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2017-2019 Community Health Needs Assessment Implementation Plan

**ADOPTED BY THE COMMUNITY MERCY HEALTH PARTNERS (CMHP)
BOARD OF TRUSTEES, JULY 2016**

MERCY MEMORIAL HOSPITAL

904 Scioto St., Urbana, OH 43078



A Catholic healthcare ministry serving Ohio and Kentucky

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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, nonprofit 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 CHNA Report which is available on mercy.com.

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

Beyond the programs and strategies outlined in this plan, MMH 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 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 2017 and 2019. However, MMH anticipates that some of the strategies, tactics and even the needs identified will evolve over that period. MMH 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

For the purposes of the CHNA, MMH is a critical access hospital, located in the city of Urbana with 90% of patients served residing in Champaign, Clark, Logan and Union counties. These areas are represented by the following Zip Codes: 43078, 43044, 43072, 43009, 45503, 43357, 45505, 45502 and 43060.

MISSION

We extend the healing ministry of Jesus by improving the health of our communities with emphasis on people who are poor and under-served.

Mercy’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

Executive summary

BACKGROUND AND PROCESS

MMH participated in a regional CHNA process coordinated by the Champaign County CHNA Stakeholder Group (“Stakeholder Group” or “Group”). The Stakeholder Group assembled a team which included the leadership of the Champaign County Health District and 33 community representatives from 18 organizations. These organizations partnered to assess the community’s health via rigorous data analysis and to develop evidence-based solutions in response to findings.

Under the leadership of the Stakeholder Group, primary and secondary data was obtained through the following methods:

- A survey was distributed to all households in Champaign County in May 2015. The survey was developed by the group using a modified version of the Behavior Risk Factor Surveillance System (BRFSS) survey developed by the Centers for Disease Control and Prevention (CDC).
- A Youth Risk Behavior Survey (YRBS), developed by the CDC, was conducted in the spring of 2015. This survey monitors certain types of health-risk behaviors that contribute to the leading causes of death and disability among youth and adults and the prevalence of priority health-related behaviors. The YRBS was distributed as a joint effort with the Champaign County Family and Children First Council (CCFCFC).
- Champaign Health District provided data to identify local health needs, including 2014 hospital-discharge data, demographic data, market-potential data, food-access data, 2015 school data, birth data, death data, cancer data and infectious disease data.
- Springfield Regional Medical Center (RMC) and MMH sponsored a Health Care Summit inviting community leaders from Clark and Champaign counties to discuss what is happening locally, why it is happening and to construct a vision for the health of our community in October 2015.

The hospital used specific tools and performed the following activities to identify priorities: consultation with topic experts, design and feedback meetings with hospital representatives, brainstorming with individuals and agencies serving vulnerable populations, GIS mapping software, online databases, and phone calls with local and state health departments and the county coroner. The Mobilizing for Action through Planning and Partnerships (MAPP) process was also used to identify top priorities.

The Community Health Assessment and Group Evaluation (CHANGE) tool developed by the CDC was used to help the community leaders develop the community action plan. The purpose of the CHANGE tool is to identify community strengths and areas for improvement, identify and understand the status of community health needs, define improvement areas to guide the community toward population-based strategies that create a healthier environment, assist with prioritizing the community needs, and consider appropriate allocation of available resources.

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)

List of organizations providing input

- Champaign County Health Department (CCHD)
- Community Health Foundation
- Consolidated Care Inc. (CCI)
- Champaign Residential Services, Inc. (CRSI)
Champaign County Family and Children First Council (CCFCFC)
- Mental Health, Drug & Alcohol Services Board of Logan and Champaign Counties (MHDAS)
- Mercy Well Child Pediatrics
- Suicide Prevention Coalition of Logan and Champaign Counties

- United Way of Clark, Champaign and Madison Counties
- Urbana City Schools
- Champaign Family YMCA
- Mercy Memorial Hospital
- Springfield Regional Medical Center

Identifying significant needs

Under the leadership of the Champaign County CHNA Stakeholder Group, the 33 community leaders met on February 3, 2016, for a daylong meeting to review the results of primary and secondary data analyses. The stakeholder group compared secondary data to the information gathered through community meetings, individual surveys, organizational surveys and the Champaign Health District. The stakeholder group identified the most serious issues facing the community to be:

1. Early childhood wellness
2. Mental health
3. Healthy living (nutrition and wellness)
4. Substance abuse

Access to care is a critical component for each issue.

At the February meeting, the community leaders organized into task forces to address each of the needs identified. Several large community and task force meetings were held between March 2016 and June 2016 to identify needs and prioritize issues. There were more than 20 individual task force meetings throughout this time to focus on substance abuse, healthy births, nutrition, physical activity, smoking cessation, mental health and chronic diseases. Groups were invited that predominately serve the poor and most at-risk populations. Work plans prepared by each task force include a SMART objective, process objectives, a timeline and who is responsible for each step. There is a Community Mercy Health Partner representative on each task force. Each goal will be completed within a 3-year time frame.

After data had been collected and analyzed, statistics deemed to be causing the most health disparities and affecting individual areas and populations the most were

collected in a ranking system. This system is similar to the ranking methods used by the County Health Rankings. The rankings deemed “concerning statistics” were compiled using census-tract-level measures from the data sources already mentioned. Each of these concerning statistics was grouped according to the County Health Rankings Ranking System by a topic, focus and measure. The scores for the topic, focus, measure, plus a bonus score, were summed and an overall score calculated. The higher the overall score, the worse the health for an area.

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 mercy.com

Implementation Plan

MMH 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, which will be in alignment with the overall CHIP.

PRIORITIZED SIGNIFICANT COMMUNITY HEALTH NEEDS

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

Prioritized significant community health need	Addressed by hospital
Nutrition and wellness (healthy living)	Yes
Mental health	Yes
Substance abuse	Yes
Early childhood wellness	No

IMPLEMENTATION STRATEGIES TO ADDRESS SIGNIFICANT COMMUNITY HEALTH NEEDS

The strategies defined in the implementation plan will supplement the charity care and community benefit practices of MMH through enhanced education opportunities for patients/community members and increased access to care. These changes will in turn reduce the number of ED visits as well as the number of readmissions to the hospital.

NUTRITION AND WELLNESS (HEALTHY LIVING)

Description

As detailed in 2016 Champaign County, MMH's Community Health Needs Assessment Report:

Healthy eating and other healthy lifestyle choices, such as regular physical activity, can lead to benefits that include reducing high blood pressure and helping control weight. Healthy lifestyle choices also reduce risks for other chronic diseases, such as cancer, diabetes, stroke and heart disease. The CHNA showed that the percent of adults in Champaign County who are overweight or obese is 73.6%; High school students who are overweight or obese is 40.3% and middle school students who are overweight or obese is 28.4%.

Goal

To promote healthy diet and education about healthy eating into a regular lifestyle for adults with BMI 25–30 (overweight) and BMI 30 and above (obese). By March 2018, the Healthy Living Task Force will increase the number of patients completing diabetes self-management education courses, as documented by increased physician referrals and expansion of programs to include evening hours.

Expected impact

- Reducing high blood pressure, helping to control weight and reducing risk for other chronic diseases, including cancer, diabetes, stroke and heart disease.
- An increase in self-management, education and awareness surrounding diabetes to create healthy behavior changes in adults.

Targeted populations

- Adults and adolescents with BMI 25 and above
- Patients who are newly diagnosed, have a change in regimen or who have uncontrolled diabetes

Strategies

1. Develop a plan for nutrition education at the MMH Chronic Disease Clinic that will encompass the following:
 - Referral from physician practices
 - Health literacy
 - Bilingual opportunities
 - Insurance-billing process
 - Scholarships for the uninsured and underinsured
 - Overcoming transportation barriers
2. Collaborate with Champaign Local Food Council to promote community gardens, food coalition health-and-nutrition education in the local schools.
3. Partner with the schools to develop and promote healthy-eating education programs to be presented once a year for the middle and high schools in Champaign County, coupled with healthy menus in the cafeterias.
4. Develop a plan for diabetic education at the MMH Chronic Disease Clinic that will encompass the following:
 - Referral from physician practices
 - Additional/extended hours for easier accessibility
 - Bilingual opportunities
 - Insurance-billing process
 - Scholarships for the uninsured and underinsured
 - Overcoming transportation barriers
 - Identifying instructors and program coordinator

Strategic measures

1. Collaborate with SRMG Physician Practices to develop a referral process to the MMH Dietitian in the first 12 months.
2. Develop a nutrition-education plan for patients referred by physician practices at the MMH Chronic Care Clinic in the first 12 months.
3. With a successful process in place, open the referral opportunity to all local physician practices.
4. Track the number of referrals compared to the number of participants.

5. Track the number of school presentations.
6. Track the cafeteria menu changes.
7. For diabetic education at the MMH Chronic Disease Clinic:
 - Establish extended-hours appointments
 - Track the number of referrals by PCP/medical homes to education programs
 - Track the number of participants completing the programs
 - Measure attainment of patient-defined goals and patient outcomes using appropriate measurement techniques to evaluate the effectiveness of the educational intervention.

Community collaborations

- Champaign Local Food Council
- Healthy-eating education programs at Champaign County local schools

Community resources available

Existing healthcare facilities and other resources in the community available to meet the prioritized need include:

- MMH has both inpatient and outpatient services. The hospital also has a Chronic Care Clinic.

MENTAL HEALTH

Description

As detailed in 2016 Champaign County, MMH's Community Health Needs Assessment Report:

According to the 2014 CDC data, Champaign County's adjusted death rate for suicide at 13.62 per 100,000 individuals compared with a state rate of 12.55 and a national rate of 12.97. The Suicide Prevention Coalition and MHDAS work to decrease the number of suicides in Champaign County while promoting the importance of mental health awareness. Depression is a common disorder affecting over 10% of the North American population. If inadequately treated, depression can result in suicide. The MMH Chronic Care Clinic will investigate the opportunity to use pharmacogenomics or precision medicine to individualize therapeutic drug choices and make treatment more effective.

Goal

To investigate precision medicine as a tool for physicians to individualize therapeutic drug choice by using genotype to predict positive clinical outcomes, adverse reactions and levels of drug metabolism for effective support of patients' depression disorders.

Expected impact

Identification of genomic markers in patients diagnosed with depression and promoting the appropriate antidepressant within two weeks of testing for best treatment response

Targeted populations

Adults diagnosed with depression

Strategies

- Introduce precision medicine to the medical staff to support the best approach to depression medication.
- Evaluate insurance coverage.
- Investigate grant funding for testing to support patients without insurance coverage.

Strategic measures

- Track treatment effectiveness for patients diagnosed with depression.
- Reduce the number of suicides in Champaign County over a three-year period.

Community collaborations

- Suicide Prevention Coalition
- MHDAS

Community resources available

Existing healthcare facilities and other resources in the community available to meet the prioritized need include:

- Mercy Well Child Pediatrics' telepsychiatry program

SUBSTANCE ABUSE

Description

As detailed in 2016 Champaign County, MMH's Community Health Needs Assessment Report:

The number of overdose-related diagnoses in 2015 for residents of Champaign County was 166.

Goal

Patients discharged from MMH with an overdose-related diagnoses be referred to MMH Chronic Clinic and/or Community Mercy REACH program for substance abuse prevention treatment and support

Expected impact

Decrease the number of Champaign County residents abusing alcohol and other drugs. Substance abuse needs are served through treatment and prevention programs.

Targeted populations

Adults abusing alcohol and other drugs

Strategies

- Admit people appropriately to the inpatient detox treatment program at SRMC through Community Mercy REACH.
- In year one of this plan, have Community Mercy REACH open an Intensive Outpatient Program (IOP) to establish sobriety skills for patients discharged from the inpatient detox program.
- Work with MMH Chronic Care Clinic to support clients eligible for monthly Vivitrol injections to help prevent relapse to opioid dependence.

Strategic measures

- Successfully operationalize the IOP evidenced by the number of patients completing the programs.
- Establishment of a Vivitrol injection program.

Community collaborations

- Champaign County Drug Free Youth Coalition

Community resources available

Existing healthcare facilities and other resources in the community available to meet the prioritized need include:

- Community Mercy REACH

EARLY CHILDHOOD WELLNESS

Description

As detailed in 2016 Champaign County, MMH's Community Health Needs Assessment Report:

Early childhood wellness is served when there are coordinated services to support a system of care that efficiently and effectively meets the needs of young children and their families. CCFCFC works to improve child well-being in Champaign County by promoting healthy children, strong families and thriving communities. Within our primary service area, there is a need for coordinated services to support a system of care that efficiently and effectively meets the needs of young children and their families.

Goal

MMH will not directly address this community need as other organizations in Champaign County are specifically designed and better prepared to respond to this need through resources and experience. MMH will support them as needed.

Community collaborations

MMH will support the Early Childhood Wellness Task Force, led by The Champaign County Family and Children First Council (CCFCFC), a partnership of local government and community social service agencies that provide services to children and families. CCFCFC is committed to improving child well-being and empowering families. Knowing that healthy children and strong families create healthy communities, the task force will review the CHNA data and work to make sure that needed services and supports are available and accessible to families. Access to service and support will give every family the opportunity to meet their full potential and thrive.

Community resources available

Existing healthcare facilities and other resources in the community available to meet the prioritized need include:

- Mercy Well Child Pediatrics, providing holistic healthcare to children and families in Champaign County
- Help Me Grow