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

Our Core Values
Reverence
We honor the sacredness and dignity of every person.

Commitment to Those Who are Poor
We stand with and serve those who are poor, especially those most vulnerable.

Safety
We embrace a culture that prevents harm and nurtures a healing, safe environment for all.

Justice
We foster right relationships to promote the common good, including sustainability of Earth.

Stewardship
We honor our heritage and hold ourselves accountable for the human, financial and natural resources entrusted to our care.

Integrity
We are faithful to who we say we are.

Our Vision
As a mission-driven innovative health organization, we will become the national leader in improving the health of our communities and each person we serve. We will be the most trusted health partner for life.
I am very proud to share, Trinity Health Michigan Community Health & Well-Being (CHWB) has made significant progress on our fiscal year 2022 (FY22) goals. Our healing and transforming work continues to help our communities become healthier and stronger.

We conducted social needs assessments; integrated CHWB into existing infrastructures and standardized our processes; aligned our plans and implemented all nine local ministry Community Health Needs Assessment (CHNA) strategies; and continued an engaged, multidisciplinary statewide Collaboration Council on community and population health. We are committed to advancing resources and services to those in our communities who need it the most.

Here are some of our greatest accomplishments:

- developed a common Community Health Worker (CHW) training and staffing model;
- developed ambulatory social needs screening workflows; and
- shared templates to communicate CHWB efforts with local ministry boards and developed an improvement plan for dually enrolled members’ health care utilization.

We will build upon these accomplishments to advance social care efforts, enhance Community Health Worker development and deployment, and improve health equity.

We will build upon these accomplishments to advance social care efforts ... and improve health equity.

Chiquita Berg, MD, MBA, FACOG, Interim VP, Community Health and Well-Being
Community Health & Well-Being promotes optimal health for people experiencing poverty and other vulnerabilities in our communities. Our important work connects participants to social and clinical care; promotes policy and environmental changes; dismantles systemic racism; and reduces health inequities.

Community Health & Well-Being ministries in Michigan utilize a portfolio of social care strategies. We are working with primary care practices to screen patients for social needs, thus preventing our friends and neighbors from falling through the cracks. Care coordination teams, including social work, case management and Community Health Workers, use the Community Resource Directory and community partnerships to connect patients to helpful resources. We expanded our Diabetes Prevention Program to encompass every community we serve. We have successfully reduced program participation barriers by offering multiple learning options. Our Safety Net Health Centers provide comprehensive medical homes for uninsured and underinsured patients.

Trinity Health Michigan addresses food insecurities in our communities through our farm programs – providing boxes of fresh, healthy food; and we are advocating for federal and statewide food policy changes. Lastly, our ministries provide valuable leadership for community coalitions that are focused on healthy lifestyles, the promotion of advance directives, prevention of youth substance use and suicide prevention.

**Ministry Overview**

**Diabetes Prevention Program**
Educating every community we serve.

**Community Coalition Leadership**
Focusing on healthy lifestyles, promoting advance directives, and preventing youth substance abuse and suicide.

**Community Health Workers**
Connecting patients to resources.

**Legislative Advocacy**
Advocating for federal and statewide food policies.
Ministry Overview continued

Trinity Health Michigan

$4.7B In Revenue
$177.4M Community Benefit Ministry

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospitals</td>
<td>9</td>
</tr>
<tr>
<td>Medical Centers</td>
<td>13</td>
</tr>
<tr>
<td>Urgent Care Locations</td>
<td>23</td>
</tr>
<tr>
<td>Continuing Locations Care</td>
<td>25</td>
</tr>
<tr>
<td>Safety Net Centers</td>
<td>18</td>
</tr>
<tr>
<td>Employees</td>
<td>20,453</td>
</tr>
<tr>
<td>Physicians and APPs</td>
<td>3,755</td>
</tr>
<tr>
<td>Affiliated Physicians</td>
<td>2,286</td>
</tr>
<tr>
<td>Patient Encounters</td>
<td>6.6M</td>
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<tr>
<td>Surgeries (IP/OP)</td>
<td>89,773</td>
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<tr>
<td>Births</td>
<td>9,960</td>
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<tr>
<td>Home Care/Hospice Visits</td>
<td>251K</td>
</tr>
<tr>
<td>Senior Living Residents</td>
<td>1,420</td>
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</table>

Hospital Counties Served
Continuing Care Medical Centers
Safety Net Centers
Community Benefit

Trinity Health ministries have historically conducted Community Health Needs Assessments and developed Implementation Strategies to engage our communities and plan our work.

We developed our Implementation Strategies in partnership with our community, focusing on specific populations and geographies that are most impacted by the needs identified in the CHNA. We weaved racial equity principles into our strategy development, and we will continue to use them throughout the implementation period. The strategies implemented focus on policy, systems, and environmental change; these changes are needed to dismantle racism and promote health and well-being for everyone.

We 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.”

<table>
<thead>
<tr>
<th>CHNA Identified Needs</th>
<th>Strategies to Address Needs</th>
<th>*Net Cost</th>
</tr>
</thead>
</table>
| Behavioral Health, Mental Health and Substance Use Disorder | • srsly – Youth mental health and substance prevention coalitions  
• Western Wayne Suicide Prevention Coalition  
• Connect patients and community members to peer recovery coaches  
• Access to care through Behavioral Health Navigators  
• Safe disposal of unused medications  
• Project Assert  
• Project SUCCESS  
• Mental Health Awareness and Training  
• Ongoing Addiction Forum  
• Safe prescribing practices  
• Opioid Task Force | $4,902,702 |
## Community Benefit

<table>
<thead>
<tr>
<th>CHNA Identified Needs</th>
<th>Strategies to Address Needs</th>
<th>*Net Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to Care</td>
<td>• Community Health Workers&lt;br&gt;• Transitions of care model with community partners</td>
<td>$541,623</td>
</tr>
<tr>
<td>Diabetes</td>
<td>• Diabetes Prevention Program&lt;br&gt;• Diabetes Self-Management Education Services&lt;br&gt;• Cooking demonstrations</td>
<td>$106,609</td>
</tr>
<tr>
<td>Obesity, Nutrition and Physical Activity</td>
<td>• Participate in regional Food Policy Councils&lt;br&gt;• Nutrition Buddies&lt;br&gt;• Prescription for Health&lt;br&gt;• ShapeDown&lt;br&gt;• Availability of walking paths and trail networks&lt;br&gt;• CARROT app&lt;br&gt;• Senior Fit</td>
<td>$973,187</td>
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<tr>
<td>Maternal Infant Health</td>
<td>• Perinatal Wellness Center&lt;br&gt;• Breastfeeding Coalitions&lt;br&gt;• Social needs screening and referral</td>
<td>$444,277</td>
</tr>
<tr>
<td>Food Access</td>
<td>• Good Food Box program&lt;br&gt;• Livingston County Hunger Council&lt;br&gt;• Farming initiatives&lt;br&gt;• Food pantry support</td>
<td>$100,000</td>
</tr>
<tr>
<td>Transportation</td>
<td>• Collaborative health system funding for Livingston Essential Transportation Service&lt;br&gt;• Free shuttle between Chelsea, Stockbridge and Manchester for residents of western Washtenaw County in partnership with the WAVE bus</td>
<td>$19,761</td>
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<tr>
<td>Economic Security</td>
<td>Livability Lab 100 Day Challenge</td>
<td></td>
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</table>

*Total expense offset by revenue.
Advancing Social Care

Across the state, the grants funded community-based programs to address social care, food access, community collaboratives, Community Health Workers, mental health needs, suicide prevention, youth substance abuse prevention, physical activity, housing and vaccination outreach.

One grant highlight is the Mental Health Awareness and Training (MHAT) project, kindly funded by the Substance Abuse Mental Health Services Administration. The MHAT project helps communities build capacity to recognize and respond when a youth is experiencing a mental health crisis.

**Five towns that make up the hospital’s primary service area experienced higher than average rates of youth suicide over the previous six years.** Community leaders and concerned parents came together to understand why this was happening and how to change it. This collaborative work was facilitated by Chelsea Hospital’s Community Health & Well-Being team, with many partners.

**This data-driven, collaborative approach successfully leveraged millions of dollars in grant funding for the region.** Now in its second year, the grant funded training for more than 90 people in Youth Mental Health First Aid, and Question, Persuade, Refer. These evidence-based programs are free to anyone who lives or works in the hospital service area.

Sadly, Chelsea Hospital was well-positioned to apply for the grant – the five towns that make up the hospital’s primary service area had experienced higher than average rates of youth suicide over the previous six years.

![Diagram of Community Grants in FY22](image)

$3,922,385 Community Grants in FY22

- Trinity Health Muskegon: $672,028
- Trinity Health Ann Arbor/Livingston: $697,642
- Trinity Health Livonia: $166,000
- Trinity Health Oakland: $1,437,000
- Chelsea Hospital: $949,715

srsly is empowering youth to live healthy, substance-free lives and supporting families in addressing mental health through a connected community.
Community Health Workers

A Community Health Worker is a frontline public health worker who is a trusted member and/or has a close understanding of the community they serve. CHWs assist patients with social services and navigating the health care system. The CHW:

- links patients to community services and resources;
- helps patients find medical care for their needs; and
- helps patients manage their health conditions and prescriptions.

In FY22, there were 2,921 patients enrolled in the CHW program. Patients can be referred to a CHW in many ways. Here are the top referral sources:

- ambulatory care offices/physician clinics;
- behavioral health clinics;
- social workers (inpatient, outpatient, complex care);
- community-based organizations/safety net providers;
- food access sites, the Farm; and
- self-referrals, colleagues and community members.

CHWs are effective. In 2022, the social care outpatient screening rate was 68% compared to the social care inpatient screening rate of only 33%. Social needs are at the root of many health issues for our community members. According to findhelp, the top three Trinity Health Michigan social needs were housing, food and health care. We strive to meet those needs.

“This program has been my favorite, out of all the agencies I have worked with, and this experience has been really transformational. Amy, the CHW, helped me find transportation, and I even was able to pass on the Farm Share Assistance program because I was doing so well. Kudos to Amy for what she’s been able to do!”

~ Trinity Health Ann Arbor/Livingston program participant

“There was no other way I would have gotten these resources or vaccine.”

~ Trinity Health Oakland program participant
Diabetes Prevention Program

Trinity Health Michigan continues to offer the Diabetes Prevention Program (DPP) to residents in more than 30 counties throughout Michigan. We offer two learning options: virtual and in-person. Learning sessions are led by Trinity Health lifestyle coaches and are offered through a partnership with the YMCA.

The Diabetes Prevention Program is proven to delay onset of diabetes. It is an important resource for reducing the prevalence of diabetes and delaying the onset of Type 2 diabetes. This Centers for Disease Control and Prevention-recognized program sets the standard for DPP delivery and aligns with the identified health needs from the most recent CHNA for FY22.

Our DPP was recognized for best practice referring via electronic medical record and achieved Medicare DPP supplier status. In FY22, 854 providers made referrals to the program and 524 participants enrolled in 36 cohorts. Participants lost a total of 2,546 pounds, reported an average decrease in A1c’s by 0.3 and achieved many other positive health outcomes.

“I learned so much about diabetes prevention. I was also successful in losing weight. I went from 207 at the first weigh-in to 185, yesterday.”
~ Participant

“The program has helped me realize my health is important. Information shared in this program can be a lifetime change of health habits for you and your loved ones.”
~ Participant

“I have to admit I knew most of what we talked about, BUT ... it was being in the group, with a good coach, that made the experience manageable. I have had some difficult challenges over the past couple months, and I have struggled to eat properly. I always know that my coach and my group are there to help me.”
~ Participant
Safety Net Health Centers

For more than 23 years, Trinity Health’s Detroit Safety Net Health Centers have provided comprehensive care to the region’s most vulnerable citizens. The Health Centers provide an inclusive medical home for uninsured and underinsured patients throughout the region with more than 3,570 new patients receiving services in 2022.

This year every site implemented or continued to provide: primary care, behavioral health services and medication assistance to patients as part of a unified effort to integrate care for all patients. Additionally, we added physical therapy and dental services to our specialty offerings. Community Health Workers and athletic trainers from Trinity Elite’s Sports Performance Department are working in Detroit’s most under-resourced public schools.

Looking ahead to 2023, the Detroit market is committed to providing or facilitating preventive health screenings to more than 3,000 low-income residents, with the goal of decreasing disparities in cancer and diabetes outcomes. Over the next year, we will continue our multi-million-dollar commitment to partner with local community organizations on the development of an early childhood education facility, a new health center and a “healthy community” in Detroit’s Cody Rouge Neighborhood.

All of the Safety Net Health Centers make a difference. One Health Center highlight is the Trinity Health Neighborhood Primary Care – Ypsilanti. The clinic hosted 20,177 annual visits and served 7,383 patients. In addition to their Physician and Advanced Practice Provider Team, they offer: Care Manager, Patient Financial Advocate, Social Worker, Registered Dietitian, Panel Coordinator, Refugee Coordinator and Community Health Worker.

The McLean Ave Block Club appreciates Trinity’s support and Alexis, CHW. The Wellness Wednesday events bring education, sharing, fun and tasty meals!

The Refugee Coordinator cared for 374 refugees from all over the world in 2022:

- Refugees came from Ukraine, Afghanistan, Democratic Republic of Congo, Eritrea, Pakistan, Rwanda, Syria, Yemen and Somalia;
- Helped patients overcome language barriers, facilitate insurance needs and coordinate specialty visits;
- Provided help with social services such as rent, clothing, food and transportation; supported schools to ensure medical needs were met; and
- Made referrals for community services such as Maternal Infant Health Program and the Special Supplemental Nutrition Program for Women, Infants and Children.
Advancing **Social Care**

The Farm at Trinity Health Michigan

Trinity Health Michigan has two hospital-based farms, located at Trinity Health Ann Arbor and Trinity Health Oakland. The Farm is a multifaceted organization that focuses on increasing nutrition security for the community and investing in sustainable food systems. In 2021, we had several exciting achievements, including the **first full growing season** for our Trinity Health Oakland Farm and the initiation of an endowment for the Oakland Farm with a **$100,000 gift**.

**Ann Arbor Farm Achievements**
- Prepared 10,858 produce boxes; each box feeds one household
- Generated $209,926 in revenue for Michigan farms
- Started accepting SNAP; $6,880 was spent on produce
- Opened the Food Hub
- Donated 8,355 lbs. of food through Produce to Patients and Providers to more than 5,000 people – worth $31,869
- Social care encounters: 8,392

**Oakland Farm Achievements**
- Prepared 859 produce boxes; each box feeds one household
- Generated $12,784 in revenue for Michigan farms
- Engaged more than 600 colleague through education and outreach activities
- Donated 3,600 lbs. of food through Produce to Patients and Providers to 2,154 people worth $13,731
- Donated more than 400 bouquets to patients and staff
- 734 volunteer hours to work the farm and prepare boxes
- Social care encounters: 895

The newly completed Food Hub at Trinity Health Ann Arbor is just over 2,000 sq. ft. It contains a classroom, home-style teaching kitchen, and a washing and packing area for local food.

The Farm at Trinity Health’s mission is to grow a healthy community by empowering people through food, education and relationships.

“The Collaborative Farm Share program not only makes it easy and affordable for people of all socioeconomic backgrounds to eat healthy, local produce; but also, is an economic driver for our participating local farms.”

~ Amanda Sweetman, regional director of farming and healthy lifestyles
Behavioral Health

**srsly Coalitions (‘srsly’ is cool kid talk for ‘seriously’)***

Chelsea Hospital facilitated srsly coalitions in Chelsea, Dexter, Manchester and Stockbridge. As a youth-led coalition, srsly is building a bridge of support for those who are struggling with mental health and substance abuse through community education, awareness and advocacy. By working together, the coalition is focused on preventing struggles before they start.

“srsly is connecting with teens in a whole new way – wherever they are – finding out what they want and need directly from them,” said Kate Yocum, srsly coalition director. “Their voice is guiding our steps to support mental health and prevent substance abuse in Chelsea youth.”

We know mental health and substance use are connected; you can’t prevent one without supporting the other. The srsly coalitions are doing it right and getting results. The four communities with srsly coalitions have seen significant reductions in youth substance use since srsly started in 2008.

**srsly Successes**

**Chelsea**
Marijuana: 23% decrease in lifetime use, compared to a 17% increase statewide. Recent use remained stable at 14%, while it increased by 32% among teens across the state (in 2020).

**Dexter**
Prescription drug misuse: 48% decrease in recent use of painkillers without a prescription, and 38% reduction in recent misuse of a prescription stimulant without a prescription (in 2020).

**Manchester**
Alcohol: Lifetime use down by 44%, recent use down by 76%, and binge drinking down by 83% (in 2020).

**Stockbridge**
Electronic vaping: Recent use down 51% from 2018 to 2020.

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Mike Yocum, Matt Brown and Kate Yocum, srsly Chelsea director, participate in a community event promoting youth mental health awareness. As part of Trinity Health’s coalition with srsly, colleagues and community members are afforded the opportunity to volunteer at events to impact change.
Trinity Health Livonia, with funding from the Flinn Family Foundation, is supporting a collaborative approach to prevent youth suicide. Growth Works provides the backbone support for the Western Wayne Suicide Prevention Coalition, consisting of seven Western Wayne County school districts representing 6,500 adults and approximately 65,000 students. In the last year, 24 trainers were trained in Question, Persuade, Refer. There were 300 nonteaching staff who attended the Suicide Prevention Summer Conference and were trained as ‘gatekeepers’ to recognize and refer someone at risk of suicide.
Community Collaborations

Trinity Health Muskegon facilitates or provides leadership for several coalitions focused on healthy lifestyles, the promotion of advance directives, prevention of youth use of alcohol, tobacco, marijuana and opiates in West Michigan. These coalitions convene more than 140 people monthly to decrease binge drinking, decrease easy access to drugs and increase positive behavioral supports.

In the past 10 years, these data-driven decision-making teams have:

- reduced youth use of alcohol by 55%,
- reduced youth use of tobacco by 47%,
- reduced youth drinking and driving by 61% and
- collected more than 48,000 pounds of unused medications in Muskegon County.

Established in 2005 by the Health Project and supported with funding from Trinity Health Muskegon, the Coalition for a Drug Free Muskegon has just over 100 active members within seven subcommittees who work on youth prevention initiatives to reduce alcohol, tobacco, opiates and marijuana. These groups include:

- Muskegon Alcohol Liability Initiative
- Muskegon Area Medication Disposal Program
- KnowSmoke
- Opiate Task Force
- Alliance of Marijuana Prevention

Our coalition brings many organizations together to tackle tough issues with to reduce and prevent substance abuse in our community and we have the outcomes that prove it can work. We appreciate Trinity Health Muskegon’s facilitation and support of the coalition initiatives and the grant funding they provide to local organizations to help community in other ways.

~ DJ Hilson, Muskegon County Prosecutor & Chair, Coalition for a Drug Free Muskegon County.
Impacting Social Influencers of Health – Advocacy

Trinity Health Michigan is committed to investing in public health, improving community health, advancing affordable high-value care and ensuring access to health care for everyone.

Advocacy leaders provide support and opportunities for local colleagues to participate in advocacy efforts that help advance public policy. Through an extensive eAdvocacy platform, Trinity Health Michigan colleagues have been invited to take part in campaigns: investing in public health, improving community health and advancing affordable high-value care. Local regional health ministry experts also participate in multiple efforts to educate local, state and federal policymakers by testifying before committees, meeting one-on-one with legislators and hosting site visits and special events to showcase local ministry issues.

During 2022, Trinity Health senior leadership members participated in a Virtual Advocacy Day that focused on three Improving Community Health policies: food access, health equity, and maternal health. The leaders met virtually with seven Michigan congressional offices and two United States Senate offices.
FISCAL YEAR 2022
Community Health & Well-Being
Impact Report