

**Community Mercy Health Partners**  
**Mercy Memorial Hospital**  
A member of Catholic Health Partners  
904 Scioto St.  
Urbana, OH 43078

## **2014-2016 Community Health Needs Assessment Implementation Plan**

*Adopted by the Community Mercy Health Partners Board in August 2013*

### **INTRODUCTION**

Mercy Memorial Hospital (MMH) is a 25-bed, Critical Access Hospital providing inpatient, outpatient and ancillary services. MMH, along with local health, education, social service, non-profit and governmental agencies participated in a Community Health Needs Assessment (“CHNA”) conducted for Champaign County and surrounding areas. The detailed process, participants and results are available in MMH’s Community Health Needs Assessment Report which is available on the CMHP website.

This Implementation Plan will detail which community needs MMH will address and how, as well as which needs MMH will not address and why. Beyond the programs and strategies outlined in this plan, MMH will address the needs of the community by continuing to provide care for all individuals regardless of ability to pay.

The strategies and tactics contained within MMH’s Implementation Plan will provide the foundation for addressing the community’s needs between 2014 and 2016. However, MMH anticipates that some of the strategies, tactics and even the needs listed will evolve over that period and as such, MMH will take a flexible approach that will allow it to adapt to changes and collaborate with other community agencies.

### **EXECUTIVE SUMMARY**

#### **Background and Process**

Mercy Memorial Hospital, a critical access hospital, took part in the Regional Health Needs Assessment Project: Ohio’s Critical Access Hospitals, North Central Region. The process relied on a data-driven, facilitated planning approach, and was conducted between November 2011 and May 2012 in four (4) half day sessions.

In addition, Mercy Memorial Hospital participated in the Champaign County Community Health Plan process beginning in October 2011 with six (6) meetings concluding on June 2013.

A team of Wright State University researchers reviewed current literature to identify evidence-based practices (EBP) that could be used to remedy the priority issues. Task forces reconvened in June and August of 2012 to

review and determine the viability of the EBP. Feedback collected from this meeting was used to refine research efforts and develop action steps to implement the chosen strategies. This information was organized into an action plan by the Wright State team and distributed to task force participants for review in October 2012.

The process of performing the community health needs assessment, data sources consulted, development of the top priorities and the list of participants is explained in detail in MMH's CHNA Report which is available at <http://www.community-mercy.org/>.

### **Prioritized Needs**

A community health planning cycle was used to analyze the data in 5 steps:

1. Self-assessment
2. Build the partnership
3. Conduct planning Activities
4. Task forces
5. Evaluation

MMH Leaders then re-prioritized the needs based on terms of how it fits in with MMH's mission and MMH's ability to impact that need.

The final results for the top needs in Champaign County were:

1. Chronic Disease Management
2. Nutrition and Exercise
3. Adult Mental Health
4. Falls & Fractures Among the Elderly
5. Youth Substance Abuse & Wellness
6. Young Child Wellness
7. Preventative Health Education
8. Medication Management & Reconciliation

### **Implementation Plan**

Mercy Memorial 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, MMH is committed to addressing the health needs of the community through the strategies and tactics described in this Implementation Plan.

### **HOSPITAL MISSION STATEMENT**

Mercy Memorial Hospital, a member of Catholic Health Partners, has the following Mission:

***Mercy Memorial extends the healing ministry of Jesus by improving the health of our communities with emphasis on people who are poor and under-served.***

MMH’s Mission and culture are expressed through the organizational core values:

***Compassion***

Our commitment to serve with mercy and tenderness

***Excellence***

Our commitment to be the best in the quality of our services and the stewardship of our resources

***Human Dignity***

Our commitment to value the diversity of all persons and to be respectful and inclusive of everyone

***Justice***

Our commitment to act with integrity, honesty and truthfulness

***Sacredness of Life***

Our commitment to reverence all life and creation

***Service***

Our commitment to respond to those in need

**COMMUNITY SERVED by HOSPITAL**

For the purposes of the CHNA, Mercy Memorial Hospital, a critical access hospital, located in the city of Urbana, with 90% of patients served residing in Champaign, Clark, Logan, and Union Counties.

Geographic Identifiers: These areas are represented by the following Zip Codes: 43078, 43044, 43072, 43009, 45503, 43357, 45505, 45502, and 43060.

**PRIORITIZED COMMUNITY HEALTH NEEDS**

The table below lists the community needs that were identified through the community health needs assessment and then subsequently prioritized. The needs that MMH will address are also noted.

<b>Prioritized Community Health Need</b>	<b>Addressed by MMH</b>
Chronic Disease Management	Yes
Nutrition and Exercise	Yes
Adult Mental Health	Yes
Falls & Fractures Among the Elderly	No
Youth Substance Abuse & Wellness	No
Young Child Wellness	No
Preventative Health Education	No
Medication Management & Reconciliation	No

## **2014 – 2016 IMPLEMENTATION STRATEGIES to ADDRESS COMMUNITY HEALTH NEEDS**

In 2012, Community Mercy Health Partners (CMHP), which Mercy Memorial Hospital is a part of, provided over \$27 million in community benefit – services and activities which benefitted the poor and underserved as well as the broader community. Of the \$27 million, almost \$24 million was related directly to those living in poverty. Community Mercy Health Partners has supported its Mission for over 125 years, and will continue to provide quality care to the community with emphasis on the poor and under-served.

The strategies defined in the Implementation Plan will supplement the charity care and community benefit already provided by CMHP, and will ensure that focus and resources are being devoted to the highest priority needs of the community.

**Addressing the Prioritized Needs of Champaign County:  
Mercy Memorial Hospital-Community Health Needs Assessment Implementation Plan 2014-2016**

**Adult Mental Health**

**Current Situation:**

Research shows that mental disorders often affect the progression and outcome of chronic health conditions such as diabetes, cancer, cardiovascular disease, asthma and obesity. In the United States, an estimated 1 in 10 adults report experiencing depression (CDC).

According to the Champaign County Health Assessment, 42% of the adult respondents who experience depression and stress are unable to perform their usual activities. Out of that percentage, 19% of the respondents were over the age of 65, and 23% of the respondents were between the age of 18 – 64 years. In other words, nearly the entire community is involved including: adults, spouses (partners), adult-caregivers, families, employers, service agencies, and the larger community. Therefore it becomes the responsibility of community leaders – including employers, job-placement agencies, Primary care health professionals, and mental health providers – to address the situation.

**Strategic Issue 1: Mental Health Stigma Reduction**

**Goal 1:** Use regular primary care doctor visits for earlier identification of mental health support that patients may need.

**Key Result Area:** An increased number of adults with depression will have earlier access to mental health screening, treatment and support.

**Strategy:** Integrate brief screening tools into primary care provider offices.

**Rationale:** Applying a common protocol via the primary care physician to identify mental health need is a way of reducing the stigma by treating mental health as a core component of physical health, and an excellent means of accessing a broader cross section of the community.

**Asset Statement:** Primary care physicians are one of the public’s trusted sources of health information. When physicians discuss the importance of mental health and treatment residents gain a better understanding of how to support mental wellness in themselves and others.

- **Action Step 1:** Determine the support among physician’s offices and mental health providers to pursue this goal.
  - Convene physicians who are already using EPIC to assess the use of screener questions
  - Assess interest in quarterly meetings of physicians
- **Action Step 2:** Increase the awareness of the signs of depression by using the Patient Health Questionnaire (PHQ) two-question screening tool.

Over the past two weeks, have you been bothered by:  
Little interest or pleasure in doing things?

Feeling down, depressed or hopeless?  
An answer of “yes” to either of the above questions indicates a need for a mental health referral.

- **Time Frame:** For immediate start up
- **12 Month Outcome:** Interest among physicians who already use EPIC will be assessed;
- **24 Month Outcome:** the attempt to recruit other physicians will be accomplished
- **Estimated Cost:** Low cost; **Funding Source:** Mercy Memorial Hospital

**Goal 2:** Provide a safe room in the Emergency Department at Mercy Memorial Hospital

**Key Result Area:** Patients exhibiting signs of mental health or abuse issues will have a ‘safe’ room in the hospital Emergency Department to ensure privacy and security.

**Strategy:** The room will be fully enclosed and specially designed to remove all potentially dangerous objects.

**Rationale:** Safe rooms that are devoid of all potentially harmful items will ensure the safety of patients who are trying to hurt themselves or others. Abuse victims will have a safe and private place for investigation/treatment in the Emergency Department.

**Assessment Statement:**

**Action Step 1:** Construct a Safe Room in the Emergency Department at Mercy Memorial Hospital. Provide the Emergency Department staff with de-escalation training

- **Time Frame:** 4<sup>th</sup> quarter 2013
- **12 Month Outcome:** Decrease the risk of harm for behavioral health patients and improve patient privacy.
- **24 Month Outcome:** Continue to decrease the risk if harm to our behavioral health patients
- **Estimated Cost:** \$198,000.00; **Funding Source:** Mercy Memorial Hospital Association

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#### NUTRITION AND EXERCISE

##### **Current Situation:**

Research has shown that chronic diseases make up approximately 70% of deaths (Partnership to Fight Chronic Disease). Major risk factors for chronic disease are behavioral, such as smoking, unhealthy diet and physical inactivity. According to the World Health Organization, the elimination of these risk factors would achieve at least an 80% decrease in the prevalence of heart disease, stroke and Type 2 diabetes as well as a 40% decrease in cancer. The increasing incidents of diabetes and obesity have heightened the concern regarding risky health behaviors. From 2009 to 2010, the number of states with obesity rates greater than or equal to 30% increased from nine to twelve. According to the Champaign County Health Assessment, 70.4% of respondents were overweight (32.1%) or obese (38.3%)

**Strategic Issue 2:** Promote the health and well-being of employees, which will disseminate to members of their households and beyond.

**Goal:** Create a health-conscious workplace to promote wellness for employees & their families.

**Key Result Area:** Increase application of best corporate wellness practices

**Strategy:** Involve all staff at MMH and MWCP in wellness and exercise strategies by providing access to counseling, coaching, personal trainer and access to exercise equipment

**Rationale:** In recent years many institutions have started investing in employee wellness programs to help promote the health and well-being of their workers. These programs generally assess and try to reduce the participants' health risk through personalized educational and lifestyle management efforts. Participation is often encouraged through the use of incentives and coaching. Research has shown that employee wellness programs can not only reduce an employer's health care related costs, but also change participants' behavior, increase productivity, and reduce participants' health risk.

**Assessment Statement:** Peers, both on an individual and institutional level, are valuable resources; their knowledge and support has the ability to enrich the lives of others. Sharing best corporate wellness practices in one way that institutions can enhance the wellbeing of other institutions, individuals and ultimately the community as a whole.

**Action Step 1:** Placing a high priority on our employees' health and well-being MMH, with the support of our Human Resources team will give focused attention to actionable steps and incentives through the health benefit plan as follows:

1. Employees complete *My Health Assessment* (blood draw, biometric health screen & online questionnaire), elect a PCP, and set a health goal with PCP.
2. Other options include, Virgin Health Miles for physical activity & weight control, e-coaching to work with an individual Wellness Coach, Quit For Life Program for those dealing with a tobacco addiction, CHP Diabetes Management Program.

- **Time Frame:** 3<sup>rd</sup> & 4<sup>th</sup> quarters 2013 and 2014
- **12 Month Outcome:** Improve the health & wellness of the staff of MMH & MWCP
- **24 Month Outcome:** Continued improvement of health & wellness with specific focus on diabetes, obesity, and hypertension.
- **Funding Source:** CMHP Benefits' Program

## Addressing the Prioritized Needs of Champaign County:

### Mercy Memorial Hospital Needs Assessment Implementation Plan 2014-2016

#### CHRONIC DISEASE MANAGEMENT

##### Current Situation:

A significant number of area residents have been told they have high blood pressure, diabetes or coronary heart disease. Over one-third of Champaign County adults, 36%, have been diagnosed with high blood pressure, which is significantly higher than the percentage for the State of Ohio, 31.7%, and significantly more than the percentage reported for the nation, 28.7%. Having diabetes dramatically increases the risk of heart attack and stroke, and 65% of deaths in diabetes patients are attributed to heart and vascular diseases (American Diabetes Association). Almost 16.1% of Champaign County residents with diabetes are significantly higher than the State of Ohio, 10.1% and almost double the national rate 8.7%. Patients with these and other chronic conditions often have complex treatment plans and experience difficulty navigating health care services and managing their condition.

[Strategic Issue 3: Help patients with chronic diseases navigate, coordinate and access health care services.](#)

**Goal:** Improve the health and quality of life for residents of Champaign County who are affected by a chronic disease.

**Key Result Area:** Improve the quality of life for the residents we serve.

**Strategy:** Develop a multidisciplinary, team based clinic to coach, counsel and treat residents of Champaign County who are affected by chronic diseases including diabetes, obesity, congestive heart failure, chronic obstructive pulmonary disease, arthritis and memory challenges.

**Rationale:** The trend for the future of healthcare is to prevent acute exacerbations of chronic disease conditions. A key strategy is to manage chronic disease conditions at every level of the continuum of care. A critical level of intervention should occur outside the acute care facility including primary physician offices and clinics focused on the chronic disease. The focus of the interventions is to keep the patient in a healthy state and decrease patient readmissions to an acute care setting.

##### Assessment Statement:

- **Action Step 1:** Establish physician-led multi-disciplinary disease management teams (e.g. dietician, nursing, diabetes educator, etc.).
- **Action Step 2:** Work to improve hospital discharge process through programs such as Project Re-Engineered Discharge (Project RED) to reduce re-hospitalization and improve patient outcomes.
- **Action Step 3:** Pursue grant funding for programs which provide in-home, post-care case management services. Provide a home assessment prior to patient discharge from hospital or extended care facility.
- **Time Frame:** Beginning 4<sup>th</sup> quarter 2013 through 2014, 2015
- **12 Month Outcome:** Establishment of multi-disciplinary teams, and processes to create focus, provide learning and support positive outcomes with data to be reviewed for outcomes.
- **24 Month Outcome:** Growth of the programs
- **Estimated Cost TBD; Funding Source:** MMH with support from grants through the foundation

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**YOUTH SUBSTANCE ABUSE AND WELLNESS**

Strategic Plan: Building the capacity of the Drug Free Youth Coalition to further their efforts to reduce substance abuse in the youth population.

**Current Situation:**

Youth alcohol and drug use continues to be an important public health problem. Substance abuse is accompanied by a number of risks for youth including increases in injury, violence, HIV infection, and other diseases (CDC).

According to the Champaign County Health Assessment, less than half of high school students (41%) reported they have not ever had even one drink of alcohol. Local data suggests that since 2005 there has been a gradual increase in substance abuse as well as suicide. In addition, 74% of the respondents to the local survey cited “poor adult role modeling” as the prime reason for substance abuse.

**Goal:** Other community agencies are specifically designed and better prepared to address this health need. Mercy Memorial Hospital will continue to support groups such as Champaign County Drug Free Youth Coalition, Champaign County Family and Children First Council, Triad Local Schools North Lewisburg, Ohio, Mercy Well Child Pediatrics, Urbana Ohio.

**Young Child Wellness**

Strategic Plan: Coordinate services to support a system of care that efficiently and effectively meets the needs of young children and their families.

**Current Situation:**

From birth to the age of five, an estimated 9 to 14 percent of children experience social and emotional problems that are detrimental to their functioning and development (Substance Abuse and Mental Health Services Administration -SAMHSA). These problems affect not only the overall well-being of the child and family, but also can have a significant impact on the future development of the child. Young children with mental health needs who display anti-social or aggressive behavior are more likely to perform poorly academically (SAMHSA). These children are less likely to receive positive attention from classmates and teachers and they have an increased risk of dropping out of school or engaging in delinquent acts during adolescence.

**Goal:** Mercy Well Child Pediatrics is the primary pediatric service provider in in Champaign County, in collaboration with Early Childhood Coordinating Committee; they are specifically designed and better prepared to address this health need. Mercy Memorial Hospital will support them as needed.

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**Falls and Fractures Among the Elderly**

**Current Situation:**

Falls can cause moderate to severe injuries among the elderly, such as hip fractures and head traumas, and can increase the risk of early death. Falls and fall-related injuries affect quality of life and increase health care cost. Over 20% of the region's population is over 60. With an aging population, maintaining their safety by preventing falls and fractures is important.

**Goal:** This concern will be best addressed through Preventative Health Education.

**Preventative Health Education**

**Current Situation:**

According to the 2012 Community Health Assessment The general health status of respondents is a self-reported gauge of an individual's overall health condition. Over three-quarters of respondents, 76.4% indicated that in general, their health is excellent (14.5%), very good (33.1%) or good (28.8%). The percentage of Champaign County residents rating their health as fair or poor 23.4% is significantly higher than the State of Ohio 16.1% and the nation 14.7%. Over one-third of Champaign County adults have been diagnosed with high blood pressure, and the percent of Champaign County resident with diabetes are significantly higher than the State of Ohio and almost double the national rate. These conditions coupled with falls and fractures among the elderly are concerns. Addressing these risk factors could significantly improve health outcomes for area residents.

**Goal:** Although a variety of preventative health education initiatives are currently underway, Mercy Memorial hospital and community representatives have identified the need for a more targeted and coordinated approach. Under the direction of the Champaign County Health Department a task force has been identified to address this need.

## **Addressing the Prioritized Needs of Champaign County:**

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#### **Medication Management and Reconciliation**

##### **Current Situation:**

Individuals with chronic conditions, or those in poor health, may have multiple prescribing providers and are often unable to accurately communicate all the prescriptions they are taking or have had prescribed. The lack of a common electronic medical record system among pharmacies, hospitals and doctor's offices further complicates medication management efforts.

**Goal:** To continue the practice of hospital leaders working with Extended Care Facilities (ECF) to improve the patient/resident handoffs, discharge instructions. Additionally, the use of pocket med cards, Medication Therapy Management and pharmacy counseling are tactics that appear to be supportive.