



Community Health Needs Assessment 2025-2027 Implementation Strategy



Executive Summary

In September 2025, Helen Newberry Joy Hospital & Healthcare Center (HNJH) adopted the 2025 Luce County Community Health Needs Assessment.

This CHNA was the culmination of a project led by HNJH Chief Nursing Officer in collaboration with the health department, behavioral health agencies, health foundations, and the patients of HNJH. It includes data on health across the lifespan, access to care, community issues like drug abuse, and results from a health survey conducted in the summer of 2025. HNJH will use the data to inform residents, identify priorities for community health improvement, and measure changes over time.

HNJH will focus on the primary service areas of Luce County. The full CHNA was shared with the HNJH Board of Trustees and Leadership Team for their review and validation. The significant health needs identified in the most recent Community Health Needs Assessment are aging problems (arthritis, hearing/vision loss, etc.), drug/alcohol abuse, shortage of mental health programs and services, unemployment, and obesity. Through stakeholder input, it was decided to address four of these needs in the present implementation strategy: drug/alcohol abuse, shortage of mental health programs and services, unemployment, and shortage of long-term care (to address aging problems). The process of identifying or developing strategies to address these needs was a collaborative effort between HNJH leadership, subject matter experts, and HNJH Board of Trustees.

HNJH will dedicate significant financial and physical resources toward improving the health of our communities, with a focus on mental health/substance use disorder, economic security/employment, and access to long-term care. By committing to the included strategies, strengthening community collaborations and focusing on measurable outcomes, we plan to show improvement in these areas by the end of 2027.

Introduction

Mission

The mission of Helen Newberry Joy Hospital and Healthcare Center is keeping the patient at the center of everything we do – every patient – every time. Helen Newberry Joy Hospital and Healthcare Center was born out of a deep commitment to improving the health and wellness of our families, friends, and neighbors. While our mission is focused on each patient we serve, we also understand the needs of the individual are intertwined with the health of the community where they live. We are deeply committed to understanding the broader health needs of the communities we serve and collaborating to improve health for all community members, particularly those most in need.

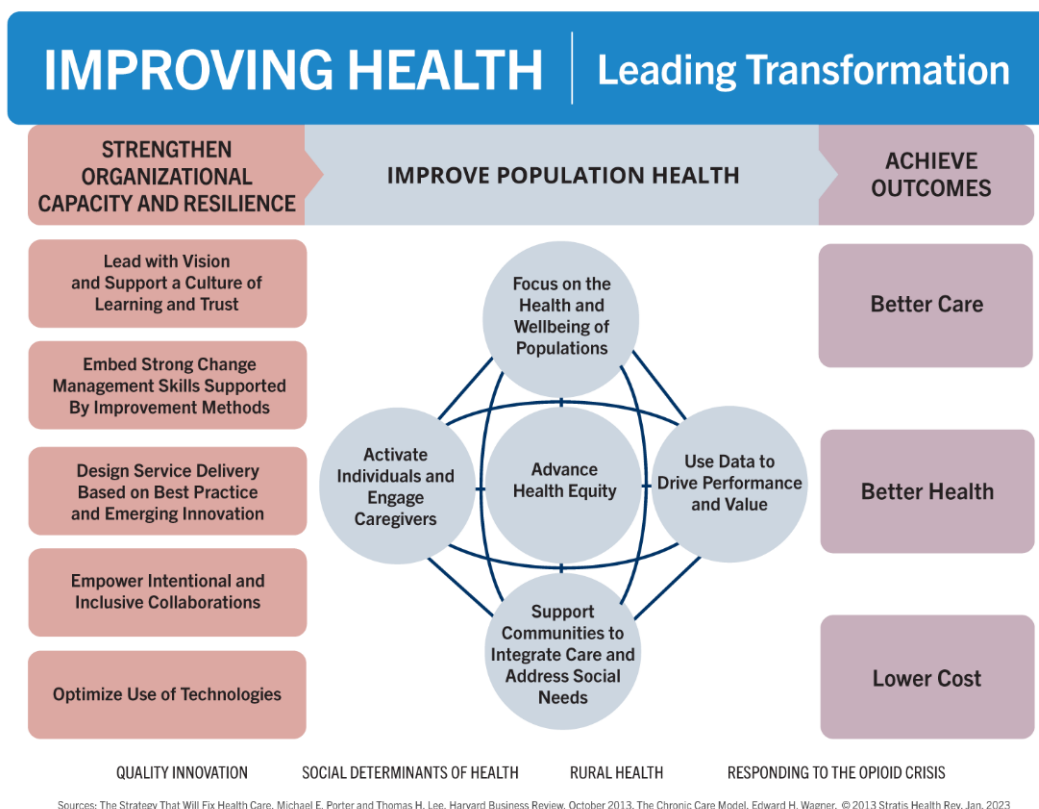
Description of Hospital

Helen Newberry Joy Hospital & Healthcare Center is a rural, not-for-profit, critical access hospital located in Luce County in the Upper Peninsula of Michigan. It serves residents of Luce, Mackinac, and Chippewa counties along with the hundreds of thousands of visitors to the area. Our team of approximately 300 caregivers deliver care within our hospital (consisting of a 25 bed inpatient Medical Surgical unit, 1 Operating Room, and 5 bed ED, state of the art diagnostic imaging, full service laboratory, comprehensive therapy department, and sleep lab) and four ambulatory provider offices (located in Newberry, Curtis, Engadine, and Eckerman). The 39 bed Golden Leaves Care Center is a point of pride as our attached long term care facility, serving residents with compassion and respect.

Framework

The Stratis Health Transformation Framework depicts the foundations necessary for organizations to improve and sustain change in health care and the actions needed and desired between health care and the community.

This framework is being adopted as the aspirational representation of the CHNA work HNJB is undertaking with their staff, partners, patients, and communities. Core to the framework is addressing health equity and social determinants to achieve better care, better health, and lower costs.



The framework begins with the organizational capacities HNJB needs to continually improve the delivery of safe, high-quality, affordable, and patient-centered care (the boxes on the left), starting with visionary leadership and learning culture. The leaders and the culture are what enable change management skills and improvement methodologies to be embedded and practiced by clinicians and staff. Clinicians and staff are equipped to deliver care and services based on evidence and best practices and to create meaningful collaborations internally and externally. An enabling technology platform with an interoperable electronic health record and effective health information exchange serves to support the delivery of care and services.

These foundations will enable HNJB to move into actions that further add value and address community needs and opportunities (the circles in the middle). This environment allows HNJB and the communities we serve to move upstream to focus on prevention and well-being and to activate patients and engage caregivers in ways that promote population health. Health care can be integrated across settings and into the community in ways that address social determinants of health, access, and equity. Bridging

health care and community allows new sources of insight into data that can drive quality and financial performance.

In combination, the result is better care for individuals, better community health, and lower health care costs (the achievements on the right). These factors all move HNJH closer to achieving our mission.

Internal Revenue Service Requirements

The Patient Protection and Affordable Care Act of 2010 set forth additional requirements that hospitals must meet to maintain their status as a 501(c)(3) charitable hospital organization. One of the main requirements states that a hospital must conduct a Community Health Needs Assessment and must adopt an implementation strategy to meet the community health needs identified through the assessment. The law further states that the assessment must consider input from people who represent the broad interests of the community, including those with special knowledge of, or expertise in, public health. In response to the Affordable Care Act's requirements, Helen Newberry Joy Hospital & Healthcare Center helped produce the 2021 Upper Peninsula Community Health Needs Assessment and this document, the 2024-2026 Implementation Strategy.

About this plan

Selection of Significant Needs

The topics that arose as significant health needs from the 2025 Luce County Community Health Needs Assessment process specific to Luce County were:

- Behavioral Health/Substance Use Disorder
- Aging Problems
- Economic Security/Employment

These significant health needs were prioritized using a community-engaged approach in the community health needs assessment process. The community survey data and the Michigan county health rankings highlighted these specific areas.

Needs Addressed in Implementation Strategies

The significant health needs addressed in this document are:

- Behavioral Health/Substance Use Disorder
- Aging Problems
- Economic Security/Employment

HNJH recognizes that these significant health needs are not independent of each other. This was especially evident in the process of selecting and developing strategies that would address each significant health need. The table below was developed to highlight the intersectionality of strategies. Each strategy is displayed with icons denoting the significant health need(s) related to it. These icons use the following legend:

Significant Health Need	Icon
Behavioral Health	
Economic & Employment Needs	
Long Term Care & Senior Citizens	

Needs Not Addressed in Implementation Strategies

The following health needs identified in the 2025 Luce County Community Health Needs Assessment were not addressed in this plan:

- Lack of health insurance/high cost of health insurance
- Low vaccination rates
- Shortage of dentists/dental care
- Alcohol abuse (carved out from substance use disorder)

Additional details about these significant needs and the rationale for their exclusion are discussed in detail in the “Significant Needs Not Addressed” section.

Process for Developing the Implementation Strategy

An Implementation Strategy Workgroup was established for HNJH. The workgroup identified areas to develop initiatives and tactics. They also analyzed which areas would not be feasible to include.

The HNJJH Implementation Strategy Workgroup recommended prioritization be given to Behavioral Health, Access to Long-term Care, and Economic Security/Employment. The 2025 Luce County Community Health Needs Assessment and CHNA Implementation Plan are being utilized as a key data set for strategic planning for HNJJH.

Throughout this process there was robust dialogue around current state strategies for the service area, gaps in service, and potential collaborations between agencies and the hospital.

HNJJH Implementation Strategy Workgroup

- Nathan Neeb, HNJJH Board Chair
- Joanna Slaght, HNJJH Board Vice Chair
- Nicholas Derusha, HNJJH Board Treasurer
- Tammy Henry, HNJJH Board Secretary
- Helen Johnson, HNJJH President & CEO
- Robert “Hondo” Depew, HNJJH Board Trustee
- Terry Nelson, HNJJH Board Trustee
- Nancy Morrison, HNJJH Board Trustee
- Michael Beaulieu, MD, Board Trustee
- Cynthia Donajkowski, RN , HNJJH CNO
- Amy Lyman, HNJJH CFO
- Mitch Grigg, HNJJH VP of Ancillary Services
- Koreen Troyer, HNJJH Director of Community Clinics
- Allison Holbrook, HNJJH Clinical Quality Supervisor
- Allie Johnson, HNJJH Community Relations
- Tracy Paramski, HNJJH Director of Risk Management and Social Work

Significant Health Needs Addressed

Behavioral Health



About the Significant Need

Behavioral health can be thought of as the intersection of mental health and behaviors such as substance use disorder, diet and exercise. Because behavioral health is one of the main determinants of health—along with genetics, social and environmental characteristics, and access to medical care, paying special attention to local issues related to behavioral health is important in increasing the overall health of the community.

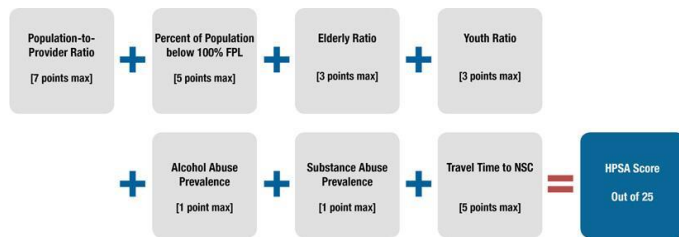
The Health Resources & Services Administration (HRSA) is the federal agency responsible for improving access to health care services for people who are uninsured, isolated, or medically vulnerable. One tool they use to assess community needs is the scoring of health professional shortage areas (HPSA).

Mental Health HPSA Scoring

Mental health HPSAs can receive a score between 0-25.

What goes into the score?

- Population-to-Provider Ratio [7 points max]
- Percent of population below 100% Federal Poverty Level (FPL) [5 points max]
- Elderly Ratio (percent of people over age 65) [3 points max]
- Youth Ratio (percent of people under age 18) [3 points max]
- Alcohol Abuse Prevalence [1 point max]
- Substance Abuse Prevalence [1 point max]
- Travel time to Nearest Source of Care (NSC) outside the HPSA designation area [5 points max]



The Health Professional Shortage Area (HSPA) scores for mental health in the service area was:

Luce County 13

Substance misuse is an aspect of behavioral health that must be addressed.

Efforts to solve behavioral health issues are important for the future of the health of this area. Substance use disorder can lead to serious problems, including loss of employment, child welfare issues and chronic health concerns, that which perpetuate a cycle of poor health in a community. Improvements in overall mental health in a community can have profound impacts on chronic disease incidence, mental health and other health outcomes. By focusing on enhancing behavioral health services and resources, we can work towards breaking the cycle of poor health and fostering a healthier, more resilient community.



Addressing the Need

Goal

To increase access to behavioral health services and break down barriers, such as stigma, that impede navigation of available treatment.

Objectives

- By December 31, 2027, increase access to behavioral health services by 20% through the recruitment of additional mental health professionals, telehealth expansion, and community-based support programs.
- By June 30, 2027, establish at least three new partnerships with local organizations, health departments, and social services to enhance behavioral health service coordination and referral networks.
- By December 31, 2026, implement a stigma-reduction campaign that reaches at least 2,000 community members through educational workshops, social media outreach, and public events focused on mental health and substance use awareness.
- By June 30, 2026, develop and launch at least two new substance use prevention programs targeting at-risk youth and adults, incorporating evidence-based strategies for early intervention.

- By December 31, 2026, reduce the average number of poor mental health days reported by Luce County residents by at least 10% through expanded access to mental health services, peer support initiatives, and wellness programs.
- By June 30, 2026, increase the percentage of insured residents receiving behavioral health services by 15%, addressing financial barriers through expanded financial assistance and insurance enrollment support.
- By December 31, 2026, implement a behavioral health crisis response system in collaboration with local law enforcement, hospitals, and community agencies to provide immediate intervention for individuals experiencing mental health or substance use crises.
- By June 30, 2026, ensure at least 75% of primary care providers in Luce County integrate behavioral health screenings into routine patient visits to improve early identification and intervention for mental health and substance use concerns.

Collaborations

Michigan Mental Health Innovation Network for Clinical Design (MIMIND) in participation towards the Zero Suicide Initiative, Upper Peninsula Health Care Solutions, Upper Peninsula Health Group, Upper Peninsula Health Plan, local psychiatrist, UPHG, UPHP, MICMT, and PRISM

Resources

MC3, Hub and Spoke, Collaborative Care, Blue Cross Blue Shield, and UPHIE.

Medication Assisted Treatment



Goal

Helen Newberry Joy Hospital also offers a Medication Assisted Treatment (MAT) Program, which combines medication with therapy to treat substance use disorders (SUD). The goal of the program is to help ease cravings for patients and prevent relapse, ultimately improving their daily lives. Many individuals seeking treatment have been able to stop using opioids but require a legal and cost-effective way to continue Suboxone treatment. This program provides an essential service to meet those needs. Suboxone, a combination of buprenorphine and naltrexone, is the primary medication prescribed by our providers. This FDA-approved medication is used to treat SUD as part of a comprehensive care plan. The MAT process begins with a prescreening call to gather patient history, which is then reviewed by a provider. Once a provider accepts a new patient, central scheduling reaches out to set up an appointment. The provider then works with the patient for ongoing care, encouraging follow-ups with their primary care provider (PCP) if necessary. Counseling is highly recommended, along with participation in local NA meetings and support groups available through our resource guide. Additionally, Dan Netherton provides MAT services in the local health departments in Alger and Schoolcraft counties. He travels to these locations once per month, helping expand access to treatment in surrounding communities.

Looking ahead, the MAT program aims to grow counseling and support group options, explore NA meeting collaborations, and continue partnerships with LMAS.

MAT is a comprehensive approach to treatment that addresses multiple aspects of a patient's life, including vocational challenges, medical and mental health concerns, family dynamics, and legal issues. Through monitoring, support, screening, referrals, and counseling, the program ensures a well-rounded approach to recovery.

Originally developed in the 1960s to treat opioid use disorder (OUD), MAT has evolved significantly over the decades. The introduction of federally funded programs in the 1970s, followed by the National Institutes of Health's recognition in the 1990s that opioid addiction is a treatable medical condition, helped to destigmatize treatment and promote its accessibility. Today, MAT programs follow standardized treatment methods to ensure high-quality care nationwide.

By integrating FDA-approved medications with behavioral therapy, MAT has become a proven and effective method for treating substance use disorders. This dual approach addresses both the physical and psychological challenges associated with addiction, supporting long-term recovery and improved quality of life.

Objectives

- By December 31, 2025, establish a multidisciplinary collaborative that includes medical professionals, mental health providers, social workers, and community organizations to enhance access to MAT services.
- By December 31, 2026, implement a standardized screening and referral process for individuals with opioid use disorder (OUD) in medical, legal, and community settings to improve early intervention and treatment access.
- By June 30, 2026, develop and launch an educational campaign to reduce stigma around MAT and increase community awareness about opioid use disorder as a treatable medical condition.
- By December 31, 2026, provide MAT training to at least 80% of healthcare providers in participating hospitals and clinics to ensure evidence-based care and improve patient outcomes.
- By June 30, 2027, establish a peer support network that connects individuals in MAT programs with trained recovery coaches to enhance long-term success and relapse prevention.
- By December 31, 2027, integrate vocational counseling and workforce development programs into MAT services to address employment barriers and support long-term recovery.
- By June 30, 2026, develop and implement a system for tracking MAT patient outcomes, including treatment retention rates, relapse rates, and improvements in quality of life, to evaluate program effectiveness.

Collaborations

Key collaborators are LMAS district health department. We have expanded our reach to Schoolcraft and Alger County besides Luce County. Overdose Prevention Engagement Network (OPEN), Mackinac County Substance Use Disorder Prevention Team, Leanne Engman local NA meeting sponsor, and Upper Peninsula Health Care Group.

Resources

LMAS District health department, OPEN website (<https://michigan-open.org/resource/stigma-reduction/>)

Economic and Employment Needs



About the Significant Need

Luce County, located in Michigan's Upper Peninsula, faces significant economic challenges characteristic of many rural communities. With a population density of approximately 5.9 people per square mile as of 2020, the county is among the most sparsely populated in the state.

The county has experienced a notable population decline, with a 19.5% decrease, bringing the total to 5,339 residents. This depopulation contributes to a shrinking labor force and a reduced consumer base, further straining the local economy.

Employment opportunities in Luce County are limited, with only 42.6% of residents aged 16 and over participating in the civilian labor force, compared to the national average of 63.1%. This disparity indicates fewer available jobs and potential barriers to employment, such as limited access to education and training.

The county's economic output is modest, with total earnings by place of work amounting to \$97.9 million in 2023. Key sectors include healthcare and social assistance, with revenues of \$43,453,000, and retail trade, generating \$78,482,000 in sales as of 2017. Despite these contributions, the overall economic activity remains limited, reflecting the challenges of sustaining diverse industries in a rural setting.

The unemployment rate in Luce County has fluctuated over the years, influenced by seasonal employment and the limited industrial base. Efforts to address these economic challenges are ongoing, focusing on strategies to attract new businesses, enhance workforce development, and improve infrastructure to support economic growth.

In summary, Luce County's economic difficulties stem from its rural nature, declining population, limited employment opportunities, and modest economic output. Addressing these issues requires targeted interventions aimed at revitalizing the local economy and improving the quality of life for its residents.

Addressing the Need

Goal

To enhance the economic stability and overall well-being of area residents by expanding access to healthcare-related employment opportunities, workforce development programs, and community health initiatives, ensuring sustainable growth and improved quality of life.

Objectives

- By December 31, 2025, increase workforce training and education opportunities in healthcare by partnering with local schools and organizations to create pathways for careers in clinical, ancillary and healthcare support fields.
- By June 30, 2026, expanded Helen Newberry Joy Hospital's recruitment efforts to attract and retain healthcare professionals, addressing workforce shortages and contributing to local job creation.
- By December 31, 2027, collaborate with local businesses and economic development organizations to identify strategies for integrating healthcare services into broader economic growth initiatives.
- By December 31, 2026, partner and support efforts to expand broadband to the community to increase access to training and employment opportunities.

Collaborations

Tahquamenon Area Schools, Engadine Consolidate School District, Lake Superior State University, Northern Michigan University, Bay de Noc Community College, North Central Michigan University, Luce County Economic Development Council, Michigan Works, and Highline internet provider.



Medical Assistant Program

Background

Helen Newberry Joy Hospital's Medical Assistant (MA) Program provides individuals with a direct pathway into the healthcare field through hands-on training and professional development. This earn-while-you-learn program allows participants to gain valuable skills while working under the guidance of experienced medical professionals.

Medical assistants play a crucial role in healthcare settings, performing both clinical and administrative tasks to support physicians, nurses, and other healthcare providers. However, the cost and time commitment of formal education can be a barrier for many individuals, particularly in rural areas like Luce County. To address this challenge, Helen Newberry Joy Hospital developed the MA Program to

bridge the gap between education and employment, making it easier for individuals to start a career in healthcare. Participants work while they train, gaining real-world experience in a hospital setting. The program includes structured learning opportunities, mentorship from healthcare professionals, and coursework to prepare for certification. Upon successful completion, participants are eligible for full-time employment at Helen Newberry Joy Hospital or other healthcare facilities. Since its inception in 2022, the program has enrolled a total of 8 students, with 5 successfully completing and continuing their careers in the clinics at HNJH.

Program Goal

The primary goal of the Medical Assistant Program at Helen Newberry Joy Hospital is to train and develop a skilled healthcare workforce while improving access to quality medical care in our rural community. The program is designed to remove barriers to education, create sustainable employment opportunities, and address the growing need for medical professionals in Luce County.

Objectives

- By December 31, 2026, increase the number of program participants by 20% to expand the local healthcare workforce.
- By June 30, 2026, achieve a certification success rate of at least 85% among program graduates to ensure a highly trained and competent workforce.
- By December 31, 2026, establish partnerships with local high schools and community organizations to promote the program and recruit new candidates.
- By December 31, 2027, implement additional training opportunities, such as specialty certifications, to further develop the skills of medical assistants and support career advancement.

Through this program, Helen Newberry Joy Hospital is investing in workforce development while strengthening healthcare services in the community. By providing accessible training and career opportunities, the hospital is helping to build a more stable and skilled healthcare workforce for years to come.



C.T.E Program

Background

Helen Newberry Joy Hospital, in collaboration with Tahquamenon Area Schools, offers a Career and Technical Education (CTE) Program designed to equip students with the skills and knowledge needed to enter the healthcare workforce. Currently, led by Nurse Practitioner Brook Duke, this program provides hands-on learning experiences that prepare students for real-world careers in the medical field.

Access to career training programs is often limited in rural communities like Luce County, making it difficult for students to explore healthcare careers without leaving the area. The CTE Program bridges this gap by offering high school students an opportunity to gain foundational healthcare skills while still in school. Through classroom instruction, practical training, and exposure to various medical professions, students gain valuable insights into the healthcare industry and develop the skills needed to pursue further education or immediate employment.

This program not only helps students build career-ready competencies but also addresses the growing demand for healthcare professionals in our region. By investing in local talent, Helen Newberry Joy Hospital and Tahquamenon Area Schools are working together to strengthen the future healthcare workforce while creating meaningful career pathways for young people in the community.

Program Goal

The goal of the Career and Technical Education (CTE) Program at Tahquamenon Area Schools, provided by Helen Newberry Joy Hospital and led by Nurse Practitioner Brook Dake, is to equip students with the knowledge, skills, and hands-on experience necessary to pursue careers in healthcare, bridging the gap between education and workforce readiness while addressing the growing need for healthcare professionals in our rural community.

Objectives

- By June 30, 2026, increase student enrollment in the CTE healthcare program by 15% to expand access to healthcare career training.
- By December 31, 2026, ensure that at least 80% of participating students complete the program with foundational healthcare skills, such as basic patient care, medical terminology, and CPR certification.
- By June 30, 2026, establish partnerships with local healthcare providers, including Helen Newberry Joy Hospital, to offer students job shadowing, internships, or mentorship opportunities.
- By December 31, 2027, track and report post-graduation outcomes, aiming for at least 50% of program graduates to pursue further education or employment in the healthcare field.
- By June 30, 2026, expand the curriculum to include additional certifications or advanced training opportunities that align with current healthcare workforce needs.

Through this program, Helen Newberry Joy Hospital is investing in workforce development while strengthening healthcare services in the community. By providing accessible training and career opportunities, the hospital is helping to build a more stable and skilled healthcare workforce for years to come.

Collaborations

Tahquamenon area schools, Engadine Consolidate Schools, and Eastern Upper Peninsula Intermediate School District



CNA Classes

Background

Helen Newberry Joy Hospital is committed to providing exceptional care to our community, and our Certified Nursing Assistant (CNA) program plays a vital role in that mission. CNAs are the backbone of our long-term care facility, Golden Leaves Living Center, where they provide compassionate, hands-on care to our residents.

To ensure our CNAs receive the highest quality education and training, we offer a paid training program at an off-site location. This allows our staff to develop the skills and knowledge necessary to provide outstanding care while earning an income. Upon successful completion of the program, CNAs join our dedicated team at Golden Leaves Living Center, where they make a meaningful impact on the lives of our residents every day.

By investing in our CNA program, Helen Newberry Joy Hospital continues to support both our employees' professional growth and the well-being of our community. If you're passionate about making a difference and looking for a rewarding career in healthcare, our CNA program is the perfect place to start.

Program Goal

The CNA program at Helen Newberry Joy Hospital is designed to provide high-quality training that prepares individuals for a rewarding career in healthcare. Through our paid training program, we aim to support workforce development by attracting and retaining dedicated caregivers who are passionate about patient care. Our ultimate goal is to enhance the quality of life for residents at Golden Leaves Living Center by equipping CNAs with the skills needed to promote health, safety, and dignity. We are committed to fostering professional growth by creating pathways for career advancement within the healthcare field, encouraging lifelong learning, and developing compassionate caregivers. Additionally, our program plays a critical role in strengthening community healthcare by addressing the growing need for skilled professionals in our rural area, ensuring that our residents receive the highest standard of care.

Objectives

- By December 31, 2026, provide at least 100 hours of hands-on training and classroom instruction, ensuring 100% of students receive education in essential CNA skills, including patient care, infection control, and communication.

- By June 30, 2026, achieve an 85% or higher pass rate on the CNA certification exam, with all students meeting state licensing requirements within three months of program completion.
- By December 31, 2026, incorporate at least five hours of empathy and patient-centered care training, with 90% of students demonstrating competency in resident interaction through practical assessments.
- By June 30, 2027, require students to complete a minimum of two simulated workplace scenarios and obtain an 80% or higher proficiency score in teamwork, problem-solving, and time management evaluations.

Collaborations

School utilized for CNA courses



Paid Internships and scholarships

Background

Helen Newberry Joy Hospital is dedicated to supporting the next generation of healthcare professionals through paid internships and scholarship opportunities. Our programs are designed to provide students with the hands-on experience and financial support needed to excel in their chosen careers while also encouraging them to consider a future in our community.

Currently, we offer paid internships in radiology and laboratory services, allowing students to work alongside experienced professionals in a real-world hospital setting. We are also actively working to expand our program to include nursing internships, giving even more students the opportunity to gain practical clinical experience. These internships not only help students develop essential skills but also provide financial compensation to support them on their educational journey. While students are here, we hope they come to appreciate all that Newberry has to offer and consider building their careers within our community.

In addition to our internship program, the Helen Newberry Joy Hospital Foundation hosts an annual golf outing to raise funds for healthcare scholarships. This scholarship is designed to support students pursuing careers in healthcare by helping to alleviate the financial burden of their education. By investing in our future healthcare professionals, we aim to strengthen our workforce and ensure continued access to quality care for our community.

Program Goal

The internship and scholarship programs at Helen Newberry Joy Hospital are designed to support, educate, and inspire the next generation of healthcare professionals. Through paid internships in radiology, laboratory services, and our upcoming nursing program, we aim to provide students with

hands-on experience that enhances their clinical skills, builds confidence, and prepares them for successful careers in healthcare. Our goal is to create meaningful learning opportunities that not only benefit students but also strengthen the local healthcare workforce. By offering financial support through scholarships, funded in part by our annual golf outing, we strive to reduce the financial barriers that often stand in the way of a healthcare education. Additionally, we hope that as students immerse themselves in our hospital and community, they develop a connection to the area and consider staying to build their careers in Newberry. Ultimately, these programs are an investment in both the future of healthcare and the growth of our community.

Objectives

- By December 31, 2026, provide at least 50 hours of hands-on training in radiology, laboratory services, and nursing, ensuring 100% of students gain real-world clinical and professional experience.
- By June 30, 2026, implement a structured career development program, including at least four mentorship sessions per student, to equip them with the knowledge and confidence needed to succeed in their chosen healthcare fields.
- By December 31, 2026, expand internship opportunities by partnering with at least three additional healthcare facilities to offer diverse and specialized training experiences that align with industry needs.
- By June 30, 2026, establish a financial aid initiative, securing funding for at least five paid internships and two new scholarship opportunities to reduce financial barriers for students.
- By December 31, 2026, organize at least three community engagement events, including hospital tours and networking opportunities, to introduce students to Newberry's healthcare system and encourage long-term career consideration in the area.
- By June 30, 2027, develop a workforce pipeline by tracking graduate employment outcomes, aiming for at least 60% of program graduates to secure jobs within the local healthcare system.
- By December 31, 2027, implement a retention strategy that includes career growth opportunities and mentorship, ensuring that at least 50% of local program graduates remain employed in Newberry's healthcare sector after two years.

Collaborations

Lake Superior State University, Northern Michigan University, Bay de Noc Community College, North Central Michigan University.



Community Events

Background

At Helen Newberry Joy Hospital, we believe in the power of community engagement to enhance healthcare awareness, strengthen connections, and improve the overall quality of life in our area. Our participation in local events, fundraisers, and resource fairs allows us to not only provide valuable health education but also build meaningful relationships with the people we serve.

One of our most significant annual events is our Golf Outing, which helps raise funds for our healthcare scholarship program. This scholarship supports students pursuing careers in healthcare, ensuring that our community continues to have access to skilled professionals in the future. In addition to this long-standing tradition, we are excited to introduce several new events, including a Women's Resource Fair and a Purse Bingo event. These initiatives will further our mission by providing additional fundraising opportunities and expanding access to vital health education and community support.

Additionally, we have historically participated in local resource fairs and community gatherings, where we educate residents about the services and programs available at Helen Newberry Joy Hospital. By being actively involved in these events, we aim to increase public awareness, offer essential health resources, and strengthen our connection with the community.

Our commitment to community events reflects our dedication to improving local healthcare, supporting education, and enriching the lives of those in our region. As we continue to grow, we look forward to expanding our outreach efforts and finding new ways to support and engage with the people of Newberry and beyond.

Program Goal

Helen Newberry Joy Hospital's community events aim to enhance public engagement, promote healthcare education, and strengthen our connection with the community. Through events like our annual Golf Outing and participation in local resource fairs, we strive to raise awareness of available healthcare services, support educational opportunities, and contribute to the overall well-being of our region. These events also serve as a way to foster trust, increase accessibility to healthcare information, and encourage community involvement. By actively engaging with the public, we hope to create lasting relationships, enrich the quality of life in our area, and inspire future healthcare professionals to invest in their careers and our community.

Objectives

- By December 31, 2026, increase attendance at Helen Newberry Joy Hospital's community events, including the Golf Outing, Women's Resource Fair, and Purse Bingo, by 15% compared to the previous year to enhance community engagement.
- By June 30, 2026, raise at least \$20,000 through the Golf Outing and newly introduced fundraising events to support healthcare scholarships and community health initiatives.
- By December 31, 2027, distribute healthcare education materials and resources to at least 500 community members through participation in local resource fairs, hospital-led workshops, and outreach events.

- By June 30, 2026, increase social media engagement and public inquiries about hospital services by 20% through targeted outreach and community event participation to improve public awareness.
- By December 31, 2026, establish partnerships with at least five new local businesses, schools, or organizations to expand community health education and event participation.
- By June 30, 2027, award a minimum of five scholarships to students pursuing healthcare careers, funded through proceeds from community engagement events.
- By December 31, 2026, conduct post-event surveys to assess satisfaction, educational impact, and areas for improvement, with a goal of achieving at least 85% positive feedback from attendees.
- By December 31, 2027, develop a long-term engagement strategy that includes mentorship opportunities and career development initiatives, ensuring that at least 50% of scholarship recipients continue their careers within the local healthcare system.

Collaborations

Colleges, High Schools, Community Business Partners, Philanthropic Partners



Lippincott Program

Background

Helen Newberry Joy Hospital has integrated Lippincott Solutions, an evidence-based nursing education and clinical decision-support tool, to enhance the quality of care, improve staff competency, and support nurse leaders in an ever-evolving healthcare environment.

Lippincott Solutions provides real-time access to best practices, standardized procedures, and clinical decision-making tools, helping nurses minimize variability in care, optimize patient outcomes, and improve quality metrics. By utilizing this cloud-based learning and reference system, we ensure that both new and experienced nurses have the resources they need to build confidence, strengthen competencies, and transition seamlessly into new roles.

This program also plays a critical role in nurse retention and professional development, keeping staff up to date with the latest evidence-based practices while fostering career growth. Additionally, Lippincott Solutions supports survey readiness, policy compliance, and continuous quality improvement, making it an essential asset in our commitment to exceptional patient care.

At Helen Newberry Joy Hospital, we are dedicated to clinical excellence, staff development, and a culture of continuous learning. The integration of Lippincott Solutions is a proactive step in improving nurse satisfaction, patient outcomes, and the overall resilience of our healthcare workforce.

Program Goal

The Lippincott Solutions Program at Helen Newberry Joy Hospital is designed to enhance nursing education, improve clinical decision-making, and elevate patient care standards. By providing nurses with evidence-based resources and real-time decision-support tools, we aim to create a highly skilled, confident, and adaptable nursing workforce. This program supports nurse leaders in driving innovation, improving quality metrics, and ensuring compliance with the latest best practices. Additionally, Lippincott Solutions helps strengthen staff retention, streamline onboarding for new nurses, and promote a culture of continuous learning. Ultimately, our goal is to enhance patient outcomes, maintain high standards of care, and support the professional growth of our nursing team, ensuring a resilient and forward-thinking healthcare environment.

Objectives

- By December 31, 2026, provide at least 50 hours of Lippincott Solutions-based training to nursing staff, ensuring 100% of new hires complete competency modules within their first 90 days.
- By June 30, 2026, implement a structured professional development program incorporating Lippincott Solutions, with at least four continuing education sessions per nurse annually to support ongoing learning and skill enhancement.
- By December 31, 2026, improve nurse competency scores by at least 15% through standardized Lippincott Solutions assessments, ensuring enhanced knowledge retention and application of best practices.
- By December 31, 2027, enhance nurse retention by at least 10% by leveraging Lippincott Solutions for career growth, mentorship opportunities, and structured onboarding for new nurses.
- By June 30, 2026, ensure 90% of nursing staff complete annual competency reviews using Lippincott Solutions to maintain high standards of patient care and compliance with the latest evidence-based practices.
- By December 31, 2026, support survey readiness and compliance by aligning 100% of nursing protocols with Lippincott Solutions guidelines, ensuring full adherence to regulatory standards and quality improvement initiatives.

Long Term Care and Senior Citizens



About the Significant Need

Luce County, located in Michigan's Upper Peninsula, faces several challenges in providing adequate long-term care and resources for its senior citizens. One significant issue is the shortage of senior housing options. To address this, a project was proposed in January 2020 to construct an 18-unit rental apartment complex specifically for seniors. This development aims to alleviate the housing shortage and provide suitable living arrangements for the elderly population.

Another challenge is the limited availability of long-term care facilities within the county. According to a report by UPCAP, as of July 2013, Luce County had only one nursing home and a few adult foster care homes, indicating a scarcity of options for seniors requiring long-term care.

In terms of support services, the Chippewa-Luce-Mackinac Community Action Agency offers programs like Meals on Wheels, delivering nutritious meals to homebound seniors, and Congregate Meals, providing opportunities for social interaction and nutrition at designated centers. However, the reach of these programs may be limited by funding and staffing constraints.

Transportation is another critical issue affecting seniors' access to care and resources. The Eastern U.P. Transportation Authority provides door-to-door services within certain areas, but coverage may not extend to all parts of Luce County, potentially limiting seniors' ability to attend medical appointments or participate in community activities.

Additionally, Michigan's overall ranking of 31st in the nation for long-term care services and supports, as reported by AARP in 2023, reflects systemic gaps in safety, quality, affordability, and access. These statewide challenges likely impact Luce County, exacerbating the difficulties faced by its senior residents.

Efforts are ongoing to address these issues, but the combination of housing shortages, limited long-term care facilities, constrained support services, transportation barriers, and broader systemic challenges continues to pose significant obstacles for the senior citizens of Luce County.

Goal

Helen Newberry Joy Hospital is committed to enhancing long-term care services and expanding resources for senior citizens in Luce County. Our goal is to address the growing need for senior housing, improve access to quality long-term care, and strengthen community-based support services. By collaborating with local organizations, advocating for expanded healthcare options, and developing targeted programs, we aim to reduce barriers to care, improve the quality of life for seniors, and ensure they receive the compassionate, comprehensive support they deserve.

Objectives:

- By December 31, 2026, assess the need for long-term care services in Luce County and develop a strategic plan to increase access to skilled nursing, assisted living, and in-home care services by at least 15%.
- By June 30, 2026, collaborate with at least three local agencies and developers to support the planning and development of senior-friendly housing, including assisted living facilities and independent senior apartments.
- By June 30, 2027, expand community support services by increasing participation in programs like Meals on Wheels and wellness initiatives by at least 20%, in collaboration with the Chippewa-Luce-Mackinac Community Action Agency.
- By December 31, 2027, implement an educational outreach campaign to reach at least 1,000 seniors and caregivers with information on financial assistance, healthcare services, and long-term care options.
- By June 30, 2026, advocate for increased funding and policy improvements by engaging with at least five local and state policymakers to enhance senior care services and expand financial support programs.
- By December 31, 2026, develop and implement at least three specialized senior health programs focused on preventative care, chronic disease management, and mental health support tailored to the aging population.

Collaborations

Chippewa-Luce-Mackinac Community Action Agency and Eastern U.P. Transportation Authority.

Addressing the Need



Community Meals with Health and Coffee Chats Background

Beginning in 2025, Helen Newberry Joy Hospital is partnering with the Community Action Agency to bring healthcare education and wellness resources directly to the senior community. As part of this initiative, we will provide monthly health education sessions during the Community Action Senior Meals program, ensuring that older adults have access to important health information, preventative care strategies, and local healthcare resources.

In addition to these educational sessions, we are introducing Coffee Chats, where we will donate coffee and create a welcoming space for seniors to connect, socialize, and discuss health and wellness topics. This initiative is designed to foster a sense of community, reduce social isolation, and provide a relaxed environment for seniors to engage with healthcare professionals, ask questions, and receive guidance on their well-being.

Through these efforts, Helen Newberry Joy Hospital aims to enhance senior health, promote preventative care, and strengthen connections within the community, ensuring that older adults have the support and knowledge they need to lead healthier, more fulfilling lives.

Program Goals

Helen Newberry Joy Hospital aims to enhance senior health, promote social engagement, and improve access to healthcare education through the Community Action Senior Meals and Coffee Chats initiative. Our goal is to provide valuable health information in an accessible, community-based setting, ensuring that older adults are empowered to make informed healthcare decisions. By fostering a welcoming space for social connection and discussion, we strive to reduce isolation, improve overall well-being, and strengthen community relationships. Through consistent engagement, we seek to build trust, encourage preventative healthcare practices, and support the long-term health of Luce County's senior population.

Objectives

- By June 30, 2026, establish a partnership with the Community Action Agency and implement monthly health education sessions during the Community Action Senior Meals program, reaching seniors with information on preventative care, chronic disease management, nutrition, and mental health.
- By December 31, 2026, successfully launch the Coffee Chats program, hosting at least six sessions in twelve months.

- By December 31, 2026, ensure at least 200 seniors attend health education sessions and Coffee Chats, providing them with direct access to healthcare professionals and wellness resources.
- By June 30, 2026, distribute educational materials to at least 200 seniors and caregivers, ensuring they are aware of local healthcare services, preventative care opportunities, and wellness resources.
- By June 30, 2027, collect feedback from at least 50% of program participants annually through surveys and discussions, using the data to evaluate effectiveness and implement program improvements.

Collaborations

Community Action Agency.



Insurance aide

Background

Access to affordable healthcare coverage remains a significant challenge for many residents of Luce County, particularly for low-income individuals, seniors, and those living in rural areas. With a limited number of healthcare providers and a geographically dispersed population, navigating insurance options, understanding benefits, and enrolling in appropriate coverage can be overwhelming for many community members.

Luce County has a higher-than-average rate of uninsured and underinsured individuals, often due to lack of awareness about available programs, financial barriers, or difficulties in navigating complex enrollment processes. Many residents, particularly seniors and those with chronic conditions, may qualify for Medicaid, Medicare, or marketplace insurance plans but struggle to access the resources needed to complete applications and select the best plan for their needs.

Rural communities like Luce County also face limited provider networks, meaning that even those with insurance may struggle to find in-network care, specialists, or mental health services within a reasonable distance. Additionally, seasonal employment and fluctuating incomes can make maintaining consistent coverage difficult for many working families.

By improving insurance education, enrollment assistance, and access to affordable care options, Helen Newberry Joy Hospital can play a key role in helping residents obtain and retain essential healthcare coverage, ultimately leading to better health outcomes, reduced financial hardship, and improved overall well-being in the community.

Program Goals

Helen Newberry Joy Hospital is committed to enhancing access to insurance coverage and improving healthcare affordability for the residents of Luce County. Our goal is to ensure that all patients have the knowledge and support they need to obtain and maintain health insurance, reducing financial barriers to care.

To achieve this, we aim to train our Patient Accounts team to effectively assist patients with insurance applications, Medicaid/Medicare enrollment, and understanding their coverage options. By equipping our staff with the necessary skills, we can provide personalized guidance and advocacy to help patients navigate the complexities of healthcare insurance.

Additionally, we seek to strengthen our partnership with the Community Health Access Coalition (CHAC) to expand support for individuals needing insurance assistance. Through this collaboration, we can connect more patients to affordable coverage options, provide educational workshops, and increase enrollment in available health programs.

By improving education, outreach, and direct assistance, we strive to reduce the number of uninsured and underinsured individuals in our community, enhance access to necessary medical services, and promote long-term health and financial stability for Luce County residents.

Objectives

- By December 31, 2025, provide comprehensive training to 100% of Patient Accounts staff, equipping them to assist patients with insurance applications, Medicaid/Medicare enrollment, and understanding their benefits and coverage options.
- By December 31, 2026, strengthen our partnership with the Community Health Access Coalition (CHAC) by implementing at least three joint initiatives to expand insurance assistance services and increase patient outreach.
- By June 30, 2026, develop and distribute at least five educational materials, host at least two workshops, and conduct 50 one-on-one consultations to inform patients about available insurance programs, enrollment periods, and financial assistance options.
- By December 31, 2027, assist at least 200 uninsured or underinsured patients with enrolling in Medicaid, Medicare, Marketplace plans, or other qualifying programs to reduce financial barriers to healthcare.
- By June 30, 2027, collaborate with at least five local organizations and participate in at least four community events to expand outreach efforts, connecting with residents who may be unaware of their insurance options.

Collaborations

Community Health Access Coalition. Upper Peninsula Health Plan.



LTC Staffing Background

The demand for skilled and compassionate healthcare professionals in long-term care continues to grow, and Golden Leaves Living Center, Helen Newberry Joy Hospital's long-term care facility, is no exception. With an aging population and increasing healthcare needs, staffing shortages pose a challenge to providing consistent, high-quality care to our residents. To ensure that we maintain exceptional patient care, resident safety, and a supportive work environment, we are actively working to recruit, train, and retain dedicated long-term care professionals.

By investing in staff development, competitive benefits, and enhanced recruitment efforts, Helen Newberry Joy Hospital aims to strengthen our workforce, reduce burnout, and improve overall job satisfaction in our long-term care facility. Through initiatives such as paid CNA training, partnerships with local educational programs, and retention incentives, we strive to create a sustainable workforce that meets the needs of both our residents and employees.

Goals for Increasing Long-Term Care Staffing

Our goal is to recruit, develop, and retain a highly skilled workforce that provides exceptional, compassionate care for the residents of Golden Leaves Living Center. By enhancing recruitment efforts, offering competitive benefits, and fostering professional growth opportunities, we aim to create a stable, well-supported team that ensures residents receive the highest level of care in a nurturing environment. Additionally, we seek to reduce staff turnover, improve workplace morale, and strengthen our commitment to quality long-term care services for our community.

Objectives

- By December 31, 2025, implement at least three targeted recruitment initiatives, including job fairs, partnerships with local schools, and outreach programs, to sustain and further expand our long-term care workforce.
- By December 31, 2026, enhance the paid CNA training and certification program, increasing enrollment to at least 25 participants to continue building a highly skilled workforce.
- By June 30, 2026, strengthen employee retention efforts by expanding competitive compensation packages, increasing sign-on bonuses, and enhancing career advancement opportunities, with the goal of reducing staff turnover by at least 15% by December 31, 2026.
- By December 31, 2027, introduce at least two additional work-life balance initiatives, such as expanded flexible scheduling, enhanced mental health support programs, or wellness benefits, to improve employee well-being and job satisfaction.

- By June 30, 2026, deepen partnerships with at least five technical schools, colleges, or vocational programs to create clear career pathways in senior healthcare and increase student interest in long-term care careers.
- By December 31, 2026, implement an expanded workplace culture initiative, incorporating enhanced employee recognition programs, leadership training, and team-building activities, with the goal of increasing staff satisfaction.
- By December 31, 2027, increase access to continuing education by providing at least seven new professional development opportunities, including leadership programs and specialized certifications, to support career growth and elevate patient care standards among long-term care staff.

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Significant Health Needs Not Addressed

Lack of Health Insurance/High Cost of Health Insurance

While these specific areas of identified need were not chosen as directly actionable, there is parallel issues HNJJH will be addressing. Assisting community members with increasing their understanding of accessing insurance is included in one of our goals. We also believe increasing the economic prospects of community members through healthcare employment opportunities will impact their ability to afford care.

Shortage of Dentists/Lack of Affordable Dental Care

This is a known need in the area, but it was decided that this significant need would not be part of HNJJH's implementation plan. The resources required to bring this resource to the area is currently beyond the scope of HNJJH's ability to participate in an effective improvement plan.

Lack of Affordable Healthy Foods

This is a known need in the area, but it was decided that this significant need would not be part of HNJJH's implementation plan. HNJJH does partner with Feeding America and many staff members volunteer to distribute food. A broader plan for access to healthy foods would require more resources than HNJJH can allocate at this time.

Luce County Demographics

Population

Luce County, Michigan is Rural . In Luce County, 100% of the population lives in a low population density area .

	County	Michigan
% Below 18 Years of Age **	16.1%	21.0%
% 65 and Older **	24.1%	19.2%
% Female **	39.2%	50.4%
% American Indian or Alaska Native **	5.8%	0.8%
% Asian **	0.3%	3.6%
% Hispanic **	2.1%	6.0%
% Native Hawaiian or Other Pacific Islander **	0.1%	0.0%
% Non-Hispanic Black **	13.1%	13.7%
% Non-Hispanic White **	75.7%	73.7%
% Disability: Functional Limitations **	32%	29%
% Not Proficient in English **	0%	1%
Children in Single-Parent Households **	20%	25%
% Rural **	100.0%	26.5%
Population **	6,435	10,037,261

** Use caution if comparing these data with prior years

Source: <https://www.countyhealthrankings.org/health-data/michigan/luce?year=2025>

Population Health and Wellbeing



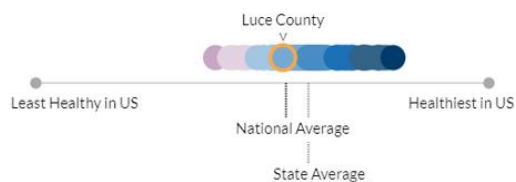
Luce County is faring about the same as the average county in Michigan for Population Health and Well-being, and slightly better than the average county in the nation.

Population Health and Well-being

Length of life	Luce County	Michigan	United States
Premature Death 	8,300	8,800	8,400
Additional Length of life (not included in summary)			
Quality of life	Luce County	Michigan	United States
Poor Physical Health Days	4.6	4.0	3.9
Low Birth Weight	9%	9%	8%
Poor Mental Health Days	6.1	5.6	5.1
Poor or Fair Health	19%	16%	17%

Source: <https://www.countyhealthrankings.org/health-data/michigan/luce?year=2025>

Community Conditions – Health Infrastructure



Luce County is faring slightly worse than the average county in Michigan for Community Conditions, and about the same as the average county in the nation.

Health infrastructure		Luce County	Michigan	United States
Flu Vaccinations		20%	46%	48%
Access to Exercise Opportunities		67%	86%	84%
Food Environment Index		6.3	7.1	7.4
Primary Care Physicians		760:1	1,280:1	1,330:1
Mental Health Providers		640:1	280:1	300:1
Dentists		1,780:1	1,250:1	1,360:1
Preventable Hospital Stays		2,435	3,236	2,666
Mammography Screening		51%	47%	44%
Uninsured		6%	6%	10%

Social and Economic Factors

Social and economic factors		Luce County	Michigan	United States
Some College		53%	68%	68%
High School Completion		93%	92%	89%
Unemployment		5.9%	3.9%	3.6%
Income Inequality		4.3	4.6	4.9
Children in Poverty		27%	18%	16%
Injury Deaths		113	86	84
Social Associations		18.8	9.5	9.1
Child Care Cost Burden		31%	25%	28%

Source: <https://www.countyhealthrankings.org/health-data/michigan/luce?year=2025>

Vital Statistics

Profile of Luce County, 2023

POPULATION

As of July 1, 2023
Rank Among Counties:
Per Square Mile:

6,435
81
7.1

NATALITY

Live Births:
Teenage Mothers:
Low Weight Births:
First Births:

50
1
3
19

MORTALITY

Total Deaths:
Infant Deaths:
Neonatal Deaths:
Postneonatal Deaths:
Perinatal Deaths:
Fetal Deaths:

85
-
-
-
-
-

MARRIAGE

Marriages:
Marriage Rate:

36
13.6

DIVORCE

Divorces:
Divorce Rate:

12
4.5



LEADING CAUSES OF DEATH

	Deaths	Rate
Total	85	807.7
Heart Disease	15	*
Cancer	19	*
Accidents	1	*
Stroke	2	*
C.L.R.D.	12	*
Alzheimer's	3	*
Diabetes Mellitus	4	*
Kidney Disease	-	*
COVID-19	7	*
Cirrhosis	1	*

LEADING HOSPITAL DISCHARGES--2022

	Discharges	Rate
All Hospitalizations	504	950.6
Heart Diseases	62	116.9
Newborns and Neonates (Less than 7 days)	40	75.4
Females with Deliveries	39	73.6
Injury and Poisoning	34	64.1
Septicemia	31	58.5
Cerebrovascular Diseases	26	49.0
Cancer (Malignant Neoplasms)	17	32.1
Covid-19	26	49.0
Hypertensions	6	11.3
Diabetes Mellitus	4	7.5

Children Ages 1-19

	Deaths	Rate
Total	2	*
Accidents	-	-
Assault (Homicide)	1	*
Suicide	-	-
Cancer	-	-
Congenital malformations	-	-

Children Ages 1-19

	Discharges	Rate
All Hospitalizations	48	448.6
Injury and Poisoning	3	28.0
Females with Deliveries	4	37.4
Asthma	-	-
Mood (affective) Disorders	-	-
Acute Lower Respiratory Infections - Except Brochi	-	-

<https://vitalstats.michigan.gov/osr/chi/profiles/frame.asp>

Data Census (Last census data was collected in 2020)

County

Luce County, Michigan

Luce County, Michigan has 899.1 square miles of land area and is the 13th largest county in Michigan by total area.

Total Population: 5,339

Median Household Income: \$54,338

Bachelor's Degree or Higher: 19.3%

Employment Rate: 37.3%

Total Housing Units: 4,065

Without Health Care Coverage: 4.7%

Total Employer Establishments: 165

Total Households: 2,404

Hispanic or Latino (of any race): 74

https://data.census.gov/profile/Luce_County,_Michigan?g=050XX00US26095

2025 Survey Process and Results

As a non-profit hospital, HNJH is required to conduct this survey every 3 years. Following IRS requirements, HNJH received input from 3 specific community resources.

1. At least one state, local tribal or regional governmental public health department
2. Members of medically underserved, low-income and minority populations in the community
3. Written comments received on the hospital facility's most recent conducted CHNA and most recently adopted implementation strategy. Surveys were emailed through Survey Monkey to the required agencies as well as local businesses, schools, community mental health, and social service agencies.

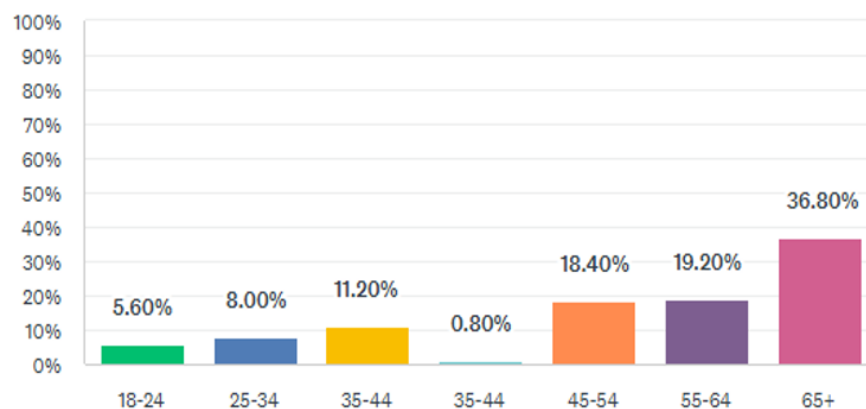
Paper surveys were distributed to patients directly served by HNJH.

A total of 127 surveys were completed.

Results from this survey are on the following pages.

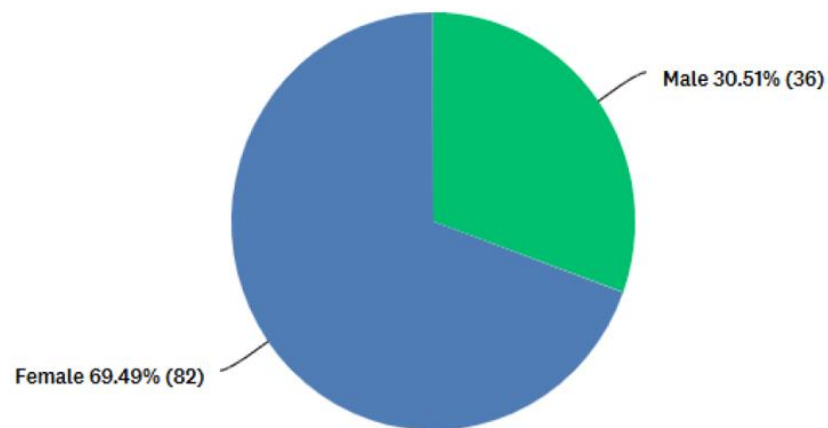
Age:

Answered: 125 Skipped: 2



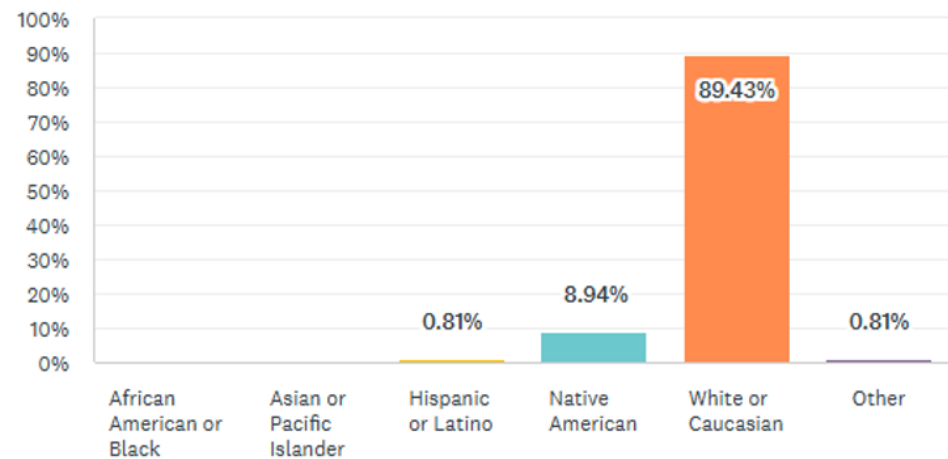
Gender:

Answered: 118 Skipped: 9



Race/Ethnic group you most identify with:

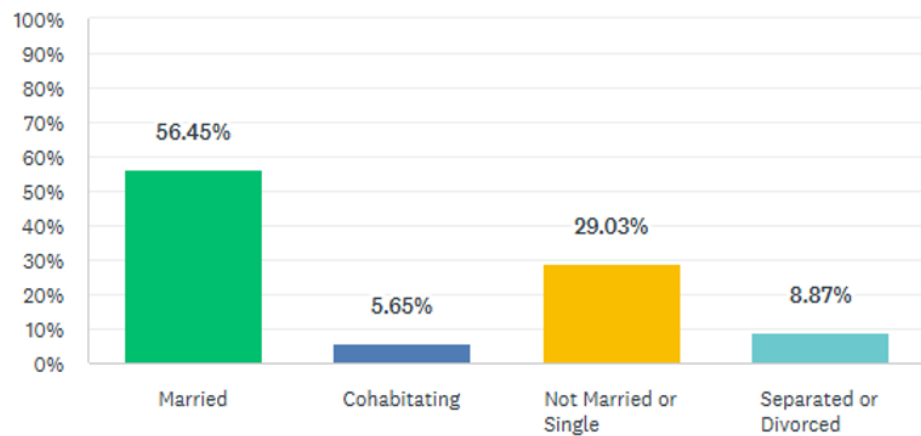
Answered: 123 Skipped: 4



Marital Status:

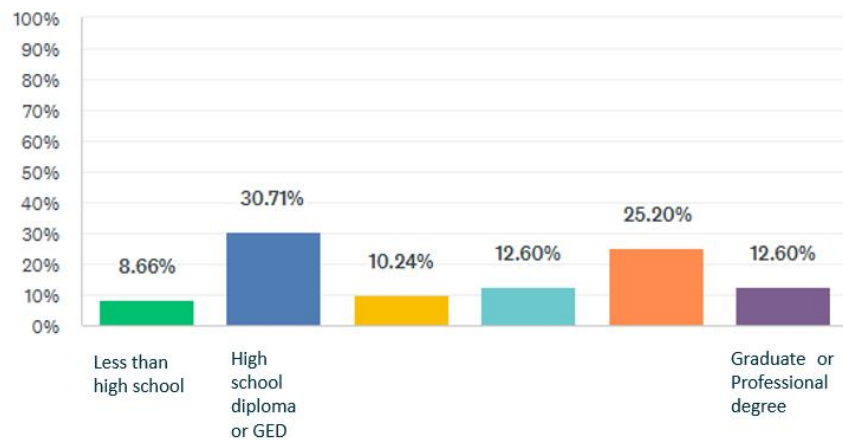
Answered: 124 Skipped: 3

Widow was written in on a couple of surveys.



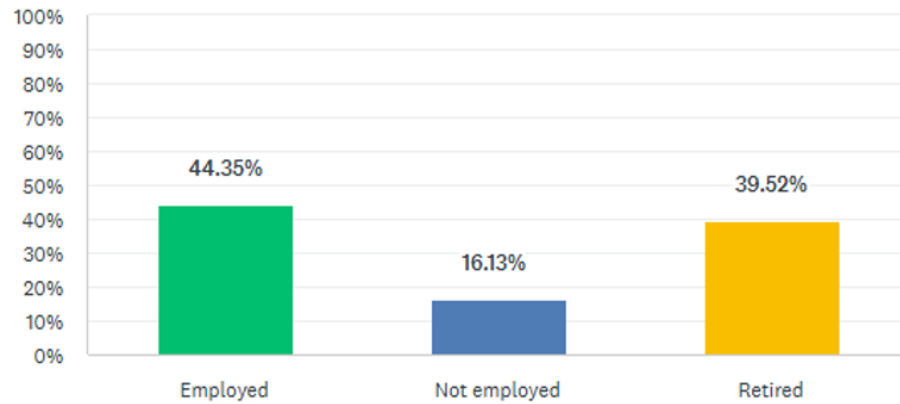
Education:

Answered: 127 Skipped: 0



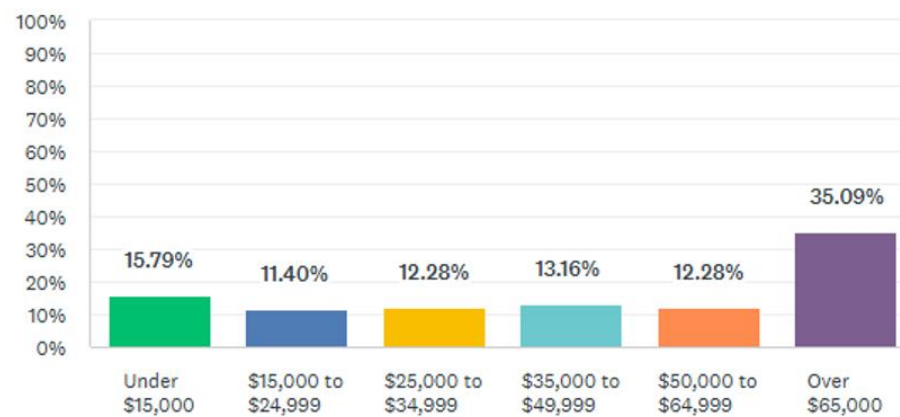
Employment Status:

Answered: 124 Skipped: 3



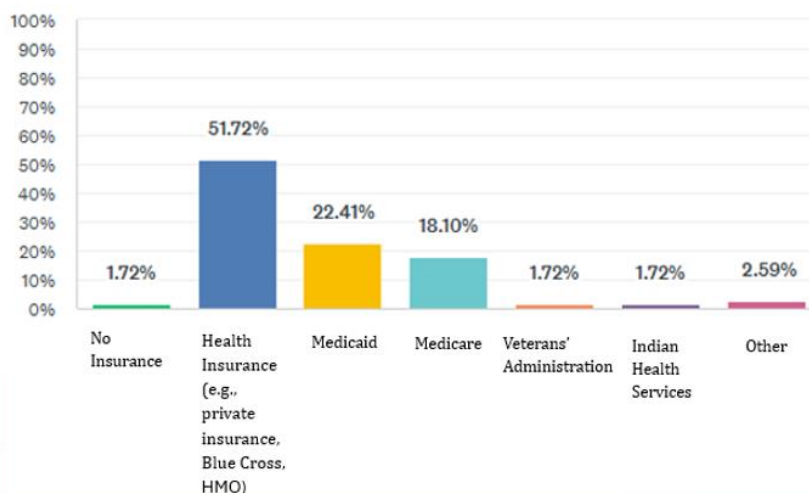
Annual Household income:

Answered: 114 Skipped: 13



What type of Healthcare coverage do you have?

Answered: 116 Skipped: 11



Some chose multiple:

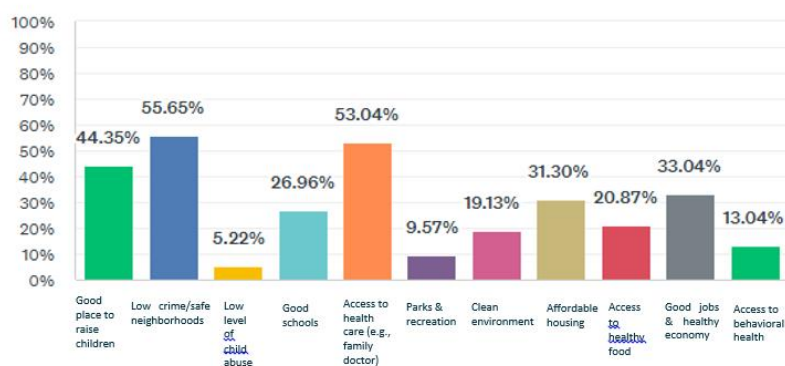
- Medicare & Medicaid
- Medicare & Veteran's Administration
- Health Insurance & Medicare

Other Answers:

- Aetna
- UPHP
- Gravie

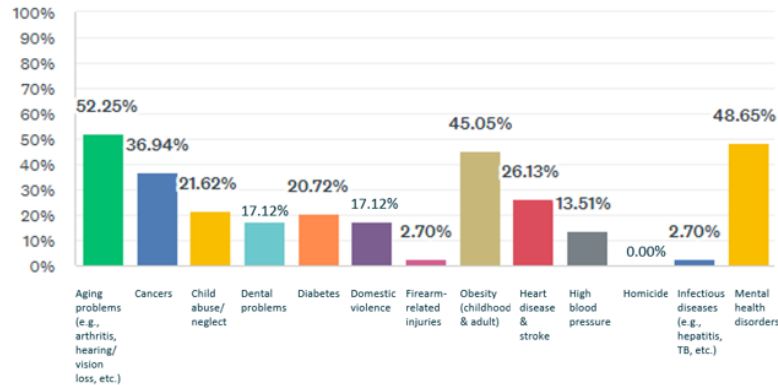
In the following list, what do you think are the three most important factors for a "Healthy Community?" (Choose the factors which you feel are the most important to achieving a safe healthy environment for you and your family.) Check only three:

Answered: 115 Skipped: 12



In the following list, what do you think are the three most important "health related problems" in your community? (Those problems which have the greatest impact on overall community health.)Check only three:

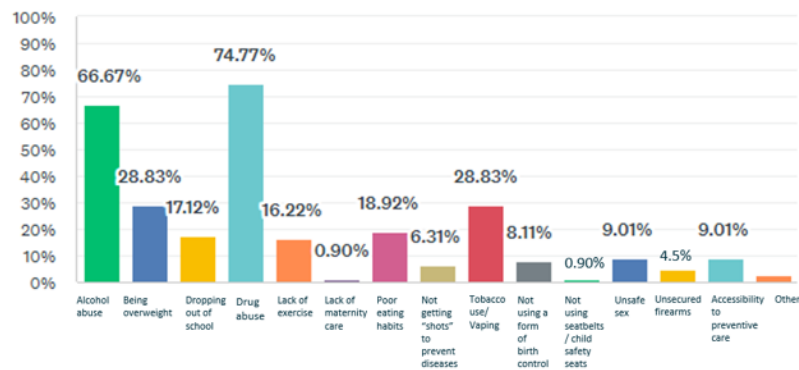
Answered: 111 Skipped: 16



Another problem written in on several was Drug Addiction.

In the following list, what do you think are the three most important "risky behaviors" in your community? (Those behaviors which have the greatest impact on overall community health.)Check only three:

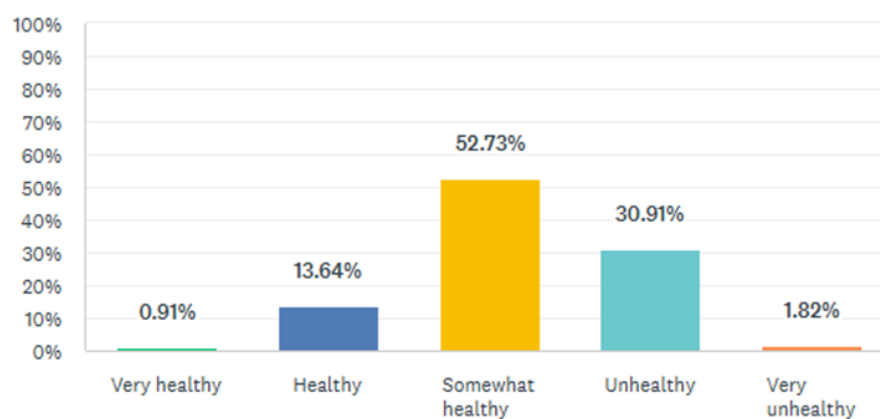
Answered: 111 Skipped: 16



When Other was selected the answers were Violence & Depression/Anxiety

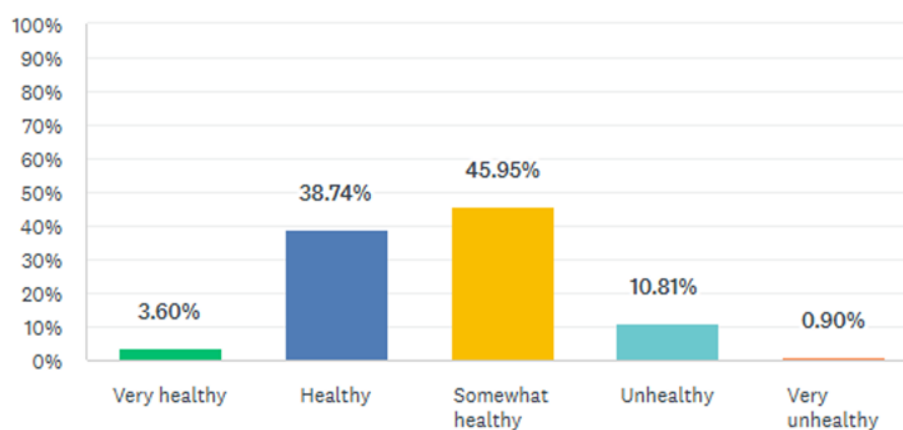
How would you rate the overall health of our community?

Answered: 110 Skipped: 17



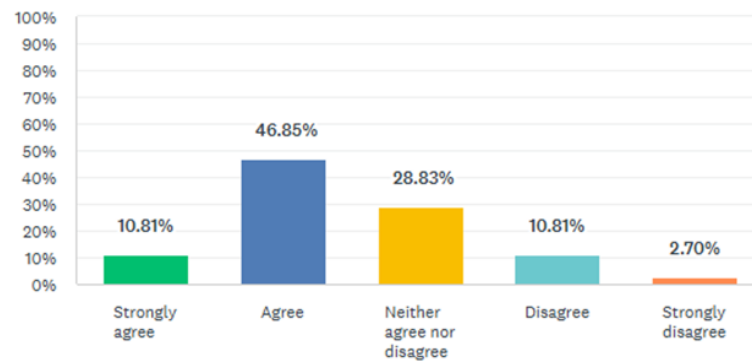
How would you rate your own personal health?

Answered: 111 Skipped: 16



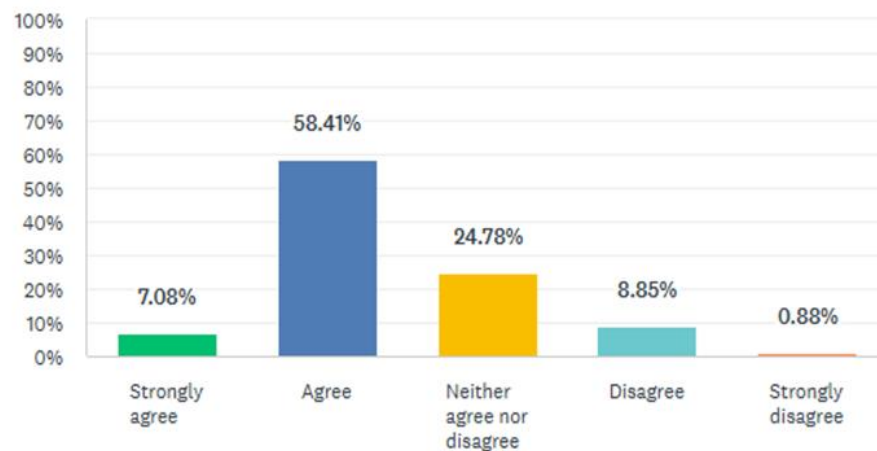
Are you satisfied with the overall quality of life in your community? (Consider your sense of safety, opportunity for community involvement, and overall wellbeing)

Answered: 111 Skipped: 16



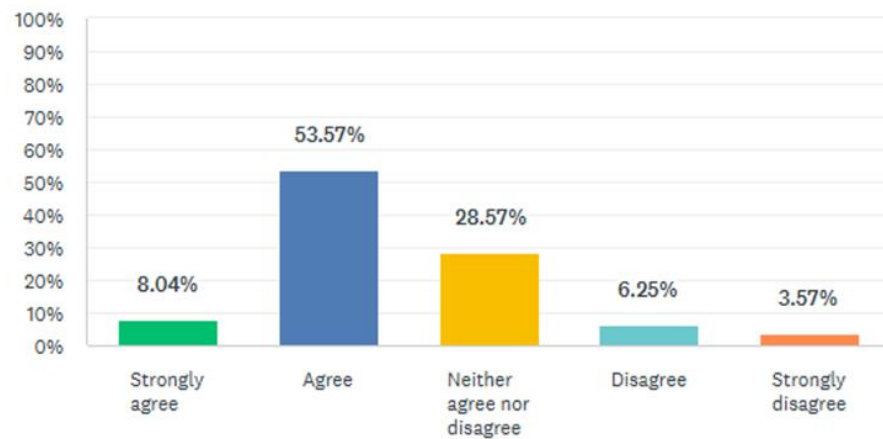
Are you satisfied with the health care system in your community?

Answered: 113 Skipped: 14



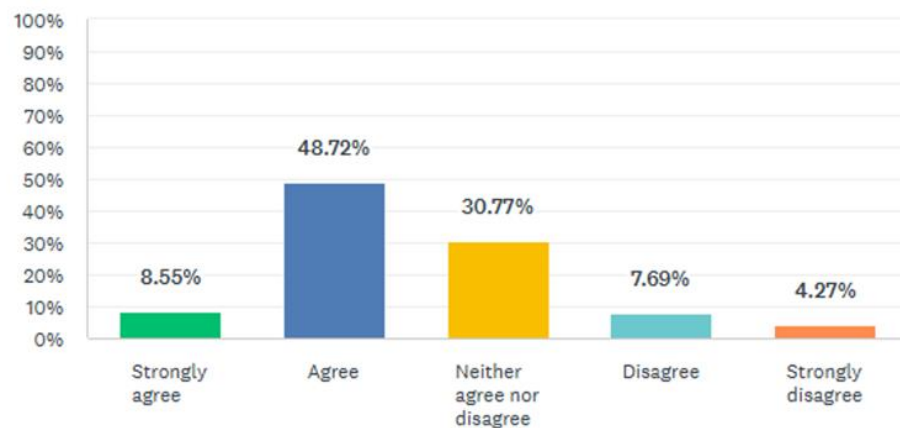
Is your community a good place to raise children?

Answered: 112 Skipped: 15



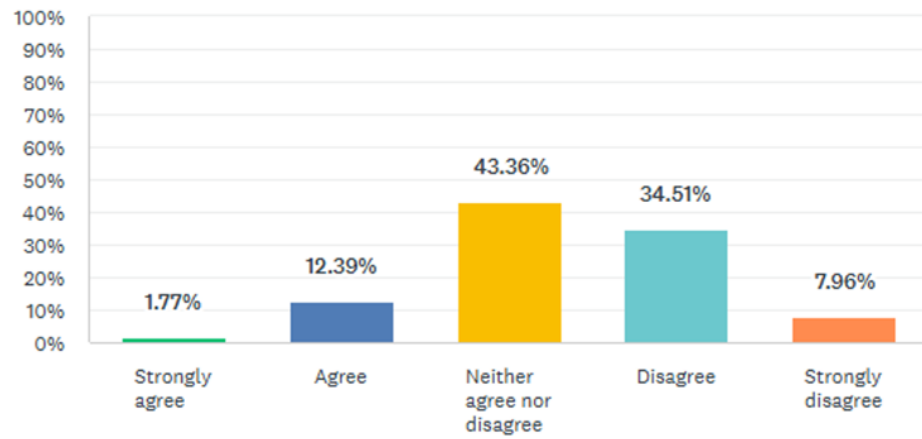
Is your community a good place to grow old?

Answered: 117 Skipped: 10



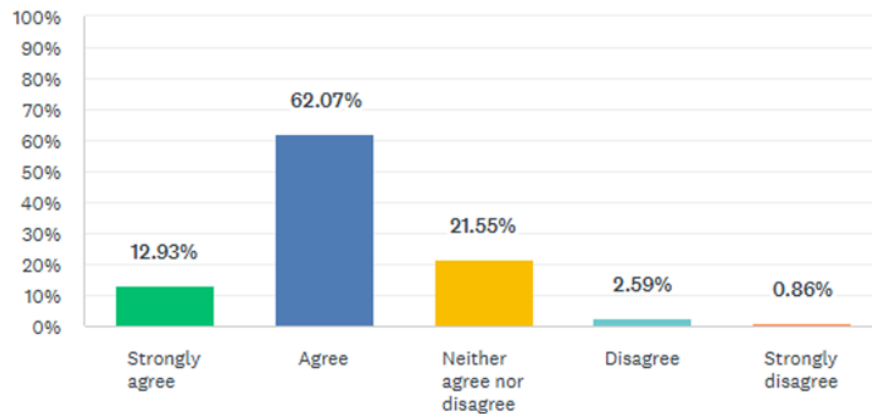
Is there economic opportunity in your community?

Answered: 113 Skipped: 14



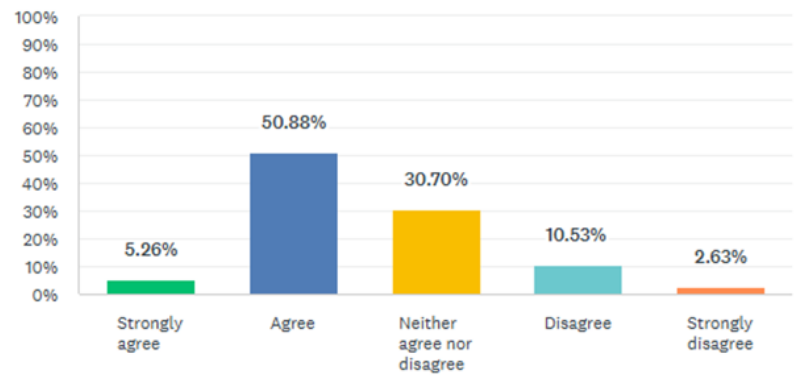
Is your community a safe place to live?

Answered: 116 Skipped: 11



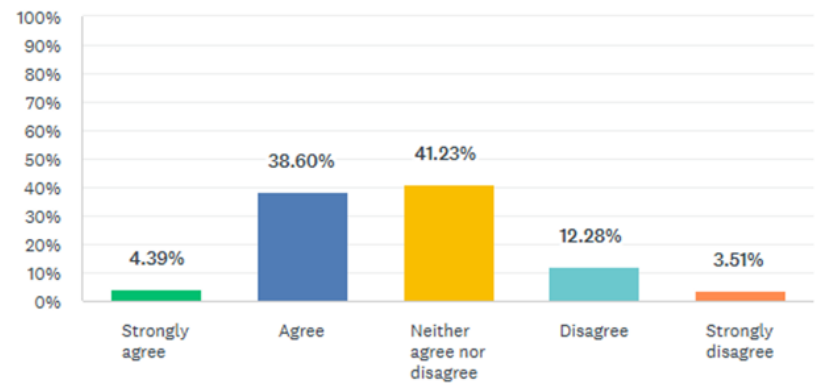
Are there networks of support for individuals and families during times of stress and need?

Answered: 114 Skipped: 13



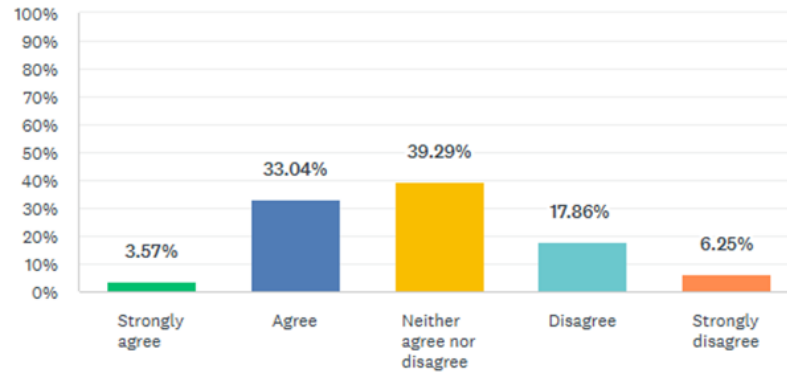
Do all individuals and groups have the opportunity to contribute to and participate in your community's quality of life?

Answered: 114 Skipped: 13



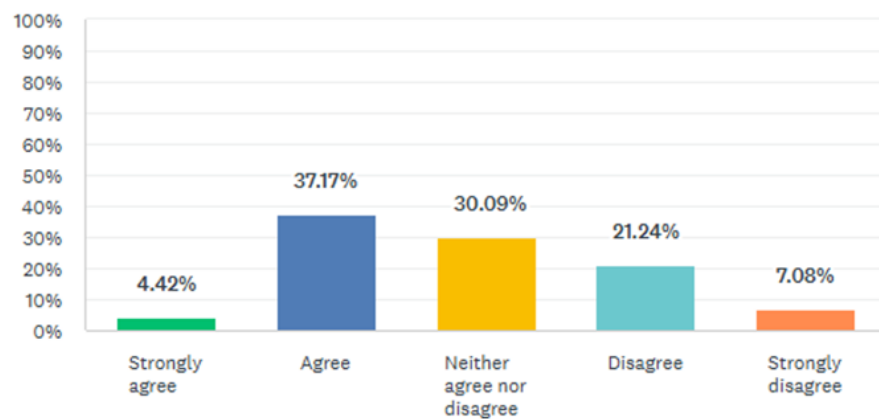
Do all residents perceive that they - individually or collectively - can make your community a better place to live?

Answered: 112 Skipped: 15



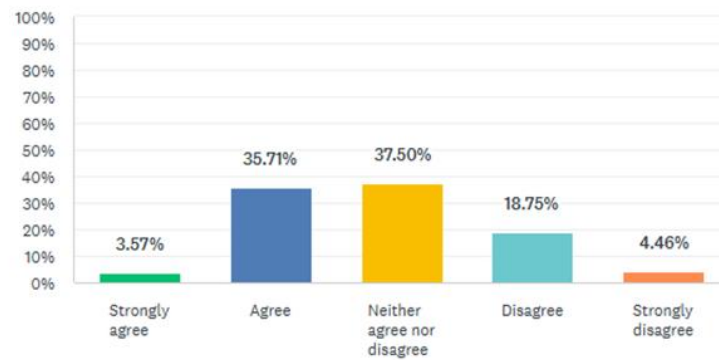
Are there a broad variety of health services in your community?

Answered: 113 Skipped: 14



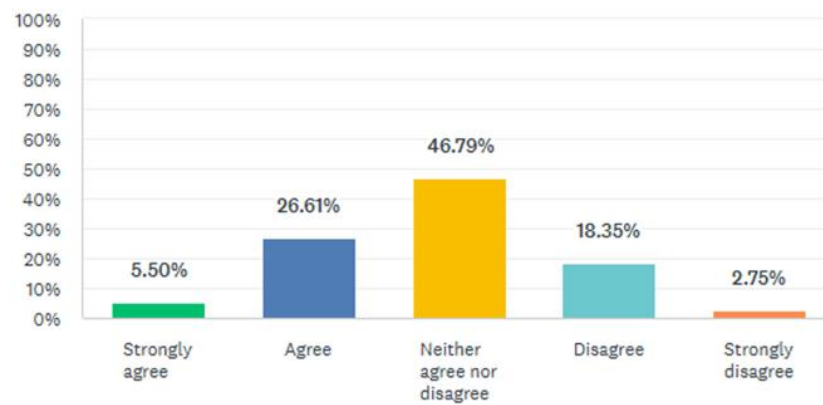
Is there a sufficient number of health and social services in your community?

Answered: 112 Skipped: 15



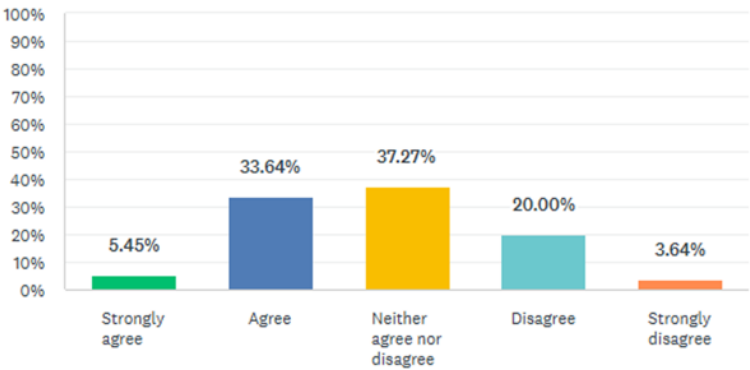
Is your community working together to achieve shared goals?

Answered: 109 Skipped: 18



Is there an active sense of civic responsibility and engagement, and of civic pride in shared accomplishments?

Answered: 110 Skipped: 17



Do you believe that you have adequate access to healthcare when you need it?

Answered: 114 Skipped: 13

