



**UNIVERSITY OF MICHIGAN  
HEALTH-SPARROW**  
MICHIGAN MEDICINE

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

Approved by Hospital Leaders in April 2025.

Created by:

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## Hospital Information

University of Michigan Health-Sparrow Specialty Hospital is a 30-bed long-term acute care facility for critically ill patients who require a 25-day or longer length of stay in a hospital setting. Sparrow Specialty began treating patients in 2004 located in downtown Lansing, Michigan. The hospital was designed for patients that need intense, extended care services to heal from traumatic injuries and other serious or medically complex conditions. The hospital offers a variety of programs including medically complex patient programs, complex pulmonary programs, ventilator weaning programs, and wound management programs. They offer a range of services including dialysis, rehabilitation, occupational therapy, physical therapy, speech therapy, ostomy services, and integrative therapy 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.

Due to the nature of a long-term acute care hospital, University of Michigan Health-Sparrow Specialty also used Social Determinants of Health (SDOH) data to determine their health needs and prioritization process.

**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 Specialty executive leaders for review and approval. After careful consideration regarding the needs of the community, SDOH data, and strategic deployment of resources to yield the greatest impact on health outcomes, UM Health-Sparrow Specialty will focus on the following health needs:

- Access to Healthy Food
- Transportation

## 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 Specialty CHIP report was approved and adopted in April 2025.

## Access to Healthy Food

### Specific needs identified in the CHNA:

- In 2019, Ingham County had 29.8% of its population that lives in a USDA-defined food desert. This increased from 22.2% in 2015.
- In the 2023-2024 school year, 23.0% of high school students in Ingham County ate 5 or more servings per day of fruits and vegetables during the past 7 days.
- In the 2023-2024 school year, 27.4% of Hispanic students and 18.1% of Black students in Ingham County were more likely to not eat breakfast during the past 7 days.
- "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."

## Transportation

### Specific needs identified in the CHNA:

- "I looked for someone who will give me a ride there and to translate for me, but I couldn't find the person and that day my appointment was canceled because it didn't have anyone who would take me there and translate for me."
- "Even when I was with DHS, the transportation was just, it is still a huge barrier. Even with Eaton, it's still a pretty sizable barrier [in rural areas] because their service area within Eaton doesn't encapsulate the whole thing [county]."
- Between 2022-2024, there was a 6.3% increase in the number of patients that expressed lack of transportation had kept them from medical appointments or from getting medications on admission. At discharge, there was a 4.5% increase between 2022-2024. \*
- Between 2022-2024, there was a 6.7% increase in the number of patients that expressed lack of transportation had kept them from non-medical meetings, appointments, work, or from getting things they need on admission. At discharge, there was a 5.5% increase between 2022-2024. \*

*\*From University of Michigan Health-Sparrow Specialty SDOH data*

## Other Needs Identified, Not Addressed

University of Michigan Health-Sparrow Specialty will not be addressing the top three priorities (access to care, behavioral health, and housing) due to the nature of a long-term acute care hospital. SDOH data was used to determine the needs that were prioritized as their population differs from the general population.

## 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 Specialty

FY 2025-2027

Last updated April 22, 2026.

## Access to Healthy Food:

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**Goal:**

Identify patients experiencing food insecurity and provide resources and support.

**Strategy:**

Implement a validated food insecurity scale and continue with food insecurity program (i.e., identifying insecurity, providing resources, and providing samples).

**Measurable Outcome:**

Number of patients served.

## Updates:

**Published research on implementing a screening protocol:**

UMH-Sparrow Specialty published a research article on their work for implementing a screening protocol for food insecure patients, particularly for patients in a long-term acute care hospital.

**Implemented validated food insecurity scale:**

Validated scoring system in place with every assessment, continue to screen every patient admitted and provide location-based resources when applicable.

**Continuing research for food insecurity protocols:**

UMH-Sparrow Specialty was approached by researchers from University of New Hampshire to collaborate on a foundational study to develop a protocol/guideline for screening patients for food insecurity. If grant funding is secured, this will be a 3-year project and piloted at UMH-Sparrow Specialty and Mary Free Bed.

## Transportation:

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**Goal:**

Identify the most common causes of transportation barriers and work to reduce them.

**Strategy:**

Capture data from patients on the root cause of their lack of transportation and track readmissions. Once enough data has been collected, implement an intervention such as bus passes or medical uber.

**Measurable Outcome:**

Number of patients served.

## Updates:

**Data collection:**

UMH-Sparrow Specialty is currently in the data collection phase. Once enough data is collected, they will be submitting for IRB approval and moving forward researching the best options for their patients.