

PROGRESS REPORT

Based upon the findings of the 2019 CHNA, Bronson has selected improving maternal and infant health outcomes as the priority focus of our Community Health Implementation Plan for the period from January 1, 2020 through December 31, 2022. The results of the 2019 CHNA, compounded by the stark realities of COVID-19, have urged Bronson to focus efforts upstream to acknowledge the root causes of behaviors, death, and disease. As a result, there was shared desire and urgency to build community trust in our 2020-2022 CHIP.

This decision was also based not only on the health needs expressed by our community, but also scope of impact, the ability of Bronson to directly remedy issues related to improving maternal and infant health outcomes, and availability of evidence-based interventions.

In this progress report, you will find Bronson's two priorities (as seen on the right) with the corresponding progress notes for each.

In keeping with Bronson's strategic mission 'Together, we advance the health of our communities', Bronson also committed these resources to community health improvement efforts:

- Staffing for programs related to community health
- Continuation of financial and charity care provisions for those in need
- Direct financial support for community health strategic initiatives
- Funding for pilot programs
- Sponsorships for community activities that impact significant community needs

IMPROVE MATERNAL & INFANT HEALTH OUTCOMES

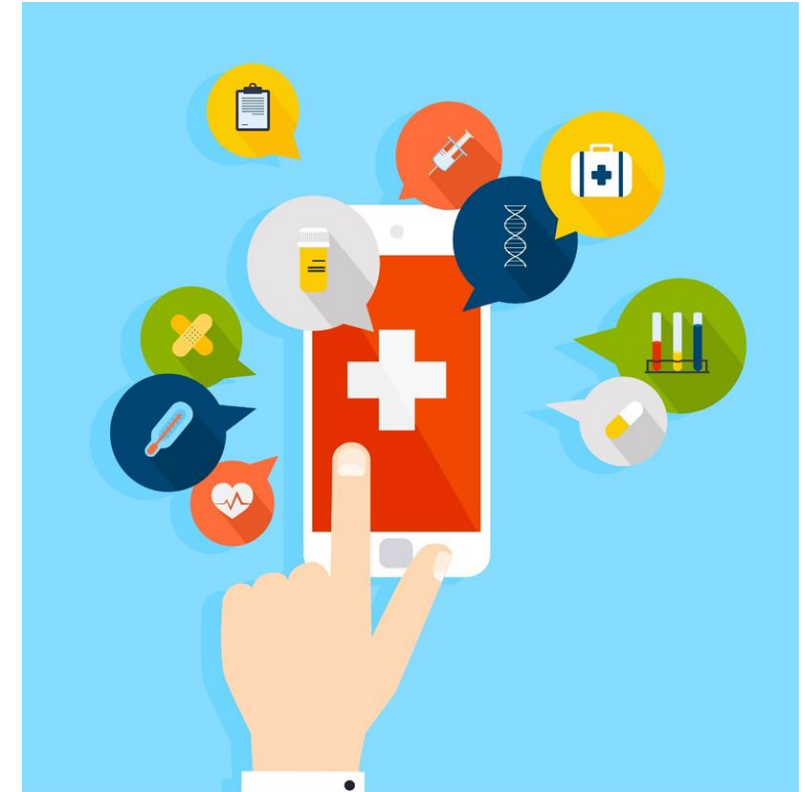


Bronson's Priority: Eliminate racial/ethnic disparities in a family's perinatal experience and clinical outcomes across income levels, measured by: Patient satisfaction and clinical scores

Bronson's Priority: Eliminate racial/ethnic disparities in our workforce at every level to support strong families, measured by: Employee satisfaction and diversity data

Bronson's Priority: Eliminate racial/ethnic disparities in a family's perinatal experience and clinical outcomes across income levels, measured by: Patient satisfaction and clinical scores

1. Establish community engagement & social demographic data infrastructure
2. Improve patients' connection to community resources (e.g. food supports, perinatal mental health screening)
3. Improve Social Determinants of Health (SDoH) screening collection and referral process for babies and expecting families
4. Expand intercultural development and quality improvement
5. Develop and deliver culturally appropriate birth education and nutrition resources
6. Expand evidence based models (e.g., centering pregnancy, community healthcare workers, strong father programs, and breast feeding initiatives)



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1. **Establish community engagement & social demographic data infrastructure.**

- Community Health Worker (CHW) workgroup and program: Developed a CHW program to increase collaborations and improve referrals into home visitation programs between the clinics/practices/birth centers and community resources. Two CHWs were hired to work within OBGYN services and one achieved certification through the Michigan Community Health Worker Association program.
- OBGYN Dashboard: Developed and implemented a dashboard for visualization of validated metrics to monitor and act on women's health outcomes, including cancer screening and perinatal health.
- Geospatial Mapping: Developed infrastructure for disparity visualization of health outcomes. Tool is interactive, regional, utilizes EPIC data and has ability to layer on different data in sets, including social demographic data.
- Bronson Cancer Center hired a Cancer Care Equity Project Manager & Data Specialist in 2022 to identify disparities on the continuum of cancer care using primary and secondary data to inform and create relevant interventions.
- Postpartum appointments taskforce: Implemented a taskforce to improve Postpartum contact and support across the system utilizing tools within EPIC and practice resources. Developed education materials to support patients PP; Developed tactics to improve postpartum visit attendance; Developed tactics to improve PP Edinburgh completion.

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1. **Establish community engagement & social demographic data infrastructure.**

- Effective December 2022, Bronson is collecting Sex and Gender (SOGI) data in all ambulatory locations and inpatient settings. Bronson is incorporating that information into improved patient experiences as well as adapting its system to provide safer care to all patients.
- In 2022, Bronson increased the rate of collection and accuracy of race, ethnicity and language data and began to stratify quality metrics by race and ethnicity to uncover disparities.
- In 2022, recognizing that race is a social construct and separate from ethnicity, Bronson added an additional field for patients to self-report their regional and ethnic background with a structured, closed-loop process for patient feedback.
- Bronson added an additional question in its patient satisfaction survey that asks patients if they were treated with respect based upon various components of personal identity. Bronson has begun to stratify this information to uncover disparities in care.

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2. **Improve patients' connection to community resources (e.g. food supports, perinatal mental health screening).**

- Partnered with Findhelp.org to leverage a national community resource directory with closed-loop referral process integrated within Epic. Leveraged the framework to provide self-navigated community resources via Bronsonhealth.com and MyChart portal. Effective November 2022, Findhelp.org is available system wide for use across two domains: Internal users (integrated into Epic) and Community Users (Bronsonhealth.com and MyChart).
- In 2022, social work teams have been trained and will be transitioning to using the platform as the primary process for connecting people to community based organizations and programs in 2023.
- Early Childhood Literacy: Supported early childhood literacy by providing families of every newborn a book to promote reading.
- Community Health Worker (CHW) workgroup and program: Developed a CHW program to increase collaborations and improve referrals into home visitation programs between the clinics/practices/birth centers and community resources. Two CHWs were hired to work within OBGYN services and one achieved certification through the Michigan Community Health Worker Association program.
- Southwest Michigan Perinatal Quality Improvement Collaborative (SWMPQIC) published a Community Resource Guide in Fall 2022 to connect pregnant people and birthing families across the region to resources.

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3. **Improve Social Determinants of Health (SDoH) screening collection and referral process for babies and expecting families.**

- Effective 2021, Bronson began using a SDoH screener for OBGYN patients upon entry into care.
- SDoH screening data is being consistently collected in ALL primary care practices across the system, and the functionality is system-wide. Bronson's inpatient social work teams also screen patients.
- The central social work team receives Epic in-basket referrals from any positive screening questions. They reach out to the patient and work with them to understand the resources best suited to their needs.

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4. **Expand intercultural development and quality improvement.**

- In 2021-2022, Bronson created a Racial Bias in OB Pain Management Taskforce with community partners to identify the current practices and policies for pain assessment and management of Bronson Labor and Delivery patients and assess provider perception of and patient satisfaction with pain management across racial, ethnic and language dimensions. Guided by the baseline assessment, the group has moved into the deployment phase and will recommend appropriate interventions in 2023 and beyond that will lead to equitable delivery of pain management as measured by satisfaction surveys.
- In 2022, Bronson's Equity and Inclusion team delivered Intercultural Development Inventory and ongoing intercultural development education to an OB Leadership Cohort along with presentations to Pediatric and OB providers on equity and racial biases.
- Intercultural Competency Education: In 2021, Executives and Directors completed Bronson's Implicit Bias Foundations learning module, and the Implicit Bias Foundations became a Minimum Working Requirement for all employees, employed and privileged providers in 2022.
- In 2022, Bronson increased the rate and the accuracy of collection of race, ethnicity and language data and began to stratify quality metrics by race and ethnicity to uncover disparities.

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5. Develop and deliver culturally appropriate birth education and nutrition resources.

- Partnered with the WMed Community Voice Panel to give input on Pain Management education materials and update the materials to reflect changes.
- Acted as the fiduciary and provided staff support for the Southwest Michigan Perinatal Quality Improvement Collaborative (SWMPQIC). Through SWMPQIC, Bronson staff worked with multiple members across seven counties to create "a locally linked and coordinated network of services for birthing parents and their babies committed to the highest attainable standard of health available in Michigan" with the vision of "Zero preventable deaths. Zero disparities." This collaborative provides free virtual childbirth education where it is most convenient. Instructors educated on labor, medical interventions, cesarean sections, comfort techniques, and postpartum (physical as well as emotional). Birthing persons have access to instructors via email and are encouraged to reach out with questions or concerns. In 2021, 57 Birthing persons from seven counties completed the virtual childbirth education series, and 41 birthing persons attended the Breastfeeding classes. Additional efforts included:
 - COVID-19 vaccination outreach; A community survey to understand vaccination efforts and barriers, a virtual panel of providers answering questions the arose from survey responses, social media and broadcast media messages.
 - A pilot project connecting five women of color to local doulas to enhance wrap around services to improve maternal and infant outcomes and positive birth experience.

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6. Expand evidence based models (e.g., centering pregnancy, community health workers, strong father programs, and breast feeding initiatives).

- Developed a Community Health Worker (CHW) program to increase collaborations and improve referrals into home visitation programs between the clinics/practices/birth centers and community resources. Two CHWs were hired to work within OBGYN services and one achieved certification through the Michigan Community Health Worker Association program.
- Acted as the fiduciary and provided staff support for the Southwest Michigan Perinatal Quality Improvement Collaborative (SWMPQIC). Through SWMPQIC, Bronson staff worked with multiple members across seven counties to create "a locally linked and coordinated network of services for birthing parents and their babies committed to the highest attainable standard of health available in Michigan" with the vision of "Zero preventable deaths. Zero disparities." This collaborative provides free virtual childbirth education where it is most convenient. Instructors educated on labor, medical interventions, cesarean sections, comfort techniques, and postpartum (physical as well as emotional). Birthing persons have access to instructors via email and are encouraged to reach out with questions or concerns. In 2021, 57 Birthing persons from seven counties completed the virtual childbirth education series, and 41 birthing persons attended the Breastfeeding classes. Additional efforts included:
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- 6. Expand evidence based models (e.g., centering pregnancy, community health workers, strong father programs, and breast feeding initiatives).**
- Centering is available to patients at Bronson Obstetrics, Gynecology & Midwifery Specialists. The Centering Pregnancy program is supported by Bronson Health Foundation and also received start-up support through a grant from the Michigan Health Endowment Fund. In most cases, Centering costs the same as traditional prenatal care. Coverage is available through Medicaid and many private insurance providers.
 - Bronson Methodist Hospital achieved safe sleep certification from the Cribs for Kids® National Safe Sleep Hospital Certification Program. This program recognizes hospitals that demonstrate a commitment to reducing infant sleep-related deaths by promoting best safe sleep practices and educating on infant sleep safety. By becoming certified, a hospital is demonstrating that it is committed to being a community leader and is proactively eliminating as many sleep-related deaths as possible.
 - In 2021, Bronson Healthcare began offering YoMingo® in multiple languages, a free program App for pregnant people that provides valuable information for each stage of pregnancy and beyond:
 - Evidence-based education on pregnancy
 - Information specific to their arrival and stay at the Bronson BirthPlace in Kalamazoo
 - Community health resources
 - List of available classes and support groups
 - Personal journal
 - Other tools

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- Obstetrics Initiative (OBI) Doula Program: Bronson was awarded the Launch a Doula Program grant from the Obstetrics Initiative for the implementation of a hospital-based doula and transition of care program at Bronson Methodist and Bronson Battle Creek Hospitals in 2020. The doula program provided support to expectant people at the time of delivery. The OBI grant provided funding to support pregnant people of color with one or more risk factors and in need of this support at delivery. Virtual doula training occurred during the COVID-19 pandemic and resulted in successful outcomes for participating patients.

Bronson's Priority: Eliminate racial/ethnic disparities in our workforce at every level to support strong families, measured by: Employee satisfaction and diversity data

1. Establish community engagement & social demographic data infrastructure
2. Expand intercultural development and quality improvement
3. Create career pathways to build opportunities for strong families
4. Create internal lattices/opportunities to build wealth for strong families
5. Policies/Governance/Leadership to support the health and well-being of families at work



Bronson's Priority: Eliminate racial/ethnic disparities in our workforce at every level to support strong families, measured by: Employee satisfaction and diversity data

1. **Establish community engagement & social demographic data infrastructure.**

- MiCareer Quest 2021: A successful event was held in a virtual format. An interactive “booth” was set up and approximately 200 1:1 interactions were held with students.
- Bronson hired a Student/University Relations Coordinator who is closely associated with Western Michigan University and the Kalamazoo Promise. She began her new role on 1/17/22.
- Collection of Employee Sexual Orientation and Gender Identity (SOGI) data: Bronson expanded the gender identity and sexual orientation options in Workday for employees to self-select. It's currently built in a Workday test environment and is anticipated in 2023.

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2. **Expand intercultural development and quality improvement.**

- Intercultural Competency Education: Executives and Directors completed the Implicit Bias Foundations learning module.
- Implicit Bias Foundations became a Minimum Working Requirement for all employees, employed and privileged providers in 2022.
- Created and filled an Intercultural Development Inventory (IDI) Corporate Trainer/Project Manager role to support the ongoing internal and community demand for leaders to use the IDI as baseline data in 2021.
- Bronson Healthcare Group (BHG) Board Intercultural Education: December 2021, the BHG Board's Intercultural Education Plan was created and put into place.
- Bronson's Registration team completed a newly developed Computer Based Learning module focused on the differences between race and ethnicity and the importance in capturing this information.

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3. Create career pathways to build opportunities for strong families.

- Project SEARCH: Project SEARCH is a transition program that trains individuals with disabilities to perform complex jobs and supports the intern in finding competitive employment in the community. Project SEARCH students at Bronson interned in Food & Nutrition Services, Phlebotomy, Milk Bank, AMU&EMCU, Distribution Center, EVS, Gilmore Center, Pathology, Customer Service, HR, ER, Child Injury Prevention, Infection Prevention, Adult Float Pool and Orthopedic & Joint Specialists. Bronson has also hired previous interns in EVS, Food & Nutrition Services, Gilmore Center, HR and Phlebotomy. The 7th cohort of 12 interns was placed into employment in our local communities.
- Participated in KRESA Education for Employment (EFE) 2021 and 2022: Healthcare Careers. Student interactions including 1:1 and panel discussions were done virtually. An in-person panel regarding healthcare careers, aimed at area school counselors, was done in person in December of 2021.
- Established a PCA Apprenticeship: As an alternative to formal schooling, Bronson applied and was approved to host a PCA Apprenticeship program through the US Department of Labor. This allows candidates to earn a federally recognized PCA certificate as an alternate route to employment: On-the-job competency training as opposed to traditional classroom learning. Once hired, employees are paid to work as they learn.
- Bronson was named Employer of the Year by MiWorks for its work in establishing a PCA apprenticeship, earning a significant GoingPRO grant, and its ongoing creativity in partnering with their organization.

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- NACD Healthcare Training Partnership with The Kalamazoo Promise, the Northside Association for Community Development (NACD), Michigan Career and Technical Institute (MCTI), MIWorks SW! and Youth Opportunities Unlimited (Y.O.U.) to help build a more diverse talent pathway of Certified Nurse Assistants (CNA): The CNA training program provides residents of Kalamazoo with equitable access to healthcare training and prepares individuals for good, career pathway jobs in healthcare. The NACD Healthcare Training Partnership's CNA Training Program targets individuals who live in the core neighborhoods of Kalamazoo (i.e. Northside, Eastside, and Edison) and offers Bronson a unique opportunity to increase local hiring and help develop a more diverse frontline workforce that reflects its community.
- KVCC Phlebotomy and Billing & Coding Career Academies: Bronson employees are instructors for these skill-focused, employer-driven training programs that prepare students for in-demand jobs in growing and diversifying industries. Candidates are selected based on industry's specific requirements for employment. Applicants must successfully complete an application, pass prerequisite testing, interview, and meet applicable physical requirements. Partners include Kalamazoo Promise, NACD, and Urban Alliance.
- Partnered in the KVCC Mi Leap Grant to offer neighborhood-based computer numerical control (CNC) training, certified nursing assistant (CNA) training and medical coding and billing. Trainees can receive assistance with removing barriers to gaining and obtaining employment, career coaching and the opportunity to earn professional skills through competency based training. CNC and medical coding and billing classes are held at the NACD, 612 N. Park Street, Kalamazoo.
- Developed internship opportunities for Kalamazoo Promise Scholars and partnered to guide students who have interest in healthcare to Bronson in 2022.

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4. **Create internal lattices/opportunities to build wealth for strong families.**

- GoingPro! Talent Grant Create MA program. PCA program has been approved as an Apprenticeship program through the state. Twelve new Clinical Assistant positions were created and posted to provide additional support to MAs in designated practices. A Vocational Program Coordinator was hired to focus on recruitment, retention and training of Clinical Assistants and Medical Assistants, creating a career ladder.
- Employment Success Coordinator: Bronson supported the retention and promotion of entry-level EVS staff by hiring an employment success coordinator in 2021.
- In 2022, Bronson began to offer financial resources to employees through Enrich. This service includes education and support on subjects including credit scores, investing, and buying a first home.
- In 2022, Bronson partnered with Fidelity and Summer, to offer a program that helps employees and employed providers navigate student loan debt and earn forgiveness. More than 500 employees have taken advantage of this to date.

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5. **Policies/Governance/Leadership to support the health and well-being of families at work.**

- Transgender and Gender Non-Conforming employees: Created a Bronson policy to ensure respect for transgender and gender non-conforming employees. Completed, effective 8/31/2021 and communicated across the system in 2022.
- Reviewed HR policies and processes through an equity lens: By end of 2021, reviewed selected HR policies, and addressed inequities identified.
- Health Equity of Care PI Committee developed an Equity Lens tool for applying an Equity Lens to Quality Improvement in 2021 and an Equity Checklist for communications in 2022 with implementation expected in 2023.
- Implement an evidence-based selection process to reduce hiring bias: Participated in the HireReach Academy to gain training and tools to reduce bias by using fair and objective decisions through an evidence-based selection process to connect the right people to the right jobs.

Appendix A: 2020 Community Health Implementation Plan

Fact: Social, economic, and structural inequities negatively impact health outcomes of families in our communities



PROBLEM: There are racial/ethnic disparities in maternal and infant health outcomes driven, in part, by inequities in health care access (defined by the lack of trust) in health care systems. Bronson commits to engage and and build trust with family supports to eliminate racial/ethnic disparities among mothers and babies across our region (Van Buren, Kalamazoo, Calhoun).

Long-Term Community Outcome:

Improve Maternal and Infant Health Outcomes

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*BHG Board Community Health Committee Approved July 2020. Scope of initiatives may shift pending available resources in 2021.