



UNIVERSITY OF MICHIGAN
HEALTH-SPARROW
MICHIGAN MEDICINE

University of Michigan Health-Sparrow Carson
Community Health Improvement Plan
FY 2025 – 2027

Approved by Hospital Leaders in April 2025.

Created by:

Office of Community Health Advancement & Patient Experience
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Hospital Information

University of Michigan Health-Sparrow Carson is located in Carson City, Michigan. It is an acute care hospital and a Level IV Trauma Designation offering 24/7 emergency care. They offer a variety of care options including cancer and infusion care, cardiac rehabilitation, emergency medicine, inpatient and laboratory services, orthopedics and sports medicine, primary care, radiology, rehabilitation services, sleep center, specialty care, surgical services, women's health, and wound care services.

Our mission, vision and values reflect our legacy, shared purpose with University of Michigan Health, and stake a bold expectation of our future.

Our Mission

To advance health to serve Michigan and the world.

Our Vision

Our discoveries change care. Our care changes lives.

Our Values

- Caring: We will treat everyone with dignity, kindness and respect, promoting the well-being of self and others.
- Innovation: We will promote a culture of creativity, flexibility and curiosity that inspires new ideas and ways of thinking, behaving and improving the world.
- Inclusion: We will foster an environment where every individual has a sense of belonging, a voice that is heard and the opportunity to achieve and thrive.
- Integrity: We will adhere to the highest ethical standard, demonstrating courage, truth and transparency in our words and actions.
- Teamwork: We will work together with a shared purpose rooted in equity and fairness where diversity is celebrated, respected and valued.

Community Health Needs Assessment

The Affordable Care Act requires non-profit hospital systems to conduct a Community Health Needs Assessment (CHNA) every three years. This is followed by a Community Health Improvement Plan (CHIP) or action plan to address the identified health needs. These requirements ensure that health systems are investing in population health, while showing that efforts are community-driven and based on the most recent data.

A CHNA was conducted by Healthy! Capital Counties collaborative in 2024. This collaborative is made up of hospital systems and health departments within the tri-county area.

Hospital partners include:

- Eaton Rapids Medical Center
- McLaren Greater Lansing
- University of Michigan Health-Sparrow

Health Department partners include:

- Barry-Eaton District Health Department
- Ingham County Health Department
- Mid-Michigan District Health Department

This partnership was created to achieve greater improvements in health outcomes in the tri-county region by conducting a joint CHNA initiative alongside community partners. The Healthy! Capital Counties CHNA surveys Clinton, Eaton, and Ingham counties. This collaborative process includes data collection, analysis of health indicator data, conducting focus groups for communities experiencing inequities, conducting a provider survey, creating an asset inventory, and prioritization of health needs.

Montcalm County is included in the 2023 EightCAP, Inc. Community Assessment. This Assessment surveys Clinton County, Gratiot County, Ionia County, Isabella County, and Montcalm County. Information from this survey is considered when looking at needs in the community and prioritization, however, it is not the primary assessment tool due to the survey not being primarily focused on health indicators and outcomes.

To review the 2024 Healthy! Capital Counties CHNA:

Scan the QR code or:

[Click here to access the 2024 CHNA](#)



Identification Of Community Health Needs

The Healthy! Capital Counties collaborative had a steering committee that identified the top 8 health issues that were found through the data, focus group themes, and were feasible for the community partners to create positive impacts on the community. The steering committee was used to mitigate potential biases by using Strategy Grids and consensus building to determine the following 8 possible priority issues:

- Housing
- Healthcare Access
- Mental Health
- Substance Use
- Access to Healthy Foods
- Social Connection
- Safety
- Child Health

The steering committee determined two priority areas: Access to Care and Behavioral Health. The committee could not come to a consensus about the following two priority areas: Housing and Food Access, so they brought in a larger stakeholder group and community partners for a Data Party to determine a final vote. The following were selected as the final list of health priorities:

- Access to Care
- Behavioral Health
- Housing

Addressing Priorities

These findings were presented to the UM Health-Sparrow Carson executive leaders for review and approval. After careful consideration regarding the needs of the community and strategic deployment of resources to yield the greatest impact on health outcomes, UM Health-Sparrow Carson will focus on the following health needs:

- Access to Care
- Access to Healthy Food

Determining Priorities, Strategies, and Outcomes

Upon the release of the 2024 Healthy! Capital Counties CHNA, top priorities and the corresponding data were reviewed and compared to internal hospital data. Stakeholders were brought in to identify key strategies to meet the needs identified in the 2024 report. Following stakeholder planning sessions, identified strategies were reviewed for feasibility and synthesized into a matrix and brought before stakeholders and leaders for final review and approval. The University of Michigan Health-Sparrow Carson CHIP report was approved and adopted in April 2025.

Access to Care

Specific needs identified in the CHNA:

- In 2023, 4.4% of adults 18-64 years old in the Tri-County region had no health insurance. This decreased from 4.7% in 2021 and 4.6% in 2022.
- In Montcalm County, 10.64% of adults aged 18-64 did not have health insurance in 2019 and 4.36% of children under 19 did not have health insurance.*
- In 2023, there were 272 residents per 1 mental health provider in the Tri-County region, which has decreased from 314 residents per provider in 2021 and 289 residents per provider in 2022.
- The Tri-County region had 1,218 residents per 1 primary care provider in 2021, which was similar when compared to previous years of 1,296 residents per provider in 2019, and 1,204 residents per provider in 2020.
- Montcalm County had 2,369 residents per 1 primary care provider in 2018.
- "I tried to renew it and they said my income was too much. And I'm like ... I'm part time. That was kind of stressful. And it ended up actually leading me and my family to being homeless."
- "But we can't even get in the door because we just don't even have \$55 to cover the appointment copay."

**From 2023 EightCAP, Inc. Community Assessment*

Access to Healthy Food

Specific needs identified in the CHNA:

- In 2019, the Tri-County region had 21.3% of its population that lives in a USDA-defined food desert. This increased from 16.9% in 2015.
- In the Tri-County region, the percentage of adults who consume an adequate amount of fruits and vegetables daily has decreased over the last three surveys between 2014-2022.
- In the 2023 EightCAP Inc. Community Needs Assessment Survey, cost of food was the number 1 reported most important community concerns at that time.
- "People [have to] choose between like any getting the cheaper meal versus the healthier meal"
- "They'll tell you about the food banks. And I was like, okay, even those things don't have grain for your gluten free things that really that makes my son sick."

Other Needs Identified, Not Addressed

University of Michigan Health-Sparrow Carson did not address behavioral health or housing which were two priorities within the Healthy! Capital Counties CHNA.

Monitoring of Implementation Strategy and Tracking of Outcomes

The Office of Community Health Advancement & Patient Experience will approve the strategies for implementation alongside hospital leadership. Further, each anticipated outcome has a mechanism for measurement. The implementation strategy that includes strategies and outcomes will be updated and distributed at the end of each year for the 2025-2027 cycle. Pending results, adjustments or changes will be made to strategies or anticipated outcomes as deemed appropriate.

Implementation Strategy

University of Michigan Health-Sparrow Carson

FY 2025-2027

Last updated April 22, 2026.

Access to Medical Care:

Goal:

Increase availability and accessibility of specialty services for Montcalm County.

Strategy:

Adding physicians, increasing specialty services, and adding cardiac rehabilitation.

Measurable Outcome:

Number of providers added.

Updates:

Additional Physicians:

One FP provider has been added to the Carson Clinic, and one FP provider has been added to the Ithaca Clinic.

Increased Specialty Services:

Urology and Gastrointestinal services are now available. Cardiac rehabilitation is now open and operational.

Access to Healthy Food:

Goal:

Increase availability and accessibility of fresh healthy foods to Carson City.

Strategy:

Hold a community event around food access and/or education.

Measurable Outcome:

Number of events held.

Updates:

Thanksgiving Boxes:

Team members donated Thanksgiving meal boxes to the community.

Fuel Up Friday:

Working with Carson City Schools to provide backpacks of food to send home with students for the weekends.