

Fiscal Years 2025-2027



Community Health Needs Assessment (CHNA) Implementation Strategy



TRINITY HEALTH LIVONIA

TW1052924100D

Trinity Health Livonia Hospital completed a comprehensive Community Health Needs Assessment (CHNA) adopted by the Board of Directors on April 22, 2024. Trinity Health Livonia 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 [chna-livonia-2024.pdf \(trinityhealthmichigan.org\)](#) or printed copies are available at Trinity Health Livonia Hospital, office of Community Health and Well-Being, 36475 Five Mile Road, Suite 412, Livonia, MI 48154.

Our Mission

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

Our Hospitals

Trinity Health Michigan is a leading health care provider and one of the state's largest employers. With more than 20,000 full-time employees serving numerous counties, Trinity Health Michigan is composed of nine hospitals: Ann Arbor, Grand Haven, Grand Rapids, Livingston, Livonia, Muskegon, Oakland, Shelby, and Chelsea. The health system has 2,314 beds and 6,041 physicians and clinicians. With operating revenues of \$3.4 billion, Trinity Health Michigan returns \$198 million back to their local communities each year. Together with numerous ambulatory care locations, three home health agencies, one hospice agency and 25 senior living communities owned and/or operated by Trinity Health, Trinity Health Michigan provides the full continuum of care for Michigan residents.

Nationally, Trinity Health is among the country's largest Catholic health care systems. Based in Livonia, Michigan, with operations in 22 states, Trinity Health employs nearly 123,000 colleagues, physicians, and clinicians. The system has annual operating revenues of \$18.8 billion, assets of nearly \$27 billion, and returns about \$1.3 billion to its communities annually in the form of charity care and other community benefit programs. For more information, visit [trinity-health.org](#)



Trinity Health Livonia Hospital - North Entrance



Trinity Health Livonia Hospital - South Entrance and Emergency

Our Community Based Services

Trinity Health Livonia Hospital (THLA) provides comprehensive and compassionate care to the Wayne County community. The facility features a 24-hour emergency department, Level II Trauma Center, inpatient and outpatient surgery, general medicine, imaging services, physical medicine and rehabilitation services, intensive care unit, cancer care, cardiovascular care, senior services and birthing and women's services.

Our Community

Located in western Wayne County, the service area of THLA for this community health needs assessment was defined as the zip codes in which patients making up 75% of outpatient emergency room visits reside. This includes zip codes of Westland, Canton, Livonia, Northville, Plymouth, Redford, and Garden City. In addition, zip codes were added for Dearborn Heights, Inkster and two communities in Detroit which make up the next 6% of emergency room visits and had the highest increase in visits from the previous year. The population of all 17 zip codes is 613,919.

White individuals make up 60.28 % of the population of the service area, Black or African American individuals make up 27.42%, Asian individuals make up 5.82%, American Indian or Alaska Native make up 0.24%, Native Hawaiian or Pacific Islander individuals make up 0.01%, and those who identify with more than one race make up 5.07%. The non-Hispanic population in this area is 96.03%, and the Hispanic or Latinx population is 3.97%. These demographics indicate an increase in Black, Indigenous, People of Color (BIPOC) residents of the Trinity Health Livonia service area.

Our Approach to Health Equity

While community health needs assessments (CHNA) and Implementation Strategies are required by the IRS, Trinity Health Livonia considers the CHNA and resulting Implementation Strategy a way to meaningfully engage our community and focus 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 the 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 well-being for all members of the communities we serve.

Health and Social Needs of the Community

The CHNA conducted from July 2023 through November 2023, identified the significant needs for health and social drivers of health within the Western Wayne County community. Community stakeholders prioritized those needs during a facilitated review and analysis of the CHNA findings. The significant health needs identified, in order of priority include:

1. Mental Health (Mental Health, Substance Use, Social Isolation)	<ul style="list-style-type: none">• 81% of survey respondents reported that mental health problems, stress, or suicide were the most important health-related problems facing their community (those problems which have the greatest impact on overall community health).• 67% of survey respondents reported that alcohol misuse, drug misuse, marijuana misuse, or tobacco use were the most important risky behaviors in their community (those behaviors which have the greatest impact on overall community health).• The overarching theme of the focus groups was an environment that supports wholistic well-being.• Focus group participants indicated mental health care as a priority under needed resources.• Social isolation was noted by focus group participants as a barrier to achieving wholistic well-being.• 16.9% of outlying Wayne County residents reported 14 or more days out of the previous 30, on which their mental health was not good, which includes stress, depression, and problems with emotions. This was an increase from 16.1% in 2019-2021.• 21.3% of outlying Wayne County residents reported ever being told by a doctor that they had a depressive disorder. This represents a gradual increase in the rate over the last three survey cycles.• 2021/22 Michigan Profile for Healthy Youth (MiPHY) – Wayne County results:<ul style="list-style-type: none">- 28.4% of high school students reported ever drinking alcohol.4% of high school students/.07% middle school students reported binge drinking (4 or more drinks of alcohol in a row (female) or 5 or more drinks of alcohol in a row (male) in the last 30 days.
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<p>1. Mental Health (Mental Health, Substance Use, Social Isolation) <i>continued</i></p>	<ul style="list-style-type: none"> - 21.1% of high school students reported ever trying marijuana. - 11.1% of high school students/1.9% middle school students reported using marijuana in the last 30 days. - 13.1% of high school students/5.8% of middle school students reported that they were offered, sold, or given an illegal drug on school property during the last 12 months. - 43.9% of high school students/32.9% of middle school students reported feeling so sad or hopeless almost every day for two weeks or more in a row that they stopped doing some usual activities during the past 12 months. - 8.4% of high school students reported that they attempted suicide one or more times during the past 12 months. - 9.1% of middle school students reported ever trying to kill themselves. • 13.5% of Trinity Health Livonia primary care patients identified social isolation as a high or medium need when screened for social needs.
<p>2. Diabetes/Obesity/High Blood Pressure</p>	<ul style="list-style-type: none"> • 14% of survey respondents reported that heart disease and stroke is one of the most important health-related problems facing their community (those problems which have the greatest impact on overall community health). • 17% of survey respondents reported that diabetes is one of the most important health-related problems facing their community (those problems which have the greatest impact on overall community health). • 24% of survey respondents reported that obesity is one of the most important health-related problems facing their community (those problems which have the greatest impact on overall community health). • Navigating the health system was a major theme of the focus groups, with specific emphasis on understanding health insurance, getting appointments and understanding the importance of preventive care. • 10.6% of Trinity Health service area residents over age 18 (state of Michigan 10.9%) reported ever been told by a doctor, nurse, or other health professional that they have diabetes, other than diabetes during pregnancy, however diabetes prevalence is over 13% for three of the service area zip codes. • 83.9% of Trinity Health service area Medicare beneficiaries (state of Michigan 88.08%) have had a hemoglobin A1c test. Not receiving the test can indicate a lack of access to preventive care, a lack of health knowledge, insufficient provider outreach, and/or social barriers preventing utilization of services. • 31.4% of Trinity Health service area Medicare beneficiaries (state of Michigan 29%) have claims for ischemic heart disease. The numbers decreased in Wayne County from 42.1% in 2011 to 31.6% in 2018. • 33.7% of Trinity Health service area residents over 18 (state of Michigan 35.48%) are obese, defined as having a body mass index ≥ 30.0 kg/ m². The percentage has remained steady in outlying Wayne County from 2018-2022.

3. Access to Resources (Housing, food, financial security)

- 16% of survey respondents reported that financial stress was the most important health-related problem facing their community (those problems which have the greatest impact on overall community health).
- 54% of respondents reported that access to health care and/or access to healthy food is one of the most important factors for a healthy community (those factors most improve the quality of life in a community).
- Resources were a main theme from the focus groups. An environment that supports wholistic well-being includes access to the following resources according to the participants: health care, mental health care, fresh nutritious food, adequate income to meet needs, outdoor spaces and things that uplift the spirit.
- The Western Wayne Food Policy Council focus group participants identified access to food as a major theme.
- Of the 20,189 primary care patients (76.6%) in the Livonia service area screened for social needs, 32.5% identified a need.
- 12.4% of Trinity Health Livonia primary care patients identified financial insecurity as a high or medium need.
- 6.4% of Trinity Health Livonia primary care patients identified food insecurity as a high or medium need.

Hospital Implementation Strategy

Significant health and social needs to be addressed:

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

1. **Mental Health (Mental Health, Substance Use, Social Isolation)** – CHNA pages 16-17.
2. **Chronic Health Conditions (Diabetes, Hypertension, Obesity)** – CHNA page 17.
3. **Access to Resources (Housing, food, financial security)** – CHNA page 18.

Significant health and social needs that will not be addressed:

Trinity Health Livonia hospital 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 Livonia hospital does not intend to address the following needs at this time:

- **Neighborhood and Physical Environment** - To avoid duplication of efforts because other organizations are addressing the need.
- **Aging/Older Adults** - It was determined that this health need could be included in the strategies developed for the top three health needs.
- **Healthy Behaviors** - It was determined that this health need could be included in the strategies developed for the top three health needs.
- **Support Systems** - It was determined that the feasibility of addressing this health need was low.

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. Mental Health



Goal: To reduce the negative effects of poor mental health and substance use in middle school students, high school students, and adults 18-64 years of age in Western Wayne County.

CHNA Impact Measures	2025 Baseline	2027 Target
Number of Western Wayne County school districts with youth peer to peer mental health programs by June 30, 2027.	0	7
Increase the number of persons with SUD connected to peer recovery support by 30% by June 30, 2027. These supports include peer recovery coach services, recovery groups or events.	1,079	1,403

Strategy One	Timeline			Hospital and Committed Partners	Committed Resources
	Y1	Y2	Y3		
Partner with the Western Wayne Suicide Prevention Coalition and school leaders to create, promote and implement youth peer to peer mental health programs in Western Wayne County school districts	X	X	X	Growth Works	Suicide Prevention Coalition Coordinator, other staff support
	X	X	X	LAHC	Peer mentor program
	X	X	X	Western Wayne County school districts	Staff support for peer programs
	X	X	X	Trinity Health Livonia hospital	In-kind
	X	X	X	NAMI Metro	"Ending the Silence" school-based presentation
	Focus location(s): Trinity Health Livonia Hospital Service Area				Focus Population(s): Middle and high school students in Western Wayne County
Strategy Two	Timeline			Hospital and Committed Partners	Committed Resources
	Y1	Y2	Y3		
Support connection to recovery resources for adults experiencing substance use disorder.	X	X	X	Trinity Health Livonia hospital	Community Resource Directory, CHWs
	X	X	X	Growth Works	Peer Recovery Program
	X	X	X	Hegira Health	Peer Recovery Program
	X	X	X	Recovery Action Network of MI	Recovery support programs, peer recovery coaches
	Focus location(s): Trinity Health Livonia Hospital Service Area				Focus Population(s): Adults 18-64 years old experiencing SUD

2. Chronic Disease



Goal: Improve equitable access to resources and improve health outcomes around diabetes, hypertension and obesity prevention and management for residents in the defined community.

CHNA Impact Measures	2025 Baseline	2027 Target
Enroll 50 Diabetes Prevention Program (DPP) participants in FY25, 75 participants in FY26, and 100 participants in FY27 in diabetes prevention programming for the defined community.	37	225
Increase referrals for diabetes self-management education and MNT services over baseline by 10% by June 30, 2025, 15% by June 30, 2026, and 20% by June 30, 2027.	574	688
Reduce racial disparity in hypertension control to 2.0% by June 30, 2025.	2.5%	2%

Strategy One	Timeline			Hospital and Committed Partners	Committed Resources
	Y1	Y2	Y3		
Expand Diabetes Prevention Program offerings to Medicaid and Medicare recipients in priority zip codes within the THLA service area by partnering with community-based organizations to promote and implement the program.	x	x	x	Trinity Health Livonia,	Diabetes Prevention Program; classroom space
	x	x	x	Southeast Michigan Hospital Collaborative,	Grant funding; Marketing
	x	x	x	Redford Community Center, Westland Friendship Center, El Bethel Baptist Church, LAHC and Hope Clinic	In-kind classroom space
	Focus location(s): Trinity Health service areas with specific emphasis on Redford, Westland, Dearborn Heights/Inkster, and Detroit zip codes (48228, 48127)				Focus Population(s): Emphasis on Medicare and Medicaid recipients
Strategy Two	Timeline			Hospital and Committed Partners	Committed Resources
	Y1	Y2	Y3		

Increase referrals to Diabetes Self-Management and Education (DSME) and MNT programs through targeted education and awareness campaigns to provider offices and community groups.	x	x	x	Trinity Health Livonia	DSME Program
	x	x	x	Hope Clinic	'Awake, Arise, Thrive' DSME program
	x	x	x	Trinity Health IHA Medical Group	Referrals; MNT
	Focus location(s): THLA service area				Focus Population(s): Emphasis on Medicare and Medicaid recipients, recent discharges from hospital, patients with A1c's > 9%
Strategy Three	Timeline			Hospital and Committed Partners	Committed Resources
	Y1	Y2	Y3		
Targeted outreach for hypertension management programming to reduce the disparity of hypertension control as identified in Trinity Health's metric to advance health and racial equity.	x	x	x	Trinity Health Livonia	Partner in-kind; system wide strategy
	x	x	x	Trinity Health IHA Medical Group/ Michigan Heart - Livonia	Partner in-kind; system wide strategy
		x	x	National Kidney Foundation of Michigan	In-person and virtual HTN management program; provider education
	x	x	x	Michigan Department of Health and Human Services	In-kind support
	Focus location(s): Trinity Health service areas with specific emphasis on Redford, Westland, Dearborn Heights/Inkster, and Detroit zip codes (48228, 48127)				Focus Population(s): Emphasis on Black/African American Adults 18 – 85 years of age with active hypertension diagnosis
Strategy Four	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Collaborate with local culinary arts program to offer cooking skills classes via virtual and in-person delivery modes to participants in chronic health conditions prevention and management programs.	x	x	x	Trinity Health Livonia	Partner in-kind
		x	x	Thurston High School - Redford	Virtual and in-person cooking classes; use of culinary lab
		x	x	Lifestyle Medicine - Trinity Health Ann Arbor	Virtual cooking demos
		x	x	Madonna University	Dietetic students - cooking classes and grocery shopping tours
		x	x	Gleaners	Cooking Matters
	Focus location(s): Trinity Health service areas with specific emphasis on Redford, Westland, Dearborn Heights/Inkster, and Detroit zip codes (48228, 48127)				Focus Population(s): THLA service area with emphasis on priority populations including older adults, those on Medicaid and those uninsured or underinsured.

3. Access to Resources



Goal: Increase access to affordable, nutritious food.

CHNA Impact Measures	2025 Baseline	2027 Target
Increase the number of client choice pantries open in the evening or weekends in the THLA service area from 1 to 3 by June 30, 2026.	1	3
Increase the food security of the people served by The Information Center in Canton, Dearborn Heights, Detroit (48228 and 48219), Garden City Inkster, Livonia, Northville, Plymouth, Redford, and Westland by 80% by September 30, 2025 as measured by pre and post Arizona Self Sufficiency matrix for clients served.	To be established in year 1	TBD after baseline is established
Decrease the food insecurity rate of Wayne County residents above the SNAP threshold by 3 percentage points by June 30, 2027 as measured by Feeding America's <i>Map the Meal Gap</i> (Hunger & Poverty in Wayne County, Michigan Map the Meal Gap (feedingamerica.org)).	31%	28%

Strategy One	Timeline			Hospital and Committed Partners	Committed Resources
	Y1	Y2	Y3		
Provide coordination and support for expanded pantry hours, food delivery and/or mobile pantry programs.		x	x	Trinity Health Livonia hospital	Coordinator time, community impact grant funding
		x	x	Redford Interfaith Relief	Expanded hours and delivery
	x	x	x	Breaking Barriers for Kids and Families	Expanded hours for school-based pantries
	x	x	x	Peaches and Greens	Produce delivery
		x		Inkster Task Force	Community Center
		Focus location(s): Redford Township, McNamara Towers in Livonia, Minock Meadows in Redford, Inkster Senior Housing, Livonia Public Schools, Clarenceville Public Schools			Focus Population: Persons earning above the Federal Poverty Level yet struggling to afford basic expenses

Strategy Two	Timeline			Hospital and Committed Partners	Committed Resources
	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 Livonia hospital	CHWs
	x	x	x	The Information Center	Resource Database, Community Partners, Where to Turn Resource Guide, Information and Referral Specialist
	x	x	x	Western Wayne Food Policy Council	Aligned action of council members
	Focus location(s): Trinity Health Livonia service area			Focus Population: Persons earning above the Federal Poverty Level yet struggling to afford basic expenses	
Strategy Three	Timeline			Hospital and Committed Partners	Committed Resources
	Y1	Y2	Y3		
Explore the feasibility of a Food is Medicine program.	x	x		Trinity Health Livonia hospital	Trinity Health Michigan Farm Program
	Focus location(s): Trinity Health Livonia service area			Focus Population(s): Persons with nutrition-sensitive medical conditions and experiencing nutrition insecurity	

Goal: Improve access to affordable housing.		
CHNA Impact Measures	2025 Baseline	2027 Target
Increase the number of Western Wayne County residents participating in Renting Right workshops by 10% each year.	80	106
Increase the housing security of the people served by The Information Center in Canton, Dearborn Heights, Detroit (48228 and 48219), Garden City Inkster, Livonia, Northville, Plymouth, Redford, and Westland by 25% by September 30, 2025 as measured by pre and post Arizona Self Sufficiency matrix for clients served.	TBD in year 1	TBD after baseline is established in year 1
Decrease the percentage of low-income renter households (51%-80% AMI) in Wayne County spending more than 30% of their income on housing costs by 2 percentage points by June 30, 2027. Gap Report: Michigan National Low Income Housing Coalition (nlihc.org)	41%	39%

Strategy One	Timeline			Hospital and Committed Partners	Committed Resources
	Y1	Y2	Y3		
Connect Western Wayne County residents to available resources through information events, information and referral services, municipalities, and resident engagement.	x	x	x	Trinity Health Livonia hospital	Community Resource Directory, CHWs
	x	x	x	The Information Center	Resource Database, Community Partners, Where to Turn Resource Guide, Information and Referral Specialist
	x	x	x	Wayne Metro CAA	Housing Stability services
	Focus location(s): Western Wayne County				Focus Population: Persons earning above the Federal Poverty Level yet struggling to afford basic expenses
Strategy Two	Timeline			Hospital and Committed Partners	Committed Resources
	Y1	Y2	Y3		
Explore affordable housing policies and projects with local municipalities.	x	x	x	Trinity Health Livonia hospital	Advocacy team
	x	x	x	City of Inkster	Master plan development, examine zoning policies
	Focus location(s): Western Wayne County				Focus Population: City of Livonia, City of Inkster

Adoption of Implementation Strategy

On October 28th, 2024, the Board of Directors for Trinity Health Livonia hospital 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.

Matthew Griffin, MD
President Trinity Health Livonia

October 28, 2024