



# 2020-2022 Community Health Needs Assessment — Implementation Plan

Adopted by the Mercy Health - Springfield Board of Trustees, Oct. 2, 2019

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2. Behavioral Health (Substance Abuse, Suicide Ideation & Mental Health)
3. Chronic Disease: Cancer (Specific focus on Bronchial & Lung and Breast & Prostate)  
Heart Failure, Diabetes, COPD
4. Maternal/Infant Health, Healthy Births & Infant Mortality
5. Access to Care

## Introduction

The detailed process, participants and results are available in Springfield Region Community Health Needs Assessment Report which is available at [mercy.com](http://mercy.com).

This Community Health Needs Assessment Implementation Plan will address the significant community needs identified through the CHNA. The Plan indicates which needs Urbana Hospital will address and how, as well as which needs Urbana Hospital won't address and why.

Beyond the programs and strategies outlined in this plan, Urbana Hospital will address the health care needs of the community by continuing to operate in accordance with its mission to extend the compassionate ministry of Jesus by improving the health and well-being of its communities and bring good help to those in need, especially people who are poor, dying and under-served. This includes providing care for all individuals regardless of their ability to pay.

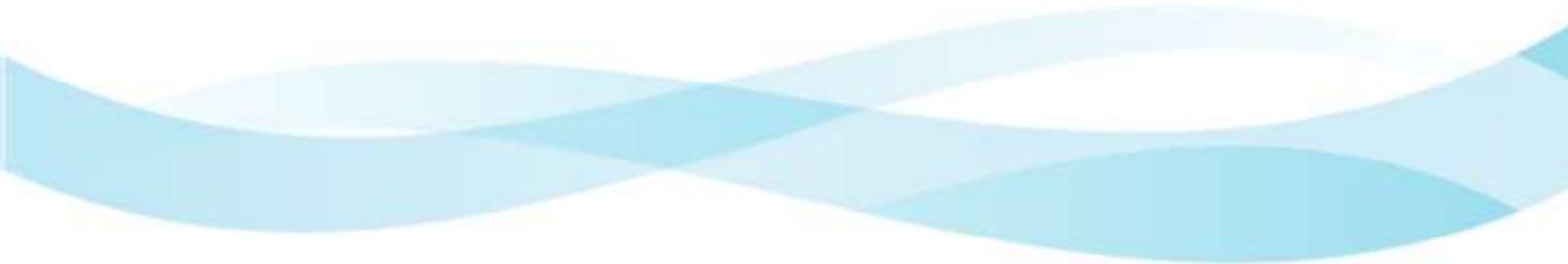
The strategies and tactics of this Implementation Plan will provide the foundation for addressing the community's significant needs between 2020 and 2022. However, Urbana Hospital anticipates that some of the strategies, tactics and even the needs identified will evolve over that period. Urbana Hospital plans a flexible approach to addressing the significant community needs that will allow for adaption to changes and collaboration with other community agencies.

### **COMMUNITY SERVED BY HOSPITAL**

Urbana Hospital, a critical access hospital, is in the city of Urbana. Urbana Hospital identified its "community served" as residents of ZIP code 43078 and contiguous ZIP code areas in Champaign County. These areas are represented by the following ZIP Codes: 43009, 45389, 43044, 43047, 43060, 43070, 43072, 43078, 43083, and 43084.

Champaign County is home to the city of Urbana and Urbana University. Access to care is an issue here as in many rural counties, with low numbers of primary care, mental health, and dental providers. The suicide rate and the number of poor mental health days are higher than the U.S. and Ohio rates and getting worse. Although the physical activity rate is high, it is slowly decreasing. The rate of adult obesity is lower than the Ohio and U.S. rate.

From a population perspective, Champaign County has an older adult population with primary age demographics ranging from 25 – 85+ with a significant population over the



age of 50. Primary demographics in this community are primarily White, Non-Hispanic at 93%, Married at 55% and again 55% of the population having a family.

## **MISSION**

We extend the compassionate ministry of Jesus by improving the health and well-being of our communities and bring good help to those in need, especially people who are poor, dying and underserved.

Mercy Health's Mission and culture are expressed through the organization's core values:

### **Human Dignity**

*We commit to upholding the sacredness of life and being respectful and inclusive of everyone.*

### **Integrity**

*We commit to acting ethically and modeling right relationships in all our individual and organizational encounters.*

### **Compassion**

*We commit to accompanying those we serve with mercy and tenderness, recognizing that "being with" is as important as "doing for."*

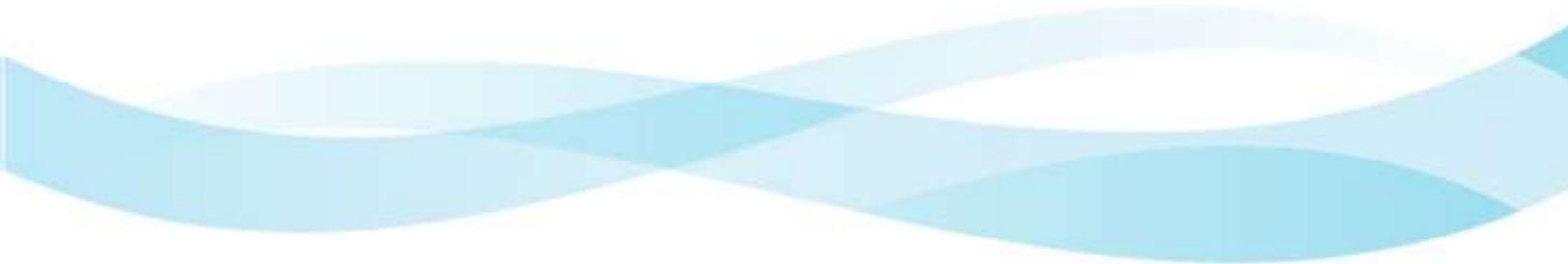
### **Stewardship**

*We commit to promoting the responsible use of all human and financial resources, including Earth itself.*

### **Service**

*We commit to providing the highest quality in every dimension of our ministry.*

Mercy Health, Urbana Hospital is continuing to work with other county agencies and is committed to developing a county-wide Community Health Improvement Plan. While that plan is still being finalized, Urbana Hospital is committed to addressing the health needs of the community through the strategies and tactics described in this Implementation Plan, which will be in alignment with the overall Community Health Improvement Plan.



## Executive Summary

### **BACKGROUND AND PROCESS**

Mercy Health, Springfield Region encompasses Urbana Hospital. As part of our community health planning and our Community Health Needs Assessment (CHNA) and Community Health Improvement Plan (CHIP), we partner with several organizations to focus in on the unique health needs of the communities we serve.

Our partnership includes:

Participation in the Regional Community Health Needs Assessment with support from Greater Dayton Area Hospital Association.

Partnership in the Champaign County MAPP Process and CHNA Stakeholders Group,

Partnership with the Champaign County Health Department

Participation in Champaign County Community Meetings and Data gathering

Listed below for your reference is an in-depth explanation of this process.

Additionally, Mercy Health Springfield Region, including Champaign County and Urbana Hospital is creating an internal strategy team to work together on prioritized and determining an action plan to assist with significant community needs. Our internal meetings will begin in late fall 2019.

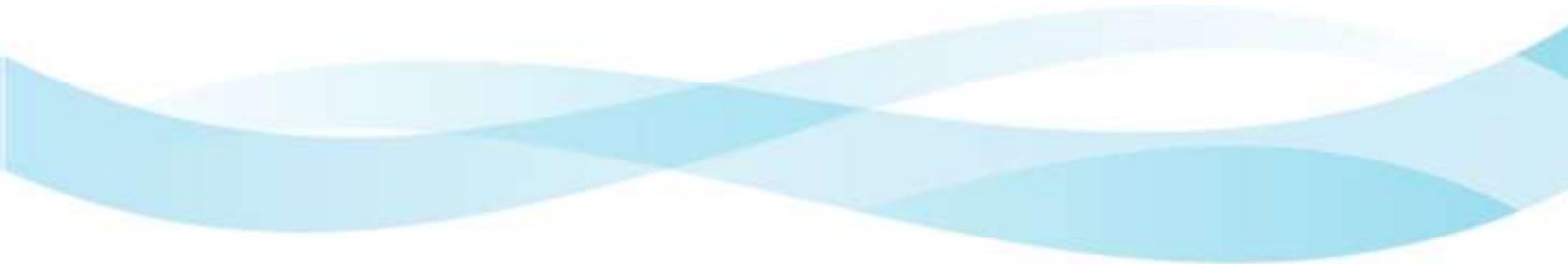
### Identifying significant needs

#### *Regional Community Health Needs Assessment*

Urbana Hospital participated in a regional Community Health Needs Assessment (CHNA) process coordinated by the Champaign County CHNA Stakeholder Group (“Stakeholder Group” or “Group”). The Stakeholder Group assembled a team which included the Champaign Co. Health Department, Champaign County YMCA, Champaign County Drug Free Youth Coalition and Mercy Health Urbana Hospital.

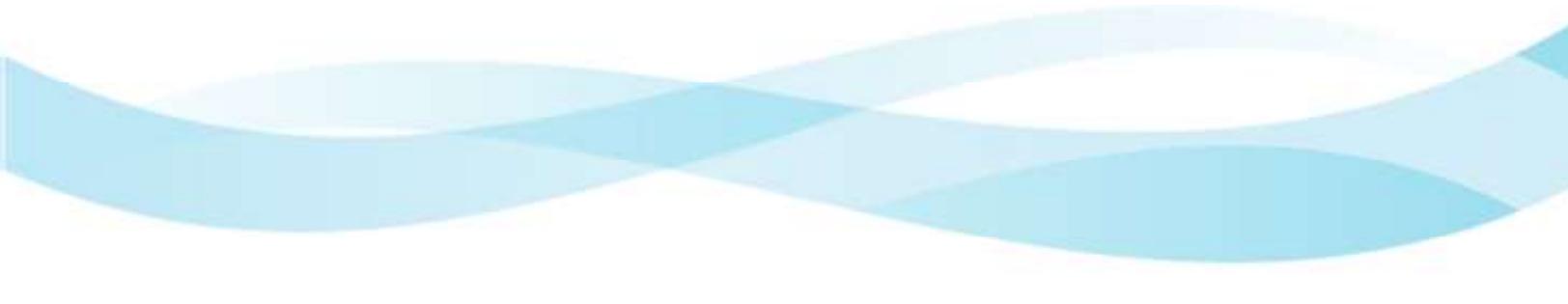
Here for reference is an overview of the Regional CHNA process and methods for collecting data. This information was included in the Champaign County MAPP process as detailed below:

For the collaborative design, the process for gathering primary data, and the process for identifying, collecting, interpreting, and analyzing secondary data, the consultants referenced numerous methods for both qualitative and quantitative data. The consultants sought data that reflected recent as well as emerging issues by people who lived in the



hospitals' service areas, with attention to vulnerable populations and social determinants of health. Secondary data provided information about demographics, health conditions, and health-related issues as of 2016. Primary data reflected the opinions and attitudes of individuals and agencies motivated to attend a meeting or complete a survey. Their passion and level of interest is helpful to hospitals who are contemplating future programs that depend on community support. While not designed to be statistically representative of all 3.3 million residents of the region, there was often remarkable alignment among the top 5-10 priorities from meetings, individual surveys, agency surveys, and health departments.

Here is a brief description of the activities and tools utilized most often:

- Analysis of priorities to identify areas of consensus from all data sources
  - Communication by email and letter to past and prospective meeting attendees
  - Community meetings that included a visual, interactive, and collective multi-voting exercise (3 dots) to identify the top three priorities of residents
  - Community Need Index (See Appendix D for more information.)
  - Comparison of most frequent topics by geographic area and across data source (i.e., community meeting participant or survey response from individual, agency, or health department)
  - Consultation with topic experts (i.e., epidemiology, air quality, public health)
  - Design and feedback meetings with hospital and health department representatives
  - Discourse analysis to categorize and analyze key concepts and topics in all collected responses
  - Geographic Information System (GIS) mapping program to identify compelling data and represent data visually
  - Marketing materials for hospitals, health departments, and meeting hosts to use or adapt to their needs
  - Meeting sites, with refreshments, in convenient locations that were welcoming, accessible, and perceived as community asset or resource
  - Online databases for researching accurate and reliable data
  - Oversampling with vulnerable populations and the general public, including focus groups, use of interpreters and translators, and surveys administered one-to-one in person and via tablet at events
  - Proofreading at least twice of secondary data entry for accuracy and consistency
  - Regular communication with hospital and health department representatives
  - Review of reports and publications on health, and health-related, topics
  - Scripts, handouts, and supplemental resource materials provided to trained facilitators and scribes
- 

- Shared data at meetings in form of County Snapshots and Community Need Index maps
- Standard set of stakeholder questions (for individual, agency, meeting, health department)
- SurveyMonkey (Gold) for tracking responses at meetings, from interviews, or on surveys, and use of feature to create custom tags for each response
- Tabulation of responses by geographic area, region-wide and for immigrants, children, and urban residents
- Team approach with diverse consultants
- Training, in person and via webinar, for CHNA Team, health departments, hospitals, and nonprofits interested in facilitating and scribing for supplemental meetings to target sub-populations or subcounty geographic areas. This ensured consistent facilitation, process, and recording of meeting comment and priorities.
- Trend analysis that considered local data measures worse than state and/or U.S. measures and/or trending worse than prior years
- Word count to determine frequent categories and to identify dominant topic within a category (e.g., how many times 'heroin' was mentioned within 'Substance abuse' category)

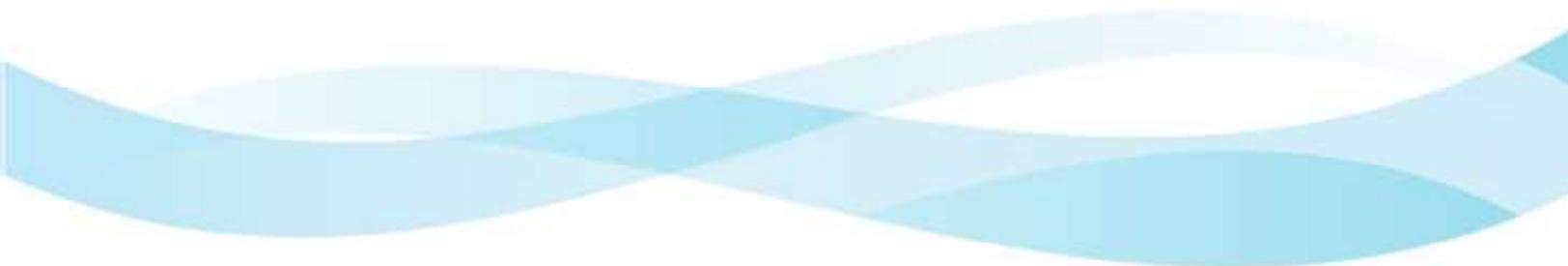
The Champaign County CHNA Stakeholder Group leveraged Mobilizing for Action through Planning and Partnerships (MAPP) process to identify top priorities. The MAPP process is a community-driven strategic planning tool for improving community health. Facilitated by public health leaders, this tool helps communities apply strategic thinking to prioritize public health issues and identify resources to address them. MAPP is an interactive process that can improve the efficiency, effectiveness, and ultimately the performance of local public health systems.

#### *Youth Data Survey*

Additionally, in partnership, Champaign County Completed a Search Institute Survey - Collecting Youth Data from the schools to identify youth risk. The survey was distributed as a joint effort with the Champaign County Family and Children First Council (CCFCFC). Every other student received the Search Institute Survey. Schools that participated included Triad High School, Triad Middle School, Urbana High School, Urbana Middle School, West Liberty High School and West Liberty Middle School.

#### *Champaign Co. Health Department Data*

Champaign Co. Health Department provided data to identify local health needs from



current data: hospital discharge data (ICD10 data grouped into different health topics), demographic data (pulled from Census API), market potential data, food access data, school data, birth data, death data, cancer data and infectious disease data.

On May 16, 2018, a community forum and data survey collected input from community members regarding the health status and top health needs of the community.

*Summary of the Priorities from Community Meeting on May 16, 2018:*

The Champaign Health District did a great job of getting the word out to the general public and setting up the meeting room at the Champaign County YMCA in Urbana. Attendees explained that the CNI map was not completely accurate from their perspective, because it didn't consider the challenge of transportation in the most rural areas, and the ZIP Code level scores didn't reflect three pockets of high need: south of Urbana, the trailer park, and North Lewisburg. This useful feedback demonstrates the value of sharing data with members of the community. Twenty people contributed votes to identify a total of five priorities. Below are the topics receiving at least 5% of votes: Substance abuse, e.g. addiction epidemic 11 votes 25.6% Transportation 10 votes 23.3% Kindergarten readiness 5 votes 14.0% Senior Center 4 votes 9.3% Mental health 3 votes 7.0%

Below are the most frequent responses from individual consumers, living in Champaign County, who completed a survey in June 2018. Three people participated. Respondents all answered the question, "Given the health issues facing the community, which ones would be your top priorities?" They mentioned six health and/or health-related issues of particular concern to them. The following issues that received more than 5% of all mentions: Substance abuse 3 votes 33.3% Healthy food/Nutrition 2 votes 33.3% Obesity 1 vote 16.7% Care for children 1 vote 16.7%

With the help of the Community Health Leadership committee in Champaign County and at the direction of the Champaign County Health Commissioner we were able to identify 3 top health needs: Chronic Disease, Behavioral Health and Health Risk Prevention. After further review of both the regional data, provided by Greater Dayton Area Hospital Association (GDAHA), and local data pulled by the Champaign County Epidemiologist, it appeared like additional significance should be added to the initial list. As such, Maternal/Infant Health, Healthy Births & Infant Mortality and Access to Care were added to the significant health needs.

Thus, the top 5 significant health needs for Champaign County were identified as:

1. Health Risk Prevention & Healthy Living
2. Chronic Disease
3. Behavioral Health, (Mental Health, Addiction & Trauma)

4. Maternal/Infant Health, Healthy Births & Infant Mortality
5. Access to Care

### **External sources**

- Ohio Department of Education (ODE)
- Ohio Department of Health (ODH)
- Springfield Regional Medical Center
- U.S. Census American Community Survey (ACS)
- U.S. Department of Agriculture (USDA)

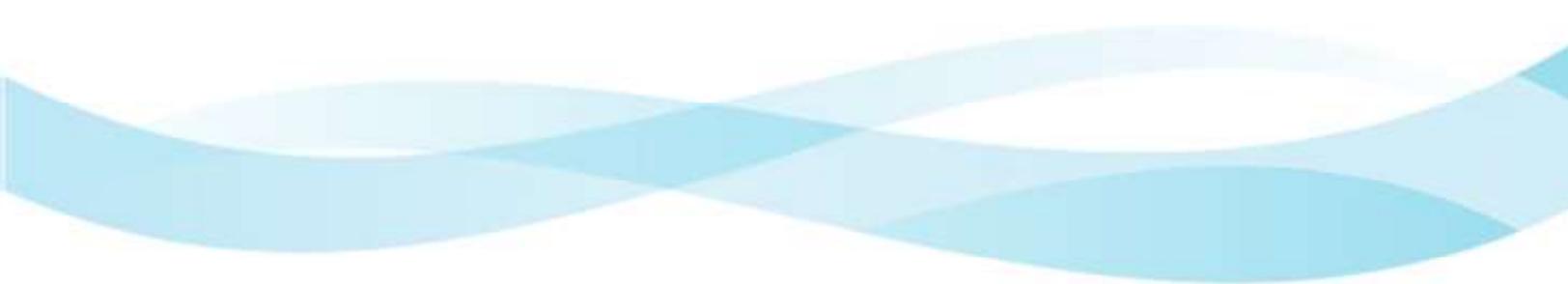
### **Collaborating partners**

The hospital collaborated with the following organizations as part of the process of conducting the needs assessment:

- Champaign County CHNA Stakeholder Group
- Champaign County Family and Children First Council (CCFCFC)
- Champaign County Health District
- Memorial Health
- Champaign County YMCA
- United Way of Clark, Champaign & Madison Counties
- Early Childhood Education Center
- Champaign County Suicide Coalition
- Local Law Enforcement
- Champaign County Fire & Rescue (& EMS)
- Champaign County Board of Developmental Disabilities
- Wright State University
- TCN Behavioral Health Services

### **Other sources**

- Development Services Agency
- Center for Disease Control
- SHA
- Factfinder
- Robert Wood Johnson CHR
- CHR
- Ohio Jobs & Family Services



## Implementation Plan

The strategies defined in the Implementation Plan will supplement the charity care and community benefit practices of Urbana Hospital, through enhanced education opportunities for patients/community members, increased access to care, that will in turn reduce the number of Emergency visits as well as the number of readmissions to the hospital. In our previous strategy and approach, we segmented each health need into its own category and area of focus. However, what we have found, is the close connection and overlap many critical health needs have and their relationship to wellness. So, in our strategy and execution for this next implementation plan, we hope to see a greater shift by recognizing the cause and effect of certain health needs and outcomes. Based on all the above information and processes, the prioritized health needs of the community served by the hospital are listed below.

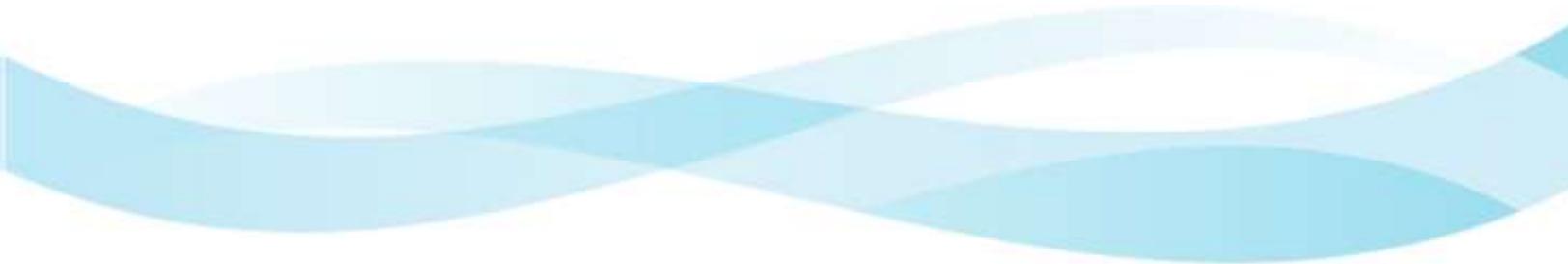
### **PRIORITIZED SIGNIFICANT COMMUNITY HEALTH NEEDS**

The table below lists the significant community needs that were identified through the CHNA and specifies which needs Urbana Hospital will address.

<b>Prioritized significant community health need</b>	<b>Addressed by hospital</b>
Behavioral Health (Mental Health, Addiction & Trauma)	Yes
Chronic Diseases (COPD, Diabetes, Congestive Heart Failure, Cancer: Breast, Prostate, Lung & Bronchial)	Yes
Access to Care	Yes
Health Risk Prevention & Healthy Living	Yes
Maternal Infant Health (Healthy Births & Infant Mortality)	Yes

### **IMPLEMENTATION STRATEGIES TO ADDRESS SIGNIFICANT COMMUNITY HEALTH NEEDS**

The Urbana hospital is creating a Community Health Oversight team to review community health needs and create strategies within the Mercy Health system to combat these issues. From here, the Community Health Oversight team will pull together work groups of individuals with the right core competencies to inform the discussion and decisions around building new programming, supplementing existing programming, supporting new policies and procedures or possibly adjusting old ones. Additionally, we will look for community partnership opportunities where expertise cannot be found in house.



## **HEALTH RISK PREVENTION & HEALTHY LIVING**

### **Description**

Chronic health issues continue to affect our community. Out of the top 10 causes of death in Champaign County, the majority are Chronic Disease and may even be preventable with a shift in community culture in partnership with prevention programs. We will focus on ways we can help to decrease things that cause greater risk to health such as obesity while increasing and reinforcing healthy behaviors like physical activity and healthy eating.

### **Goal**

Improve the general wellness of individuals living in Champaign County by educating about and reinforcing healthy behaviors

### **Expected impact**

Improved obesity rates

Improved diabetes rates

Improved activity rates among Champaign county residents

### **Targeted populations**

Champaign County residents

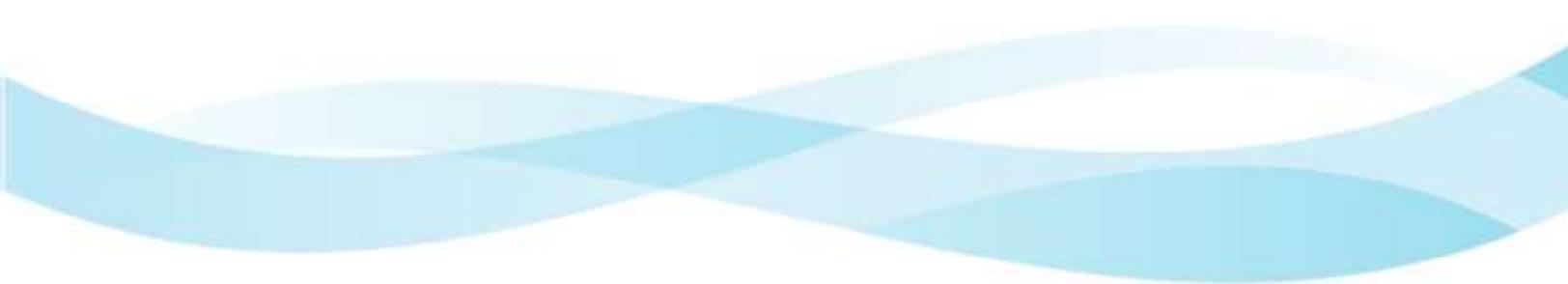
### **Strategies**

The Urbana hospital is creating a Community Health Oversight team to review community health needs and create strategies within the Mercy Health system to combat these issues. From here, the Community Health Oversight team will pull together work groups of individuals with the right core competencies to inform the discussion and decisions around building new programming, supplementing existing programming, supporting new policies and procedures or possibly adjusting old ones. Additionally, we will look for community partnership opportunities where expertise cannot be found in house.

### **Strategic measures**

- Create opportunities to celebrate physical wellness by way of 5ks and walks
- Create learning opportunities in the areas of overall wellness by partnering with Mercy Health, Urbana Dietitian and Occupational Health
- Partner with Primary care on tactics to reduce obesity and improve mind, body and spiritual wellness.

### **Community collaborations**



- Urbana Family Medicine & Pediatrics
- Mercy Health Physicians
- Mental Health, Drug & Alcohol Services Board of Logan & Champaign Counties (MHDAS)
- Champaign County Health Department
- Mercy Health, Urbana Walk-in Clinic

### **Community resources available**

- Mercy Health Physicians
- Urgent Care facilities
- School Nurses
- Primary Care Physicians
- Urbana Hospital
- Mercy Health Walk-in Clinic
- Local Schools
- Local Gyms, YMCA

## **CHRONIC DISEASE: WITH SPECIFIC FOCUS ON CONGESTIVE HEART FAILURE, COPD, DIABETES, CANCER (BREAST, LUNG & BRONCHIAL, AND PROSTATE)**

### **Description**

Individuals with a chronic disease(s) are served by increasing access to primary care physicians and providing coordinated care, education, support, and chronic disease management programs.

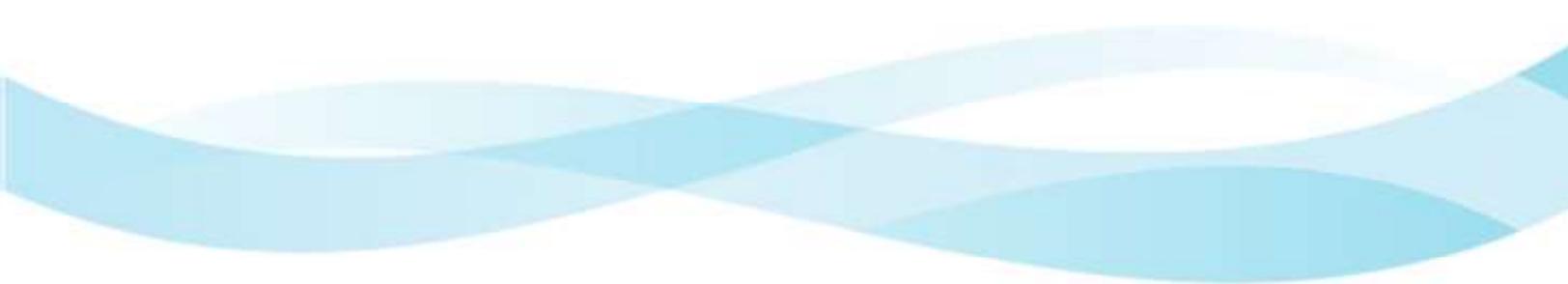
- Heart Disease, Cancer, Lower Respiratory Diseases and Diabetes are consistently among the leading causes of death in Champaign County.

### **Goal**

1. Decrease in the number of individuals with chronic diseases that require emergency room services or treatment because of their chronic disease.
2. Earlier identification of Cancer, with specific focus on Bronchial, Lung, Breast & Prostate Cancers

### **Expected impact**

1. Positively impact the health and wellness of individuals with chronic disease by decreasing the number of unmanaged chronic disease cases that require emergency room services and/or readmission by enhancing clinical care upon initial hospital stay and handoff protocols upon discharge to improve follow up clinical care.



2. Earlier identification of late-stage cancers like Bronchial, Lung, Breast & Prostate Cancers improves prognosis and chance for remission and recovery.

### **Targeted populations**

Those individuals with chronic diseases and cancer.

### **Strategies**

The hospital is creating a Community Health Oversight team to review community health needs and create strategies within the Mercy Health system to combat these issues. From here, the Community Health Oversight team will pull together work groups of individuals with the right core competencies to inform the discussion and decisions around building new programming, supplementing existing programming, supporting new policies and procedures or possibly adjusting old ones. Additionally, we will look for community partnership opportunities where expertise cannot be found in house.

### **Strategic measures**

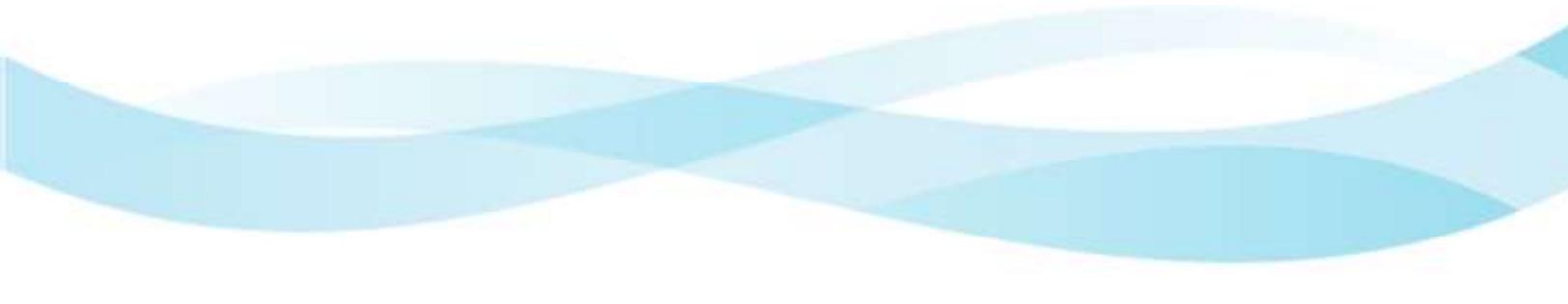
1. Create handoff and follow up processes for patients admitted to and discharged from Urbana Hospital with chronic diseases to improve long-term outlook
2. Educate on specific types of cancer and what to look for.
3. Do more community-based screenings to raise awareness and educate about Bronchial, Lung, Breast & Prostate Cancers.

### **Community collaborations**

- Collaboration with The Springfield Regional Cancer Center, Champaign County Senior Center regarding early detection of cancers and management of chronic diseases
- Collaboration with Primary and Specialty Physicians regarding screening interventions and long-term management of chronic diseases

### **Community resources available**

The existing healthcare facilities and other resources in the community that are available to meet the prioritized need include:

- Urbana Hospital
  - Urbana Family Medicine & Pediatrics
  - The Springfield Regional Cancer Center
  - Champaign County Senior Center
  - Springfield Regional Mobile Mammography
- 

## **BEHAVIORAL HEALTH (MENTAL HEALTH, ADDICTION & TRAUMA)**

### **Description**

As detailed in the hospital's Community Health Needs Assessment Report:

At Urbana Hospital, we are defining behavioral health as issues affecting an individual's physical health due to trauma, mental health or addiction. Addiction, or substance use disorder, is continuing to be one of the community challenges in Champaign County. We will focus on ways we can help to improve individual's behavioral health by addressing their issues with substance use disorder, mental health and/or trauma.

### **Goal**

It is our goal to better equip our staff with strategies to combat trauma and better treat our patients experiencing mental health and substance abuse by helping to address the core issues involved via program development, partnership or handoff protocols to improve patient outcomes.

### **Expected impact**

The goal would be:

- See more individuals experiencing recovery from substance use disorder
- For Patients to experience better mental health with less poor mental health days
- To properly identifying trauma in a patient's time in the healthcare setting, so referral to treatment is better and the individual can take the correct steps towards recovery.
- For Mercy Health to become a trauma-informed care provider.

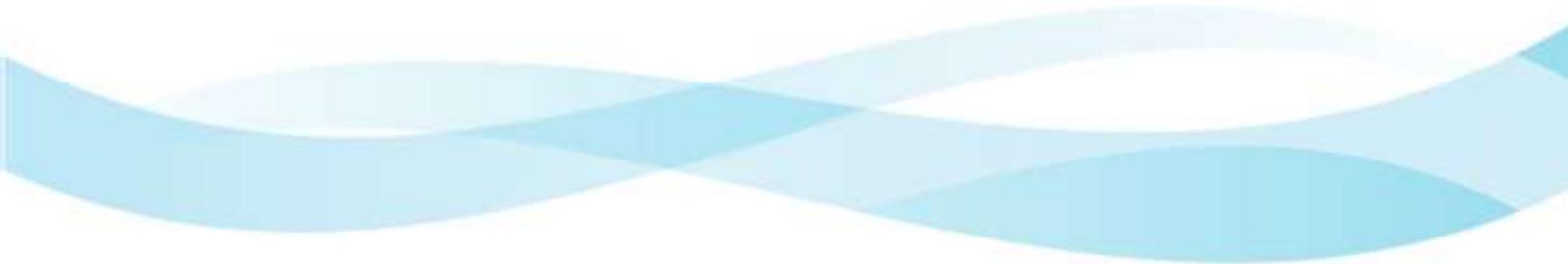
### **Targeted populations**

Those exposed to, or experiencing trauma, substance use disorder or poor mental health.

### **Strategies**

The hospital is creating a Community Health Oversight team to review community health needs and create strategies within the Mercy Health system to combat these issues. From here, the Community Health Oversight team will pull together work groups of individuals with the right core competencies to inform the discussion and decisions around building new programming, supplementing existing programming, supporting new policies and procedures or possibly adjusting old ones. Additionally, we will look for community partnership opportunities where expertise cannot be found in house. Also, enlisting the help of Mercy REACH, Urbana to see what we are doing well and where we can make improvements.

### **Strategic measures**



- Urbana Hospital will meet with strategic partners like Back2Back Ministries and Mental Health, Drug & Alcohol Services Board of Logan & Champaign Counties (MHDAS) to better understand how Mercy Health Staff can become better equipped in areas of trauma
- Continue to review and make changes in prescriber practices for Opiates and monitoring community opiate burden to ensure this number is continuing to decrease.
- Continue to provide opportunities for the general public to remove unused prescription drugs from the community by supporting local drug takeback days, by providing prescription drug takeback boxes and bags.

### **Community collaborations**

- Urbana Hospital will meet with strategic partners to better understand how Mercy Health Staff can become better equipped in areas of trauma

### **Community resources available**

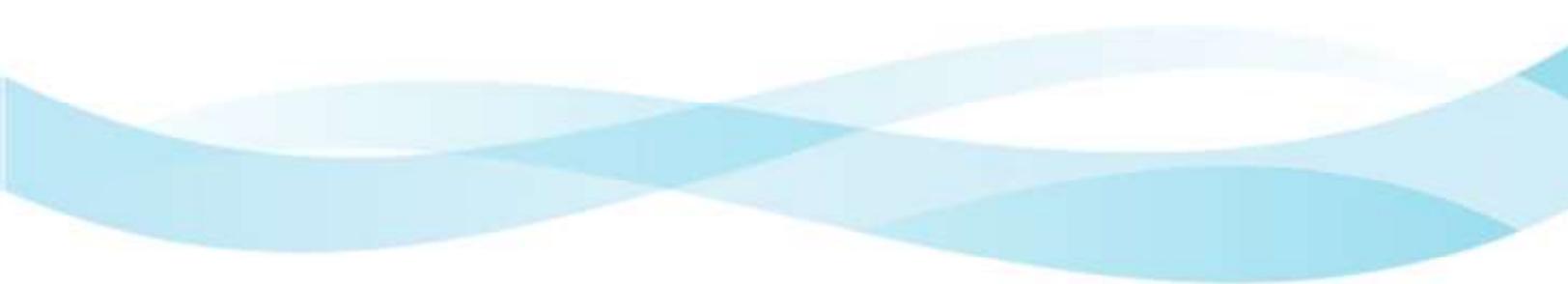
The existing healthcare facilities and other resources in the community that are available to meet the prioritized need include:

- Mercy REACH, Urbana
- Senior Behavioral Health Unit at Urbana Hospital
- TCN Behavioral Health Services
- Wellspring
- Mental Health, Drug & Alcohol Services Board of Logan & Champaign Counties (MHDAS)
- Urbana Family Medicine & Pediatrics

## **MATERNAL-INFANT HEALTH, HEALTHY BIRTHS & INFANT MORTALITY**

### **Description**

In recent years, it has been noted in our birthing statistics that pre-term, low birth weight and overall infant mortality in the first year of life are uncomfortably high in Champaign County. Additionally, birth rates among teen ages 15 – 17 in Champaign County are high (nearly 15%). While the data pool here can be somewhat limited, SRMC has some ability to help improve outcomes of Moms and Babies in Champaign County through earlier intervention during pregnancy. Coupled with our focus on improving women's health in Champaign County, as well as the opportunities to impact women's health in a primary care



setting, we strive to deliver healthy babies in our birthing center and improve maternal and infant health in Champaign County.

*Nearly 10% of babies born in Champaign County are below average in birth weight.*

### **Goal**

Improve the health and preparation of mothers in Champaign County for the arrival of their baby through earlier prenatal care, birthing education and primary care supports for women of childbearing/rearing age.

Improve the health and thriving of infants born in Champaign County by improving the wellness and preparation of their mothers.

### **Expected impact**

Improvement in the wellness of mothers giving birth to babies which would in-turn affect the health of the baby.

### **Targeted populations**

Women of childbearing/ rearing ages and their babies

### **Strategies**

The hospital is creating a Community Health Oversight team to review community health needs and create strategies within the Mercy Health system to combat these issues. From here, the Community Health Oversight team will pull together work groups of individuals with the right core competencies to inform the discussion and decisions around building new programming, supplementing existing programming, supporting new policies and procedures or possibly adjusting old ones. Additionally, we will look for community partnership opportunities where expertise cannot be found in house.

### **Strategic measures**

Numbers of Mothers with prenatal care and education, before their child is born.

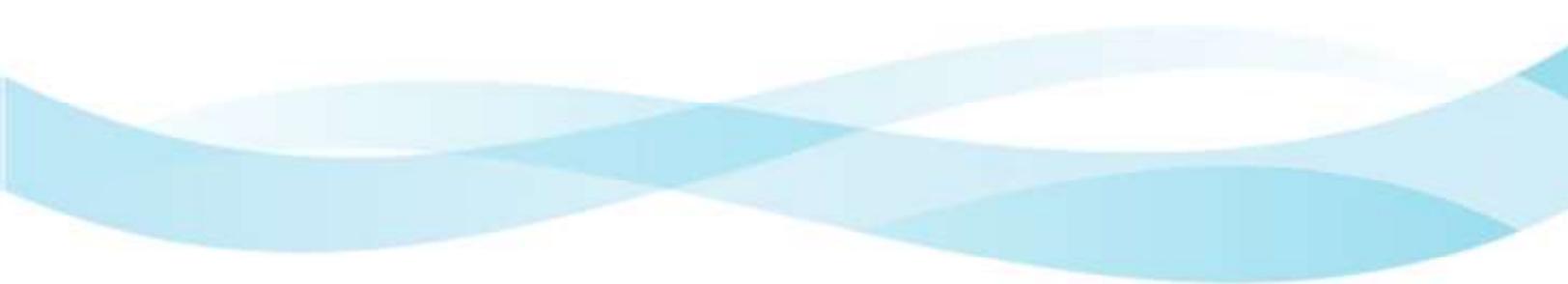
Numbers of infants born pre-term and below targeted birth weight.

### **Community collaborations**

- Springfield Regional Medical Center's Birthing Center
- Primary Care Physicians
- Urbana Family Medicine & Pediatrics
- Mercy REACH

### **Community resources available**

- Springfield Regional Medical Center's Birthing Center



- Primary Care Physicians
- Urbana Family Medicine & Pediatrics
- Mercy REACH

## **ACCESS TO CARE**

### **Description**

As detailed in the hospital's Community Health Needs Assessment Report: With the significant health needs we are seeing in Champaign County, particularly in the areas of Chronic Disease and prevention of greater health risk, we will focus on continuously providing better access to Emergency, Specialty and Primary care throughout Champaign County.

### **Goal**

Increase the number of individuals with a Primary Care Providers in Champaign County  
Increase the number of Primary Care Physicians, Pas or NPs in Champaign County

### **Expected impact**

Improvement in the wellness of individuals in Champaign County  
Improvement in the overall management of medications and Chronic Conditions in Champaign County

### **Targeted populations**

Champaign County residents without a Primary Care provider

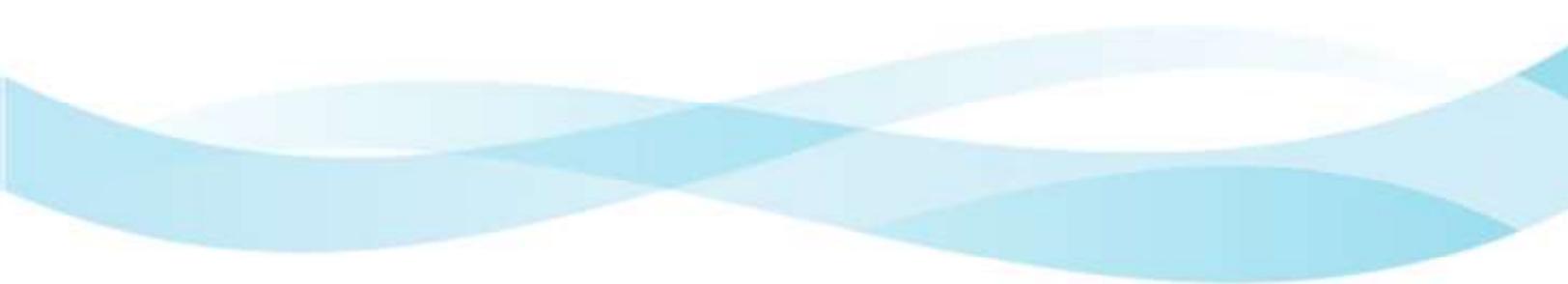
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### **Strategic measures**

Increase the number of Primary Care Providers  
Increase the availability of Physicians in Champaign County

### **Community collaborations**



- Urbana Family Medicine & Pediatrics
- Mercy Health Physicians
- Urbana Hospital
- Mercy Health, Urbana Walk-in Clinic

**Community resources available**

- Urbana Family Medicine & Pediatrics
- Mercy Health Physicians
- Urgent Care facilities
- School Nurses
- Primary Care Physicians
- Urbana Hospital
- Mercy Health, Urbana Walk-in Clinic

