



2022 Community Health Needs Assessment – Implementation Plan

Mercy Health – Toledo

2023 – 2025 Community Health Needs Assessment – Implementation Plan

Mercy Health – Toledo

(Includes Mercy Health – St. Vincent Medical Center, Mercy Health – Perrysburg Hospital, Mercy Health – St. Charles Hospital, and Mercy Health – St. Anne Hospital)

Adopted by the Mercy Health North Board of Trustees, April 18, 2023

Mercy Health has been committed to the communities it serves for nearly two centuries. This long-standing commitment has evolved intentionally, based on our communities' most pressing health needs.

The following document is a detailed Community Health Improvement Implementation Plan for Mercy Health Toledo. As a system, Mercy Health is dedicated to our Mission of extending the compassionate ministry of Jesus by improving the health and well-being of our communities and bringing good help to those in need, especially people who are poor, dying and underserved. We strive to create effective strategies to meet the health needs of our community.

Having identified the greatest needs in our community, the Community Health Improvement Implementation Plan ensures our resources for outreach, prevention, education, and wellness are directed towards opportunities where the greatest impact can be realized.

Mercy Health Toledo

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Toledo, OH 43604

Mercy Health CHIP Short Link: [Bit.ly/MercyCHIP](https://bit.ly/MercyCHIP)

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Introduction

Mercy Health – Toledo (MHT) consists of four hospitals:

Mercy Health – St. Vincent Medical Center, Toledo's first hospital, is a Level 1 Trauma Center with 311 beds located in Toledo's central city. Other services offered are The Mercy Health Heart and Vascular Institute, The Mercy Health Neuroscience Institute, Mercy Health Life Flight, and Life Star Transport.

Mercy Health – St. Charles Hospital has been making lives better and health care easier for eastern Toledo since 1953. The hospital is in the Oregon Community within Lucas County and has 235 beds. Services offered include emergency, orthopedic, acute rehabilitation, behavioral health, and cardiac rehabilitation services. Other hospital features include a sleep center and a women's care center.

Mercy Health – St. Anne Hospital has been making lives better and health care easier for west Toledo since 2002. St. Anne offers 128 beds and services offered include emergency room, Mercy Health Heart and Vascular Institute and Mercy Health Women's Center, along with orthopedic care.

Mercy Health – Perrysburg Hospital has been serving the Wood County and the Perrysburg area since 2018. The hospital offers 46 private inpatient rooms, a full-service emergency room, surgery, critical care, imaging, lab services on site, outpatient pharmacy and a comprehensive on-site cancer center.

The detailed process, participants, and results are available in Mercy Health Toledo's Community Health Needs Assessment, which is available at Mercy.com. Mercy Health Toledo prepared a joint CHNA report including Mercy Health - St. Vincent Medical Center, Mercy Health - St. Charles Hospital, Mercy Health - St. Anne Hospital and Mercy Health - Perrysburg Hospital to reflect the hospitals' collaborative efforts to assess the health needs of the community they serve.

This Community Health Needs Assessment Implementation Plan will address the prioritized significant community health needs developed through the CHNA. The Plan indicates which needs Mercy Health Toledo will address and how, as well as which needs Mercy Health Toledo won't address and why.

Mercy Health Toledo intends to take a regional approach to address its CHNA and the identified prioritized needs, and therefore the needs the hospitals intend to take and the strategies outlined in this Community Health Needs Implementation Plan are the same and combined into one plan document.

Beyond programs and strategies outlined in the plan, Mercy Health Toledo will address the health care needs of the community by continuing to operate in accordance with its mission to extend the healing ministry of Jesus by improving the health of its communities with emphasis on the poor and underserved. This includes providing care for all individuals regardless of their ability to pay.

The strategies in this Implementation Plan will provide the foundation for addressing the community's significant needs between 2023 – 2025. However, Mercy Health Toledo anticipates that some strategies and even the needs identified will evolve over that period. Mercy Health Toledo plans a flexible approach to addressing the significant community needs that will allow for adaptation to changes and collaboration with other community agencies.

Community Served by the Hospital

Mercy Health -Toledo (MHT) serves a broad geographic area encompassing Lucas County, Wood County and surrounding counties in northwest Ohio and southeast Michigan. Patient data indicates that the primary service area of persons served at MHT hospitals reside in Lucas County and Wood County, based upon the county of residence of discharged inpatients. Per the 2021 US Census, the population of the primary service area is approximately 429,191 for Lucas County and is older, poorer and has worse health statistics than state and national averages. The demographics for Lucas County include the following ethnic groups: Caucasian (73.6%), Black (20.5%), Hispanic (7.8%), Asian (1.8%), American Indian (0.4%), and some other race (1.8%). 18.67% of residents are in households below the federal poverty guidelines. 35% of families are on Medicaid or other assistance. Wood County includes the following ethnic groups: Caucasian (92.7%), Black (2.9%), Hispanic (6.1%), Asian (2.0%), and American Indian (0.3%). 9.9% of residents in Wood County are in households below the federal poverty guidelines. 9.7% of families are on Medicaid or other assistance.

Data collected from Ohio Hospital Associations InSight data program indicated that the top five zip codes served from patient discharge data are as follows: 43608, 43605, 43604, 43611 and 43612.

Our Mission

As a system Mercy Health is dedicated to extending 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.

Our Vision

Inspired by God's hope for the world, we will be a ministry where associates want to work, clinicians want to practice, people seek wellness and communities thrive.

Our 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 of 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.



Executive Summary

Background and Process

Between November 2019 through mid-March 2020, before the COVID-19 pandemic became a national public health crisis Lucas County in Ohio conducted a county-wide health needs assessment for Lucas County adults (19 years of age and older), youth (ages 12-18) and children (ages 0-11). The needs assessment was conducted by Hospital Council of Northwest Ohio (HCNO) along with the University of Toledo.

The findings are based on self-administered surveys using a structured questionnaire. The questions were modeled after the survey instruments used by the Centers for Disease Control and Prevention (CDC) for their national and state Behavioral Risk Factor Surveillance System (BRFSS) and Youth Risk Behavior Surveillance System (YRBSS), as well as the National Survey of Children's Health (NSCH) developed by the Child and Adolescent Health Measurement Initiative. HCNO collected the data, guided the health assessment process, and integrated sources of primary and secondary data into the final report.

During April 2021 through June 2021, Wood County conducted a county-wide health needs assessment for Wood County adults (19 years of age and older), youth (ages 12-18), and children (ages 0-11). The findings are based on self-administered surveys using a structured questionnaire. The questions were modeled after the survey instruments used by the CDC for their national and state BRFSS, YRBSS, and the NSCH, which was developed by the Child and Adolescent Health Measurement Initiative. HCNO collected the data, guided the health assessment process, and integrated sources of primary and secondary data into the final report.

Identifying Significant Needs

Healthy Lucas County and Wood County Health Partners met four (4) times and completed the following planning steps:

1. Initial Meeting
 - Review the process and timeline
 - Finalize planning participants
 - Create or review vision
2. Choose Priorities
 - Use of quantitative and qualitative data to prioritize target impact areas

Identifying Significant Needs (continued)

3. Rank Priorities
 - Rank health problems based on magnitude, seriousness of consequences, and feasibility of correcting
4. Community Themes and Strengths Assessment
 - Open-ended questions for participants on community themes and strengths
5. Forces of Change Assessment
 - Open-ended questions for participants on forces of change
6. Local Public Health Assessment
 - Review the Local Public Health System Assessment with participants
7. Gap Analysis
 - Determine discrepancies between community needs and viable community resources to address local priorities
 - Identify strengths, weaknesses, and evaluation strategies
8. Quality of Life Survey
 - Review results of the Quality-of-Life Survey with participants
9. Strategic Action Identification
 - Identification of evidence-based strategies to address health priorities
10. Best Practices
 - Review of best practices, proven strategies, evidence continuum, and feasibility continuum

Implementation Plan

Mercy Health Toledo is committed to addressing the prioritized significant health needs of the community through the strategies described in this Implementation Plan.

Prioritized Significant Health Needs

The table below lists the prioritized significant health needs that were identified through the CHNA and specifies which Mercy Health Toledo will address.

Prioritized Significant Health Need	Hospital Addressing Need (Y/N)			
	St. Vincent Medical Center	Perrysburg Hospital	St. Charles Hospital	St. Anne Hospital
Adults Who Experienced Four or More ACEs	Yes	Yes	Yes	Yes
Housing (safe and affordable)	Yes	Yes	Yes	Yes
Chronic Disease and Healthy Weight Status	Yes	Yes	Yes	Yes
Maternal and Infant Health	Yes	Yes	Yes	Yes
Mental Health	Yes	Yes	Yes	Yes
Access to Food	Yes	Yes	Yes	Yes

Mercy Health Toledo will address each need with regional strategies that have various activation dates throughout the three-year implementation life cycle. Some of the strategies will take place in communities that are geographically associated/tagged to a specific hospital.

Prioritized Significant Social Determinant of Health Needs Implementation Strategies

Adults Who Experience Four or More ACEs

Description

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

In 2020, 15% of adults 19 years and older experienced four or more adverse childhood experiences (ACEs) in their lifetime (ACEs are stressful or traumatic events, for example, parents becoming separated or divorced or living with someone who was a problem drinker or alcoholic). The number increased to 30% for Lucas County adults under the age of 30.

Goal

Provide education on trauma informed care and train in the use of ACEs in all aspects of care.

Expected impact

Holistic care for all patients. That the question to our patients is not what is wrong but what happened to them. Patient will perceive that they are receiving trauma informed care.

Targeted populations

- Behavioral Health Institute (BHI) associates
- Physicians

Strategies

- Educate and train BHI staff on ACEs questionnaire
- Get all BHI staff to take new Workday training

Strategic measures

- Have 75% of patients complete ACEs questionnaire by 2025
- 75% of BHI staff complete Workday training by 2025

Community collaborations

There have been no community partners identified at this time

Community resources available

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

- SAMSA resources
- Ted Talks: Dr. Nadine Burke Harris
<https://ed.ted.com/featured/eczPoVp6#review>
- ACES Questionnaire
- The Brain Architecture Game

Prioritized Significant Social Health Needs Implementation Strategies

Housing (safe and affordable)

Description

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

The City of Toledo has over 119,000 parcels with many of them in need of repair. According to the 2021 Lucas County Land Bank Toledo Housing survey 10,660 homes need exterior paint/siding, 9,174 need roofs, 3,655 need porch-foundation, 2,084 need windows, 1,229 need doors and 321 have fire damage.

Goal 1

Improve the safety and condition of houses in Central City Toledo through home repair/rehab.

Expected impact

- Increase of number of houses with repaired/rehabbed homes

Targeted populations

- Homeowners in Central City Toledo

Strategies

- Utilize Mercy Health place-based investment for low interest home repair loans

Strategic measures

- 15 homes repaired by 2025

Community collaborations

- Toledo Urban Federal Credit Union
- NeighborWorks

Community resources available

- NeighborWorks
- Habitat for Humanity

Goal 2

Explore the potential to align work of primary care Community Health Worker led SDOH Program working with patients facing eviction with the work of the Right-To-Council program.

Expected impact

- Decrease the number of patients experiencing homelessness

Targeted populations

- Patients facing eviction/homelessness

Strategies

- Collect baseline data of number of Mercy Health Toledo primary care patients facing eviction/homelessness.
- Connect patients who screen positive for eviction/homelessness with Community Health Worker to refer them to Right-To-Counsel program.

Strategic measures

- Establish baseline
- Number of patients referred to Right-To-Counsel program

Community collaborations

- Right-To-Counsel program
- Legal Aid of Western Ohio
- Toledo Housing Court

Community resources available

- Right-To-Counsel program
- Legal Aid of Western Ohio
- Toledo Housing Court

Access to Food

Description

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

Access to food, especially nutritious food, is imperative for good health. The hospital is limited in addressing access to food because:

- newly hired staff need to be trained in the appropriate referrals
- there are not enough Community Health Workers to meet the demand of the high number of referrals
- patients are experiencing additional social needs, such as lack of transportation to access food outside of food deserts.
- there is not a Nutrition Prescription program within the hospital system

Goal

- Increase access to nutritious food for Mercy Health Toledo patients.
- Increase the number of Providers submitting referrals to primary care Community Health Worker (CHW), Starting Fresh program, and WIC.
- Increase the number of CHW, Starting Fresh, and WIC referrals.

Expected impact

- Improved health outcomes for Mercy patients with chronic diseases (HBP, Diabetes)
- Reduced healthcare cost
- Reduced ED visits

Targeted populations

Mercy Toledo patients with chronic diseases

Strategies

- Educate new and existing Providers and staff about referral to food access programs (CHW, Starting Fresh, WIC).
- Explore potential of launching a Nutrition Prescription program

Strategic measures

- Number of trained Providers, number of providers submitting referrals, and number of referrals to the CHW SDOH Referral Program, Starting Fresh, and WIC programs.
- Number of referrals to WIC program that enroll into the program
- Percentage of completed referrals on SDOH Referral Program Monthly Report
- Determine feasibility of establishing a Nutrition Prescription program

Community collaborations

- Mercy Health
 - Getting Healthy Zone
 - OB Practices
 - Primary Care Practices
 - SDOH Referral Program
 - Starting Fresh
 - WIC at Franklin Avenue Medical Center (FCC)
- Job and Family Services

Community resources available

- Connecting Kids to Meals
- Food pantries
- Grace Community Center Food Pantry
- Mobile Meals
- SNAP
- Produce Perks
- United Way of Greater Toledo

Prioritized Significant Clinical Health Needs Implementation Strategies:

Mental Health

Description

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

While Mental Health was identified as a Prioritized Significant Clinical Health Need in the 2022 Toledo Metro CHNA, during the implementation planning process, it was determined the goals and strategies better aligned under the SDOH needs, specifically ACEs. Therefore, mental health goals and strategies have been combined with the goals, strategies and strategic measures outlined above under the Adults Who Experience Four or More ACEs for the purpose of the 2023 Toledo Implementation Plan.

Maternal and Infant Health

Description

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

Pregnant women are not always able to access prenatal care depending upon stage of pregnancy and SDOH needs at all Mercy Health facilities. Some women who try to access prenatal care for the first time later in their pregnancies are turned away. Some women are turned away and referred to Franklin Avenue Medical Center OB (resident Clinic) as their only option for prenatal care because the clinics report they do not have sufficient resources to care for these women.

Goal

Increase access to prenatal care at all Mercy Health OB offices regardless of stage of pregnancy and SDOH needs.

Expected impact

All pregnant women will have access to prenatal care at any Mercy Health OB office resulting in improved birth outcomes, reducing stressors, and improving the emotional and physical well-being of pregnant women.

Targeted populations

- Pregnant women
- Mercy Health Toledo Obstetrical services

Strategies

- Provide all Mercy Health OB clinics the resources they need to address SDOH needs in patients.
- Provide a Pathway CHW at all Mercy Health OB offices to address SDOH needs by December 2025.

Strategic measures

- Year One: Develop a survey for all Mercy Health Toledo OB clinics on their process for when a pregnant patient seeks late prenatal care, has SDOH needs, and when there are co-morbidities. Administer survey and analyze results. Collect Epic data on pregnant patients transferred to Franklin Ave. OB Clinic. Compare survey and Epic data.
- Year Two: Develop and implement a plan to address findings (procedure, education, utilize Pathways Program)
- Year Three: Continue efforts of year two, assess and make changes as needed.
- Pathway CHW available in all Mercy Health Toledo OB offices

Community collaborations

- Mercy Health Toledo OB/GYN clinics
- Hospital Council Northwest Ohio Pathways HUB

Community resources available

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

- HCNO Pathways HUB

Chronic Disease and Healthy Weight Status

Description

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

39% of Lucas County adults were diagnosed with high blood pressure in 2020. That number increased to 55% for the African American adult population in Lucas County. 13% of Lucas County adults were diagnosed with diabetes in 2020.

In 2021, 30% of Wood County adults had been diagnosed with high blood pressure and 84% of adults with high blood pressure were taking medication for it.

In 2020, 34% of Lucas County Adults were overweight and 38% were obese. Latino (51%) and African American (45%) were most at risk for being obese.

In 2021, 32% of Wood County Adults were overweight and 37% were obese by Body Mass Index (BMI)

Goal

Improve access to PCP for adult patients with uncontrolled hypertension and/or diabetes for improved patient outcomes.

Expected impact

By December 31, 2025, obtain 80% compliance of blood pressure under 140/90 and a Hgb A1C under 9.0 for enrolled patients.

Targeted populations

Adult patients with identified hypertension and/or diabetes with or without BMI over 30.

Strategies

- Connect patients that are identified with hypertension and/or diabetes through Mercy Health emergency departments with no PCP relationship to care coordination which will improve access to PCP for adult patients with chronic disease.

Strategic measures

- Percentage of adults enrolled in care coordination who are referred to community resources and health education.

Community collaborations

Community based organizations that address SDOH where patients will be referred.

Community resources available

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

- Mercy Health Toledo
- Mercy Health Perrysburg
- YMCA of Greater Toledo
- Toledo Lucas County Health Department
- Area Office on Aging of Northwest Ohio
- Wood County Health Department

Board Approval

The Mercy Health Toledo 2023 Community Health Improvement Plan was approved by the Mercy Health North Board on April 18, 2023.

Board Signature: Linnie B. Willis

Date: April 25, 2023

For further information or to obtain a hard copy of this CHIP please contact: Jessica Henry, Director Community Health; Jessica_Henry@mercy.com

Mercy Health CHIP Website: <https://www.mercy.com/about-us/mission/giving-back/community-health-needs-assessment>