

# **PROMEDICA MONROE REGIONAL HOSPITAL**

**2016 COMMUNITY HEALTH NEEDS ASSESSMENT**



Approved and Adopted on December 19, 2016

# **PROMEDICA MONROE REGIONAL HOSPITAL**

## **COMMUNITY HEALTH NEEDS ASSESSMENT - 2016**

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## **I. INTRODUCTION**

ProMedica Monroe Hospital, a member of ProMedica, is a committed healthcare resource in the southeast Michigan community, providing acute care and emergency services, as well as selected specialty medical and mental health services to patients, regardless of ability to pay.

ProMedica’s mission is to improve the health and well-being of the communities we serve.

One element in the ProMedica Monroe Regional Hospital implementation plan, developed from the most recent community health needs assessment, was to strengthen partnerships with other organizations to improve the health of Monroe County communities. ProMedica Monroe Regional Hospital encouraged and supported the Monroe County Health Department in creating the Building Health Communities Coalition of Monroe County, and the hospital and health department were successful in jointly approaching the Monroe County Health Plan for funding to support a 2015 health status assessment and a Mobilizing for Action through Planning and Partnerships process aimed at producing a community health improvement plan for the county.

The Building Healthy Communities Coalition of Monroe County process and groups included input from persons who represent the community. Collaborating participants included:

ProMedica Monroe Regional Hospital	City of Monroe
Monroe County Health Department	Area Agency on Aging
Monroe County Health Plan	United Way of Monroe
Monroe County Substance Abuse Coalition	Relay for Life
Human Services Collaborative Network	Great Start Collaborative
American Cancer Society of SE Michigan	Monroe County Family YMCA
Monroe County Mental Health Authority	Monroe County Community College
Monroe County Head Start/Early Head Start	Family Medical Center of Michigan
Child Advocacy Network (CAN) Council	Monroe Center for Healthy Aging
Monroe County Planning Commission	Monroe Department of Human Services
Monroe County Board of Commissioners	Community Foundation
Catholic Charities of Southeast Michigan	Monroe Public Schools
Bedford Public Schools	Jefferson Public Schools
Ida Public Schools	Dundee Public Schools
Mason Consolidated Public Schools	Summerfield Public Schools
Whiteford Public Schools	American Heart Association
Monroe County Intermediate School District	American Red Cross
Monroe County Commission on Aging	Michigan State Police
Monroe County MSU Extension	Human Services Collaborative Network

ProMedica Monroe Regional Hospital conducted and adopted this community health needs assessment (CHNA) in 2016. Following the formal county assessment survey process in September 2015, multiple community organizations through the Building Healthy Communities Coalition of Monroe County are collaborating to develop a community health improvement plan

for Monroe County, with ProMedica Monroe Regional Hospital represented on these community strategic planning groups. A resource assessment is being compiled as part of this process.

ProMedica Monroe Hospital convened a CHNA committee to review the work of the Building Healthy Communities Coalition of Monroe County and available health data, select and prioritize key indicators for their defined community, identify resources and gaps in these areas, and develop implementation plans to address these health issues in the community over the next three years, taking into account the needs of minority and underserved populations. Health improvement plans were developed with feedback from key community stakeholders, to confirm these needs from a community perspective.

ProMedica Monroe Hospital will specifically implement programs to address the following health needs, listed in order of priority:

- Cardiovascular Health
- Cancer
- Pulmonary Disease

ProMedica Monroe Regional Hospital will collaborate with the Monroe County Building Healthy Communities Coalition to support its strategic initiatives surrounding these needs:

- Adult and Youth Weight Status
- Adult and Youth Mental Health
- Adult and Youth Safe Driving
- Adult and Youth Substance Abuse

In addition, as part of ProMedica Health System, some community health programs are developed and implemented at the corporate level, with diabetes, behavioral health and infant mortality identified as current focal points. The full ProMedica Monroe Hospital CHNA may be accessed at <https://www.promedica.org/pages/about-us/default.aspx> or by calling (734) 240-4550.

## **II. PROMEDICA MONROE REGIONAL HOSPITAL COMMUNITY SERVICE AREA**

ProMedica Monroe Regional Hospital is a general acute care hospital that serves all types of populations, including children, women, men and seniors. ProMedica Monroe Regional Hospital's community includes all patients without regard to whether they or their insurers pay for the care received or whether they are eligible for assistance under ProMedica Monroe Regional Hospital's Financial Assistance Policy. The hospital draws 88.6 percent of its discharges from a primary service area defined by the two Monroe zip codes, Newport and Carleton to the north, and LaSalle to the south. 11.4 percent of discharges are from a secondary service area comprised of the remaining Monroe County zip codes. County level data, therefore, reflects the characteristics of the population in the hospital's catchment area.

Within the 549.4 square miles of Monroe County a mixed urban and rural environment is supported by a diverse economy that includes industrial, retail, commercial and agricultural components. Urban and industrial developments predominate along Lake Erie, while approximately 1,100 working farms occupy the western townships.

Between the 2000 and 2010 census, Monroe County's total population growth of 4.2 percent compares favorably with the state's 0.6 percent decline. In Monroe County in 2010 there were 152,021 people, with a population density of 276.7 people per square mile.

There were 58,686 households of which 30.1% had children under the age of 18, 55.7% were married couples living together, 11.1% had a female householder with no husband present, and 28.2% were non-families. 23.5% of all households were made up of individuals and 9.3% had someone living alone who was 65 years of age or older. The average household size was 2.59 and the average family size was 3.05.

The median income for a household in the county was \$53,224, and the per capita income for the county was \$26,164. According to the US Census Bureau for 2009-13 there were 18,428 people living at or below the poverty level in Monroe County, or 12.3 percent of the population. In 2012, 11% of county residents under age 65 years were uninsured.

The April 12, 2012 Southeast Michigan 2040 Forecast by the Southeast Michigan Council of Governments projects 3 percent growth in Monroe County over the next decade. The region as a whole, in spite of an aging population, is expected to lose population through 2020. Except for Bedford Township, growth between 2010 and 2020 will be to the northeast of the city of Monroe.

The region will become much older by 2040, driven by the aging of the large baby boom generation. Though total households in the region will slowly increase, the aging population means a continued decline in household size. The fastest growing segment of the Monroe County population is in the 65+ age group, with growth of 37.5 percent predicted between 2010 and 2020. During the same period, the prime working age population is expected to decline.

The racial makeup of the county in 2010 was 94.4% White, 2.1% Black or African American, 0.3% Native American, 0.6% Asian, 0.8% from other races, and 1.8% from two or more races. 96.3% spoke English and 3.7% spoke some other language at home.

ProMedica Monroe Regional Hospital is the only acute care facility in Monroe County. With 217 medical-surgical and 21 inpatient psychiatric beds, the hospital admits approximately 9,850 patients annually. Outpatient visits total about 166,000 and emergency department visits 45,000 each year. ProMedica Monroe Regional Hospital has an outreach network of 12 laboratory and imaging sites and 8 ProMedica Monroe Regional Hospital and ProMedica Physician Group employed physician practices at various county locations.

Admissions of Monroe County residents to other than ProMedica Monroe Regional Hospital, including for tertiary referrals, are primarily to ProMedica Toledo Hospital, ProMedica Flower Hospital, the University of Toledo, and St. Vincent Medical Center in the Toledo, Ohio area, or to the University of Michigan and St. Joseph Mercy in Ann Arbor, Michigan, Beaumont Trenton, and Henry Ford Wyandotte.

Existing health care facilities and resources within the community that are available to respond to the health needs of the community are listed in the table below.

<b>Table 1. Health Care Facilities Serving Monroe County</b>		
<b>Facility</b>	<b>Location</b>	<b>Beds</b>
ProMedica Monroe Regional Hospital	Monroe MI	238
Beaumont Trenton	Trenton MI	193
Henry Ford Wyandotte	Wyandotte MI	345
University of Michigan	Ann Arbor MI	925
St Joseph Mercy	Ann Arbor MI	513
ProMedica Toledo Hospital	Toledo OH	794
ProMedica Flower Hospital	Sylvania OH	559
University of Toledo	Toledo OH	319
Mercy St Vincent	Toledo OH	568

Given the presence of other hospital entities in contiguous counties, ProMedica Monroe Regional Hospital’s community health focus remains within Monroe County, leaving the individual community efforts within the other counties to the hospitals located in each.

<b>Nursing Homes Serving Monroe County</b>		
<b>Facility</b>	<b>Location</b>	<b>Beds</b>
ProMedica Monroe Skilled Nursing & Rehab	Monroe MI	78
Magnumcare of Monroe	Monroe MI	152
The Lutheran Home	Monroe MI	122
Medilodge of Monroe	Monroe MI	183
Fountain View of Monroe	Monroe MI	119
Sisters Servants of the Immaculate Heart	Monroe MI	58
Hickory Ridge of Temperance	Temperance MI	74

90 percent of the county's nursing home beds are within ProMedica Monroe Regional Hospital’s primary service area. The Michigan Department of Health and Human Services considers the

state planning region that includes Monroe County to be over bedded for both acute care and nursing homes.

Other resources providing access to health care in Monroe County include:

- o Monroe Community Mental Health Authority, Monroe- short term outpatient services, case management, coordination and Assertive Community Treatment services to Medicaid and uninsured to children and families, individuals with developmental disabilities, adults with mental illness and all age groups for individuals with a co-occurring mental illness and substance abuse diagnoses.
- o Monroe County Health Department, Monroe- HIV counseling & testing, testing and treatment of tuberculosis and communicable diseases, immunizations, family planning services, sexually transmitted diseases diagnosis and treatment, and dental services.
- o Family Medical of Michigan. Temperance, Carleton and Monroe- nonprofit, federally qualified community health centers for primary care, individual and group therapy mental health, and dental services.
- o Faithworks Medical, Monroe- primary medical care to uninsured working adult residents of Monroe County.
- o The Sacred Heart Clinic, Monroe- free basic health care to the underinsured or uninsured.
- o ProMedica Home Care Connection, Heartland Home Health and Progressive Therapy Home Health Care, all in Monroe- Medicare home health services.
- o Mercy Memorial Hospice, Arbor Hospice and Heartland Hospice in Monroe; Erie West Hospice and Hospice of Northwest Ohio in Lambertville- end of life and

The northern and southern portions of Monroe County are designated as medically underserved areas by the federal government.

### **III. IMPACT OF PREVIOUS COMMUNITY HEALTH NEEDS ASSESSMENT PLAN**

The 2015 Community Health Needs Assessment for ProMedica Monroe Regional Hospital identified several significant health needs. These needs are listed below, in order of priority, and provide actions taken since the 2015 Community Health Needs Assessment. Impact to the community could not be obtained as community primary data will not be updated until the end of 2016.

#### CANCER SCREENINGS – LUNG, BREAST AND COLORECTAL

- Educate community members about lung cancer and early detection screenings, educate community members about the importance of breast exams and educate the community about the importance of prostate cancer screenings.
  - ProMedica Monroe Regional Hospital provided 61 clinical breast exams and mammograms using grant funds at no cost to the patient.
  - ProMedica Monroe Regional Hospital provided cancer education to 505 individuals at five different community events.

#### CARDIOVASCULAR HEALTH

- Educate the community about early stroke recognition and early action minimizing brain damage using FAST (Face Arm Speech Time).
  - ProMedica Monroe Regional Hospital provided early stroke recognition education and stroke prevention strategies to 850 individuals at nine community education sessions.
  - 208 patients hospitalized with stroke/transient ischemic attack diagnosis received education.
- Annually perform community outreach and awareness activities about cardiovascular disease risk factors and prevention strategies.
  - ProMedica Monroe Regional Hospital provided education about cardiovascular disease risk factors and prevention strategies to 466 individuals at five community education events.
  - 1,264 patients were counseled on smoking cessation practices and available community resources.
  - 797 persons received diabetes education resource information at 62 different events.
- Increase treatment options in Monroe County for patients diagnosed with cardiovascular disease.
  - ProMedica Monroe Regional Hospital established a formal partnership with the Monroe Family YMCA for Phase III of its cardiovascular rehabilitation program. There have been 35 participants in the program so far.

#### PULMONARY DISEASE

- Educate the community about risk factors and prevention strategies of chronic respiratory diseases.
  - ProMedica Monroe Regional Hospital provided chronic respiratory disease prevention information to 453 individuals at five community education sessions.
  - One hundred percent of pulmonary rehabilitation patients received information on the pneumonia vaccination.



- ProMedica Monroe Regional Hospital partnered with the Monroe County Health Department to provide pneumonia vaccinations at four community health screening events.
- ProMedica Monroe Regional Hospital implemented a new chronic obstructive pulmonary disease management program and there have been 23 participants in the program so far.

#### ADULT AND YOUTH WEIGHT STATUS

- Improve the knowledge, attitudes and beliefs of residents of Monroe County related to nutrition and physical activity.
  - ProMedica Monroe Regional Hospital provided lactation management consultations to 75.8% of breastfeeding women received a lactation management consultation.
  - Of the 49 women who have participated in childbirth education classes, all participants received information on the benefits of exclusive breastfeeding.
  - ProMedica Monroe Regional Hospital partners with the Building Healthy Communities Coalition to promote nutrition and physical fitness in all Monroe County school districts through the “Healthy Schools Initiative”. In 2016, 28 schools received recognition for their activities to promote positive health behaviors and outcomes.
  - ProMedica Monroe Regional Hospital partnered with the Monroe County Health Department, United Way of Monroe County and City of Monroe Recreation Department to provide blood pressure and glucose screening at eight community events with a total of 589 community members receiving education and screening.

#### ADULT AND YOUTH MENTAL HEALTH

- Increase community education of mental health issues and increase community awareness of mental health resources in Monroe County.
  - ProMedica Monroe Regional Hospital is in the process of developing a comprehensive community mental health resource guide to be distributed throughout Monroe County. The guide is to be completed by March 2017.

#### ADULT AND YOUTH SUBSTANCE ABUSE

- Increase awareness and efforts of the Monroe County Substance Abuse Coalition and the Monroe County Prescription Drug and Heroin Call to Action
  - ProMedica Monroe Regional Hospital staff participated in fifteen community-wide Monroe County Substance Abuse Coalition events, including the Monroe County Prescription Drug and Heroin Summit.
  - ProMedica Monroe Regional Hospital partnered with the United Way of Monroe County and Monroe County Substance Abuse Coalition to host four community safe medication disposal events with 389 participants.

- ProMedica Monroe Regional Hospital partnered with the Monroe County Substance Abuse Coalition to host a free lunch and learn series for medical professionals to promote use of the Michigan Automated Prescription System.

The above information reflects activities that were implemented to address hospital priority issues. Primary county data will be updated in 2017, and the new Monroe County assessment will reflect any changes in statistics resulting from these activities and any new areas of concern. The ProMedica Monroe Regional Hospital implementation plan to be approved by the Board of Trustees and will address priority needs identified by the Building Healthy Communities Coalition of Monroe County as well as those identified by the hospital's CHNA Committee.

**IV. COMMUNITY HEALTH NEEDS ASSESSMENT**

The ProMedica Monroe Regional Hospital process for identifying and prioritizing community health needs and services included secondary and primary data that were collected and reviewed to assist in identifying and then prioritizing community health needs.

Secondary data included health outcome measures as well as measures of factors influencing health. Primary data included survey results from the collaborative Monroe Community Health Status Assessment.

<b>Monroe County Community Health Needs Assessment Information Sources</b>
2015 Monroe County Community Health Status Assessment: Examining the Health of Monroe County, <a href="http://www.hcno.org/community/data-indicator.html">http://www.hcno.org/community/data-indicator.html</a> , Hospital Council of Northwest Ohio data
Monroe County Comprehensive Plan 2010 Update, <a href="http://www.co.monroe.pa.us/planning_records/lib/planning_records/planning/monroe_county_comprehensive_plan_update.pdf">http://www.co.monroe.pa.us/planning_records/lib/planning_records/planning/monroe_county_comprehensive_plan_update.pdf</a> , population projections
Michigan Hospital Association interactive data base, <a href="http://www.datakoala.com/">http://www.datakoala.com/</a> , market share and inpatient discharges
ProMedica Monroe Regional Hospital Strategic Plan 2015-2017
Southeast Michigan Council of Governments 2040 Forecast, <a href="http://semcog.org/Plans-for-the-Region/Regional-Forecast">http://semcog.org/Plans-for-the-Region/Regional-Forecast</a> , population projections

US Census Bureau Population Division, <http://www.census.gov/2010census/>, 2010 Census data

Michigan Department of Health and Human Services Michigan Mortality Statistics, [http://www.michigan.gov/mdhhs/0,5885,7-339-73970\\_2944\\_4669\\_4686---,00.html](http://www.michigan.gov/mdhhs/0,5885,7-339-73970_2944_4669_4686---,00.html)

The health areas that were examined by the formal county needs assessment survey include, but are not limited to: health status, health care coverage, health care access, cardiovascular health, cancer, diabetes, asthma, arthritis, weight control, tobacco use, alcohol use, substance abuse, women's health, men's health, mental health, preventive screenings and immunizations, sexual behavior, perceived quality of life, youth safety, youth violence, youth perceptions, oral health, family functioning.

After reviewing both the Monroe County Building Healthy Communities Coalition and Monroe Community Health Status Assessment data, the ProMedica Monroe Regional Hospital CHNA Committee concurred with the health needs identified in Section I above. ProMedica Monroe Regional Hospital will also address the following needs: cardiovascular health, cancer and pulmonary disease.

## **MONROE COUNTY COMMUNITY HEALTH NEEDS ASSESSMENT PROCESS**

ProMedica Monroe Regional Hospital utilized the data provided in the Monroe County Health Status Assessment as the basis for their community health needs assessment. To begin the formal county assessment process, the Hospital Council of Northwest Ohio Data Division, in conjunction with the University of Toledo Health and Human Services Department, conducted the formal county health assessment utilizing the following methodology. (Refer to page 3. for a list of collaborating organizations).

### Design

This community health assessment was cross-sectional in nature and included a written survey of adults and youth within Monroe County. From the beginning, community leaders were actively engaged in the planning process and helped define the content, scope, and sequence of the study. Active engagement of community members throughout the planning process is regarded as an important step in completing a valid needs assessment.

Two survey instruments were designed and pilot tested for this study. As a first step in the design process, health education researchers from the University of Toledo and staff members from the Hospital Council of NW Ohio met to discuss potential sources of valid and reliable survey items that would be appropriate for assessing the health status and health needs of adults and youth.

The investigators decided to derive the majority of the adult survey items from the BRFSS and YRBSS. This decision was based on being able to compare local data with state and national data.

### Adult Survey

Adults ages 19 and over living in Monroe County were used as the sampling frame for the adult survey. Since U.S. Census Bureau age categories do not correspond exactly to this age parameter, the investigators calculated the population of those 18 years and over living in Monroe County. There were 106,973 persons ages 18 and over living in Monroe County. The investigators conducted a power analysis to determine what sample size was needed to ensure a 95% confidence level with a corresponding margin of error of 5% (i.e., we can be 95% sure that the “true” population responses are within a 5% margin of error of the survey findings.) A sample size of at least 383 adults was needed to ensure this level of confidence. The random sample of mailing addresses of adults from Monroe County was obtained from Allegra Marketing Services in Louisville, KY.

Prior to mailing the survey to adults, an advance letter was mailed to 1,200 adults in Monroe County. This advance letter was personalized, printed on Building Healthy Communities Coalition stationery and was signed by John Kibble, Vice President, ProMedica Monroe Regional Hospital, and Kim Comerzan, Health Officer, Monroe County Health Department. The letter introduced the county health assessment project and informed the readers that they may be randomly selected to receive the survey. The letter also explained that the respondents’ confidentiality would be protected and encouraged the readers to complete and return the survey promptly if they were selected.

Three weeks following the advance letter, a three-wave mailing procedure was implemented to maximize the survey return rate. The initial mailing included a personalized hand signed cover letter on Building Healthy Communities Coalition stationery describing the purpose of the study; a questionnaire printed on colored paper; a self-addressed stamped return envelope; and a \$2 incentive. Approximately three weeks after the first mailing, a second wave mailing included another personalized cover letter encouraging them to reply, another copy of the questionnaire on colored paper, and another reply envelope. A third wave postcard was sent three weeks after the second wave mailing. Surveys returned as undeliverable were not replaced with another potential respondent.

The response rate for the mailing was 38% (n=444: CI=+4.64). This return rate and sample size means that the responses in the health assessment should be representative of the entire county.

## Adolescent Survey

There were 15,972 persons ages 12 to 18 years old living in Monroe County. A sample size of 375 adolescents was needed to ensure a 95% confidence interval with a corresponding 5% margin of error. Students were randomly selected and surveyed in the schools.

The survey was approved by all superintendents. Schools and grades were randomly selected. Each student in that grade had to have an equal chance of being in the class that was selected, such as a general English or health class. Classrooms were chosen by the school principal. Passive permission slips were mailed home to parents of any student whose class was selected to participate.

The response rate was 92% (n=456: CI=+4.52).

## **CONSULTING PERSONS AND ORGANIZATIONS**

**The process for consulting with persons representing the community's interests and public health expertise** began when local community agencies were invited by the Building Healthy Communities Coalition to participate in the county wide health assessment process, including choosing questions for the surveys, providing local data, reviewing draft reports and planning the community event, release of the data and setting priorities. The needs of the population, especially those who are medically underserved, low-income, minority populations and populations with chronic disease needs were taken into account through the sample methodology that surveyed these populations and over-sampled minority populations. With a relatively low percentage of minorities present in the Monroe County population, focus was set on low income, underinsured and uninsured populations. This community health assessment was cross-sectional in nature and included a written survey of adults and adolescents within Monroe County. From the beginning, community leaders were actively engaged in the planning process and helped define the content, scope, and sequence of the study. Active engagement of community members throughout the planning process is regarded as an important step in completing a valid needs assessment.

As evidenced by the list of participating organizations in the Building Healthy Communities Coalition of Monroe County from Section I above and the Building Healthy Communities Coalition of Monroe County Community Health Improvement Workgroup below, **the hospital facility took into account input from persons who represent the community** by participating with other organizations through the Building Healthy Communities Coalition of Monroe County listed on page 3 of this report. The Hospital Council of Northwest Ohio, a non-profit hospital association located in Toledo, Ohio, was engaged to coordinate and manage the county health assessment and strategic planning process. The Hospital Council has been completing comprehensive health assessments since 1999. The Project Coordinator from the Hospital Council of NW Ohio holds a Master's degree in Public Health and conducted a series of

meetings with the Building Healthy Communities Coalition of Monroe County to develop the county plan.

During these meetings, banks of potential questions from the Behavioral Risk Factor Surveillance and Youth Risk Behavior Surveillance surveys were reviewed and discussed. Based on input from the Building Healthy Communities Coalition of Monroe County, Based on input from the Monroe County planning committee, the Project Coordinator composed a draft survey containing 115 items for the adult survey and 76 items for the youth survey. The drafts were reviewed and approved by health education researchers at the University of Toledo.

The needs of the population, especially those who are medically underserved, low-income, minority populations and populations with chronic disease needs were taken into account through the sample methodology that surveyed these populations and over-sampled minority populations. In addition, the organizations that serve these populations and are experts in their field participated in the health assessment and community planning process including the United Way of Monroe County, Family Counseling & Shelter Services of Monroe County, the federally qualified Family Medical Center of Michigan, the Community Foundation of Monroe County, Salvation Army Harbor Light, the Monroe County Opportunity Program, and Catholic Charities of Southeast Michigan.

ProMedica Monroe Regional Hospital, as the sole acute care facility in Monroe County was the only hospital participating in the Community Health Needs Assessment.

There were over 42 key leaders from the community that represented public health, law enforcement, education, the elderly, social service agencies and other organizations in attendance at the public release of the community health needs assessment. At the event, those attending participated in focus groups for initially selecting Monroe County health priorities. Community participants were invited to join 8 future workgroup sessions designed to rank priorities, inventory the availability and gaps in resources to address them, and create a community implementation plan for the next 3 years.

## **MONROE COUNTY COMMUNITY HEALTH IMPROVEMENT PLANNING PROCESS**

Following the community assessment data release on September 17, 2015, the Building Healthy Communities Coalition of Monroe County began a strategic planning process which was conducted by a Community Health Improvement Workgroup. Participants committed to a series of eight meetings to pursue a Mobilizing for Action through Planning and Partnerships (MAPP) process, an approach endorsed by the National Association of County and City Health Officials.

The first phase of MAPP involves two critical and interrelated activities: organizing the planning process and developing the planning partnership. The purpose of this phase is to structure a planning process that builds commitment, engages participants as active partners, uses

participants' time well, and results in a plan that can be realistically implemented. Identify and organize participants. Key organizations and individuals give the process legitimacy by offering strong initial support and providing the range of expertise necessary to develop the substance of the plan.

The Building Healthy Communities Coalition of Monroe County Community Health Improvement Workgroup includes representatives from:

Monroe County Health Department	ProMedica Monroe Regional Hospital
Monroe Center for Healthy Aging	State Senator Dale Zorn
Great Start Collaborative	Family Counseling and Shelter Services
City of Monroe	Monroe County Mental Health Authority
Monroe County Commission on Aging	American Cancer Society
Monroe County Opportunity Program	Community Foundation of Monroe County
Monroe County Substance Abuse Coalition	Monroe County Intermediate School District
United Way of Monroe County.	

The Building Healthy Communities Coalition of Monroe County Community Health Improvement Workgroup reviewed the assessment findings for adult (ages 19-75 years) and youth (grades 6-12) populations. During September and October 2015 it met to thoroughly examine the 2015 health assessment project data and other sources of information to determine important priority health issues in Monroe County.

During November 2015 the Building Healthy Communities Coalition of Monroe County Community Health Improvement Workgroup used an assessment tool to gather information about current Monroe County resources and services which address one or more of the priority health issues identified. It summarized and examined the data collected to determine gaps in current services by age, geographic location, and other criteria by mid December 2015. In addition, the participants will share information about current gaps and emerging needs concerning the health of Monroe County residents and current and future programs and services to address these needs based on their personal and agency experiences.

In December 2015 the Building Healthy Communities Coalition of Monroe County Community Health Improvement Workgroup began to outline a three-year strategic plan to address the priority areas, recommend strategies and interventions, and identify outcome measurements to monitor progress. The Building Healthy Communities Coalition of Monroe County Community Health Improvement Workgroup will conclude this process in early January 2016 by reviewing each of the health issues previously identified, to determine the priority challenges to work to address over the next three years based on: the number of persons affected, the resources needed to begin to have a positive impact on the problems, and the overall strategies necessary to work collaboratively.

The Building Healthy Communities Coalition of Monroe County Community Health Improvement Plan will be written based on the conclusions and recommendations of all participating organizations, and is expected to be approved in January 2016. . ProMedica Monroe Regional Hospital will be represented in the development of the county-wide community benefit plan for Monroe County by ProMedica Monroe Regional Hospital staff.

## **V. MONROE COUNTY COMMUNITY HEALTH NEEDS & PRIORITIES**

Many identified health needs are addressed by physicians at the time of related patient visits. Key findings that were identified in the Monroe County Health Needs Assessment include (\*indicates ProMedica has, or participates in, community outreach programs addressing these issues):

- Health Care Access\*
  - 9% of adults were without health care coverage
- Cardiovascular Health\*
  - Heart disease and stroke accounted for 30% of all adult deaths
- Cancer\*
  - Cancer was the leading cause of death in the county - lung is the leading cause
- Diabetes\*
  - Diabetes has been diagnosed in 13% of adults
- Arthritis\*
  - 38% of adults were diagnosed with arthritis vs. 31% in Michigan and 25% in the US
- Asthma\*
  - 17% of Monroe County adults had been diagnosed with asthma
- Obesity\*
  - 31% of adults were obese based on BMI vs. 32% in Michigan and 29% in the US
- Tobacco Use\*
  - 14% of adults were current smokers and 31% were former smokers
- Alcohol and Drug Use\*
  - 12% of adults were frequent drinkers and 40% were binge drinkers
- Marijuana and Other Drug Use
  - 7% of Monroe County adults had used marijuana during the past 6 months and 11% misused medications.
- Women's Health\*
  - 54% of Monroe County women over the age of 40 reported having a mammogram in the past year. 64% of Monroe County women ages 19 and over have had a clinical breast exam and 56% have had a Pap smear to detect cancer of the cervix in the past year
- Men's Health\*
  - 60% of Monroe County males over the age of 50 had a Prostate-Specific Antigen (PSA) test in the past year. 50% of males had a digital rectal exam in their lifetime



- Preventive Medicine\*
  - 45% of adults had a flu shot during the past 12 months and 55% of adults ages 65 and over had a pneumonia vaccination at some time in their life
- Adult Sexual Behavior
  - 6% of adults had more than one partner. Young people aged 15-24 acquire nearly half of all STDs
- Quality of Life
  - 20% of Monroe County adults were limited in some way because of a physical, mental or emotional problem
- Social Issues\*
  - 9% of Monroe County adults were threatened or abused in the past year. 50% of adults kept a firearm in or around their home
- Mental Health\*
  - 3% of Monroe County adults considered attempting suicide. 9% of adults had a period of 2 or more weeks when they felt so sad or hopeless they stopped doing usual activities
- Oral Health\*
  - 80% of Monroe County adults had visited a dentist or dental clinic in the past year. vs. 67% of US and 68% of Michigan adults
- Parenting
  - 76% of parents discussed bullying with their 6- 17 year old in the past year
- Youth Weight\*
  - 17% of Monroe County youth were obese, according to BMI
- Youth Tobacco Use\*
  - 7% of Monroe County youth in grades 6-12 were smokers, increasing to 17% of those who were over the age of 17
- Youth Alcohol Consumption\*
  - 48% of Monroe County youth in grades 6-12 had had at least one drink of alcohol in their life, increasing to 68% of youth seventeen and older. 27% of those 6th-12th graders who drank, took their first drink at 12 years or younger. 21% of all Monroe County 6th-12th grade youth and 41% of those over the age of 17 had at least one drink in the past 30 days.
- Youth Marijuana and Drug Use
  - 12% of Monroe County 6th-12th grade youth had used marijuana at least once in the past 30 days, increasing to 27% of those ages 17 and older. 6% of youth used medications that were not prescribed for them or took more than prescribed to get high at some time in their life.
- Youth Sexual Behavior\*
  - 26% of youth have had sexual intercourse, increasing to 57% of those ages 17 and over. 30% of youth had participated in oral sex, 5% had participated in anal sex, and 23% of

youth participated in sexting. Of those who were sexually active, 58% had multiple sexual partners.

- Youth Mental Health\*
  - 11% of Monroe County 6th-12th grade youth had seriously considered attempting suicide in the past year and 6% admitted actually attempting suicide in the past year.
- Youth Safety and Violence\*
  - 19% of Monroe County youth had ridden in a car driven by someone who had been drinking alcohol in the past month and 10% of youth drivers had driven after drinking alcohol. 32% of youth drivers texted while driving.
  - 21% of youths had been involved in a physical fight in the past year, and 44% had been bullied in the past year.

The Building Healthy Communities Coalition of Monroe County Community Health Improvement Workgroup, using the Monroe County Health Status Assessment, prioritized the health issues indicated in the table below, determining that if these issues are addressed by multiple agencies and organizations over the next three years, they could promote healthier lifestyles and safer neighborhoods for all ages, reduce chronic health diseases, and improve several socioeconomic determinants of health for Monroe County residents. The Building Healthy Communities Coalition of Monroe County Community Health Improvement Workgroup ranking criteria included magnitude of the health problem, seriousness of the consequence of not addressing the problem, and the feasibility of correcting it. In some areas of identified need, ProMedica is taking a system approach to addressing these community health needs, to most efficiently use resources and to prevent duplication of services.

<b>Table 2. Addressing Identified Health Needs</b>	
<b>Priority</b>	<b>Organization or Agency Addressing Issue</b>
<b>Building Healthy Communities Coalition</b>	
<b>1. Adult and Youth Weight Status</b>	
Reduce the percent obese and overweight	Monroe Family YMCA*
Increase physical activity	Monroe County Intermediate School District*
Increase daily fruit and vegetable servings	Monroe County Health Department*
	Jefferson, Bedford and Ida Public Schools
	Monroe County ISD - Head Start
	Monroe Public Schools*
	City of Monroe Parks and Recreation
	Salvation Army Harbor Light
	Monroe Center for Healthy Aging
	Monroe County Opportunity Program
	Monroe County Great Start Collaborative*
	Monroe County Building Healthy Communities Coalition*
<b>2. Adult and Youth Mental Health</b>	
Decrease suicide ideation	Monroe County Community Mental Health Authority*

Decrease the rate of youth bullying	Family Counseling & Shelter Services of Monroe County
Decrease depression and anxiety	Monroe County Intermediate School District*
<b>3. Adult and Youth Safe Driving</b>	
Decrease drinking and driving	Monroe County Health Department*
Decrease texting while driving	Monroe County Intermediate School District*
<b>Priority</b>	<b>Organization or Agency Addressing Issue</b>
<b>Building Healthy Communities Coalition</b>	
<b>4. Adult and Youth Substance Abuse</b>	
Decrease prescription medication misuse	Monroe County Substance Abuse Coalition*
Decrease heroin use	ProMedica Monroe Regional Hospital
Increase ability to dispose of drugs legally	
<b>ProMedica Monroe Regional Hospital</b>	
<b>1. Cancer</b>	
Increase early detection and awareness	ProMedica Monroe Regional Hospital
Increase screening and prevention	American Cancer Society*
<b>2. Cardiovascular Health</b>	
Increase early detection and awareness	ProMedica Monroe Regional Hospital
Increase screening and prevention	ProMedica Wellness
	ProMedica Continuing Care Services
<b>3. Pulmonary Disease</b>	
Increase smoking cessation utilization	ProMedica Monroe Regional Hospital
Increase pneumonia vaccination rate	ProMedica Continuing Care Services
Better manage chronic pulmonary disease	

Monroe Regional Hospital's participation with organizations addressing these county health priority issues, that may include financial support, is noted above. Note: other hospitals or organizations within the county may also have programs to specifically address some of these health issues that may not be specifically included in these collaborative priority actions.

An asterisk (\*) above indicates ProMedica participation with organizations addressing these health issues, that may include financial support although may not be specific to ProMedica Monroe Regional Hospital.

### **MONROE COUNTY - HEALTH ISSUES FOR UNINSURED, LOW INCOME AND MINORITY GROUPS**

The 2015 Monroe County health assessment data has identified that 9% of Monroe County adults were without health care coverage. Those most likely to be uninsured were adults between ages 30-59 and those with an income level under \$25,000. Monroe County adults who were uninsured reported that the reasons they were without health care coverage were that they lost their job or changed employers (60%), they could not afford to pay the insurance premiums

(16%), they became part-time or temporary employees (15%), or they could not afford the exchange premiums (10%).

In Monroe County, 12.9% of residents live below the poverty level (Source U.S. Census, 2009-2013). Although the percent of minority individuals included in the survey (2.6%) does not allow for valid statistical analysis for these populations, in almost every category of the Monroe County community health needs assessment, individuals with an income less than \$25,000 had poorer access than other income levels.

Due to the relatively small percentage of non-white population in Monroe County (African American - 2.3%, Asian – 0.6%, American Indian – 0.6%, and Other – 0.4%, and Hispanic of any race – 3.3%), and the small percent of minorities responding to the surveys compared to the total (2.6%) - .2% African American and .74.1% Hispanic respondents - this did not allow for specific generalizations for minority populations. It was possible to identify disparities in mortality and morbidity, including health behaviors, by income level but not by race. Continued focus will be placed on low income, uninsured and underinsured populations for planning purposes, to include the highest at risk populations.

Primary and chronic disease needs and other health issues of uninsured, low-income, and minority persons include: lack of health care coverage, tobacco use, drug use, multiple sexual partners, and binge drinking among those Monroe County adults with incomes less than \$25,000.

The below table shows health comparisons for low income persons with an annual income less than \$25,000 compared to persons with an annual income greater than \$25,000.

<b>Monroe County Adult Health Disparities</b>		
<b>Health Issue</b>	<b>Income &lt; \$25,000</b>	<b>Income &gt; \$25,000</b>
Rate health as fair/poor	22%	10%
Uninsured	12%	9%
Overweight/Obese by BMI	85%	73%
Current Smoker	37%	11%
Binge Drinker	46%	40%
Marijuana Use Last 6 Months	12%	8%
Diagnosed with High Blood Pressure	42%	28%
Diagnosed with High Cholesterol	49%	32%
Diagnosed with Diabetes	19%	11%
2 or More Sexual Partners in Last Year	17%	5%
Limiting Health Problem	29%	19%
Visiting Dentist in Last Year	68%	81%

The chronic disease prevalence among Monroe County adults with incomes less than \$25,000 was: high cholesterol (49%), high blood pressure (42%), obesity (41%), and diabetes (19%).

## **MONROE COUNTY - INFORMATION GAPS**

The Building Healthy Communities Coalition of Monroe County Community Health Improvement Workgroup is in the process of using the findings from to closely examine current resources available to Monroe County residents which address one or more of the adult and youth priority health issues. Identification of potential gaps by specific population groups and/or geographic locations will be included.

Quantitative measures (secondary data) of both health outcomes and health factors are useful in assessing community needs, but monitoring community residents' thoughts (primary data) about their health status and opportunities for improvement can reveal other areas of concern. Data gathered through surveys and interviews describes what is important to those who provide the information and is useful in prioritizing which health needs should be addressed. It also is more contemporary than quantitative public health data due to delays, sometimes in excess of several years, in reporting.

Although the formal county assessment provided sufficient primary data, secondary data is outdated including public health information from the Michigan Department of Health and Human Services and the Centers for Disease Control. Some zip code level data was available, but since the ProMedica Monroe Regional Hospital primary and secondary service area includes all of Monroe County and some zip codes contain few residents county level data was used for this assessment.

It was possible to identify disparities in mortality and morbidity, including health behaviors, by income level but not by race. With 2.3% Black or African American, 3.3% Hispanic, 0.6% Asian, and 0.4% from other races in Monroe County, there was insufficient statistically significant data to demonstrate differences in health outcomes or factors among races.

Additional resources were added by ProMedica Monroe Regional Hospital for use in the review, but some resources in the listing may still be limited.

## **VI. PROMEDICA MONROE REGIONAL HOSPITAL COMMUNITY HEALTH NEEDS ASSESSMENT PROCESS**

At the same time as the Building Healthy Communities Coalition of Monroe County conducted community health improvement planning meetings, ProMedica Monroe Regional Hospital leadership convened a CHNA committee to thoroughly review the county assessment data, prioritize key health indicators specific to their demographic, identify available resources and gaps in resources, and plan the development of implementation strategies to address the specific needs of the population.

**Prioritization of health needs in its community**, considering priorities identified by the Building Healthy Communities Coalition of Monroe County, was accomplished by the ProMedica Monroe Hospital CHNA committee that included the President, Vice President of Operations, Vice President of Medical Affairs/Chief Medical Officer, Board of Trustees Representative, Vice President of Patient Care Services/Chief Nursing Officer , Executive Director of Clinical Services, Director of Quality and Patient Safety, Finance Administrative Director, Business and Community Development Specialist and Oncology Outreach Coordinator. The ProMedica Monroe Hospital CHNA committee developed the hospital CHNA, consistent with Building Healthy Communities Coalition of Monroe County planning process, through the following steps:

- Review of existing Monroe County primary and secondary data sources
- Discussion and consensus of priority health issues for ProMedica Monroe Regional Hospital
- Identification of current community resources that address the priority health issues
- Definition of gaps in county-level services and programming
- Researching effective programs, policies, and strategies to recommend for future implementations
- Action planning to develop an implementation plan with specific strategies to address needs over the next three years.

Michigan Department of Health and Human Services morbidity and mortality statistics provided key secondary health data considered for the hospital CHNA. Included were leading causes of death, leading causes of hospitalization, potential years life lost, and ambulatory care sensitive conditions.

<b>Monroe County 2014 Leading Causes of Death</b>			
	<b>Age Adjusted Mortality Rate per 100,000 Population</b>		
	<b>Monroe</b>	<b>Michigan</b>	<b>US</b>
Heart Disease	196.3	200.3	167.0
Cancer	188.1	173.5	161.2
Chronic Lower Respiratory Disease	46.8	44.2	40.5
Stroke	40.7	37.8	36.5
Unintentional Injury	50.0	41.2	40.5
Alzheimer's	20.2	27.0	25.4
Diabetes	23.1	23.6	20.9
Pneumonia/Influenza	*	15.4	15.1
Kidney Disease	15.1	15.2	13.2
Intentional Self Harm	15.8	13.2	13.0

### Monroe County 2014 Leading Causes of Hospitalization

Principal Diagnosis	Rate per 100,000 Population
Heart Disease	158.7 ± 6.4
Injury and Poisoning	117.7 ± 5.5
Newborns and Neonates	109.5 ± 5.3
Females with Deliveries	103.4 ± 5.2
Psychoses	66.9 ± 4.1
Septicemia	51.8 ± 3.6
Osteoarthritis and Allied Disorders	51.5 ± 3.6
Chronic bronchitis	46.7 ± 3.5
Cancer	40.4 ± 3.2
Diseases of Skin and Subcutaneous Tissue	38.0 ± 3.1

### Monroe County 2014 Leading Causes of Ambulatory Care Sensitive Hospitalizations

	Hospitalizations		Rank	
	Number	Percent	Monroe	Michigan
Chronic Obstructive Pulmonary	711	14.9	1	3
Congestive Heart Failure	540	11.4	2	1
Bacterial Pneumonia	503	10.6	3	2
Kidney/Urinary Infections	417	8.8	4	4
Cellulitis	390	8.2	5	5
Diabetes	223	4.7	6	6
Asthma	185	3.9	7	7
Gastroenteritis	117	2.5	8	10
Grand Mal & Other Epileptic Conditions	115	2.4	9	8
Dehydration	89	1.9	10	9

<b>Monroe County 2014 Potential Years Life Lost Below 75</b>	
Cancer	1,742.4
Heart Disease	1,289.0
Accidents	1,616.8
Intentional Self Harm	492.7
Chronic Lower Respiratory Diseases	289.2
Diabetes	107.1
Chronic Liver Disease and cirrhosis	192.8
Cerebrovascular diseases	135.7
Septicemia	117.8
Nephritis, Nephrosis	114.3

ProMedica Monroe Regional Hospital will be participating in many areas of the Monroe county plan, as indicated in the above Section V. Monroe County Community Health Needs & Priorities, through various community health coalitions and initiatives. However, ProMedica Monroe Regional Hospital also focused on other areas of need, as discussed below.

**VII. PROMEDICA MONROE REGIONAL HOSPITAL COMMUNITY HEALTH NEEDS & PRIORITIES**

As indicated in the above Section V. Monroe County Community Health Needs & Priorities, ProMedica is actively involved in many priority health areas identified through the Building Healthy Communities Coalition of Monroe County health status assessment process.

The needs and priorities were reviewed with volunteers from the community during the Building Healthy Communities Coalition of Monroe County health status assessment process. ProMedica Monroe Regional Hospital collaborated with the Building Healthy Communities Coalition in prioritizing these needs. Feedback to these priorities was provided by Kim Comerzan, Director of the Monroe County Health Department. Following a review and discussion of health data and the community priorities, as well as organizational and community programs to address these community priority areas, ProMedica Monroe Regional Hospital will specifically implement programs to address the following health needs:

1. Cardiovascular Health.

- Heart disease (25%) and stroke (5%) accounted for 30% of all adult deaths in 2013. It was the leading cause of death in 2014.
- Nearly one-third (32%) of adults had been diagnosed with high blood pressure, and more than one-third (35%) reported high cholesterol
- The Monroe County age-adjusted stroke mortality rate for 2011-2013 was higher than the state and US benchmarks, and the Healthy People 2020 target objective



## 2. Cancer

- Cancer had the greatest burden in terms of potential years life lost in 2014
- Lung and bronchus cancer was the leading site followed by prostate in males and breast in females

## 3. Pulmonary Disease

- Pulmonary conditions are the leading ambulatory care sensitive hospitalizations, and so the potential to reduce inpatient encounters with better management is high
- In 2015 17% of Monroe County adults had been diagnosed with asthma, increasing to 31% of those under the age of 30

Through these priorities Monroe Regional Hospital is directly addressing three of the top five leading causes of death in Monroe County.

In addition to the above hospital specific strategies, ProMedica Monroe Regional Hospital will collaborate with the Building Healthy Communities Coalition of Monroe County to support the strategic initiatives of adult and youth weight status, mental health, safe driving and drug use.

## 4. Adult and Youth Weight Status

- 73% of Monroe County adults and 29% of youth were obese or overweight in 2015
- Nearly one-fourth (24%) of adults and 13% of youths were not participating in any physical activity in the past week
- In 2015, 6% of adults and 11% of youths were eating 5 or more servings of fruits and vegetables per day. 88% of adults and 81% of youths were eating between 1 and 4 servings per day

## 5. Adult and Youth Mental Health

- In 2015, 3% of Monroe County adults and 11% of youths considered attempting suicide
- In the past year, 9% of Monroe County adults and 23% of youths had a period of two or more weeks when they felt so sad or hopeless nearly every day that they stopped doing usual activities, increasing to 12% of those ages 30-59.

## 6. Adult and Youth Safe Driving

- 4% of Monroe County adults reported driving after perhaps having too much to drink; 10% of youth drivers had driven a car after drinking
- During the past month, 19% of all Monroe County youth had ridden in a car driven by someone who had been drinking alcohol
- 32% of Monroe County youth drivers reported texting while driving; 45% reported talking on the cell phone while driving

## 7. Adult and Youth Drug Use

- In 2015 7% of Monroe County adults and 12% of youth had used marijuana during the past 6 months
- 11% of adults and 6% of youth had used medications not prescribed for them or took more than prescribed to feel good or high or more active or alert during the past 6 months

**ProMedica Monroe Regional Hospital was represented in developing the community wide implementation plan** to address these issues and will participate in its execution by working with the Building Healthy Communities Coalition of Monroe County, and organizations and coalitions in the community in addition to developing and implementing hospital plans to support these initiatives.

### **VIII. PROMEDICA MONROE REGIONAL HOSPITAL – NEEDS, GAPS AND RESOURCE ASSESSMENT**

**ProMedica Monroe Regional Hospital did not address all of the needs identified in the most recently conducted Monroe County Health Needs Assessment** as these areas either go beyond the scope of the hospital or are being addressed by, or with, other organizations in the community. To some extent, resource restrictions do not allow the hospital to address all of the needs identified through the health assessment, but most importantly to prevent duplication of efforts and inefficient use of resources as many of these issues are addressed by other community organizations and coalitions. A Building Healthy Communities Coalition of Monroe County gap analysis, occurring at the time of this document publication, will document community organization and coalitions with programs meeting identified focus areas by the end of 2015.

Community wide organizations, agencies and coalitions addressing the prioritized Monroe County health issues are identified above in Section IV. Monroe County Community Health Needs & Priorities. ProMedica Monroe Regional Hospital participates with many of these entities through representation and/or funding, as indicated by an asterisk in Table 2.

### **IX. PROMEDICA MONROE REGIONAL HOSPITAL - IMPLEMENTATION STRATEGY SUMMARY**

Following the release of the county CHNA, ProMedica Monroe Regional Hospital commenced with its CHNA strategic planning process, including discussion and analysis of secondary data and the Monroe County Building Healthy Communities Coalition community health status report.

ProMedica Monroe Hospital identified the following health needs, ranked in priority order, in addition to the needs prioritized by the Monroe Building Healthy Communities Coalition:

1. Cardiovascular Health
2. Cancer
3. Pulmonary Disease

Feedback to these hospital specific priorities was provided by Kim Comerzan, Director of the Monroe County Health Department. Additionally, ProMedica Monroe Regional Hospital will collaborate with the Monroe County Building Healthy Communities Coalition to support its strategic initiatives surrounding these needs:

1. Adult and Youth Weight Status
2. Adult and Youth Mental Health
3. Adult and Youth Safe Driving
4. Adult and Youth Substance Abuse

On December 19, 2016, in addition to approving the Community Health Needs Assessment, the Board of Trustees of ProMedica Monroe Regional Hospital also approved a hospital-based implementation and action plan, including annual goals, taking into consideration the county health improvement plan and areas not addressed by the community plan or other community groups. Execution of this plan will begin in January 2017.

The implementation plans for these priorities will include specific programs and measurements that will occur annually and progress will be reported at least annually to leadership and to the Board of Trustees.

ProMedica Monroe Regional Hospital will not address all of the needs identified in the most recently conducted Monroe County Health Needs Assessment as these areas either go beyond the scope of the hospital or may be addressed by, or with, other organizations in the community. To some extent limited resources do not allow hospitals to address all the needs identified through the health assessment, but most importantly to prevent duplication of efforts and inefficient use of resources as many of these issues are addressed with, or by, other community agencies and coalitions across Monroe County.

As part of the annual strategic planning and budgeting process, the adoption of a budget for provision of services that address the needs identified in the needs assessment is included in the hospital budget and approved by the ProMedica Monroe Regional Hospital Board.

**X. ACCESS TO PROMEDICA MONROE REGIONAL HOSPITAL COMMUNITY HEALTH NEEDS ASSESSMENT AND OTHER RESOURCES**

**ProMedica Monroe Regional Hospital community health needs assessment is widely available in printable (PDF) form to the public on the hospital website at:**

**<https://www.promedica.org/Pages/about-us/default.aspx> or by calling (734) 240-4550.**

Additional county health needs assessments may be found on the following website: Hospital Council of Northwest Ohio - <http://www.hcno.org/community/reports.html>

For any feedback or questions related to the ProMedica Monroe Regional Hospital community assessment process and strategic plan, or to request a hard copy of the assessment, please email: [cometothetable@promedica.org](mailto:cometothetable@promedica.org) or call (734) 240-4550.