Building Bridges – Connecting Communities
FROM THE DIRECTOR

It is with great pride and accomplishment that I present to you the Community Health Services (CHS) Annual Report. This report highlights many notable achievements. I am proud to celebrate these achievements and continued progress in the pursuit of developing culturally responsive services; building a strong foundation of community support; delivering programs and services as identified by community focus groups, health needs assessments, and outreach efforts; and meeting individuals where they live, work, play, and pray.

A little more than a year ago, Community Health Services moved in a new direction and developed a priority framework to support the efforts of the larger institution. As a unit, we would 1) integrate community health with clinical operations to enhance care; 2) address the community health needs priorities; and 3) build local, regional and statewide partnerships to lessen the impact of the social determinants of health in communities where our patients reside. We established five initiatives to focus our strategic priorities:

1. Caring for the health of our children,
2. Promoting the health of our families,
3. Protecting the health and quality of life for our seniors,
4. Improving mental health support and reducing substance use, and
5. Developing future health leaders.

Dr. Martin Luther King, Jr. once said, “Life’s most persistent and urgent question is, what am I doing for others?” This year, we don’t ask what, but explain “why.” Why it is important to serve the community in the myriad of ways that we do. As you read the report, I hope you will gain insight into the breadth and depth of our activities. Our accomplishments and the work ahead depends on the support and contributions of partners and dedicated staff. I am immensely grateful to those individuals and partners whose energy and support sustain us. We look forward to a future that builds bridges and connects Michigan Medicine to communities throughout Michigan.

Thank you and I look forward to another amazing year at Community Health Services.

Yours in partnership and service,

Alfreda Rooks, Director, Community Health Services
University of Michigan Health System
Michigan Medicine
Dear Colleagues,

In 2017, UMHS marked the 20th anniversary of our Community Health Services (CHS) department, which was created in direct response to the health needs and inequities facing our communities and charged with aligning community initiatives across the health system through program coordination, strategic planning, and resource allocation. CHS’ community-anchored and community-led efforts improve quality of life and provide opportunities for residents to stay active, healthy and connected to our UMHS community. Our collaborative efforts have also contributed to the literature for best-practices when working with adolescents, in the Journal of Pediatrics: The Adolescent Champion Model: Primary Care Becomes Adolescent-Centered via Targeted Quality Improvement” https://www.ncbi.nlm.nih.gov/pubmed/29198766.

We are proud of the many accomplishments to date, as noted by community voices which provide resounding feedback:

“Meals on Wheels helps me eat healthier. I’m a cancer survivor and a stroke survivor. Thank God for AAMOW, if not for them, I would boil a hot dog! I’m also a diabetic. Praise for staff and volunteers.” - Ann Arbor Meals on Wheels Client

“I am working on getting my anxiety better controlled and my mood has been a bit lighter since I started coming to RAHS [Regional Alliance for Healthy Schools] last year.” - RAHS School Based Health Center Patient

“Working with AHI [Adolescent Health Initiative], we have made more changes to our practice in the past year than we have in the past five years.” - Health Care Professional

These are just a few examples of CHS’ impact on health inequities and social determinants of health. As we embark on the next twenty years of our journey, we will strive to create a vision that encompasses the values of our institution; the commitment to empower our communities with information to advance health; and new discoveries that enrich the lives of our patients, families and communities.

The importance of our Michigan Medicine investment in community health is clear. The value will show in our continuous commitment and actions to advance health and wellness with a high emphasis on diversity, equity and inclusivity.

Please review and enjoy the FY 18 report of CHS challenges and accomplishments.

Go Blue!

Tony Denton, Senior Vice President and Chief Operating Officer
University of Michigan Health System
Michigan Medicine
2016-19 Community Health Needs Assessment-Implementation Plan (CHNA-IP)
- Prioritized Health Equity and the Social Determinants of Health as its central strategy.
- Convened multidisciplinary Community Health Coordinating Committee (CHCC) with UM campus-wide partners and community members to guide the CHNA-IP.
- Partnered with the U-M School of Public Health Future Public Health Leaders Program and community partners in Ypsilanti to host four focus groups for mothers with young children in Washtenaw County to gain insight on existing needs and gaps.
Ann Arbor Meals on Wheels seeks to reduce hunger and food insecurity in a culturally appropriate manner for the homebound in Ann Arbor area who, because of their health, are unable to shop and prepare a complete, nutritious meal.

128,129 Meals were provided by AAMOW

461 Customers received nutritionally balanced meals

76% Of client nutrition risk scores that either stayed the same or showed positive change

88% Of clients agreed that home delivered meals are their most nutritious food source

424 Volunteers gave their time

11,124 Hours were given by volunteers (valued at $246,965)

86,340 Miles were driven to deliver meals (3+ times around the globe)

“Meals on Wheels is wonderful. At age 99, having healthy meals delivered is a blessing.”
- AAMOW client

“Meals on Wheels helps my wife and I tremendously. Without ‘meals on wheels’ we would often go hungry. It helps bring some light into our lives that wouldn’t be there otherwise. Without it we would be eating poorly.”
- AAMOW clients, ages 77 & 91
Why Addressing Food Insecurity Matters
Ann Arbor Meals on Wheels (AAMOW) specializes in addressing the unique needs of our most vulnerable and high-risk senior and disabled populations to improve and support patient health and recovery by delivering nutritious meals; increasing well-being that supports patient health by providing human contact that reduces isolation, depression and anxiety; and, reducing negative impacts on patient health by assessing home environments and addressing threats or risks.

The 7% decline in FY18 nutrition risk scores is attributed to clients reporting an increase in tooth or mouth problems that made it hard to eat or that they ate alone most of the time. In FY19, we are directing our intervention efforts to address these identified risks.
Since 1983, the Housing Bureau for Seniors (HBS) has collaborated with community groups and public agencies to prevent homelessness for older adults. We are a resource for seniors and their caregivers as we provide information about appropriate and affordable living arrangements. Through its HomeShare, Foreclosure Prevention, and Housing Counseling/Eviction Prevention programs, HBS empowers older adults as they make life changing decisions with regard to their housing needs. We connect older adults with resources and help find community support systems for those making housing transitions and/or those handling housing-related crises.

- **152** Clients remained in their rental housing through HBS’ Eviction Prevention Program
- **103** HomeShare placements ensured the safety and wellbeing of older adults, allowing them to age in place
- **99** Clients were able to keep their homes from being lost to foreclosure
- **$300,000** In IRS tax refunds were brought back into 464 local households through HBS’ free tax service in partnership with AARP
- **354** Individuals received services in FY 2018
Why Improving Housing Matters
Housing is imperative to one’s physical health and mental well-being, particularly for vulnerable older adults. The Housing Bureau for Seniors program coordinators and volunteer staff work to ensure that the older adults we serve maintain safe and sustainable housing and are afforded the opportunity to successfully age in place. We link seniors and caregivers to needed community-based services to prevent evictions, foreclosures and ultimately homelessness.

"Thank you for spending time with me in discussing senior living arrangements when I stopped by. I value the information you gave me and will proceed to view the special locations you mentioned and highlighted their potential availability. It was very useful. You were extremely helpful which was much appreciated."
-HBS Client

"Enclosed please find a small token of my deep appreciation of your hosting of the AARP tax services. The staff is skilled, humane and kindly. Your work in the community is so valuable. I’ve attended several workshops. Thank you again."
-HBS Client
The Patient Visitor Accommodations Program handles lodging needs so that people can focus on the important things – providing support and care to their loved ones while they are being treated at Michigan Medicine or coming to U-M for their own medical care.

12,184 Individual reservations made at partner hotels
10,816 Individual room nights booked at Med Inn
1,613 Individual room nights booked at Transplant House
Why Providing Lodging Matters
Lodging during a stressful time is just as important as stable housing. Both can impact physical and mental health. Providing caregivers and family members with a quiet place to rest, while maintaining proximity to a loved one, supports health, healing and rejuvenates the spirit.

Total Accommodations Provided

<table>
<thead>
<tr>
<th>Year</th>
<th># of Reservations</th>
<th># of Med Inn Room Nights</th>
<th># of Transplant Room Nights</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16</td>
<td>12,762</td>
<td>10,830</td>
<td>1,662</td>
</tr>
<tr>
<td>FY17</td>
<td>12,729</td>
<td>10,853</td>
<td>1,480</td>
</tr>
<tr>
<td>FY18</td>
<td>12,184</td>
<td>10,816</td>
<td>1,613</td>
</tr>
</tbody>
</table>

Thank you very much for the hospitality received while staying at Med Inn. Everyone was so accommodating! Your housekeeping staff and breakfast room were outstanding. I appreciate it so much as this was one of the most powerful hospitalizations my husband has ever had. It was so nice to take a break during the daytime and come back to my room and rest. Your front desk people were great!

Thank you very much,
Best, [Signature]
The Regional Alliance for Healthy Schools (RAHS) has been serving the community for 22 years. RAHS’ 14 school-based health centers in Washtenaw and Genesee Counties serve as a “safety-net” for students and youth in the community at-large. RAHS offers comprehensive physical and behavioral health services to youth ages 5-21 year-round, regardless of where they are enrolled in school or insurance status/ability to pay. RAHS provides physical and mental health services, evidenced-based health prevention programs, on-site dental service coordination, vision exams and glasses, insurance enrollment, and tangible resources assistance.

| **14** | Fully comprehensive school-based health centers in Washtenaw & Genesee Counties |
| **4,195** | Adolescents received services |
| **15,358** | Annual visits were conducted |
| **472** | Students received dental screenings and services |
| **158** | Students participated in a RAHS Youth Advisory Council, outreach and prevention programming |
| **513** | Students received vision screenings and services |
| **80%** | Of students who participated in classroom prevention education improved in at least 3 of the following areas: relationships, handling problems, ATOD* use, handling feelings, attitude toward school, peer refusal skills (up from 72% in FY17) |
| **6,931** | Students and community members received health education through 200+ sessions |
| **1,976** | Families were assisted with resources addressing social determinants of health |
| **67,575** | Community members received Medicaid outreach from RAHS staff |

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*Alcohol, Tobacco and Other Drugs
Why School Based Health Centers Matter

At the Regional Alliance for Healthy Schools, we believe that healthy children of all ages make better students. When they feel good, they can better focus on learning. At RAHS, we have access to and knowledge of a variety of community-based resources in and around the Ann Arbor, Flint, and Ypsilanti communities to help youth get healthy and stay healthy.

“My experience here at the RAHS was real good. I didn't have to wait that long to get seen. They worked with me fast and got me what I needed”.
- RAHS Patient

Medical and Mental Health Services Provided by the RAHS School-based Health Centers

<table>
<thead>
<tr>
<th>Year</th>
<th>Annual Medical Visits Conducted</th>
<th>Number of Youth Receiving Medical Visits</th>
<th>Number of Youth Receiving Mental Health Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16</td>
<td>9,000</td>
<td>3,145</td>
<td>567</td>
</tr>
<tr>
<td>FY17</td>
<td>10,959</td>
<td>3,178</td>
<td>599</td>
</tr>
<tr>
<td>FY18</td>
<td>15,358</td>
<td>4,195</td>
<td>955</td>
</tr>
</tbody>
</table>

# of Families Assisted by RAHS with Resource Needs that Address Social Determinants of Health

“I've lost weight and I've been able to keep my breathing under better control”.
- RAHS Patient

<table>
<thead>
<tr>
<th>Year</th>
<th># of Families Assisted</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16</td>
<td>1,725</td>
</tr>
<tr>
<td>FY17</td>
<td>1,800</td>
</tr>
<tr>
<td>FY18</td>
<td>1,976</td>
</tr>
</tbody>
</table>
The vision of the Adolescent Health Initiative (AHI) is to transform the health care landscape to optimize adolescent and young adult health and well-being. AHI’s work is informed by a multidisciplinary Steering Committee and a Teen Advisory Council representing youth from diverse backgrounds in Washtenaw County.

2018 Partnership Award
Received from the Institute for Patient and Family-Centered Care for AHI’s "Youth-led Assessment Process" to provide youth voice in health center assessments and patient satisfaction.

Published research in the Journal of Pediatrics: The Adolescent Champion Model: Primary Care Becomes Adolescent-Centered via Targeted Quality Improvement

During FY18, AHI provided training and technical assistance to health systems, state and local health departments, community-based organizations, and other health professionals in over 40 states and territories.
Why Improving Adolescent Care Matters

Adolescents have health care needs that are different than those of other age groups. Yet, many health care providers do not feel adequately equipped to meet those needs. By improving the quality of care provided to adolescents, we can close the many gaps they experience in care and improve their overall health and well-being.

"Out of the conferences I have attended in my career, it has by far been my favorite and most informative!"
- 2018 Conference on Adolescent Health attendee

% Change of Health Professionals Trained

"Working with AHI has given us a tremendous framework to improve the care we provide to adolescents. The tools are terrific and are enhanced by the guidance and insights we’ve received from AHI staff along the way."
- Administrator, St. Joe’s Medical Group, Michigan
The Program for Multicultural Health (PMCH) is the connecting hand that builds knowledge and skills within individuals, organizations, and communities so that everyone, regardless of income, race/ethnicity, language, gender, or education, has the opportunity to achieve optimal health and well-being.

**Ypsilanti Heritage Festival Community Health Tent**
- 913 community members received health screenings
- 1,203 community members participated in the Community Health Tent

**Community Health Education and Promotion Workshops**
- 150 middle and high school students engaged in a 10-week physical activity and nutrition education program at Michigan Islamic Academy
- 144 community members attended our annual MLK Jr. symposium targeting senior health
- 350 youth, adults, and seniors participated in health education, nutrition and empowerment workshops

**Culturally Responsive Consultation and Capacity Building**
- 16 undergraduate and graduate level interns were trained to design and implement health education workshops
- 60 consultations were provided to community organizations in support of capacity building
- 225 Michigan Medicine health professionals received education on delivering culturally responsive and appropriate patient-centered care

**Michigan Community & Inter-Professional Practice Training (M-CIPT)**
- 105 nursing, pharmacy, and public health students were trained through M-CIPT
- 157 community members received health screenings
- 376 community members received flu shots
Why Understanding Culture and Health Matters
Culture is an integrated pattern of human behavior that includes thoughts, languages, communications, practices, beliefs, and values common to a group of people and is always changing. PMCH develops and advocates for culturally responsive programs and services that are respectful and receptive to the needs of diverse populations. Given the vast and alarming health inequities, it is essential to build awareness of the impact culture and health have on overall well-being. The goal is to empower community and health care organizations to develop safe, effective, and person-centered services.

Culturally Responsive Consultation & Capacity Building

<table>
<thead>
<tr>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td># of consultations with community organizations to support capacity building</td>
<td></td>
<td></td>
</tr>
<tr>
<td># of health professionals receiving education on delivering culturally responsive and appropriate patient-centered care</td>
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“I always find the Health tent to be a very positive and helpful experience. It was well organized and informative!”

- Community Health Tent Participant
Volunteer Services’ mission is to promote the philosophy of caring for patients and families by providing volunteers to augment the work of the Michigan Medicine faculty and staff.

Volunteer Services coordinators received a Michigan Medicine Gold Medal for their work in processing and renewing volunteer applications and placing volunteers in clinics/units that align with their interests and availability.

Interviews, Annual Updates, and Grace Period appointments are now scheduled online to ensure accuracy of contact information, ease of canceling or rescheduling for the volunteers, and up-to-date information on record.

Processed 516 Pre-Approved special placement volunteers in labs, clinics, and research areas in support of Michigan Medicine’s clinical, research, and educational mission.

Volunteer Services’ worth:

- 4,060 Active volunteers*
- 155,270 Volunteer hours*
- $3,448,604 Worth of volunteer time*

*Ann Arbor Meals on Wheels and Friends Gift Shop volunteers are included
Volunteer Services

Why Volunteers Matter
Volunteers play an integral role in augmenting the work of hospital staff and providing caring and compassionate support to our patients and their families.

Number of Active Volunteers

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Active Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16</td>
<td>3,791*</td>
</tr>
<tr>
<td>FY17</td>
<td>3,962</td>
</tr>
<tr>
<td>FY18</td>
<td>4,060</td>
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</tbody>
</table>

*Count is higher than previously reported due to change in methodology

Estimated Value of Volunteer Time

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Volunteer Hours</th>
<th>Estimated Value of Volunteer Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16</td>
<td>161,943</td>
<td>$3,578,398</td>
</tr>
<tr>
<td>FY17</td>
<td>166,656</td>
<td>$3,693,370</td>
</tr>
<tr>
<td>FY18</td>
<td>155,270*</td>
<td>$3,448,604</td>
</tr>
</tbody>
</table>

*More volunteers recorded fewer total hours in FY18
Since 1959, Friends Gift Shops have been a partner of Michigan Medicine, helping to promote the health, welfare and education of our community. Friends is a board-governed, volunteer-staffed, non-profit community organization that administers and manages four Gift Shops within Michigan Medicine. The shops are located in University Hospital, the Frankel Cardiovascular Center, the East Ann Arbor Health and Geriatric Center, and C.S. Mott Children’s Hospital. The revenue generated from these shops provide funds for patient programs and educational projects.

- **$2,778,242**
  - In sales generated between four locations

- **$400,000**
  - Recorded in net income

- **$200,000**
  - In grants approved and disbursed to hospital and community-based programs

- **9,600**
  - Hours of service provided by volunteers

- **35,000**
  - Michigan Medicine staff, patients and guests served
**Why FRIENDS Matters**

The revenue generated by the gift shops provide funds for patient programs and educational projects to fulfill its mission of promoting the health, welfare and education of the community.
AARP
Allen Foundation Inc.
Allen Temple AME Church
American Indian Services, Inc.
Ann Arbor District Library
Ann Arbor Hands-On Museum
Ann Arbor Public Schools
Ann Arbor Thrift Shop
Ann Arbor YMCA
Area Agency on Aging 1-B
Arizona Dept of Health Services
Asian Center Southeast Michigan
Beecher Community Schools
Bethel AME Church
Black Mother’s Breast Feeding Assoc.
Blue Cross Complete
Blueprint for Aging
Brothers of Kappa Alpha Psi, Inc.
Brown Chapel AME Church
Cardea Youth Catalytics
Carman-Ainsworth Community Schools
Carpenter Place Apartments
Catholic Social Services of Washtenaw County
Center for Healthcare and Research Transformation
Chi Eta Phi Sorority, Inc.
Colorado Dept Health Care Policy
Community Action Agency
Community Mental Health Partnership of SEMI
Communities that Care
Corner Health Center
Crim Foundation
Cummings Chiropractic
Delta Dental Foundation
Destiny & Purpose Community Outreach (DAPCO)
EMU School of Social Work
Ethel and James Flinn Foundation
Family Empowerment Program, Inst. Study Families & Children
First Congregational Church
First United Methodist Church
Flint Community Schools
Food Gatherers
Friends Foundation
Future Public Health Leadership Program
Genesee County Health Dept.
Genesee Health System
Glazier Hills Legacy Fund
Grace Fellowship House of Solutions
Gulliver Innovative Learning (PlayFlu)
Health Education and Training, Inc.
Housing Coordinators Network
Human Services Collaborative Body, Livingston County
Huron Valley Ambulance
Jewish Family Services of Washtenaw County
Junior League of Ann Arbor
Kappa Alpha Psi
Kearsley Community Schools
Keller Williams
Kellogg Eye Center
Kiwanis
Legal Services of South Central Michigan
Lincoln Consolidated Schools
Livingston County Public Health Department
Lucky Kitchen
MARR/WSU Pharmacy
Metzgers German Restaurant
Michigan Antibiotic Resistance Reduction Team
Michigan Department of Health and Human Services (MDHHS)
MDHHS Child & Adolescent Center
Michigan Institute for Clinical Health Research (MICHR)
Michigan Islamic Academy
Michigan Medicine - CardioVascular Center
Community Health Services
Diversity, Equity & Inclusion
Geriatrics Center
Occupational Health Services
Office of Continuous Professional Development
Office of Health, Equity & Inclusion
Office of Patient Experience
Transplant Center
Michigan Organization on Adolescent Sexual Health
MSU Extension
Mott Children’s Health Center
Mozaik (Turkish Dance)
Patient-Centered Outcomes Research Institute (PCORI)
Neuro Restorative Michigan
New Hope Baptist Church-Wayne
Oakland University School of Social Work
Office of Adolescent Health
Osher Lifelong Learning Institute
Community Health Services is deeply grateful to the organizations listed above for their partnership and/or financial support. Our work supports at-risk and under-served communities with health education, outreach activities, and more. These community partnerships, grants, and other funding support a variety of programs and services that directly impact our patients, their families and our community.
In FY18, the Community Health Services department budget totaled $6,587,229 across seven* of our nine programs. Grants, contracts, and revenue accounted for 57% ($3,733,290) of the funding secured to provide programs and services to our patients and the Community.

*Friends Gift Shops & the Accommodations Program are not included

Our Mission
To lead Michigan Medicine in improving access, equity and health outcomes through programs and services provided in the Community.

Our Strategies
- Integrate community health with Michigan Medicine clinical delivery system
- Address the Community Health Assessment priorities
- Build statewide partnerships to lessen the impact of social determinants of health in communities where our patients reside

Our Initiatives
- Caring for the health of our children
- Promoting the health of our families
- Protecting the health and quality of life for our seniors
- Improving mental health support and reducing substance use
- Developing future health leaders
Regents of the University of Michigan: Michael J. Behm, Mark J. Bernstein, Shauna Ryder Diggs, Denise Ilitch, Andrea Fischer Newman, Andrew C. Richner, Ron Weiser, Katherine E. White, Mark S. Schlissel, ex officio.

Executive Officers of Michigan Medicine: Marschall S. Runge, M.D., Ph.D., executive vice president for medical affairs, dean, University of Michigan Medical School, CEO, Michigan Medicine; David A. Spahlinger, M.D., president, UMHS, and executive vice dean for clinical affairs, University of Michigan Medical School; Patricia D. Hurn, Ph.D., dean, School of Nursing.

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