

Health Net
OF WEST MICHIGAN
Navigating Care. Connecting Resources.

2014-2017 Community Report



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Get to know Health Net of West Michigan!

Mission

To **improve the health** of children and adults, particularly vulnerable populations, through **education and connections** to health care and support services.

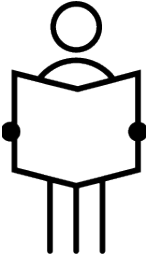
Vision

A community in which all people have the **knowledge, resources, and support** to **maintain optimal health** for themselves and their families.

Values

- Acting with compassion, care, and sensitivity
- Striving for health equity
- Educating self and others
- Showing respect to others
- Honoring diversity and respecting cultural differences
- Empowering individuals
- Maintaining a positive workplace
- Acting with integrity
- Working together to achieve individual and community health goals
- Making issues known and offering solutions

From the Executive Director and Board Chair



It's hard to believe that four years have elapsed since Health Net of West Michigan was created from the merger of Kent Health Plan (KHP) with programs from First Steps Kent. Thanks to our staff and many supportive community partnerships, a great deal has been accomplished in that time! This is our first “official” report to the community; we’d like to provide a brief history of how we got here and a summary of the important work that has occurred over the past four years.

In 2011, the Kent County Health Department led a Community Health Needs Assessment (CHNA) process, in partnership with the five nonprofit hospital systems and many community stakeholders. Out of the data that was gathered, several issues rose to the top - one of which was Access to Healthcare (remember, this was before the implementation of the Affordable Care Act (ACA) and the expansion of Medicaid).

In 2012, a Community Health Improvement Plan (CHIP) was developed, laying out proposed solutions to the various complex health issues identified in the CHNA; one of the strategies identified under Access to Healthcare was to explore the development of a community healthcare “hub.”

The premise was that our community needed a centralized, neutral entity to:

- help residents navigate the complexities of the healthcare system (insurance coverage, establishing a primary care medical home, etc.)
- function as a bridge to connect people identified by the healthcare systems as needing connection to community resources (housing, transportation, food, mental health services, etc.)
- function as a neutral convener to bring stakeholders together at a systems level to address complex health issues

Over the next year, this concept was fleshed out, led by Maureen and First Steps Kent, our community’s early childhood agency. Concurrently, the ACA was passed, and Michigan made the decision to significantly expand Medicaid coverage, effective in April 2014.

In December of 2013, an ad hoc Steering Committee was convened, which included the Kent Health Plan board, executives from Spectrum Health, Mercy Health Saint Mary’s and Metro Health, leaders from community agencies and philanthropy, and representatives from organizations working with under-served populations in our community.

What came out of that process was a mission and vision, the selection of our name, *Health Net of West Michigan*, and a commitment from KHP to invest a significant portion of its fund balance to develop Health Net’s infrastructure and maintain key KHP and First Steps “legacy” programs for a period of time during which the programs would be thoroughly evaluated for effectiveness and sustainability.

Thus, the experiment began! Fast-forward four years, and Health Net is firmly established as a vital resource that connects our community's formal healthcare systems to the network of community agencies that address the social determinants of health. Along the way, we have had our fair share of successes and challenges as an organization:

- Community Healthcare Access Program (CHAP) has been replicated in eight communities across the state, and is now branded as MI-CHAP. Results from a statewide evaluation confirm our Kent CHAP demonstration project outcomes of decreased emergency department use and hospitalizations, improvements in health outcomes, and decreased cost.
- In 2017, Health Net received a \$4.51 million Accountable Health Communities (AHC) award from the Centers for Medicare and Medicaid Services to expand our capacity as Kent County's bridge organization over the next five years.
- We began with a sizable fund balance inherited from Kent Health Plan, and we went through it more quickly than planned as we built our infrastructure and maintained the legacy programs. However, our 2017-18 budget is balanced and we maintain an adequate fund balance to support the ebb and flow of cash throughout the year.

Our progress as an organization is further illustrated in the "Growth and Evolution" section of our report on pages 7 and 8.

We are grateful to the Health Net board, our community supporters and funders, and most importantly, to the staff of Health Net for their dedication, passion for our mission, and willingness to embrace change.

We look forward to the future!

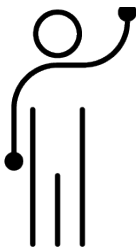


Executive Director



Board Chair

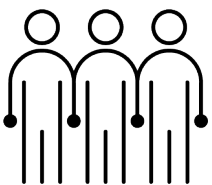
Our Team of Experts



Our Staff

We have built a diverse, engaged, and positive staff culture as evidenced by our high degree of staff satisfaction. Our multidisciplinary team is comprised of:

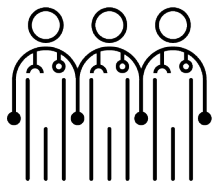
- Intake Specialists
- Social Workers
- Program Support Staff
- Community Health Workers
- Behavioral Health Specialists
- Administrative Team



Board of Directors

We would like to extend a special thank you to our board of directors:

- Carl Ver Beek, Chair, Varnum
- David Smith, Vice Chair, The Employers' Association
- Christopher Slater, Treasurer, Catholic Charities West Michigan
- Ken Fawcett Jr., MD, Secretary, Spectrum Health
- Micki Benz, Member, Mercy Health Saint Mary's
- Michael Reagan, Member, Cherry Health
- Larry Robson, MD, Member, Kent County Medical Society and Kent County Osteopathic Association
- Margo Schlewitz, Member, Metro Health University of Michigan Health
- Shannon Wilson, Member, Grand Rapids African American Health Institute



Medical Directors

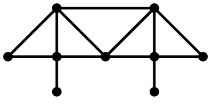
We greatly appreciate the guidance we receive from our team of medical directors who provide valuable insight into the clinical aspects that impact our work.

- Kathleen Howard, MD, Pediatric and FitKids360 Medical Director
- Khan Nedd, MD, Adult Medical Director
- Colette Smiley, DDS, Dental Director

"I see Health Net as providing services to the community that are not provided elsewhere. [Health Net] acts as an auxiliary extension of services that we would like to be able to provide. If we have a patient who is missing appointments, you can help us [find out why they missed the appointment]."

- Amy Tompkins,
Practice Manager at Cherry Health

Our Approach to Community Needs

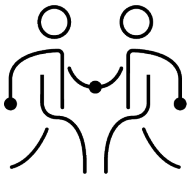


The Bridge to Access to Care and Resources

We strongly believe in helping **build a community of connections and relationships** to work toward our vision of a community in which all people have the knowledge, resources, and support to maintain optimal health for themselves and their families.

Our work is centered on addressing the **social determinants of health** (also called “health-related social needs”) and advocating for health equity. According to the Centers for Disease Control and Prevention, social determinants of health are “factors that contribute to a person’s current state of health. These factors may be biological, socioeconomic, psychosocial, behavioral or social in nature.”

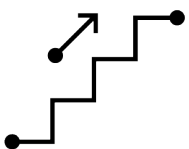
In tangible terms, health-related social needs are **factors outside the clinical setting** that impact someone’s ability to live a healthier life. For example, lack of reliable transportation could mean missing appointments, which directly impacts their ability to receive the care they deserve.



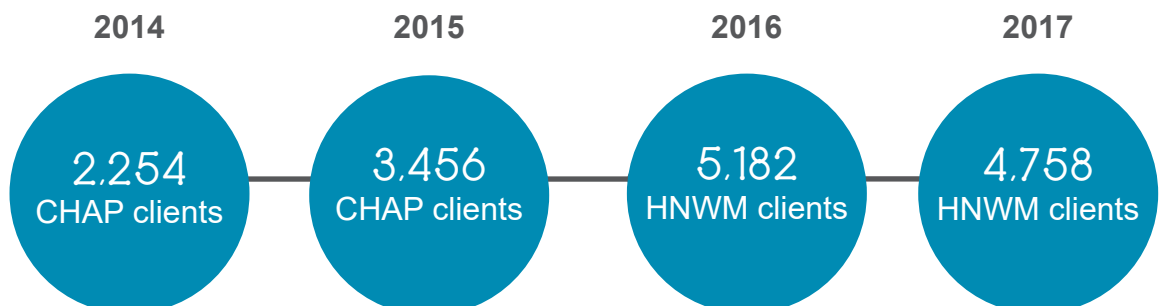
Partnerships

We have aligned with partners to **build relationships** that allow us to **advocate** for the needs of our community. We are a **neutral convener** that brings key stakeholders together from formal healthcare systems, community agencies, Medicaid health plans, and individuals seeking assistance. Through these efforts, we have become an important participant in systems work, helping to lead system-level initiatives, including the Kent County Population Health Consortium, the Coordinated Health Impact Alliance, and Invest Health’s Healthy Housing work.

The **collaborative efforts** mean that we are able to help **bridge gaps** in care by identifying existing resources in our community and supporting our partners’ efforts to improve access to health services.



Clients served



Our Growth and Evolution

2012

Kent County Community Health Improvement Plan (CHIP) specifies the development of a community healthcare “hub.”

December 2013

Six month community planning process for “hub” (later named Health Net of West Michigan) begins.

“If we are truly here to improve the health and health outcomes of the people we serve, we need to address health disparities, not only on a one-on-one level, but system wide.”

- Lisa Lowery, MD
Division Chief of Pediatric Specialties
at Helen DeVos Children’s Hospital

April 2014

Health Net of West Michigan is formed by re-purposing Kent Health Plan’s 501(c)(3) status to form a new organization.

Kent Health Plan carries over its “Plan B” coverage, renamed WellNet, as well as the health education curriculum, and incorporates programs from First Steps Kent including: Kent County Oral Health Coalition (KCOHC), FitKids360, and Community Healthcare Access Program (CHAP).

December 2014

Michigan Association of United Ways (MAUW) receives MI-CHAP award from the Michigan Health Endowment Fund to replicate the pediatric CHAP model in eight additional sites. Health Net provides technical assistance leadership.

January 2015

The Senior Dental Program pilot begins with the Area Agency on Aging of Western Michigan with funding through the Kent County Senior Millage.

April 2015

Tobacco Free Partners is welcomed to Health Net as Tobacco Free Network.

The Kent County Oral Health Coalition is awarded the Oral Health 2020 grant from the DentaQuest Foundation.

May 2015

Health Net, along with Asthma Network of West Michigan, Spectrum Health/ Priority Health, and Healthy Homes Coalition begins feasibility study for Pay for Success model.

July 2015

Coordinated Health Impact Alliance (CHIA), led by Health Net, begins.

October 2016

WellNet program is discontinued due to lack of sustainable funding and a need to focus intently on our core mission.

January 2017

FitKids360 hosts its 100th class, including classes taught in Spanish and for teens.

February 2017

Health Net integrates First Steps Kent's Welcome Home Baby program into its case management work.

Health education program is phased out and core model of patient empowerment is further integrated into case management work.

March 2017

Health Net is invited to join Invest Health initiative, to co-lead the healthy housing domain.

April 2017

Health Net is the only organization in Michigan to be awarded the \$4.51 million Accountable Health Communities (AHC) cooperative agreement through the Centers for Medicare & Medicaid Services. This funding will expand our capacity as Kent County's bridge organization over the next five years.

July 2017

Tobacco Free Network transitions to the Kent County Health Department.

Programs and Initiatives

Community Healthcare Access Program (CHAP)

Our Community Healthcare Access Program (CHAP) assists adults and children to maintain their health and understand how to navigate the healthcare system, thus reducing cost and improving health outcomes.

The program is driven by the referrals we receive from community partners and partnering medical homes. We have a unique model of case management, allowing us a wide scope of work to holistically address barriers that are preventing individuals from accessing the care they need.



FitKids360 and On the Move

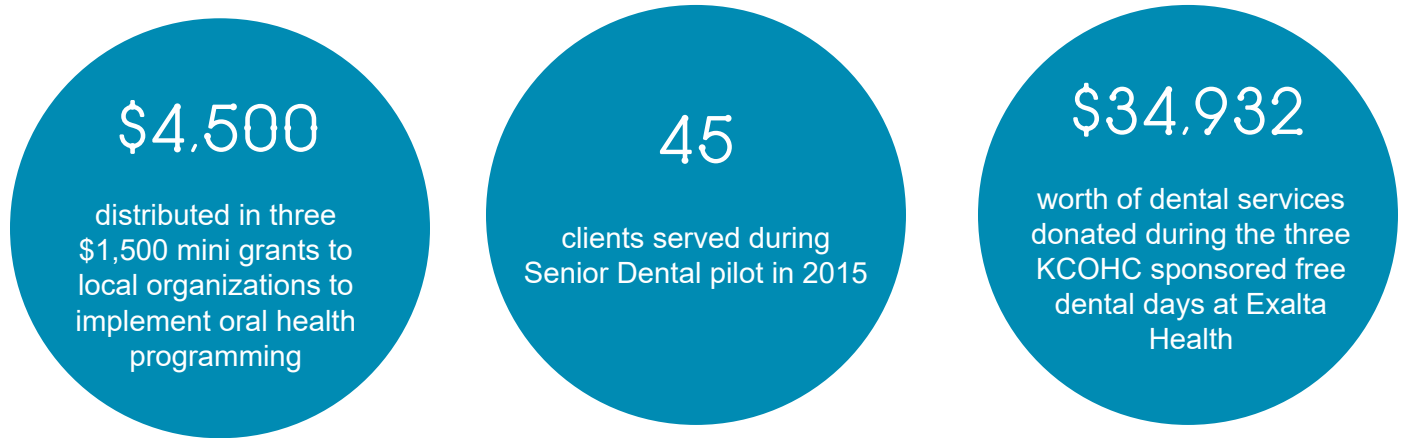
Piloted in 2010, FitKids360 is a seven-week healthy lifestyle program for children ages 5 to 17 with a BMI at or above the 85th percentile, and their families. The program combines basic education about nutrition, behavior and exercise with a wide range of physical activities to help families develop healthier habits. Upon graduation from FitKids360, all families are invited to participate in On the Move. This 10-week summer program supports lessons learned in FitKids360 and prepares families to participate in a local 5K race.

FitKids360 is now offered in four states and continues to expand its class offerings, as well as adding supplemental activities for families beyond their FitKids360 class experience.



Kent County Oral Health Coalition (KCOHC)

We house the Kent County Oral Health Coalition, which brings together oral health professionals, community organizations, funders and individuals passionate about oral health. The coalition works to increase knowledge and awareness of the importance of oral health to overall health, while working to increase access to oral health care among underserved and hard to reach populations.



Accountable Health Communities

In April 2017, we were awarded funding for the Accountable Health Communities project from the Centers for Medicare & Medicaid Services. The \$4.51 million cooperative agreement will illustrate the effectiveness of providing a systematic process to bridge the gaps between clinical and community services providers while engaging in a community alignment process to improve health outcomes and lower costs.

The project will serve all community-dwelling Medicare and Medicaid beneficiaries in Kent County who complete a screening at one of the partner sites who have unmet health-related social needs. The centralized screening tool will screen for the following:



Our clinical and community partners for the project are:

- Arbor Circle
- Catholic Charities West Michigan
- Cherry Health
- Family Outreach Center
- Metro Health – University of Michigan Health (Emergency Department, Labor & Delivery)
- The Salvation Army Turning Point
- Spectrum Health (Butterworth Emergency Department, Labor & Delivery)
- Helen DeVos Children’s Hospital (Emergency Department)

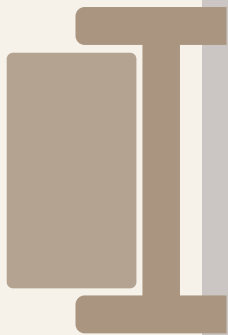


SEARCH FOR HEALTHY HOUSING

Health Net of West Michigan worked collaboratively with Carmen to access the resources she needed to reach her goal of a healthy environment for her family. This environment reaches beyond the necessary physical housing; it includes emotional support and resources for Carmen as a mother.



Carmen, a mother of two young children, was in her third trimester of pregnancy. The pregnancy was considered high-risk and she was unable to work. Carmen recently learned her family's home was unsafe due to lead, and a court order stated that the family needed to leave within a week and a half.



Carmen brought her two-year-old daughter to her primary care physician for her yearly physical. Her daughter's screening results revealed high levels of lead. **The physician's office referred the family to Health Net of West Michigan for housing assistance.**



Once Carmen's family moved out of their home, they were considered homeless. **Mary and Carmen called the housing organization to send a referral for transitional housing.** Carmen continued to check to see if any options became available with the housing organization.



Carmen's case was assigned to community health worker Mary. **After Mary reviewed the referral she suggested that Carmen work with private landlords to find a home quickly.** Private landlords hesitated to accept Carmen's application because of the eviction notice on her record. Also, since Carmen was not homeless yet, her family didn't qualify for assistance through the local housing organization.

OUR PURPOSE

is to connect individuals with the basic resources every human being deserves to live a healthier life. We are a mission-driven staff committed to working with our clients to empower them to make decisions and access resources.

The local housing organization found an opening in transitional housing for low-income mothers with children.

The housing option offered residents on-site resources to find health care, child care, job training, and other resources. However, Carmen couldn't move in until she paid her previous housing balance.

Carmen didn't have money to cover the balance and was in danger of losing the housing option. **Mary used the connections and relationships Health Net built within the community to secure \$700 toward Carmen's balance.**

Throughout the process Carmen felt comfortable voicing her concerns. Mary referred Carmen to agencies specializing in support for mothers and to organizations helping with childcare. **Carmen felt supported and empowered to reach her goals.**



During the move, Carmen lost some home essentials. **Mary connected her with an organization offering affordable housing items to furnish the new apartment.**

TIMELINE

Referred May 20, 2016 for housing, with a note that Carmen needed to be out of the home by June 1, 2016. Case successfully closed August 11, 2016.

5 REFERRALS

- Furniture
- Household items
- Early childhood services
- Housing
- Financial assistance

63 ACTIVITIES

- 37 phone calls with client
- 3 appointments (2 home visits, 1 visit with client at provider)
- 22 partner consultations
- 1 task (resources research)

CASE STUDY SUMMARY



Thank you!

Our work is rooted in growing connections within our community. Without the supportive community around us that values the well-being of all, we would not be able to bridge the gaps that exist. We are grateful to our community partners and financial supporters.

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To learn more about our organization, visit our website at healthnetwm.org or follow us on Facebook, Instagram, or Twitter, at [healthnetwm](https://www.facebook.com/healthnetwm).