



Community Health Needs Assessment (CHNA) Implementation Strategy

Fiscal Years FY25-27

MercyOne Dubuque Medical Center and MercyOne Dyersville Medical Center completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the MercyOne Dubuque Board of Trustees on March 28th, 2024 and the MercyOne Dyersville Board of Trustees on April 26th, 2024. MercyOne Dubuque Medical Center and Dyersville 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 considered a comprehensive review of secondary data analysis of patient outcomes, community health status, and social influencers 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 [MercyOne.org/about-us/community-health-and-well-being/](https://www.mercyone.org/about-us/community-health-and-well-being/). Printed copies are available at 250 Mercy Dr, Dubuque, IA 52001 and 1111 3rd St SW, Dyersville, IA 52040.

Our Mission

We, MercyOne, serve together in the spirit of the Gospel, as a compassionate and transforming healing presence within our communities.

Our hospitals

In 1879, the Sisters of Mercy arrived in Dubuque at the request of Bishop John Hennessy to launch a healing ministry now known as MercyOne Dubuque Medical Center and MercyOne Dyersville Medical Center. Today, MercyOne Dubuque is the leading hospital in the tri-states, offering the only comprehensive cardiology center and level II regional neonatal intensive care unit in the area as well as the newly constructed MercyOne Dubuque Cancer Center. Other services include a trauma center, a CARF-accredited inpatient rehabilitation unit, home health care, orthopedics, retail pharmacies, palliative care, and a wide range of outpatient and community services. MercyOne operates two hospital-based skilled nursing units and a 40-bed nursing home.

The MercyOne Dubuque Maternal Health Clinic opened in 1991, and since has been charged with providing prenatal, postpartum and yearly well women visit(s) for underserved women in the Dubuque community and surrounding area.

MercyOne Dyersville Medical Center is a 20-bed critical access hospital serving 17 rural communities in western Dubuque County, offering the following services: emergency/trauma, acute and skilled care, rehabilitation services (physical therapy, occupational therapy, speech), ambulatory surgery, home care, and specialty clinics.

In recognition of the strength of its nursing service and the overall quality of patient care, MercyOne Dubuque Medical Center was the 134th hospital in the country to be designated a Magnet® hospital, the nation's most prestigious award for nursing excellence, and has since earned this honor four consecutive times. Also



accredited by The Joint Commission, MercyOne Dubuque Medical Center and MercyOne Dyersville Medical Center are members of the MercyOne System of Des Moines, Iowa, and Trinity Health of Livonia, Michigan.

Our community based services

MercyOne Dubuque Medical Center operates a mobile medical unit that provides free health screenings, education, and vaccinations to underserved and uninsured individuals to the MercyOne Dubuque, MercyOne Dyersville, and MercyOne Clinton service areas. The Mobile Medical Unit is a fully customized, 30-foot Winnebago that includes two exam rooms and a wheelchair accessible lift to serve out the mission of MercyOne by bringing compassionate care to people where they are. Other community services include, pharmaceutical compliance packaging services, free lactation consultations, and a variety of support groups.

Our community

Dubuque County is in northeastern Iowa, bordered by the Mississippi River and is comprised of twenty-one unincorporated communities and their surrounding rural areas. The county is home to the City of Dubuque, Iowa's oldest city and the core of a metropolitan service area. Spanning 608 square miles, the County is known for its unique blend of rural and metropolitan characteristics. As of the 2020 census, the population was 99,266 making it the eighth most populated county in Iowa.

The median age of Dubuque County residents is 39.5 years, which is slightly above the state and national median ages of approximately 38 years. The share of the Dubuque County population that is 65 and older increased from 15.3% in 2010 to 18.7% in 2021, representing an aging population. The birth rate in Dubuque County has remained consistent around 11.1 per 1,000 population, which mirrors that of the state and national averages.

According to the US Census Bureau population estimates as of 2022, Dubuque County's population was predominately White (91.9%) though there has been a slow increase in the diversity of the population since 2000 [4]. The Dubuque community has experienced an increase in the Pacific Islander population in recent years.

In Dubuque County, there are 86.64 primary care providers per 100,000 population, 119.88 mental health providers per 100,000 population, and 18.13 addiction/substance use providers per 100,000 population. These shortages are all more significant than state and national shortages.

Our approach to health equity

While CHNAs and Implementation Strategies are required by the IRS, Trinity Health ministries have historically conducted CHNAs and developed Implementation Strategies as a way to meaningfully engage our communities and plan our Community Health & Well-Being work. Community Health & Well-Being promotes optimal health for people experiencing poverty or other vulnerabilities in the communities we serve by addressing patient social needs and investing in our communities through dismantling oppressive systems, including racism, and building community capacity. Trinity Health has adopted the Robert Wood Johnson Foundation's definition of Health Equity - "Health equity means that everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments and health care."

This implementation strategy was developed in partnership with the community and will focus on specific populations and geographies most impacted by the needs being addressed. Racial equity principles were used throughout the development of this plan and will continue to be used during the implementation. The strategies implemented will mostly focus on policy, systems and environmental change as these systems changes are needed to dismantle racism and promote health and wellbeing for all members of the communities we serve.

Health and social needs of the community

The CHNA conducted in early 2023 identified the significant needs for health and social drivers of health within the Dubuque County community. Community stakeholders then prioritized those needs during a facilitated review and analysis of the CHNA findings. The significant health needs identified include:

<p>1. Brain/Mental health (including alcohol and drug misuse)</p>	<ul style="list-style-type: none"> • Shortage of mental health and substance use professionals • Brain health and substance misuse were identified as two of the top three most important community health concerns • Dubuque County ranked first for excessive drinking
<p>2. Obesity (including physical activity and nutrition)</p>	<ul style="list-style-type: none"> • 33.7% of residents are obese and 42% are overweight. • The CHA survey identified obesity as the number one health problem in the community, with 48.5% of respondents reporting it as one of their top three concerns. • Of the top three healthy behaviors CHA survey respondents said they would like to start or improve, “Get more physical activity” (59.1%) and “Eat more fruits and vegetables” (42.1%) were the first and third most popular answers
<p>3. Access to dental care</p>	<ul style="list-style-type: none"> • “Dentist” was the second top response to the question “Do you currently have trouble accessing any of the following?” • Lack of dentists seeing Medicaid patients • Dubuque County oral health emergency department visits are higher than Iowa’s rate • Crescent does not have the capacity to meet the current need
<p>4. Access to health care</p>	<ul style="list-style-type: none"> • Shortage of primary care providers • Dubuque has almost double the rate of preventable hospitalizations for Medicare beneficiaries than Iowa and national rates • 19.4% of respondents list “cannot afford the cost” as something that prevents them from being healthy.
<p>5. Sexual health and behavior</p>	<ul style="list-style-type: none"> • Gonorrhea cases per 100k population is 175 (140 in Iowa) • Syphilis cases per 100k population is 30 (27 in Iowa) • Chlamydia cases per 100k population is 479 (458 in Iowa)
<p>6. Food insecurity</p>	<ul style="list-style-type: none"> • 7.9% of population and 11.7% of children are food insecure. • 36% of food insecure children are ineligible for assistance (25% in Iowa and 22% in nation) • Fresh food and produce available was 3rd top response to “What would help you or your family start or maintain a healthy lifestyle?” • 24% of Community Equity Profile survey respondents disagreed that fresh and healthy food is accessible in the community

7. Lyme disease	<ul style="list-style-type: none"> Rate of Lyme disease is 51.2 per 100k population while Iowa rate is 11.3 per 100k population
8. Alzheimer’s disease	<ul style="list-style-type: none"> Rate of death by Alzheimer’s disease per 100k population is 50.7, which is higher than Iowa rate of 42.4 (2022 Vital Statistics of Iowa)
9. Asthma	<ul style="list-style-type: none"> Asthma hospitalizations per 10,000 population (Age-adjusted) was 2.3 (1.66 for Iowa) Asthma emergency department visits per 10,000 population (Age adjusted) was 32.17 (26.94 for Iowa)

Hospital Implementation Strategy

Significant health and social needs to be addressed

MercyOne Dubuque Medical Center and MercyOne Dyersville Medical Center, in collaboration with community partners, will focus on developing and/or supporting initiatives and measure their effectiveness to improve the following needs:

- 1 Brain/Mental health (including substance misuse)– see pages 7-8
- 2 Obesity (including physical activity and nutrition) – see pages 9-10
- 3 Access to dental care –Although MercyOne Dubuque Medical Center and MercyOne Dyersville Medical Center will not be leading the planned efforts outlined in the Community Health Improvement Plan to address access to dental care, they will partner as needed with the Oral Health Advisory Board. – see [CHIP](#)

Significant health and social needs that will not be addressed

MercyOne Dubuque Medical Center and MercyOne Dyersville Medical Center acknowledge the wide range of priority health and social issues that emerged from the CHNA process and determined it could effectively focus on only those needs which are the most pressing, under-addressed and within its ability to influence. MercyOne Dubuque Medical Center and MercyOne Dyersville Medical Center do not intend to address the following needs:

- **Access to health care** – MercyOne Dubuque Medical Center and MercyOne Dyersville Medical Center will continue to offer health care services in its facilities and through its Mobile Medical Unit.
- **Sexual health and behavior** – This need will not be addressed due to resource limitations. MercyOne Dubuque Medical Center and MercyOne Dyersville Medical Center will continue to partner with local organizations and evaluate additional resources as they become available.
- **Food insecurity** – This need will not be addressed due to resource limitations. MercyOne Dubuque Medical Center and MercyOne Dyersville Medical Center will continue to partner with local organizations and evaluate additional resources as they become available.

- **Lyme Disease** – This need will not be addressed due to resource limitations. MercyOne Dubuque Medical Center and MercyOne Dyersville Medical Center will continue to partner with local organizations and evaluate additional resources as they become available.
- **Alzheimer’s Disease** – This need will not be addressed due to resource limitations. MercyOne Dubuque Medical Center and MercyOne Dyersville Medical Center will continue to partner with local organizations and evaluate additional resources as they become available.
- **Asthma** – This need will not be addressed due to resource limitations. MercyOne Dubuque Medical Center and MercyOne Dyersville Medical Center will continue to partner with local organizations and evaluate additional resources as they become available.

This implementation strategy specifies community health needs that the hospital, in collaboration with community partners, has determined to address. The hospital reserves the right to amend this implementation strategy if 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 should refocus its limited resources to best serve the community.

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Brain Health (Including Substance Misuse)



Goal: Improve brain health and reduce substance misuse among Dubuque County residents

CHNA Impact Measures	2024 Baseline	2027 Target
Service providers will update all three online directories within one month after being prompted. 45% in year one, 50% in year two, and 55% in year three.	0	55%
Improve one or more policies related to tobacco or alcohol.	0	≥1
125 people will participate in Mental Health First Aid training (25 in year one, 50 in year two, and 50 in year three).	0	125
One MercyOne provider will participate in Reducing Stigma in the Health Care Community training by the end of FY27.	0	1

Strategy	Timeline Y1 Y2 Y3			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Create a workflow for service providers to update 211, findhelp.org, and AccessMeCare online directories regularly and otherwise improve navigation of the system for help seekers	X	X	X	MercyOne Dubuque/Dyersville Medical Center	Staff time
				Hillcrest	Staff time
				United Way	Staff time
	Focus location(s)				Focus Population(s)
	Dubuque County				Social and Health Service Providers
Strategy	Timeline Y1 Y2 Y3			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Review local policies on tobacco and alcohol sales; explore and promote model policies that assure age appropriate and safe tobacco and alcohol purchases	X	X	X	Area Substance Abuse Council	Staff time
				City of Dubuque	Staff time
				Dubuque County Health Dept	Staff time
				City of Dubuque Health Dept	Staff time
				Police Dept	Staff time
				Sheriff Dept	Staff time
Focus location(s)				Focus Population(s)	
	Dubuque County				Dubuque County Residents

Strategy	Timeline			Hospital and Committed Partners	Committed Resources	
	Y1	Y2	Y3	(align to indicate committed resource)	(align by hospital/committed partner)	
Recruit community leaders to participate in Mental Health First Aid training.				MercyOne Dubuque/Dyersville Medical Center	Staff time, facility use, and food and refreshments for one training	
	X	X	X	Certified Mental Health First Aid Educators	Staff time and educational materials	
				Community Foundation of Greater Dubuque	Staff time	
				John Deere	Staff time	
				City of Dubuque	Staff time	
	Focus location(s)				Focus Population(s)	
Dubuque County				Religious leaders, Business Leader Equity Cohort, Employer Inclusion Council, Veterans		
Strategy	Timeline			Hospital and Committed Partners	Committed Resources	
	Y1	Y2	Y3	(align to indicate committed resource)	(align by hospital/committed partner)	
Active participation in the committee responsible for planning the use of the Opioid Settlement funds	X	X	X	MercyOne Dubuque Medical Center and Dyersville Medical Center	Staff time	
				Dubuque County Public Health	Staff time	
				City of Public Health	Staff time	
	Focus location(s)				Focus Population(s)	
Dubuque County				Individuals needing outpatient mental health services		
Strategy	Timeline			Hospital and Committed Partners	Committed Resources	
	Y1	Y2	Y3	(align to indicate committed resource)	(align by hospital/committed partner)	
Add a Psychiatric Nurse Practitioner to Mobile Medical Unit Care Delivery Team to facilitate diagnosis and prescribe medication(s) as needed	X	X		MercyOne Dubuque Medical Center	In-kind staff time	
	Focus location(s)				Focus Population(s)	
	Dubuque and Clinton County				Low-income Dubuque and Clinton County residents	
Strategy	Timeline			Hospital and Committed Partners	Committed Resources	
	Y1	Y2	Y3	(align to indicate committed resource)	(align by hospital/committed partner)	
One MercyOne provider will participate in Reducing Stigma in the Health Care Community training offered by Area Substance Abuse Council (ASAC)	X			MercyOne Dubuque Medical Center	Staff time	
				Area Substance Abuse Council	Training materials and staff time	
	Focus location(s)				Focus Population(s)	
MercyOne Dubuque Medical Center				Provider(s) who work(s) with patients with brain health and/or substance misuse struggles		

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Obesity (Including Physical Activity and Nutrition)



Goal: Promote physical activity and nutritional resources in Dubuque County

CHNA Impact Measures	2024 Baseline	2027 Target
A webpage is created that includes all of the physical activity and nutrition resources in Dubuque County	0	1
A map is created to show where physical activity and nutritional resources are available in Dubuque County	0	1
Provide nutrition and exercise education via the MercyOne Mobile Medical Unit at ten community events per year	0	30

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Develop a webpage including all of the physical activity and nutrition resources in Dubuque County	X	X	X	MercyOne Dubuque/Dyersville Medical Center	Staff time
				Dubuque County Health Dept	Staff time
				City of Dubuque	Staff time
				Dubuque County Wellness Coalition	Staff time
				Focus location(s)	
Dubuque County		Dubuque County residents			
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Map all physical activity and nutritional resources available to residents of Dubuque County	X	X	X	MercyOne Dubuque/Dyersville Medical Center	Staff time
				Dubuque County Health Dept	Staff time
				City of Dubuque Geographic Information Systems (GIS) team	Staff time, GIS software
				Dubuque County Wellness Coalition	Staff time
				Focus location(s)	
Dubuque County		Dubuque County residents			

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Identify gaps that prohibit sufficient exercise and nutrition for Dubuque County residents and develop action plans to reduce barriers to affordable, nutritious food and increase engagement in active living	X	X	X	MercyOne Dubuque/Dyersville Medical Center	Staff time
				Dubuque County Health Dept	Staff time
				City of Dubuque Health Dept	Staff time
				Dubuque County Wellness Coalition	Staff time
				Focus location(s)	Focus Population(s)
				Dubuque County	Dubuque County residents
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Partner with community service organizations by providing education on healthy eating and exercise via the Mobile Medical Unit at their special events.				MercyOne Dubuque Medical Center and Dyersville Medical Center	Staff time, mobile medical unit, supplies, educational giveaways
				Dubuque Rescue Mission	Staff time, facilities
	X	X	X	Dubuque Community School District	Staff time, facilities
				Local food pantries	Staff time, facilities
				Local churches	Staff time, facilities
				Other community service organizations	Staff time, facilities
					Focus location(s)
				Dubuque County	Those experiencing poverty

Adoption of Implementation Strategy

The Board of Trustees for MercyOne Dubuque Medical Center and the Board of Trustees for MercyOne Dyersville Medical Center met to discuss the FY 2025-2027 Implementation Strategy for addressing the community health and social needs identified in the FY 2025-2027 Community Health Needs Assessment on March 28th, 2024 and April 26th, 2024, respectively. Upon review, both boards approved this Implementation Strategy and the related budget.



 Kay Takes, President

 4/30/24
 Date