



TRANSFORMING HEALTH REGIONALLY
IN A VIBRANT ECONOMY GREAT LAKES
BAY REGION

A photograph of a person in a red long-sleeved shirt and black leggings running on a paved path in a park. The path is lined with trees, and the scene is bathed in warm, golden light, suggesting a sunrise or sunset. The person is running away from the camera, with their arms raised in a running motion.

THRIVE: Healthy People. Vibrant Communities.



THRIVE Overview: Saginaw Chamber of Commerce

1

MiHIA and THRIVE – New Insight and Information

2

It matters to you, your family, your organization

3

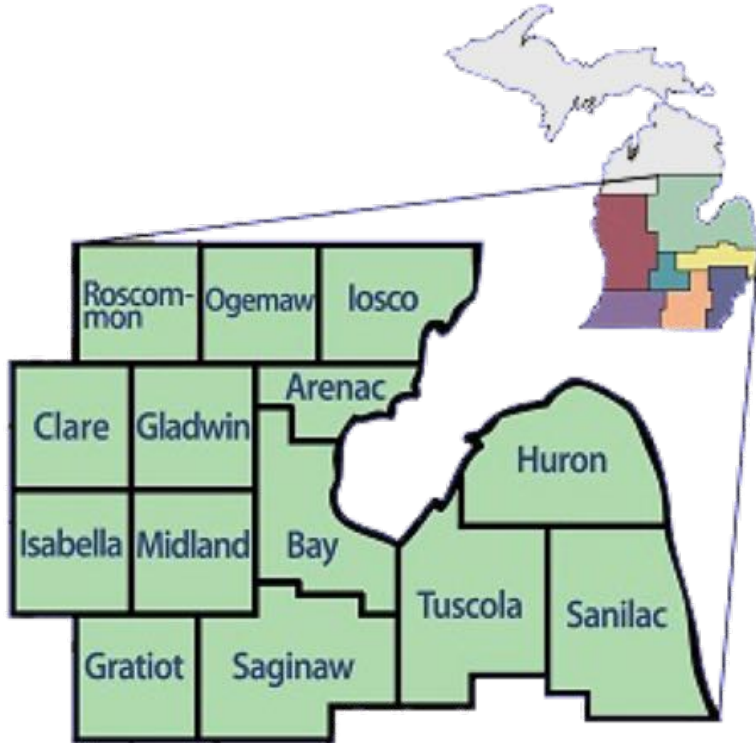
It's success depends upon All of Us - Together

4

How you can drive progress

Michigan Health Improvement Alliance, MiHIA

Multi-sector collaborative to improve health



MiHIA is a 501(c)3 founded in 2007 to improve health of people in our region.

We work on complex and challenging matters that no one organization or sector can address alone.

Our focus is measurable progress with others to serve the community

MiHIA Board of Directors

**Kevin Albosta**

VP / CFO, Covenant Healthcare

Christina Dillard

Supervisor, Buena Vista Charter Township

Mary Greeley

MidMichigan Health Network President

Ryan Marra

North American Benefits Leader, Dow

Gregg Stefanek, D.O.

Family Physician / Medical Director, QuadMed

Catherine Baase, M.D.

MiHIA Chair, Community Volunteer

David Dittenber

Chief Marking Officer, GENE-5

Kimberly Horne

Service Portfolio Leader, Dow Administrator, Nations Church

Thomas Masterson, Ph.D.

Dean, College of Health Professions, CMU

Joel Strasz

Health Director/ Health Officer, Bay County Health Dept.

James Borin

Treasurer, Community Volunteer

Maureen Donker

Mayor, Midland, MI

George Kikano, M.D.

VP of Health Affairs and Dean CMU College of Medicine

Augustine Osagie, M.D.

Sr. Director, Clinical Solutions Medical Director, AETNA

Ellen Talbott

President and CEO McLaren Bay Special Care

David Brown

Vice President, Commercial Loans Isabella Bank

Greg Dorrien

ED, West Midland Family Center

Sharon Leaman-Case

VP Operations, Ascension St. Mary's and St. Joseph's

Beth Sorenson Prince

CEO, Michigan Health Improvement Alliance

Rev. Craig Tatum

Pastor, New Life Missionary Baptist Church Ministries

Brenda Coughlin, M.D.

President + CEO, Great Lakes Bay Regional Health Centers

Erin Emerson

Chief of Staff, MDHHS Services

Sandra Lindsey

CEO, Saginaw Community Mental Health Authority

Monica Reyes

Director, GLB Hispanic Leadership Institute

Rev. Andreas Teich

Pastor, Messiah Lutheran Church Bay City, MI

Frank Cloutier

Director of Public Affairs, Saginaw Chippewa Indian Tribe

Matt Felan

President + CEO, GLBRA

Madhura Mansabdar, M.D.

Chief Clinical Integration Medical Officer, MidMichigan Health

Judith Ruland

Dean, College of Health Human Services, SVSU

Thomas Veverka, M.D.

Trauma Medical Director, MidMichigan Medical Center

THRIVE – Imperative for Transformation

Our “Community Story” was not on the desired trajectory



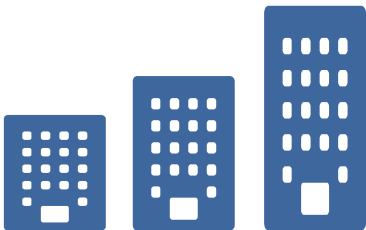
Community-focused systems change



For years, widespread and well-designed efforts by numerous individuals and organizations had been active in the region.

Despite this, a ten-year trajectory showed:

- A disappointing array of deteriorating health metrics
- Population decline
- Concerning economic metrics
- Increase in the ALICE population



Community Progress?

Communities are made up of many partners with good programs, active implementation and positive intentions.



So what is the reason for disappointing metrics?

Common barriers include:

- Scale
- Sustainability
- Fragmentation
- System change

THRIVE – Imperative for Transformation

The U.S. Health Disadvantage and Why It Matters to Business

U.S. Surgeon
General
Report 2020

KEY TAKEAWAYS

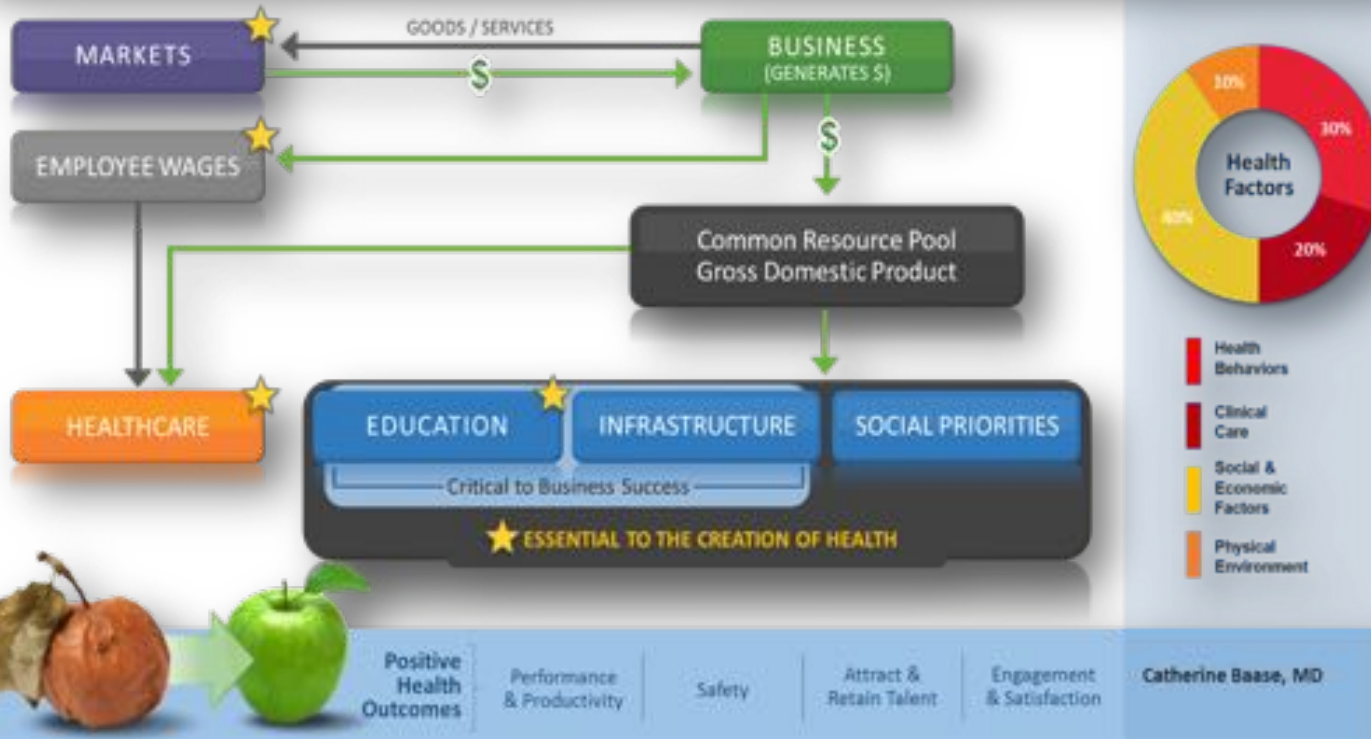
- ▶ Americans are less healthy than residents of other wealthy nations. This is the *U.S. health disadvantage*.
 - Higher rates of health-related issues—from diabetes to alcohol-related car crashes—affect companies' healthcare costs and the productivity of their employees.
 - On average, people born in the United States have lower life expectancies than people born in other wealthy countries.
 - U.S. workers are less healthy—and have less access to and pay more for healthcare—than workers in other wealthy countries.
- ▶ The U.S. health disadvantage
 - Increases costs for businesses, lowers productivity and competitiveness, and compromises business success and growth; and
 - Has its roots in poor conditions in neighborhoods and communities where the vital conditions that shape health are unmet for some residents.

Community Health and Economic Prosperity

The health of Americans is not as good as it could be and is worse than the health of populations of other wealthy nations.

America's lower health status, referred to as the ***U.S. health disadvantage***, inflicts costs on individuals, families, businesses, and society.

MACRO ECONOMIC CONCEPT MODEL



The Macro economic impact to business/employers is significant...

- 1) Increasing spend on healthcare leads to wage reductions as part of total compensation
- 2) Increasing spend on healthcare reduces profits
- 3) Diversion of increasing % of GDP to healthcare shifts available funds from core business success elements – of education and infrastructure also known as social capital erosion
- 4) Item essential to the creation of health are negatively impacted – education, wages, thriving, safe, health-conscious community, etc.
- 5) The cumulative impact of this situation diminishes the purchasing power of society – that is the market.

Why THRIVE?



“Business benefits from a healthy environment. When employees work in a healthy environment, the business will organically benefit financially. Health care costs will be reduced, as will absenteeism.

THRIVE is well-positioned to address this issue, which ultimately will make for healthier and more productive employees. The healthier the region, the more prosperous community. As more businesses do better, collectively, our region becomes more attractive to new business coming in and works positively in attracting new talent.”

– Gene Pickelman, President and CEO Tri-Star Trust

THRIVE: Transforming Health Regionally in a Vibrant Economy



Civic leaders, EDC, faith based orgs, business, healthcare, mental health, public health, non-profits, residents, payers, education

Why **THRIVE**?



“No one organization or sector can possibly address the challenges or make the changes - it will take all of us – together. Fostering relationships, building trust and carrying forward a common vision through the THRIVE Portfolio.”

– Matt Felan, President and CEO, Great Lakes Bay Regional Alliance

The THRIVE Model



Our model demonstrates the benefits of collaboration and focused regional investment, portfolio management, as well as innovation to bring scale and sustainability.

STAGED IMPLEMENTATION



The *THRIVE* Portfolio

Taken together, the THRIVE portfolio creates positive community benefits including:

- improved worker productivity
- reversal of population loss
- increases in the workforce
- less poverty and disadvantaged population
- increased average income
- less Medicaid / more commercial plans
- increased hospital net income

Attractiveness Engine

Building our region's assets and creating vibrant communities to live, work and play.

Job Creation

Supporting regional job growth and employment opportunities.



Building Provider Capacity

Expanding the capacity of regional providers, services and offerings.

Investing in Social Determinants of Health

Supporting the fabric of societal well-being in our communities.

Preventive Care, Mental Health and Well-Being

Enhancing care, prevention, screening and pathways to long-term health and wellness.

Why THRIVE?



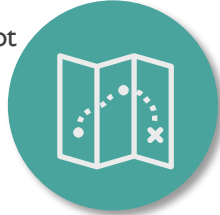
“During the 22 years that I have been involved in health care in the Great Lakes Bay Region, I have seen many initiatives which have made impact in a small, unsustainable manner. I am committed to THRIVE because if the collective efforts of multiple groups who are dedicated to our region’s success work together, we can create unbelievable success. THRIVE has sustained commitment from community leaders, corporations, hospitals, churches, and businesses.”

– Dr. Brenda Coughlin, President and CEO, Great Lakes Bay Health Centers

Benefits of the THRIVE model

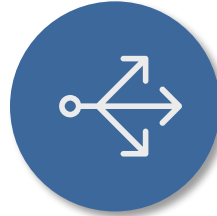
Systems Focused

Systems Change: Our work focuses on the root cause of issues at a system level, not simply temporary remedies



Synergistic Efforts

THRIVE's comprehensive and actively managed portfolio enhances and expands the results of partner organization efforts



Data Informed

THRIVE efforts were selected through a series of modeling efforts aimed at maximum impact



Community Powered

Design and implementation through partnership and ongoing engagement at the community level



Health and Economic Success
building on the full assets of the region to tackle the most complex challenges.



by, for, and with
the community



Outcome Focused

THRIVE's work will make important strides in income levels, reduce the ALICE population, lower chronic disease rates and more



Strong Foundation

THRIVE is backed by partners with a long history of impact, given oversight from a diverse Board of Directors, and supported by state and national organizations.



THRIVE Portfolio:

- 34 interventions covering five priority areas
- Focused on systems change and addressing root causes
- Rolled out over four phases



Phase 1 – 2019

Technology & Coordinated Health Services
Attract New Industries/ Jobs
Health Education Hub
ACEs and Early Childhood
Patient Safety
Infant / Maternal Health
Reduce Mental Health Gaps
Regional Opioid Strategy

Phase 2 – 2020

Addressing Barriers to Education & Advancing STEM Careers
Access + Quality of Food
Financial Stability
Strengthening Primary Care and Care Coordination

Phase 3

Implementation will begin soon

Phase 4

Implementation will begin 2022+

Working to achieve and enhance community outcomes like higher employment, a decrease in the ALICE population, lower rates of chronic disease and more.

THRIVE: A community general contractor / conductor



Why we need “Systems Change”

“If you look very closely, at just one wire in the cage, you cannot see the other wires.

It’s only when you step back, stop looking at the wires ones by one, microscopically, and take a macroscopic view of the whole cage, that you can see why the bird does not go anywhere.

The bird is surrounded by a network of systemically related barriers, no one of which would be the least hindrance to its flight, but which, by their relations to each other, are as confirming as the solid walls of a dungeon.

~ Marilyn Frye



Why THRIVE?



“One example of why this initiative needs to survive and “thrive” and an example of the big picture is that in our region we have one of the State’s best high risk OB units and neonatal ICUs, but that resides in the same geography as the Region’s and the State’s highest infant mortality rate that is unchanged for more than 30 years.”

The collaborations that can result from THRIVE can impact infant mortality and several other meaningful public health “metrics” that are often times used to determine whether or not a business or company will select this community as a location, or even maintaining its presence here.”

– Dr. Sam Shaheen, Executive Director, CMU Medical Education Partners

Maternal / Infant Health

THRIVE Phase I | **Partners:** CMU Health, Covenant HealthCare, other health systems

Our Centering Pregnancy effort has seen more than 300+ births so far with a positive trend in outcomes including:



10% reduction in spontaneous preterm births



27% more likely to reduce / eliminate tobacco use



13% reduction in risk of NICU stays



15% increase in breastfeeding rates

Regional Opioid Strategy

THRIVE Phase I | **Partners:** Rehabilitation organizations, health systems, other community organizations

From March 31, 2021 to April 18, 2021, there were 32 overdose referrals to the Saginaw County Quick Response Team.



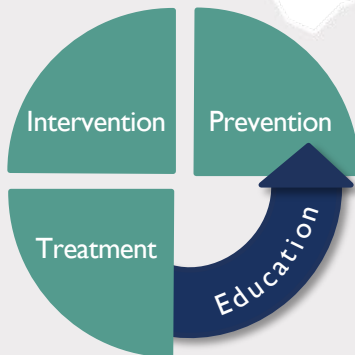
There were 48 non fatal overdose discharges at the local health systems in Saginaw County in June 2019. That number increased to 61 in June 2020.

In 2018, Michigan providers wrote 62.7 opioid prescriptions for every 100 people, compared to the average U.S. rate of 51.4.*



In 2018 there were 2,599 deaths from drug overdoses, which was more deaths than car crashes in Michigan.

It is estimated that 65% of those incarcerated suffer from a substance use disorder and would benefit from Medication Assisted Treatment*



The Neonatal Opioid Withdrawal Syndrome rate has nearly doubled in 6 years from 670.3 per 100,000 live births to 1,149.4 per 100,000 live births.*

*National Data- not specific to MiHIA region

Regional Opioid Strategy

THRIVE Phase I | **Partners:** Rehabilitation organizations, health systems, other community organizations

Saginaw County Quick Response Team

- Team launched March 31st
- From 3/31-4/23 there were 32 referrals to our QRT
 - Team made up of peer recovery coach and EMT from MMR

Substance

- Heroin – 12
- Unknown substance – 9
- Norco – 1
- Inhalants – 5
- Cocaine – 1
- Vicodin – 1
- THC syrup – 1

Multiple substances:

- Heroin/Cocaine – 1
- Alcohol/Heroin/Methamphetamine – 1



Regional Opioid Strategy

THRIVE Phase I | **Partners:** Rehabilitation organizations, health systems, other community organizations

Medication Assisted Treatment (MAT) in Jails

- According to National Institute on Drug Abuse 65% of those incarcerated have an active substance use disorder
- Recently incarcerated people are much more likely to die from an opioid overdose than the general public.
 - The disparity is particularly extreme in the first two weeks after release
 - 10 times greater risk even a year after release
- Only 5 jails in the MiHIA region offer MAT

Patient Safety

Why Zero Harm?

- Only 10% of health systems in US have done this
- Healthcare harm is 3rd leading cause of death
- Estimated regional spend on harm > \$300M/yr

What is underway?

- Active culture change using national recommendations
- health system goals, targets and actions
- Milestone: First year of available data (2019) was announced in April 2021
- [Read more about Zero Harm here](#)

THRIVE Phase I | **Partners:** Healthcare systems, Providers,

STATEMENT OF ZERO HARM

As leaders of the regional healthcare organizations, we commit to:

- A target of zero harm for all those we serve
- Partnership/collaboration that advances this achievement
- Public tracking and reporting of progress



Patient Safety

THRIVE Phase I | **Partners:** Providers, pharmacists, patients/caregivers

Why Medication Safety?

- Over the last decade, older people sought medical treatment more than 35 million times for adverse drug events (ADEs) and were hospitalized more than 2 million times due to ADEs.
- In the U.S., more than 40% of older adults take five or more prescription medications a day, a 200% rise over the past 20 years.
- Lown Institute, 2020

Work underway

- Education: providers patients & caregivers
- Organizational policy actions
- Care-Team models, including pharmacists
- Data: Clinical Decision Support, Progress Tracking and Value Case
- Key partnerships include local, state and national organizations



Data provided by Care Journey, CMS Medicare Part D Claims Data, Calendar Year 2019

Patient Safety

Medication Safety

Medicare beneficiaries with medication therapy management support from a pharmacist

Data Provided by Care Journey

CMS Medicare Part D Claims Data

Calendar Year 2019



Sum of % Benes with MTM Enrollment	2019Q1	2019Q2	2019Q3	2019Q4
	United States	3.62%	4.61%	5.28%
Michigan	6.03%	7.15%	8.23%	8.74%
MiHIA Region				
ARENAC	6.44%	7.73%	8.47%	9.01%
BAY	6.37%	7.39%	8.21%	8.71%
CLARE	6.42%	7.76%	8.91%	9.44%
GLADWIN	7.17%	8.12%	9.16%	9.71%
GRATIOT	6.21%	7.03%	7.86%	8.45%
HURON	5.67%	6.46%	7.56%	7.93%
IOSCO	6.06%	7.20%	8.46%	8.86%
ISABELLA	6.17%	6.64%	7.56%	8.24%
MIDLAND	5.76%	6.62%	7.49%	8.07%
OGEMAW	6.82%	7.81%	8.93%	9.28%
ROSCOMMON	6.17%	7.00%	8.00%	8.63%
SAGINAW	6.91%	7.97%	8.92%	9.55%
SANILAC	5.44%	6.22%	7.16%	7.55%
TUSCOLA	8.01%	8.86%	9.93%	10.61%

Patient Safety

Medication Safety

Medicare beneficiaries with
> 5 drugs

Data Provided by Care Journey

CMS Medicare Part D Claims Data

Calendar Year 2019



Sum of % Benes Prescribed 5+ Drugs in Quarter	2019Q1	2019Q2	2019Q3	2019Q4
	United States	38.55%	38.79%	38.90%
Michigan	39.71%	40.71%	40.79%	41.52%
MiHIA Region				
ARENAC	42.88%	43.72%	43.71%	45.09%
BAY	43.90%	44.88%	45.15%	45.60%
CLARE	41.45%	42.84%	43.02%	43.19%
GLADWIN	42.08%	43.65%	44.10%	44.84%
GRATIOT	42.03%	42.53%	43.08%	43.77%
HURON	41.96%	43.02%	43.70%	44.81%
IOSCO	38.53%	39.88%	39.55%	40.77%
ISABELLA	40.39%	41.31%	40.88%	42.19%
MIDLAND	41.29%	42.47%	42.51%	43.74%
OGEMAW	41.74%	43.37%	43.75%	44.55%
ROSCOMMON	39.88%	42.11%	42.51%	43.17%
SAGINAW	43.17%	44.23%	44.20%	44.55%
SANILAC	39.84%	40.43%	40.79%	41.68%
TUSCOLA	44.06%	45.67%	45.03%	46.08%

Patient Safety

Medication Safety

Medicare beneficiaries with a higher risk medication for seniors

Data Provided by Care Journey

CMS Medicare Part D Claims Data

Calendar Year 2019



Sum of % Benes Prescribed a Beers Criteria Drug				
	2019Q1	2019Q2	2019Q3	2019Q4
United States	24.76%	24.80%	24.94%	24.83%
Michigan	24.81%	25.16%	25.28%	25.34%
MiHIA Region				
ARENAC	25.45%	25.96%	26.24%	26.55%
BAY	28.89%	29.09%	29.33%	29.02%
CLARE	24.25%	25.14%	24.90%	24.68%
GLADWIN	25.52%	25.80%	26.91%	26.50%
GRATIOT	24.94%	24.90%	25.41%	25.61%
HURON	24.51%	25.33%	25.59%	25.50%
IOSCO	24.48%	25.13%	24.90%	24.76%
ISABELLA	23.66%	24.10%	24.51%	24.57%
MIDLAND	22.44%	22.75%	22.53%	22.71%
OGEMAW	25.49%	25.92%	26.39%	26.09%
ROSCOMMON	25.59%	25.94%	26.63%	26.38%
SAGINAW	25.28%	25.71%	25.58%	25.49%
SANILAC	24.74%	25.01%	25.99%	25.77%
TUSCOLA	26.72%	27.20%	27.24%	27.74%

Education + STEM

THRIVE Phase II | **Partners:** Educators, Employers and more

Addressing Education Challenges and Preparing Youth for STEM Careers



22,000 STEM Passports distributed over 2019-2020



2.7X Math in the Mail students perform 2.7 times better than their peers on readiness assessments



ESports – Launch of the Michigan Scholastic ESports Collaborative, local ESports teams and efforts underway



125 students participated in the February 2021 Student Sustainability Summit



Project: Diving Deep Into STEM with STEM@SVSU and First Ward Community Center

S



T



E

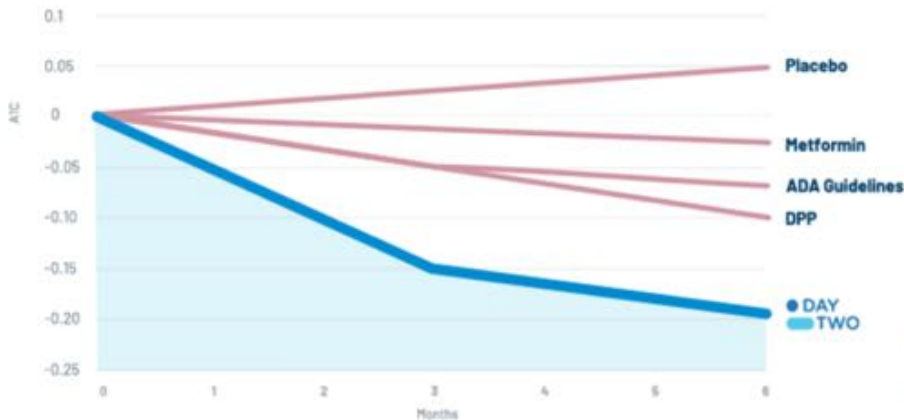


M



Enhanced Technology + Food for Diabetes

- Using Food as therapy to improve health
- Microbiome analytics and therapeutic food approach for diabetics
- Covenant / Morley, Ascension offered pilot to employees
- Medicaid pilot in regional FQHC underway



DayTwo Randomized Control Trial for Prediabetes

THRIVE Phase I | Partners: DayTwo, Health Systems, Employers, Medicaid

Results

▲ 73%	▼ 1.5
Energy	A1C Drop
▲ 55%	▼ 49%
Sleep quality	Hunger
▲ 80%	▼ 32%
Engagement	Stress
▲ 63%	▼ 33%
Time-in-range	Medications
▲ 88	▼ 16 lbs
NPS	Weight loss

DAY TWO
TRUST YOUR GUT™

THRIVE
TRANSFORMING HEALTH REGIONALLY IN A VIBRANT ECONOMY GREAT LAKES BAY REGION

Enhanced Technology + Food

THRIVE Phase I | **Partners:** DayTwo, Health Systems, Employers, Medicaid



Financial Stability

THRIVE Phase II | **Partners:** CMU, Saginaw ISD, Ascension St. Mary's Covenant Healthcare, CAN Council, Saginaw Community Foundation, Saginaw Future, Delta College, SVSU, Great Lakes Bay Health Centers, Saginaw Public Schools

Financial Stability Service Centers



Providing the foundation and keys to financial stability



Giving financial direction via traditional banking, reducing reliance on predatory loans / check cashing



Centers provide employment and career counseling, ways to build savings, credit and assets



Integrated "bundling" of services leads to concrete gains in income and job retention.



Additional efforts

Expand EITC

LISC Model Implementation

Support services for employment

ALICE in Michigan | 38% of the population in 2019 despite increased economic growth
ALICE in Saginaw County | 43% out of a population of 79,050 in 2019
Potential | +\$97.9 billion to Michigan GDP if all ALICE families were lifted above threshold

Why THRIVE?



“Unless we can have equal access to education, nutrition and health care, we will not be able to see an improvement in our communities at large. This has to be across the board, especially for our disadvantaged and underserved communities.

Without appropriate exposure to healthcare and good nutrition the human mind and body cannot grow to be a citizen who can be productive the rest of his or her life, so that, that an individual can be a part of society and a contributor to positive improvement in society.

– Dr. Waheed Akbar, Ascension St. Mary’s

Mental Health

THRIVE Phase I | **Partners:** Fisher Contracting, regional providers

Workplace Mental Health

Broadening access to mental health resources across the region for employees/employers. **Spotlight:** Fisher Contracting Company Workplace Mental Health Program

Next steps: Adapt and scale access to other employers in the GLBR.



Mental Health Ecosystem

The Mental Health Ecosystem provides an intricate look at various aspects of mental health care, support systems and resources in the region – the entire infrastructure.



Mental Health Provider Attraction & Retention

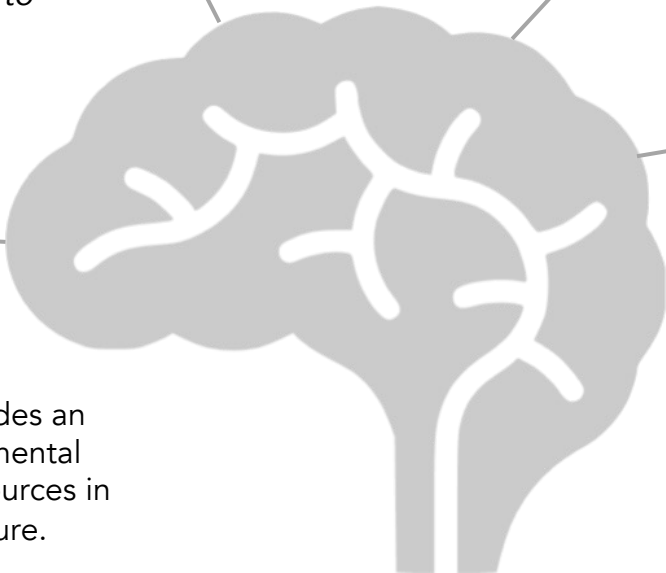
Recognizing that caregivers may experience burnout and secondary trauma, we are seeking to build a supportive community among our mental health providers.

Progress: The region gained 112 mental health providers from 2018 to 2019 in an effort to address provider shortage, with gains seen across four counties and all provider types.



Anti-Stigma Campaign

We are addressing and “normalizing” the conversation around mental health.



THRIVE Scorecard – Tracking Progress

Partners: THRIVE Evaluation Consortium

Health + Well-being Outcomes

- Morbidity Ranking
- Mortality Rates
- Adults 20+ who are obese
- # of mentally unhealthy days in past 30 days
- High blood pressure prevalence
- Health Drivers: Behavior
- Health Behaviors Ranking
- Adults 20+ who are sedentary
- Adult smoking
- Annual opioid hospitalizations

Health Drivers: Health Services

- Clinical Care Rank
- Childhood immunization rate, 3 yr
- LeapFrog Hospital Safety Guide
- HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems)

Health Drivers: Social Determinants

- % households in suboptimal housing
- Food insecurity
- Households without a vehicle

Economic Outcomes

- Median income
- % ALICE households
- Children in poverty
- Jobs and Labor Force
- Unemployment Rate
- Civilian Labor Force Average Annual Number
- Economic Driver: Regional Attractiveness
- Third grade reading proficiency
- High school graduation
- Some college education
- Migration

**Healthiest
Communities Overall
Score**

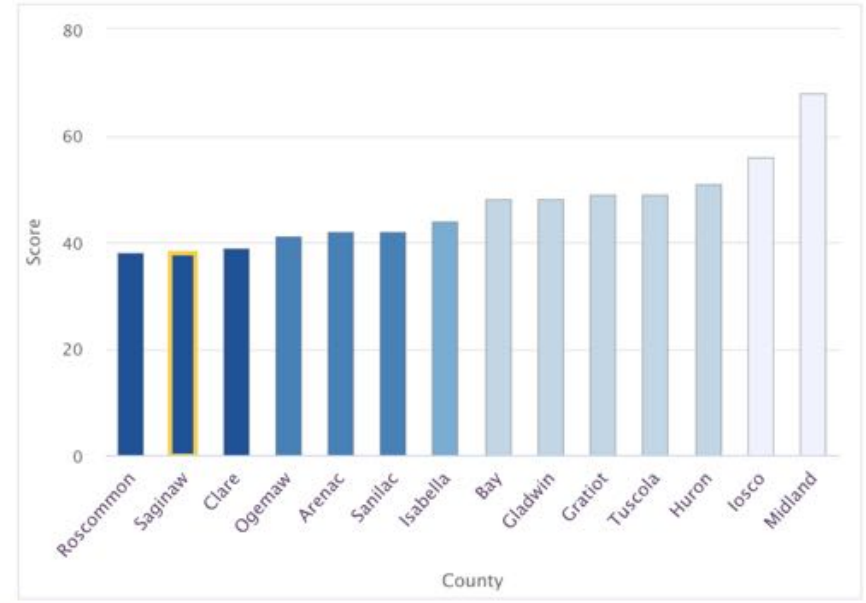
Dashboard: Saginaw County

Health Rankings

U.S. News & World Report Healthiest
Communities Overall Score: Saginaw County

Saginaw County (2020)	MI (2018)	U.S. Score (2018)	MiHIA (2018)	Previous Score (2019)
38	55.2	52.3	55.2	36

*View additional health information for Saginaw County
on our [Dashboard here](#).*



The Healthiest Communities rankings and scores from U.S. News & World Report show how nearly 3,000 U.S. counties and county equivalents perform in 80 metrics across 10 health-related categories.

Why THRIVE?



"Good health is central to human happiness and well-being. It also makes an important contribution to economic progress, as healthy populations live longer, are more productive and save more.

To enjoy good health and longevity is fundamental to the human experience. Healthy people are more vibrant, energetic, and have a more positive outlook on life. These characteristics, not only translate to a positive influence on our social infrastructure, but also impact economic development."

– JoAnn Crary, President and CEO, Saginaw Future

THRIVE – Your Opportunity to Impact Health and Economic Success

- Corporate culture
- Organizational Policies as tobacco use
- Living wage commitments
- Hiring practices,
- Advocacy efforts
- Partnerships with other sectors on initiatives
- Effective use of their philanthropy
- Volunteerism
- Purchasing practices
- Investment strategies

THRIVE: How You Can Drive Progress



Thank you!

- Dr. Cathy Baase
MiHIA Board Chair
THRIVE Senior Fellow
cbaase2@gmail.com
- Dr. Matt Samocki
THRIVE Portfolio Director
m.samocki@thrivegreatlakesbay.org
- Dallas Rau
THRIVE Executive Assistant
d.rau@thrivegreatlakesbay.org

