



## Primghar Medical Center CHNA Implementation Strategy Fiscal Years 2020-2022

MercyOne Primghar Medical Center completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on 3/24/2020. MercyOne Primghar Medical Center performed the CHNA in adherence with applicable federal requirements for not-for-profit hospitals set forth in the Affordable Care Act (ACA) and by the Internal Revenue Service (IRS). The assessment took into account a comprehensive review of secondary data analysis of patient outcomes, community health status, and social determinants of health, as well as primary data collection including input from representatives of the community, community members, and various community organizations.

The complete CHNA report is available electronically at [www.mercyone.org/primghar/](http://www.mercyone.org/primghar/) or printed copies are available at MercyOne Primghar Medical Center the hospital business office, 255 North Welch Avenue, Primghar, IA 51245.

### Hospital Information

MercyOne Primghar Medical Center is a 14 bed, not-for-profit Critical Access Hospital owned by the MercyOne Iowa Network and located in Primghar, Iowa. It is a 501(c) (3) corporation. The hospital programs include acute care, swing bed, respite care, twenty-four hour Emergency Room, ambulatory care, and many smaller programs that enhance the operation. Among those services are community wellness screenings, diabetic education, cardiac rehabilitation and community education. MercyOne Primghar Medical Center operates four provider-based Rural Health Clinics located in Primghar, Sutherland, Paullina and Hartley, Iowa, and a Fitness Center located in the clinic basement. The hospital has a Wound Center with hyperbaric chambers in a building across the street from the hospital. For purposes of the Community needs assessment MercyOne Primghar Medical Center and Clinics defined the service area as the four communities where we own and operate primary care clinics and the hospital. We also included the small towns that are adjacent to these clinics and the hospital. This service area is home to over 95% of the patients served by the hospital and clinics as determined by the Iowa Hospital Association inpatient and outpatient origin and destination tables published annually by IHA.

Population by Zip Code*:	51245—Primghar, 869	51058—Sutherland, 601
51009—Calumet, 159	51346—Hartley, 1587	51046—Paullina, 983
51248—Sanborn, 1387	51231—Archer, 122	

\*Source: Iowa State University, Data for Decision Makers

## Mission

MercyOne serves with fidelity to the Gospel as a compassionate, healing ministry of Jesus Christ to transform the health of our communities.

## Health Needs of the Community

The CHNA was conducted between 6/10/2019 and January 30, 2020 identified the significant health needs within the MercyOne Primghar Medical Center community. Those needs were then prioritized based on The CHNA Committee has carefully reviewed the data from all of our sources with emphasis on the survey results section of barriers identified by participants and healthcare services respondents stated needed to be added in their communities. These were balanced with the needs expressed in our service provider interviews. The significant health needs identified, in order of priority include:

<b>1) Expansion of Mental Health Services</b>	<ul style="list-style-type: none"><li>- To improve the mental health landscape in our service area.</li><li>- Click or tap here to enter description of need.</li></ul>
<b>2) Access to Healthcare</b>	<ul style="list-style-type: none"><li>- To improve access to care within our service area</li><li>- Click or tap here to enter description of need.</li></ul>
<b>3) Chronic Disease Management and Prevention</b>	<ul style="list-style-type: none"><li>- To improve chronic disease management and prevention within our service area.</li></ul>
<b>4) Support for Community-based Volunteer Ambulance Services</b>	<ul style="list-style-type: none"><li>- To support the Community-based Volunteer Ambulance Services to the extent possible to insure ambulance service is available in emergencies</li><li>- Click or tap here to enter description of need.</li></ul>
<b>5) Community Health and Wellness Education</b>	<ul style="list-style-type: none"><li>- To offer community health education to all age groups</li><li>- Click or tap here to enter description of need.</li></ul>

## Hospital Implementation Strategy

MercyOne Primghar Medical Center resources and overall alignment with the hospital's mission, goals and strategic priorities were taken into consideration of the significant health needs identified through the most recent CHNA process.

### Significant health needs to be addressed

MercyOne Primghar Medical Center will focus on developing and/or supporting initiatives and measure their effectiveness, to improve the following health needs:

- o **Expansion of Mental Health Services** – page 4

- **Access to Healthcare** – page 6
- **Chronic Disease Management and Prevention** – page 8
- **Community Health and Wellness Education** – page 10

### **Significant health needs that will not be addressed**

MercyOne Primghar Medical Center acknowledges the wide range of priority health issues that emerged from the CHNA process, and determined that it could effectively focus on only those health needs which it deemed most pressing, under-addressed, and within its ability to influence. MercyOne Primghar Medical Center will not take action on the following health needs:

- **Support for Community-based Ambulance Services** – MercyOne Primghar Medical Center does not plan to directly address this particular need because it is beyond our capacity and capabilities. We will continue to collaborate with these services, O'Brien County Emergency Management and support all of the ambulance services to the extent possible to help insure emergency services are available in a time of need.

This implementation strategy specifies community health needs that the hospital has determined to address in whole or in part and that are consistent with its mission. The hospital reserves the right to amend this implementation strategy as circumstances warrant. For example, certain needs may become more pronounced and require enhancements to the described strategic initiatives. During these three years, other organizations in the community may decide to address certain needs, indicating that the hospital then should refocus its limited resources to best serve the community.

## CHNA IMPLEMENTATION STRATEGY FISCAL YEARS 2020-2022

<b>Hospital facility:</b>	MercyOne Primghar Medical Center		
<b>CHNA significant health need:</b>	Expansion of Mental Health Services		
<b>CHNA reference page:</b>	41-42	<b>Prioritization #:</b>	1

**Brief description of need:** In the Community Needs Assessment Survey and consultations with our service providers, there was consistent mention of the need for the expansion of mental health services for both acute and continuing care. Needs for psychiatric services and counseling services were both noted.

Click or tap here to enter text.

**Goal:** To improve the mental health landscape in our service area.

***SMART Objective(s):***

Increase the telemedicine psychiatry services with the goal of 90% of available appointments filled by the end of 2023.

Expand services to include telemedicine counseling services to be available to clients in year 2 and have 70% of available appointments filled by end of year 3

**Actions the hospital facility intends to take to address the health need:**

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Promote telemedicine psychiatry services availability to the public utilizing social and print media	X	X		Staff time	Staff time	MercyOne Siouxland Public Relations Dept. and Regroup
Consult with Regroup and other telemedicine service providers about psychologist and social worker/counselor services		X	X	Staff time	Financial resources	MercyOne Siouxland, Regroup and other service providers to be identified

Host one Mental Health Educational Event each year	X	X	X	Staff time	Financial resources	O'Brien County Public Health Department
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**Anticipated impact of these actions:**

CHNA Impact Measures	CHNA Baseline	Target
Number of appointments with telemedicine psychiatrist each month	Dec., 2019—20% Jan., 2020—35% Feb., 2020—20%	70% of available appointments utilized at end of year 1, 80% at end of year 2, 90% at end of year 3
Psychologist/counselor services available	None available through MercyOne Primghar	Services available by end of year 2, 60% of appointments utilized by end of year 3
Community members will have a better understanding of the importance of mental health care and the positive impact it can have on individuals and families	No education sessions presented recently with this focus	One educational session for members of the community each year with ten guests in attendance

**Plan to evaluate the impact:**

Implement a written evaluation form for educational presentations provided to community members. Monitor and calculate statistics for each of the impact measures monthly with semi-annual CQI report and plan for correction action if indicated.

**CHNA IMPLEMENTATION STRATEGY  
FISCAL YEARS 2020-2022**

<b>Hospital facility:</b>	MercyOne Primghar Medical Center		
<b>CHNA significant health need:</b>	Access to HealthCare		
<b>CHNA reference page:</b>	41-42	<b>Prioritization #:</b>	2

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**Brief description of need:**

In the survey conducted by MercyOne Primghar Medical Center, there were 65 separate specific notations about current limitations to access to care related to provider availability, hours of clinic services available and access to specialty care without leaving the service area.

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**Goal:** To improve access to routine and specialty care with the MercyOne Primghar Medical Center service area.

**SMART Objective(s):**

Recruit a full time physician provider to the Medical Staff of MercyOne Primghar Medical Center

Increase specialty services available by one monthly specialty service provider each fiscal year of the Implementation Strategy

Increase clinic hours in at least one site to normal closing time prior to holidays in year 1 and establish an Urgent Care clinic option two times per week in year 2

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**Actions the hospital facility intends to take to address the health need:**

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Actively recruit a full-time physician to the MercyOne Primghar Family Medical Clinic	X			Staff time	Staff time and financial resources	MercyOne Siouxland, one or more physician recruiting or placement organizations
Dr. E. from Cardiology will come on selected Saturday mornings	X			Staff time	Staff time	MercyOne Cardiology
Extend clinic hours to normal closing times before the facility recognized Holidays	X			Staff time	Staff time and financial resources	MercyOne Medical Services
Neurologist will have OP clinic and do procedures in Primghar to provide opportunities	X			Staff time	Staff time and financial resources	MercyOne Siouxland

for patients to be seen and treated locally					for equipment	
Work with MercyOne Siouxland to engage one additional specialty provider in our outreach clinics each year	X	X	X	Staff time	Staff time and financial resources	MercyOne Siouxland and Mercy Medical Services
Provide an Urgent Care option for patients at one clinic site 2 days per week		X	X	Staff time	Staff time and financial resources	Mercy One Primghar and MercyOne Medical Services

**Anticipated impact of these actions:**

CHNA Impact Measures	CHNA Baseline	Target
Increase access to care with full-time physician for the Primghar Clinic	Covering Primghar Clinic needs with locum providers and reassigning physician providers from one clinic to another limits access to a consistent provider scheduled at each clinic site	One full-time physician provider assigned to the MercyOne Primghar Family Medicine Clinic by end of Year 1 with consistent providers available at each clinic site
Increase the number of hospital outpatient dept. visits each fiscal year	Outpatient visits were 1499 in fiscal year 2019	Increase by 50 visits each fiscal year
Have an Urgent Care option available to patients	No Urgent Care services are available	8 Urgent Care visits per week starting in calendar year 2021

**Plan to evaluate the impact:**

Monitoring statistics are compiled monthly for patient visits and services provided through the hospital and clinics recognizing individually each visit type planned for.

**CHNA IMPLEMENTATION STRATEGY  
FISCAL YEARS 2020-2022**

<b>Hospital facility:</b>	MercyOne Primghar Medical Center
<b>CHNA significant health need:</b>	Chronic Disease Management and Prevention

<b>CHNA reference page:</b> 41-42	<b>Prioritization #:</b> 3
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**Brief description of need:**

In our CHNA survey, there were 42 specific mentions of various chronic disease processes. Some were seeking specialty care or local care for chronic illness management and others information on prevention of chronic illnesses.

**Goal:** To improve access to chronic disease management services and provide educational opportunities related to chronic disease processes.

**SMART Objective(s):**

- Collaborate with O'Brien County Public Health Department on the 5-2-1-0 program to help prevent childhood obesity
- Meet or exceed ACO objectives for the management of diabetes (HbA1c test results) and measurement of BMI
- Increase visits to MercyOne Fitness Center by 50 per year

**Actions the hospital facility intends to take to address the health need:**

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Collaborate by attending meetings and potential financial support to the Public Health 5-2-1-0 initiative for children	X	X	X	Staff time	Financial resources	O'Brien County Public Health Department and Iowa State University Extension Specialists
Collaborate with Public Health and other partners to promote development of a Splash Pad in Primghar, consider grant funding opportunities	X	X	X	Staff time	Financial resources	O'Brien County Public Health Department and other community organizations to be identified
Maintain Fitness Center on the lower level of the Clinic	X	X	X	Staff time	Financial resources	



ACO goal achievement for HbA1c measurement and BMI measurement in primary care clinics	X	X	X	Staff time		MercyOne Medical Services
Increase referrals to the Consultant Dietician and/or Diabetic Educator for clients with diabetes and/or obesity	X	X	X	Staff time	Consultant Dietician time	MercyOne Siouxland for Consultant Dietician

**Anticipated impact of these actions:**

CHNA Impact Measures	CHNA Baseline	Target
Participate in Public Health 5-2-1-0 initiative	No prior participation	Hospital representative will attend 75% project meetings each year
Participate in Splash Pad initiative being promoted by Public Health	No prior participation	Hospital representative will attend 75% project meetings each year
Diabetic Education and/Dietician Referrals	0—referrals to dietician for obesity only 13 referrals for Diabetic Ed and Nutritional counseling 2 referrals to Diabetic Education for insulin instruction only	Increase Diabetic Education Referrals by 3 each year and Consultant Dietician referrals to address obesity to 3 per year
ACO objectives for measurement of HbA1c and BMI	Clinic average last month of 2019: BMI 78.62%, HbA1c 99.62%	Meet or exceed ACO objective of 80% compliance
Fitness Center Visits	4137 visits in fiscal year 2019	Increase Fitness Center visits by 50 per year

**Plan to evaluate the impact:**

Document meeting participation in Public Health initiatives and any funds expended to support those initiatives. Monitor annual statistics for Diabetic Education and Dietician Referrals, Fitness Center visits and ACO metrics for HbA1c and obesity reporting through the CQI processes.

## CHNA IMPLEMENTATION STRATEGY FISCAL YEARS 2020-2022

<b>Hospital facility:</b>	MercyOne Primghar Medical Center		
<b>CHNA significant health need:</b>	Community Health and Wellness Education		
<b>CHNA reference page:</b>	41-42	<b>Prioritization #:</b>	4

**Brief description of need:**

The Community Needs Survey responses asked for more community health screenings and community education on a variety of topics

**Goal: To provide health screening opportunities and community education events for persons of all ages.** Click or tap here to enter text.

***SMART Objective(s):***

Host and staff the Medicine Camp every other year

Provide an interactive display and educational information at the O'Brien County Fair annually

Add 2 new types of screening events by Year 3

**Actions the hospital facility intends to take to address the health need:**

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Initiate a skin cancer screening (Y2) and maintain vascular and prostate screenings, and evaluate additional screening opportunities as requested by other organizations.	X	X	X	Staff time and financial support	Staff time	MercyOne Siouxland and MercyOne Medical Services

Continue to host the "Medicine Camp" every other year on even years	X		X	Staff time	Staff time and financial support	ISU Extension, Primghar O'Brien County EMA, Primghar Ambulance, and MercyOne AirCare
Continue to have and staff an interactive display at the O'Brien County Fair	X	X	X	Staff time and financial support		O'Brien County Fair Board
Provide educational opportunities including: programs at several local school districts, Kindergarten Hospital visits, Life Support classes, Diva Night Lady's Program and other programs to be considered	X	X	X	Staff time	Staff time and financial support	O'Brien County Community Schools, community-based businesses and organizations to be determined

**Anticipated impact of these actions:**

CHNA Impact Measures	CHNA Baseline	Target
Community Screenings	5 public screenings events in calendar 2019, and 3 for business organizations	To increase by one public screening event and one business organization event by close of year 2
Medicine Camp	Last hosted in 2018 with less than maximum enrollment	Continue current schedule with maximum enrollment in each camp session
O'Brien County Fair	Occurs annually with positive feedback from youth and adult participants	Continue to provide interactive programming with two new features/ displays each year
Educational Programming	In calendar 2019, 2 student tours, 3 programs at South O'Brien School, 4	School programs increase by 1 program per year, offer Life/Support classes/

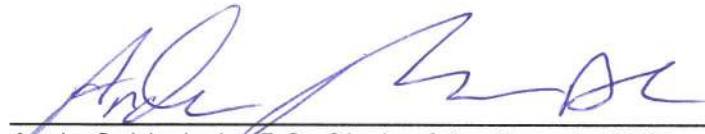
	Life Support classes/ testing events for non-employees and Diva Night Women's Educational program with very positive feedback from participants	testing events as requested, Diva Night Women's Educational program annually, one new health education program/group presentation per year for the public
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**Plan to evaluate the impact:**

Develop and implement a written evaluation process for all educational activities in Year 1. Monitor attendance at program types where this is feasible and report through CQI processes that include comparison with previous events.

## Adoption of Implementation Strategy

On March 24, 2020, the Board of Directors for MercyOne Primghar Medical Center, met to discuss the 2020-2023 Implementation Strategy for addressing the community health needs identified in the 2020-2023 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget as a component of the Primghar MercyOne Medical Center budget.

  
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Andy Schierholz, DC, Chair of the Board of Directors

  
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Date