shelby	Insurance enrollment support including Marketplace navigation and education

	X	X	X	Trinity Health Michigan	Hospital financial assistance and prescription assistance
	X	X	X	Mason-Oceana Collaborative	Convener of insurance enrollment providers led by TrueNorth and NMHSI
	X	X	X	MI Dept of Health and Human Services (Oceana)	Medicaid enrollment including MiBridges navigation and education; Medical transportation – with an open Medicaid case
	X	X	X	Farmworker Outreach Services Division (MDHHS)	Medicaid enrollment including MiBridges navigation and education
	X	X	X	Northwest Michigan Health Services Inc (NMHSI)	FQHC. Low-cost services and extended hours. Mobile clinics. Sliding fee and discount drug programs. Transportation assistance.
	X	X	X	Bethany Christian Services and Samaritas	Supportive programming for new Americans/Refugees
	X	X	X	Oceana County Council on Aging	Marketplace navigation and education; Medicare counseling
	X	X	X	DHD#10 Community Connections	Health Insurance enrollment; resource navigators
	X	X	X	Disability Network of West Michigan	Transportation voucher program for medical appointments
	X	X	X	Ingham Health Plan	Subject matter expertise on establishing local health coverage for the uninsured
	Focus location(s)				Focus Population(s)
	Oceana County				Populations disproportionately experiencing health inequities and the uninsured including BIPOC and immigrants
Strategy	Timeline			Hospital and Committed Partners	Committed Resources
	Y1	Y2	Y3	(align to indicate committed resource)	(align by hospital/committed partner)
Advocacy to increase medication access and affordability, locally	X	X	X	Trinity Health Shelby	Advocate for partnership with Trinity Health Shelby hospital pharmacy services
	Focus location(s)				Focus Population(s)
	Oceana County				Populations disproportionately experiencing health inequities and the uninsured including BIPOC and immigrants

Adoption of Implementation Strategy

On October 24, 2024 the Trinity Health Board of Directors for Trinity Health Shelby approved 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

