

Application Cover Page

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2010 Foster G. McGaw Prize
American Hospital Association
155 North Wacker, Suite 400
Chicago, IL 60606
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Applications must be received by mail in the Prize office by close of business on April 6, 2010.

Questions? Please contact AHA Member Relations at **312/422-3932**, or visit the web site at **www.aha.org/foster**.

Allegiance Health

Name of Health Delivery Organization

205 N. East Avenue

Mailing Address

Jackson, MI 49201

City, State, Zip Code

Anthony Gardner

VP, Marketing & Communications

Name of Contact (Mr. Ms. Mrs.)

517-788-4944 517-789-5966

Title

Anthony.Gardner@AllegianceHealth.org

Phone

Fax

E-mail

My health delivery organization is a (check one):

Hospital Health System Integrated Network Community Partnership Other

Primary type of community:

Urban Rural Suburban Mix

References

Please list three (3) individuals who can be contacted to provide reference information about (a) the commitment of the health delivery organization to community service and (b) the impact of the applicant's community service initiatives.

Georgia Fojtasek

Allegiance Health

Name of Reference, Title

Jackson, MI 517-788-4942

Organization

President and CEO

City, State, Phone Number

Relationship to Health Care Org.

Ray King, MD

Allegiance Health

Name of Reference, Title

Jackson, MI 517-796-6407

Organization

Chief Medical Officer

City, State, Phone Number

Relationship to Health Care Org.

Larry Schultz

Great Lakes Industries

Name of Reference, Title

Jackson, MI 517-784-3153 x115

Organization

Chairman, Board of Trustees

City, State, Phone Number

Relationship to Health Care Org.

Signatures

In submitting this application, we give the American Hospital Association permission to use and disseminate the information contained herein except the audited financial statements.

Chief Executive Officer

Georgia Fojtasek

Type or Print Name

Board of Trustees Chair

Larry Schultz

Type or Print Name

Chief Medical Officer

Ray King, MD

Type or Print Name

Application Contact Person

Anthony Gardner

Type or Print Name

blind perf

2) Executive Summary

Note: In June 2008, Foote Health System changed its name to Allegiance Health. Historical references in this application to “Foote” refer to the same organization – Allegiance Health.

Most hospitals and health systems have wonderful mission-driven motivations. What distinguishes Allegiance Health, and what we hope is apparent as you read our application, is the length of time and depth of commitment we have invested in community service since our beginning in 1918. This commitment fundamentally and clearly characterizes who we are.

Our commitment can be seen in our governance structure, which has a board committee solely dedicated to prevention and community health. It can be seen in our long-range strategic plan, which has “personal and community health” as one of our four balanced scorecard pillars. It is evidenced by Allegiance establishing a Department of Prevention and Community Health and hiring a physician and epidemiologist as the director of the department. Few health systems have incorporated their community service philosophy into their operations so deeply, and Allegiance Health has done so for more than a decade.

In this application, you will read the story of a health system that, despite being in one of the most economically challenged areas of the country, has become a leading health system in the country. As is often the case when people achieve significant accomplishments, the Allegiance Health team has succeeded because we have always held a deep, heart-felt, unwavering, uncompromising sense of purpose – to improve the health and well-being of the people in our community.

We are very proud of the many accolades that have come our way. This year alone, we were honored with the Thomson Reuters “100 Top Hospital” and Everest Awards, the HealthGrades Distinguished Hospital Award for Clinical Excellence and the HealthGrades Patient Safety Award. These are deeply meaningful to our staff and medical staff. But they primarily serve as reminders to us that the true beneficiaries of our excellent work are the 500,000 people we serve.

Commitment to the health and well-being of our community is not a new practice for Allegiance. Just last month, the chief research officer from The Advisory Board shared with our executive and physician leaders that Allegiance Health’s historical long-term investment in community-focused programs, ones that care for people beyond the walls of the acute care hospital, position us well for the world of health reform. Some of the programs to which he referred are highlighted in our application. Neither of the programs is an Allegiance-only initiative. They all reflect Allegiance Health’s ability to create new community collaborations that elevate community health in our region.

We are proud to share them with you and thank you for considering our application:

1. “It’s Your Life” is an employer-based, community-wide health management program created as the first project of Allegiance Health’s Health Improvement Organization (to be described in the next section).
2. Project Access is a collaboration between Allegiance Health, Jackson area physicians and other service providers to provide access to care for the working poor of Jackson County.
3. The School-Based Centers of the Center for Family Health take primary care, dental care and behavioral health services directly to hard-to-reach children of our community.
4. The Community Medication Assistance Program provides prescription medication at no or low cost to the poor.
5. The Jackson Prenatal Task Force addresses high rates of infant mortality in our African-American and low income communities.

3) Allegiance Health Overview

Allegiance Health is a community-owned, 501c3, integrated health system with more than 40 sites of care, including an acute care hospital, a long-term acute care hospital, a network of primary care clinics and diagnostic centers, home care services, a hospice residence, a diabetes center and a wound care center. Allegiance has 411 licensed beds, 350 medical staff members, 3,500 staff members and 700 volunteers. Allegiance provides the full spectrum of primary through tertiary care. Our acute care hospital admits 20,000 people per year, and our Emergency Department sees 60,000 patients annually. The health system is locally governed by a volunteer Board of Trustees consisting of community members, physicians and our chief executive officer.

In addition to the services listed above, a key component to Allegiance Health's community service success has been our information systems integration. It was clear to us years ago that providing appropriate, customized acute and wellness care recommendations for Jackson residents would increasingly depend on the connectivity of our information systems. In 2005, Allegiance partnered with the Jackson Physicians Alliance (a 160-member physician contracting group) to develop a community-wide electronic health record. More than 90,000 individuals have records on this high functioning system where providers enter 20,000 new visits each month. The Center for Family Health (local federally qualified health center), the County Health Department, local clinics, independent and employed providers all currently utilize the common record. In addition, hospital electronic health records, including computerized provider order entry (CPOE) and barcode electronic medication administration records are being integrated to share inpatient and outpatient laboratory, radiology and other pertinent documents and information. Future plans include integrating other community support providers, personal health records, health risk information, telemedicine results, and other personal health information.

4) The Jackson Community

Allegiance Health serves 500,000 people in nine counties (Jackson, Lenawee, Hillsdale, Washtenaw, Branch, Calhoun, Ingham, Eaton and Livingston) and holds a 33 percent market share in this service area. As the sole provider for Jackson County, the county in which we are physically located, Allegiance serves as the safety net health system for approximately 250,000 of the 500,000 residents of the area.

Population growth in our service area is projected to be minimal (1.9 percent) over the next five years. Racial makeup of our broader community (all nine counties) is as follows: White 91%, Black 4%, Multiracial 2%, Asian 1%, Other 1%. However, these numbers change when looking at our core community: 74% White, 20% Black, 4% Multiracial, and 2% Other. Median annual household income for Allegiance Health's service area is \$51,000, although the median annual household income of families from which Allegiance draws the majority of its patients – central Jackson County – is closer to \$40,000. Approximately 20 percent of the people in the City of Jackson live below the poverty level.

With 3,500 staff members, Allegiance Health is the largest employer in the region, followed by CMS Energy Company, the state prison and the Jackson Public School System. The bulk of the remainder of the employer base is made up of small, blue collar manufacturing firms, many of which supply Detroit's automakers.

The higher education needs of the community are served locally by Jackson Community College (9,000 students), Baker College (2,500 students), and Spring Arbor University (2,900 students). Only 14 percent of Jackson residents have completed college.

Characteristics of the Jackson community clearly mirror the socioeconomic ills discussed on the front pages of today's newspapers. Jackson's many small manufacturers, being closely tied to the auto industry, have suffered devastating downstream effects of the "Big 3" automakers' woes. Unemployment in Jackson County has been higher than the national average for a decade. As of December 2009, Jackson's unemployment rate was 15.4 percent, one of the highest in the country. Other health indicators are similarly challenged. Incidence of obesity, cardiovascular disease, diabetes and mental illness are extremely high, as are rates of teen pregnancy, smoking, domestic violence and illiteracy.

5) The Allegiance Health Story

Overview

"It may seem counterintuitive, but Foote Hospital (now Allegiance Health) has become a leader in trying to improve the overall health of the Jackson Community." This quote was taken from an article in the *Jackson Citizen Patriot* newspaper, which honored Allegiance Health in 2007 as its first Corporate Citizen of the Year. The journalist was making the point that Allegiance earns its revenues by treating the sick, yet has invested extraordinary effort and money to keep people well – it is, indeed, counterintuitive. Interestingly, the quote captures quite well the theme of Allegiance Health's story – doing what is best for the community is our sole focus, and it guides everything we do, even when it is not in our financial best interest or aligned with conventional thinking. In the same article, the publisher said, "the idea was to award a company or organization that has done the most to move Jackson forward."

Community support such as this means a tremendous amount to us. Allegiance Health's energy and passion for community service is rooted in our mission: *Leading our community to better health and well-being at every stage of life*. Much more than a phrase mounted on plaques in the organization, this mission statement forms the structure of our leadership conversations and shapes our largest strategic decisions. Each word of the mission is important. Since Allegiance is to "lead," we are compelled to be proactive in seeing a vision for the health of Jackson people and guiding them toward this vision. "Health and well-being" clearly makes the statement that our care includes, but is not limited to, the sick. Wellness, in its broadest sense, is also our focus and is what we strive for on behalf of our community. "Every stage of live" says to the community that regardless of where you are in life – based on your age, socioeconomic condition, or any other factor – Allegiance is ready to meet you there and lead you to an improved state of well-being.

Our vision statement - *We will create Michigan's healthiest community through exceptional healthcare and inspiring a passion for wellness*. – creates another powerful guiding philosophy for us. We understand how bold this statement is and appreciate the magnitude of the challenge before us. Moving one of the state's most unhealthy populations to the healthiest community in Michigan will be neither quick nor easy, but as Jackson County's sole provider, it is our privilege and our responsibility.

Leadership

Allegiance Health distinguishes itself from many organizations in the area of leadership related to improving the health and wellness of the community. Health and wellness are the topics of discussion at many executive tables today. Conversations about prevention, accountable care organizations and medical homes abound. However, a decade ago, this was not the case. Discussions at the time focused on rapidly building revenue-generating surgical capability. But even then, ten years ago, Allegiance Health proactively began building a creative leadership structure to ensure ongoing focus on community wellness. We saw it as the right thing to do. Certainly, along with other health systems, we built strength in our tertiary capabilities. But we also formed an entity called the Health Improvement Organization (HIO), which has since become one of our governance committees. The HIO Board is made up of community leaders who share our vision of making this community Michigan's healthiest. The HIO Board's main purpose is to catalyze community collaborations that advance Allegiance Health's and Jackson's vision. It ensures that community service is a permanent fixture on governance and executive team agendas.

When creating the HIO, we understood that this committee would be instrumental in helping us build the community partnerships necessary to advance the progressive health and wellness agenda to which we aspired. We therefore set out to develop a board that reflected the rich health and social services fabric of this community, as well as the diverse needs of the employer community. We succeeded on both fronts. The HIO Board has many members who are either leaders in other health and social service provider organizations in the Jackson community or who lead some of the community's critical businesses. Because of this board composition, and because of board member

passion for our vision, its members have been enormously helpful to us in forming highly effective community partnerships and motivating other organizations to action. We believe that having a wellness-focused board committee is rare. It has been critically important in the success of many of our programs.

Commitment

Allegiance Health has demonstrated commitment and leadership in the wellness and prevention arena in multiple ways. We have created a unique department within the health system – the Department of Prevention and Community Health. This department ensures that our organization remains resourced sufficiently and focused appropriately on executing the strategic guidance of the HIO Board. Allegiance has demonstrated a commitment to the success of this department by hiring a physician and epidemiologist to lead the department. Such a position is seldom seen in hospitals today. It was even more rare years ago when we started.

Three years ago, as part of our strategic planning process, the executive team observed that our passionate commitment to community health and wellness was insufficiently captured on our core leadership tool – our Balanced Scorecard. We made a significant change to our Scorecard and established a “Personal and Community Health” strategic pillar as one of our four pillars. Strategies, actions and performance metrics are tied to this pillar. Governance holds senior leadership accountable for progress on these strategies, ensuring an ongoing deep commitment to community health.

A powerful demonstration of our commitment to the community occurred in June 2008 when, after 90 years, we changed our name from Foote Health System to Allegiance Health. One of the key reasons for this change was to signal to the community that we pledge our ongoing allegiance and commitment to the well-being of Jackson.

Partnerships

Partnering with other organizations and people isn't an optional exercise for Allegiance. We view our ability to assemble the right people for the right project, to create a shared vision, and to execute toward that vision as a core competency of the organization. It is how we accomplish almost everything we do. Every project highlighted later in the application would have been impossible without significant collaborations with other community entities.

- “It's Your Life” is a partnership between Allegiance and employers throughout the community.
- Project Access is a partnership between Allegiance, Jackson County Medical Society, LifeWays (an organization that provides community mental health services), Central Michigan 2-1-1 (call center that provides information and referrals regarding health and human services), the Jackson Community Foundation and United Way of Jackson.
- The School-Based Centers are partnerships between Allegiance, Center for Family Health, Jackson Public Schools, the Jackson County Health Department and local parents.
- The Community Medication Assistance Program is a partnership between Allegiance, pharmaceutical companies, the Center for Family Health, Project Access and the Jackson Emergency Needs Coalition
- The Jackson Prenatal Task Force is a partnership between Allegiance, the Agape Christian Center Church, Aware, Inc. (a organization working to reduce domestic violence), the Center for Family Health, the Community Action Agency, Everyday Blessings Health Care for Women, Department of Human Services, Florence Crittenton Services, Health Plan of Michigan, Jackson County Community Foundation, Jackson County Health Department, Jackson Public Schools, LifeWays, March of Dimes, Planned Parenthood, United Way of Jackson, and Women First Services.

Breadth and Depth of Initiatives

The measurable and quantifiable impact of the five featured programs are highlighted in their respective sections. However, these five programs are representative of many other programs at Allegiance that also service the community. In 2009, Allegiance Health also provided the following benefit to our community. This list is not exhaustive, but combined with the five featured programs, provides a view of the breadth and depth of our community service.

- 164,000 people were served through our community health education programs (Allegiance cost: \$169,000)
- 6,300 people without means to come to Allegiance benefited from our transportation services (Allegiance cost: \$113,000)
- 1,900 people benefited from our community support groups (Allegiance cost: \$52,000)
- 3,900 people received free community health screens (Allegiance cost: \$16,000)
- 3,600 people were helped by our family counseling and smoking cessation programs (Allegiance cost: \$69,000)
- 21,000 people enjoyed meals provided by Allegiance (Allegiance cost: \$26,000)

Community Involvement

One of Allegiance Health's Balanced Scorecard strategic pillars is "Customer-driven Excellence." Our belief is that our customers should provide input and guidance to virtually everything we do. We have a variety of ways of accomplishing this, including our Community Partners program. Started in 2003, this 200-person group of community members donates countless hours to sit on health system committees, serve on focus groups, volunteer at community service events, and more.

In a community of our size, and being the largest employer in Jackson County, our 3,500 staff members are themselves an important community constituency. In our 2009 Staff Engagement Survey, our staff members were asked whether "Allegiance contributes to the community" and whether "Allegiance cares about its customers." Positive responses to these questions were among the highest on the survey, indicating a strong belief from our team that we are dedicated to our community.

Allegiance remains highly engaged with our business leaders and legislative officials by hosting three "Breakfast for Business" meetings annually. These very well attended community events give these important community leaders input into a wide range of activities at Allegiance. We have also started Jackson Business Leaders for Health, a group of CEOs and employers who recognize that workforce health is inextricably linked to the success of their businesses. This group meets for regular discussion forums and has adopted the charge to understand the impact of poor health on health care costs and loss of productivity in the workplace, and to enhance the role of employers in managing the health of their workforces.

Sustainability

As part of our annual budget process, the executive team supports a specific budget for community projects (approximately \$2 million), in addition to funding budgets in many functional areas that support community service initiatives. These areas include our Department of Prevention and Community Health, Marketing/Communications Department (which includes Community Relations), and IS (to support the Jackson Community Medical Record). The community service portions of our budget have stood the test of time. They have remained strong even when Allegiance leaders have been faced with very challenging budget decisions. Our belief is that reducing our ability to support our community goes against our entire purpose for existing.

Statement of Community Benefit: As seen on page 2 of the enclosed *2009 Report to the Community*, Allegiance Health provided \$77 million in community benefit last year.

6) Initiative 1: It's Your Life

Overview: It's Your Life was the first program launched under the guidance of Allegiance Health's Health Improvement Organization and the Allegiance Department of Prevention and Community Health. In a review of best practice worksite wellness programs, The Centers for Disease Control selected It's Your Life as one of nine best practice programs nationally. In addition, It's Your Life was a 2006 finalist for the AHA's NOVA Award, given to community partnerships that improve community health status.

The goals of It's Your Life are to: provide a community-wide health management program, inspire employers to become partners in managing employee health, drive personal accountability of employees for their own health, provide customized interventions to employers based on risk assessments of their employees, and reduce health care costs. The It's Your Life employer-based model consists of initial Health Risk Assessment screening of employees, a minimum of three individual coaching sessions annually for each employee, and development of individualized health plans. Specific "health tracks" are offered to employees with asthma, diabetes, cardiovascular disease, weight issues, smoking issues, or stress management concerns.

Because Allegiance Health's mission calls us to "lead our community," the Allegiance staff was the first and largest group to implement It's Your Life. Health care premium amounts for our staff members are tied to their compliance with the It's Your Life Program.

Impact: Community results for It's Your Life have been extremely positive. They mirror those of the Allegiance staff, which are detailed below. The goal is to increase the percentage of staff members in the "low risk" category (staff who have 0-2 health risk factors), and to decrease the percentage in the "medium risk" (3-4 risk factors) and "high risk" categories (5+ risk factors). The program has been extremely successful in accomplishing this goal.

Risk Category	2002 (% of staff in each risk category)	2010 (% of staff in each risk category)
Low risk (0-2 risk factors)	48.4%	63.4%
Medium risk (3-4 risk factors)	30.9%	24.9%
High risk (5+ risk factors)	20.6%	11.7%

Over the eight-year time period, the average number of risk factors for our staff decreased from 2.9/employee to 2.2/employee. During the same period, the average "wellness score" increased from 82.6 to 86.6. Our data also documents that health care costs rise much more quickly and are much higher for staff who do not improve their number of health risks compared to those who do improve them. Largely through the work of our staff to reduce their health risk factors, Allegiance Health has been able to hold health care premium costs flat for our staff for the last two years. As more and more employers in Jackson embrace It's Your Life, the community's collective health is improving, and our business partners are finding that their employees are more productive and at work more often.

Lessons Learned: It is critical to clarify up front what the measures of success will be and structure assessment tools accordingly. It is also vital to understand that there is a difficult balance between managing the health of a population of people and allowing individuals flexibility in managing their own health.

Future Goals: We will expand the number of health tracks available to program members, link more closely with the behavioral health community, work to affect health plan design, and implement the Stanford Chronic Disease Self-Management program, which teaches people with chronic diseases how to live effectively with their condition.

Annual Operating Expenses: \$900,000

Funding: \$100,000 is received in revenue from community employers purchasing the program. The remainder of program cost is paid by Allegiance Health.

6) Initiative 2: Project Access

Overview: Project Access is a collaboration between Allegiance Health, Jackson County Medical Society, LifeWays (an organization that provides community mental health services), Central Michigan 2-1-1 (call center that provides information and referrals regarding health and human services), Jackson Community Foundation and the United Way of Jackson County. Project Access began providing health care services in March 2007. The program's goal is to provide access to health care to Jackson County residents who work hard daily, but who are uninsured, frequently referred to in the lay media as the "working poor."

In partnership with the University of Michigan School of Public Health, Allegiance Health recently conducted an extensive community health assessment and learned that 16.6 percent of our community members are without health insurance, yet many of these people have jobs. In order for these people to qualify for Project Access, they must not receive or qualify for state or federal medical benefits, must have family income less than 150% of the Federal Poverty Level, and must have no medical insurance.

Project Access links enrollees with participating physicians who agree to accept a pre-determined number of patients per year for whom physicians will not receive reimbursement. Allegiance Health contributes diagnostic, inpatient, surgical and other services to program members at no cost. The program is administered in a fashion that gives the member a card that they show when they receive care, just like anyone else with an insure card. This maintains a sense of dignity for our members.

Project Access exemplifies a true collaboration among key providers of Jackson health care, all working together at their financial cost, to serve those among us who are less fortunate. In addition to Allegiance Health, 44 primary care physicians and 125 specialists have contributed services.

Impact: \$4 million in unreimbursed health services have been provided by Allegiance Health (\$685,000 of this is through the Community Medication Assistance Program, described under Initiative 4). \$1.3 million in services have been provided by physicians through the Jackson County Medical Society. 2,317 applications have been received, 875 people have been served, and 440 people are currently enrolled in the program.

Lessons Learned: For operational reasons, we initially required people to apply to the program through one entry point – our LifeWays partner. However, to make accessibility easier, we plan to create multiple entry points for the program.

Future Goals: There is a dire need for behavioral health care in our community, particularly among the underprivileged. Project Access is currently planning to expand service offerings to include behavioral health services. In addition, the next phase of our growth will include adding a patient liaison, whose role will focus on patient education and creating healthy lifestyles for enrolled patients.

Annual Operating Expenses: \$75,000.

Funding: In addition to the in-kind donations of Jackson County Medical Society physicians, Allegiance Health, and Lifeways, grant funding in 2009 was received from the Hancock Fund (\$2,000), John George Student Loan Trust Fund (\$10,000), Jackson Community Foundation (\$10,000), United Way of Jackson County (\$10,000), Hurst Foundation (\$15,000), Jackson Junior Welfare League (\$3,000), Dawn Foods Foundation (\$1,000), Weatherwax Foundation (\$5,000), James A. & Faith Knight Foundation (\$10,000).

6) Initiative 3: School-Based Health Centers, Center for Family Health

Overview: In 1991, Allegiance Health was one of the founding partners of the Center for Family Health (originally called Center for Healthy Beginnings because it focused on infant mortality). In 1997, Allegiance made the mission-based decision to invest ongoing substantial resources (annual amounts have ranged from \$600,000 to \$2 million) in the Center, which in 1997 became our community's Federally Qualified Health Center (FQHC). By doing so, we saw an opportunity to deepen our already strong commitment to the poor, uninsured and underinsured in our community by improving their access to primary care, including pediatrics. Always striving to do what is right for the community, we knew that we had to lower the barriers to essential preventative care for the most vulnerable in our community. Doing so was the only way to be true to our mission of leading our *entire* community to better health and well-being, not just those with financial means. Though Allegiance has no ownership or official control over the Center for Family Health, we enjoy an extremely collaborative partnership with the Center. Allegiance is one of very few hospitals nationally with an innovative partnership with an FQHC that includes extending our community's electronic health record to the Center so that specialty and hospital care can be better integrated.

A strong focus of the Center's work has been the youth of Jackson. In 2005, after four years of planning with Allegiance Health, Jackson Public Schools, the Jackson County Health Department and local parents, the Center opened the county's first of two school-based health centers at Northeast Elementary School. The program provides in-classroom health education, primary care through a nurse practitioner, dental services and counseling services to children ages 0-21 who live in Jackson County. The rapid success of this center led to the opening of a second center at Parkside Middle School in 2006. This center cares for children 11-21 years old, as well as the babies of any teen patients being seen at the center.

Impact: The Northeast Center saw 3,119 students in 2009, and the Parkside Center saw 1,290 students. Most of these children would not have otherwise received medical care. Their families' only source of care prior to the school-based centers was the Allegiance Health Emergency Department. 736 Well Child Checks were performed at Northeast and 683 at Parkside. The percent of students using the Northeast Center who are on Medicaid or uninsured is 85%, and the corresponding number for Parkside is 80%.

Lessons Learned: Community support for school-based care has been overwhelming. From the program's beginning, we have had far more requests to replicate our model in other school districts than we can support. This has taught us that reaching the "hard-to-reach" populations *is* possible if care delivery is oriented to the needs of the population being served, not to the provider. It has also shown us the power of opening our minds to the possibility of alternative sites of care. Care need not always be in a hospital or clinic. Why not a school? Why not other places?

Future Goals: A survey of Jackson High School staff and parents showed a very high level of concern about the health care of students at the school and overwhelming support for the addition of a teen health center within the school. Staff surveys identified pregnancy prevention and mental health services as the highest needs. In addition, a Michigan Department of Education survey revealed that Jackson High students exhibit high levels of risk-taking behaviors in the areas of sexual behaviors, binge drinking and violence/bullying – all of which affect health and well-being of students at the school. For these reasons, future plans are to open a center at Jackson High.

Annual Operating Expenses: \$865,000

Funding: Funding for the school-based program is provided by Allegiance Health (\$61,000), as well as federal grants (\$350,000 annually), state grants (\$75,000 annually for five years), and patient service revenue.

6) Initiative 4: Community Medication Assistance Program

Overview: Allegiance Health created the Community Medication Assistance Program (CMAP) in 2000 to help community members without prescription insurance get medication for free or minimal cost. The program was designed to improve access to care, alleviate cost barriers and improve care compliance for poor and underserved people in the community. The program was initially projected to serve 150 people per year, but the demand proved to be much more than anticipated. 700 people used the service in the first six months.

The amount paid, if any, by the patient for their medication is determined by financial need. If their income is too high to qualify for free medication, but they still qualify for assistance, patients are charged only for the cost of the medication.

Drugs distributed through CMAP either come from samples donated by Allegiance physicians or from pharmaceutical companies directly through their medication assistance programs. In addition to being able to access CMAP through Allegiance, patients can access the program through other Allegiance partners in the community, including the Jackson Emergency Needs Coalition, the Center for Family Health, Jackson's federally qualified health center, and Project Access (also highlighted in this application). Every patient who signs up for Project Access, a program to provide access to care for the working poor, is automatically signed up for CMAP.

Impact: Since the program's inception, CMAP has filled more than 200,000 prescriptions and provided \$15 million in free drugs to the community. It currently fills 14,000 prescriptions per year. Although it is gratifying to see the large numbers of people served, the spirit behind the program gives Allegiance staff its real reward. Allegiance Health's CMAP program coordinator shared a representative patient story. "Because of her CMAP assistance, the Christmas before she died was the very first time she was able to buy even small gifts for her family. When she told us how much that meant, it was a gift to us. The real reward is knowing we are improving the quality of life for so many."

Lessons Learned: When initiatives are implemented for the right reasons – to help the community's vulnerable populations – unintended positive outcomes are often the result. In addition to being able to serve many more people than Allegiance had originally projected, the program has improved patient compliance and reduced readmissions.

Future Goals: CMAP's future plans are to provide support for patients during health reform to fill the home medication gaps that will be created.

Annual Operating Budget: \$423,885

Funding: Allegiance Health - \$173,329, United Way - \$28,128, Medication Fee Revenue - \$202,484, Family Independent Agency - \$19,944.

6) Initiative 5: Jackson Prenatal Task Force

Overview: In 2003, Allegiance Health partnered with the Jackson County Health Department to create and co-lead the Jackson Prenatal Task Force, a collaboration of health care providers, social service organizations and community educators. The Task Force's purpose is to reduce the alarmingly high incidence of infant mortality in the county. Jackson's infant mortality rate of 9.1 deaths per 1,000 live births is significantly higher than Michigan's rate of 7.8 and the U.S. rate of 6.9. Task Force programs specifically target minority, low-income, uninsured and underinsured women and teens whose health risks and infant mortality rates are higher than for the population as a whole.

"House-to-House," a Task Force program that focuses on African-American and low income women, has been particularly well received in the community. The program provides 32 hours of training for women who are already recognized as "natural helpers" in their community. They are taught the proven techniques of peer-to-peer education, provided low-literacy educational materials for distribution to their peers, and given guidance in hosting "gatherings" for community women. Gatherings take three forms: Gathering 1 focuses on health before and between pregnancies, Gathering 2 focuses on healthy pregnancies and prenatal care, and Gathering 3, for parents only, focuses on teen motherhood.

In addition to House-to-House, the Task Force has partnered with the Safe Sleep Coalition to provide safe cribs and safe sleep information to the community, offered CME training to medical professionals on issues related to infant mortality, partnered with community organizations to distribute prenatal resource packets, and surveyed all post-partum mothers at Allegiance Health to track data on maternal risks, experiences, and behaviors.

Impact: 900 women have been served by the House-to-House Gatherings. Post-session surveys show significant improvement in variables that contribute to infant mortality: 90% reported confidence in their knowledge related to pre- and post-pregnancy health, compared to pre-Gathering ratings of 36%. 91% reported knowledge of contraception and the benefits of pregnancy planning, compared to pre-Gathering ratings of 47%. Looking at the impact of all Task Force initiatives collectively, we know that reducing infant mortality in a community is a long-term endeavor, so we measure intermediate outcomes. These, too, are extremely favorable and encouraging.

Intermediate Measure	2005	2009
Women reporting unintended pregnancies	46%	43%
Women have confidence in their pregnancy knowledge.	36%	90%
Their providers discussed dangers of smoking	71%	77%
Their providers discussed dangers of alcohol	70%	75%
Their providers discussed birth control prior to delivery	59%	66%
Their providers discussed abuse during pregnancy	53%	58%

Lessons Learned: 1) Each Task Force member must incorporate their responsibilities into their day-to-day job. Otherwise, when they leave their job, their replacement does not see the Task Force as part of their role, and program continuity is compromised. 2) It is vital to build into the process a mechanism for capturing necessary participant information as they enter the program. Otherwise, data necessary for tracking outcomes is lost.

Future Goals: The Task Force now has enough trained community peer educators to educate 700 women in 2010. Our plans are to increase staffing and create new incentive programs to encourage participation. This expansion will help us reach areas of the county that have had less exposure to the program.

Annual Operating Expenses: \$127,000 (includes \$45,000 in-kind contribution from Allegiance Health).

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