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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
执行概要

背景和过程

MMH参与了一个由Champaign County CHNA Stakeholder Group（“Stakeholder Group”或“Group”）协调的区域CHNA过程。Stakeholder Group组成了一个团队，其中包括Champaign County Health District的领导和来自18个组织的33名社区代表。这些组织合作评估社区的健康状况，通过严谨的数据分析和发展基于证据的解决方案来响应发现。

在Stakeholder Group的领导下，收集了主要和次要数据，通过以下方法:

- 一项针对Champaign County在2015年5月的调查被分发。该调查由该组使用修改过的Behavior Risk Factor Surveillance System (BRFSS)由CDC开发的调查进行。这项调查开发的调查
- 一项针对Champaign County在2015年春季的调查。这项调查对导致死亡和残疾的一些风险行为进行监测。这项调查是与Champaign County Family and Children First Council (CCFCFC)的共同努力。
- Champaign Health District提供了识别当地健康需求的数据，包括2014年医院出院数据，人口统计数据，潜在市场数据，食物可访问数据，2015年学校数据，出生数据，死亡数据，癌症数据和传染病数据。
- Springfield Regional Medical Center (RMC)和MMH赞助的健康照护峰会邀请社区领导从Clark县和Champaign县讨论正在进行的活动，为什么正在发生，并构想我们社区的健康愿景。
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.

<table>
<thead>
<tr>
<th>Prioritized significant community health need</th>
<th>Addressed by hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nutrition and wellness (healthy living)</td>
<td>Yes</td>
</tr>
<tr>
<td>Mental health</td>
<td>Yes</td>
</tr>
<tr>
<td>Substance abuse</td>
<td>Yes</td>
</tr>
<tr>
<td>Early childhood wellness</td>
<td>No</td>
</tr>
</tbody>
</table>
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

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**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