

Fiscal Years 2025-2027



Community Health Needs Assessment (CHNA) Implementation Strategy



TRINITY HEALTH OAKLAND

THMI.WI1052924100D

Trinity Health Oakland completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on June 11, 2024. Trinity Health Oakland Hospital 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: <https://www.trinityhealthmichigan.org/assets/documents/pdfs/community-health-and-well-being/chna/2024/chna-oakland-2024.pdf> or printed copies are available at Trinity Health Oakland Hospital, office of Community Health and Well-Being, 44405 Woodward Ave. Pontiac, MI 48341.

Our Mission

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

Our Hospitals

THOA is a member of Trinity Health Michigan, serving seven counties in southeast Michigan including Livingston, Washtenaw, Wayne, Oakland, Macomb, Jackson, and Lenawee. Trinity Health Michigan includes 548-bed Trinity Health Ann Arbor, 497-bed Trinity Health Oakland in Pontiac, 304-bed Trinity Health Livonia, 66-bed Trinity Health Livingston in Howell, 133-bed Chelsea Hospital, and 348-bed Trinity Health Muskegon. Combined, these hospitals are licensed for 1,896 beds. Trinity Health Michigan has more than 25 specialty centers; employs more than 15,300 individuals; and has a medical staff of nearly 2,700 physicians.

Nationally, Trinity Health is one of the largest not-for-profit, faith-based health care systems. It is a family of 121,000 colleagues and nearly 36,500 physicians and clinicians caring for diverse communities across 27 states. Nationally recognized for care and experience, the Trinity Health system includes 101 hospitals, 126 continuing care locations, the second largest PACE program in the country, 136 urgent care locations and many other health and well-being services. In fiscal year 2023, the Livonia, Michigan-based health system invested \$1.5 billion in its communities in the form of charity care and other community benefit programs.



Trinity Health Oakland Hospital



Trinity Health Oakland Emergency

Our Community Based Services

For more than 95 years, Trinity Health Oakland (THOA) has been a vital part of the health care landscape in northern Oakland County, Michigan. The Sisters of Mercy founded the hospital in 1927 at the request of the City of Pontiac. The hospital has grown into a 497-bed comprehensive community and teaching hospital, highly rated for clinical quality outcomes. Trinity Health Oakland features a 24-hour emergency department a Level II trauma center with an outstanding Interventional Cardiology program, acute stroke thrombectomy certification, intensive care unit and excellent subspecialty and surgical support. The facility offers imaging and rehabilitation services, cancer care, birthing and women's services.

Our Community

THOA is located in Pontiac, the heart of Oakland County. The CHNA service area for THOA was defined as the residential zip codes where at least 75% of current patients reside, based on current unduplicated outpatient emergency room visits. The specific communities include Pontiac, Waterford, Clarkston, Auburn Hills, Oxford, White Lake, Bloomfield Hills, Ortonville, and Lake Orion. The collective population of all 21 zip codes is 251,205 residents.

THOA's service area has an even distribution between males and females; approximately 53% of residents are male, while 45% are female. THOA's median age is 41 years old. The largest age group represented is between the ages of 18 and 64 (63%) followed by young adults between ages 5 to 17 (16.65%). Adults at least age 65 were about 11.6% of the population while youth ages 0-4 make up the smallest age group 8.6%.

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 from May 2023 through February 2024, identified the significant needs for health and social drivers of health within the Southeast Oakland 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. Behavioral Health (Mental Health, Substance Use)</p>	<ul style="list-style-type: none"> • Focus group participants indicated mental health care and social isolation as a priority need and barrier to achieving wholistic well-being. • 15% of Oakland County residents reported 14 or more poor mental health days out of the previous 30, includes stress, depression, and problems with emotions. Rate remained steady from 2019-2021.¹ • 21% of residents surveyed in the THOA service area reported being told by a doctor that they had a depressive disorder. There has been a progressive increase in the rate over the last three survey cycles. • 1 out of 5 adults in Oakland County report being diagnosed with depression. • 40.89% of survey respondents reported that mental health problems were the most important health-related issue facing their community.
<p>2. Access to Care</p>	<ul style="list-style-type: none"> • 14 % of Pontiac residents identified education as a social need, 9% screened high for education and 3% reported high vulnerability for financial security and food access. • 7.52% of patients in the THOA service area identified social isolation as a medium to high social need. • 16% of African American patients in THOA’s service area reported financial risk as an issue impacting their access to care. • 26.4% of CHNA survey respondents reported high copay or deductible as a barrier to accessing care. • Access to smoking, vaping, and medical marijuana cessation resources for high school students was a theme from focus groups. • Community discussions revealed a disparity to have health concerns acknowledged, leading to frustration, mistrust, and reluctance to seek care.

¹ (County Health Rankings & Roadmaps)

<p>3. Food Security (Diabetes, Obesity)</p>	<ul style="list-style-type: none"> • 85.25% of the primary care patients seen in fiscal year 2023 (28,171) were screened for social needs. 25% screened positive, while 5% of Pontiac residents identified food access as a need. • 33% of residents over 18 in THOA service area are obese. • 48% of patients in THOA service area have a body mass index greater than or equal to 30 compared to 43% for Pontiac. • The Oakland County Food Policy Council focus group participants identified access to food as a major theme. • 9% of Trinity Health Oakland primary care patients identified financial insecurity as a high or medium need. • 26% of survey respondents reported that obesity is one of the most important health-related problems facing their community.
<p>4. Housing (Community Safety)</p>	<ul style="list-style-type: none"> • The social vulnerability index for Pontiac in housing and transportation is 0.73 compared to 0.40 for THOA's service area and 0.21 for Oakland County.² • The Census Bureau's American Community Survey measures housing quality and reports 9.3% overcrowding in Pontiac and 1.8% in Oakland County. • 26.7% of housing in the THOA service area is substandard compared to 37.8% in Pontiac. • 72.8% of housing in THOA service area is Owner-Occupied compared to 42.4% in Pontiac. • 26% of African American patients in THOA service area report housing as a need. • More than 10% of residents in Oakland County dedicate 30% or more of their income to housing expenses compared to 35% of expenses dedicated in Pontiac. (U.S. Census Bureau, ACS 5-year estimates, 2022)

² CDC/ATSDR Social Vulnerability Index (CDC/ATSDR SVI)

Hospital Implementation Strategy

Significant health and social needs to be addressed:

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

1. **Behavioral Health (Mental Health, Substance Use)** – CHNA pages 18.
2. **Access to Care** – CHNA page 19.
3. **Food Security (Diabetes/ Obesity)** – CHNA page 19.

Significant health and social needs that will not be addressed:

Trinity Health Oakland 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 Oakland does not intend to address the following needs:

- **Housing and Physical Environment (safety)** – To avoid duplication of efforts because other organizations are addressing the need and THOA will focus under access to care.
- **Healthy Behaviors** – It was determined that this health need could be included in the strategies developed for the top three health needs.

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. Behavioral Health



Goal: Reduce stigma around mental illness and substance use in Southeast Oakland County for high school students, and adults 18-64 years of age. Improve connection to mental health, education, and service utilization in THOA service area.

CHNA Impact Measures	2025 Baseline	2027 Target
By the end of 2027, increase social influencer of health (SIOH) screening rate by 10% within inpatient and ER settings for Pontiac (48340, 48341, 48342) and Waterford, (48327, 48328, 48329) MI communities.	67%	>77%
Increase access and awareness of programming for adults experiencing substance use dependency in THOA service area by developing at least two new community benefit collaborations by 2027.	0 community benefit collaborations.	>2 community benefit collaborations.
Partner with the Oakland Community Health Network and Oakland Schools (Intermediate School Districts) to establish at least one youth mental health program in Pontiac, and Waterford, MI by 2027. Provide the following impacts on high school students recent substance use: <ul style="list-style-type: none"> E-cigarettes: reduce recent use from 11.4% to 7.9% Alcohol: reduce recent use from 71.7% to 68.2% Marijuana: reduce recent use from 45.5% to 42% <i>*(MiPHY survey, 2022)</i>	0 mental health programs targeting high schoolers in Pontiac, and Waterford, MI.	>1 mental health program targeting high schoolers in Pontiac, and Waterford, MI.

Strategy	Timeline			Hospital and Committed Partners <i>(align to indicate committed resource)</i>	Committed Resources <i>(align by hospital/committed partner)</i>
	Y1	Y2	Y3		
Introduce at least 1 mental health program in Pontiac, Waterford, MI to improve substance use awareness among high school students using peer programming.	x	x	x	Oakland Schools (Intermediate School District)	Staff support, partner in-kind
	x	x	x	Oakland County Suicide Prevention Task Force	Partner in-kind, staff support
	x	x	x	Oakland Community Health Network	Youth and Family Care Connection
	x	x	x	Oakland County Youth Assistance	Community Benefit Partner in-kind
	Focus location(s)				Focus Population(s)
Trinity Health Oakland Service Area priority zip codes in Pontiac (48340, 48341, 48342) and Waterford community (48327, 48328, 48329) communities and Bloomfield Hills, MI				High school students ages 14 – 18 residing in Pontiac, Waterford, Bloomfield Hills, MI	

Strategy	Timeline			Hospital and Committed Partners <i>(align to indicate committed resource)</i>	Committed Resources <i>(align by hospital/committed partner)</i>
	Y1	Y2	Y3		
Increase internal and external connection to resources for adults experiencing substance use disorder through access to CRD.	x	x	x	Community Network Services	Staff support, Anti-Stigma program
	x	x	x	Trinity Health Oakland CHWB Social Care	Partner in-kind; system wide strategy Community Resource Directory
	x	x	x	Oakland Community Health Network	Staff support, partner in-kind
	Focus location(s)			Focus Population(s)	
Trinity Health Oakland Service Area			Adults 18-64 years old experiencing Behavioral Health, SUD		

2. Access to Care



Goal: Increase access to social support resources for patients screening positive for SIOH needs in THOA service area.

CHNA Impact Measures	2025 Baseline	2027 Target
Reduce the volume of patients who leave the ER before receiving a medical assessment by 10% annually before the end of 2027.	FY25 Baseline, 132 patients.	10% reduction annually. 93 patients (39 patient reduction over 3 yrs.)
Increase health care resources utilization for patients with a positive SIOH screening by 5%, before the end of 2027.	FY25 Baseline 11%	5% improvement >16%

Strategy	Timeline			Hospital and Committed Partners <i>(align to indicate committed resource)</i>	Committed Resources <i>(align by hospital/committed partner)</i>
	Y1	Y2	Y3		
Targeted outreach and support for patients w/o PCP as identified in Trinity Health’s metric to advance health and racial equity.	x	x	x	Trinity Health Oakland CHWB/ Community Health Worker staff	Partner in-kind; system wide strategy
	x	x	x	Trinity Health IHA Medical Group	Partner in-kind; system wide strategy
	x	x	x	Gary Burnstein Community Clinic	Uninsured patient care navigation
	Focus location(s)				Focus Population(s)
	Trinity Health Oakland Service Area priority zip codes in Pontiac (48340, 48341, 48342) and Waterford community (48327, 48328, 48329)				Emphasis on BIPOC Adults 18 – 85 years of age
Strategy	Timeline			Hospital and Committed Partners <i>(align to indicate committed resource)</i>	Committed Resources <i>(align by hospital/committed partner)</i>
	Y1	Y2	Y3		
Connect colleagues, patients, and community members to Community Health Workers with a focus on priority zip codes in Pontiac (48340, 48341, 48342) and Waterford (48327, 48328, 48329) communities to improve patient access social support resources.	x	x	x	Trinity Health Oakland CHWB/ Community Health Worker/ HR, marketing staff	Colleague Emergency Assistance Program (CEAP), 211
	x	x	x	Find Help.com, Community Resource Directory	Partner in-kind; system wide strategy
	x	x		E- Community Outreach Services	CB Donation \$8,500, partner in-kind
	x	x		Oakland Livingston Human Service Agency (OLHSA)	Partner in-kind, Transforming Community Initiative grant (TCI)
	x	x	x	Oakland County Workforce Development	Employee Retention Programs
	Focus location(s)				Focus Population(s)
Priority zip codes in Pontiac (48340, 48341, 48342) and Waterford (48327, 48328, 48329) communities.				Patients, residents screened positive for high SIOH needs	

3. Food Security (diabetes, obesity)



Goal: Improve Oakland County resident’s connections to healthy and affordable and nutritious food resources and utilization of programs/services.

CHNA Impact Measures	2025 Baseline	2027 Target
Decrease food insecurity rate for Oakland County residents ³ by up to 2% through improved access to fruits and vegetables by the end of 2027.	9%	>7%
Implement diabetes prevention program to improve healthy weight of 25 adults each fiscal year through 2027. 50% focus on 48340, 48341, 48342 zip codes, 50% broader THOA service area.	FY25 DPP baseline 35 patients	85 patients

Strategy	Timeline			Hospital and Committed Partners <i>(align to indicate committed resource)</i>	Committed Resources <i>(align by hospital/committed partner)</i>
	Y1	Y2	Y3		
Increase access to nutritious food through expanded Lighthouse pantry hours and mobile pantry programs	x	x	x	Trinity Health Oakland	Trinity Health Michigan Farms
	x	x	x	Lighthouse of Oakland County	Produce delivery – Expand on site pantry
	x	x	x	Centro Multicultural La Familia	Partner in-kind, staff support
	Focus location(s)			Focus Population(s)	
	Trinity Health Oakland service area including Bowen Senior Center, Waterford Senior Center, Pontiac, and Waterford Public Schools			Persons earning at, below and just above the Federal Poverty Level	
Strategy	Timeline			Hospital and Committed Partners <i>(align to indicate committed resource)</i>	Committed Resources <i>(align by hospital/committed partner)</i>
	Y1	Y2	Y3		
Connect residents to available resources through information and referral services, marketing campaigns, community newsletters and community health workers.	x	x	x	Trinity Health Oakland	Partner in-kind; system wide strategy
	x	x	x	Oakland County Food Policy Council	Partner in-kind; staff support; Community Benefit partners
	x	x	x	Healthy Pontiac We Can! Coalition	Resource Database, Community Partners
	Focus location(s)			Focus Population(s)	
	Trinity Health Oakland service area (priority zip codes) 48340, 48341, 48327, 48328			Persons earning at, below and just above the Federal Poverty Level	

3 (County Health Rankings & Roadmaps)

Strategy	Timeline			Hospital and Committed Partners <i>(align to indicate committed resource)</i>	Committed Resources <i>(align by hospital/committed partner)</i>
	Y1	Y2	Y3		
Introduce Food is Medicine program to provide healthy food access and skill-building education.	x	x	x	Trinity Health Oakland	Trinity Health Michigan Farm Program
	x	x	x	Lighthouse of Oakland County	Grant funding, patient referrals
	Focus location(s)				Focus Population(s)
	Trinity Health Oakland service area				Nutrition insecure persons with nutrition-sensitive medical conditions

Adoption of Implementation Strategy

On October 22, 2024, the Board of Directors for Trinity Health Oakland 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.



10/22/24

President/CEO Trinity Health Oakland Hospital
Fabian L. Fregoli, MD

Date