



# Community Health Needs Assessment (CHNA)

# Implementation Strategy

*Fiscal Years FY24-25*



**MercyOne Elkader Medical Center (MercyOne Elkader) completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on May 26, 2022.** MercyOne Elkader 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 [Community Health Needs Assessments \(mercyone.org\)](https://www.mercyone.org/community-health-needs-assessments) or printed copies are available at MercyOne Elkader: 901 Davidson St. N.W., Elkader, Iowa 52043

## Our Mission

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

## Our Hospitals

Now a member of Trinity Health, based in Livonia, Michigan and one of the largest Catholic not-for-profit health systems, MercyOne, based in Iowa, provides award-winning health care to our communities.



MercyOne includes more than 3,200 licensed hospital beds with annual operating revenues of more than \$2.5 billion. We employ more than 18,000 people. More than 2,000 physicians and advanced practice clinicians provide care in MercyOne facilities. With nearly 1,000 formally integrated, MercyOne is one of the largest multi-specialist physician group practices in Iowa.

MercyOne Elkader Medical Center is a 25-bed critical access hospital, which provides a vital lifesaving link to rural communities in Clayton County and surrounding areas through clinics, ambulance and emergency services. MercyOne is committed to providing quality, personalized and safe health care close to home.

The emergency department is staffed 24 hours a day, seven days a week with board certified physicians and advanced level practitioners who are well-trained to treat emergency needs. MercyOne Elkader Medical Center is certified as a Level IV Trauma Center by the Iowa Department of Public Health and Team members are certified in: Advanced Trauma Life Support, Advanced Cardiac Life Support, Pediatric Advanced Life Support, Neonatal Advance Life Support and Airway Management.

## Our Community

MercyOne Elkader Medical Center is located in the city of Elkader, Iowa, county seat of Clayton County. Positioned on Highway 56, Elkader is about 74 miles north of the Cedar Rapids metropolitan area, which has a population in excess of 135,810. The population of Clayton County was estimated to be 18,202 citizens in 2021 and a population density of 23 persons per square mile.

## Health and Social Needs of the Community

The CHNA conducted in 2022 identified the significant needs for health and social drivers of health within the Clayton County (IA) community. Community stakeholders then prioritized those needs during a facilitated review and analysis of the CHNA findings. The significant health needs identified, in order of priority include:

- **1. Mental Health**

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- 2. Home Health/Skilled Care**

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- 3. Recruiting Providers/Access to Specialists**

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- 4. Healthcare Transportation**

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- 5. Obesity (Nutrition/Exercise)**

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- 6. Dental Services**

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- 7. Drugs & Substance Abuse**

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# Hospital Implementation Strategy

## Significant health and social needs to be addressed

MercyOne Elkader 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** Mental Health
- 2** Recruiting Providers/Access to Specialists
- 3** Dental Services

## Significant health and social needs that will not be addressed

MercyOne Elkader Medical Center acknowledges the wide range of priority health and social issues that emerged from the CHNA process and determined that it could effectively focus on only those needs which are the most pressing, under- addressed and within its ability to influence. Therefore, MercyOne Elkader Medical Center does not intend to address the following needs and will instead partner with others to address the needs as appropriate:

- **Home Health/Skilled Care**
- **Healthcare Transportation**
- **Obesity (Nutrition/Exercise)**
- **Drugs & Substance Abuse**

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.



# 1

## Mental Health



**Goal: Improve and support the brain health of Clayton County residents.**

CHNA Impact Measures	2023 Baseline	2025 Target
The percentage of patients 12 years and older that were screened with a standardized depression screening tool and, if positive, a follow up plan is documented in the clinic setting.	16%	50%

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Increase depression screenings by primary care physicians	X	X	X	MercyOne Elkader	Staff time
	<b>Focus location(s)</b>				<b>Focus Population(s)</b>
	Clayton County				All residents; Medicare recipients
Strategy	Y1	Y2	Y3	Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Continue to promote 24-hour crisis hotline (effective July 2022 Statewide Number: 988)	X	X	X	MercyOne Elkader	Staff time
	<b>Focus location(s)</b>				<b>Focus Population(s)</b>
	Clayton County				All residents
Strategy	Y1	Y2	Y3	Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Partner with county social services to provide access to Mental Health Telemedicine in the hospital environment.	X	X	X	MercyOne Elkader	Staff time
	X	X	X	County Social Services	Flowstate and Integrated Telehealth Partners contracts
	<b>Focus location(s)</b>				<b>Focus Population(s)</b>
	Clayton County				All residents

# 2

## Recruiting Providers/ Access to Specialists



**Goal: Increase access to health care providers for Clayton County residents.**

CHNA Impact Measures	2023 Baseline	2025 Target
Obtain National Health Service Corps site certification for Family Medicine Clinics (Elkader & Monona)	n/a	Obtained
Obtain National Health Service Corps site certification for MercyOne Elkader Medical Center	n/a	Obtained

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Apply and update payment policies and scales toward obtaining National Health Service Corps site certification	X	X		MercyOne Elkader Family Medicine	Staff time
	X	X		MercyOne Monona Family Medicine	Staff time
		X	X	MercyOne Elkader	Staff time
	<b>Focus location(s)</b>				<b>Focus Population(s)</b>
	Clayton County			All residents	
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Partner with MercyOne Medicine Family Residency to develop the Rural Training Track	X	X	X	MercyOne Elkader	Staff time
	<b>Focus location(s)</b>				<b>Focus Population(s)</b>
	Clayton County				All residents
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Partner with MercyOne Dubuque and Waterloo to explore bringing specialists (In-person or Telemedicine) to Clayton County.	X	X	X	MercyOne Elkader	Staff time
	X	X	X	MercyOne Dubuque	Staff time
	X	X	X	MercyOne Waterloo	Staff time
	X	X	X	Medical Associates	Staff time
	<b>Focus location(s)</b>				<b>Focus Population(s)</b>
Clayton County				All residents	

# 3

## Dental Services



**Goal: Increase access to dental care providers for Clayton County residents.**

CHNA Impact Measures	2023 Baseline	2025 Target
Recruit dental provider to serve Elkader and surrounding communities	0	1

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Partner with Clayton County VNA (Public Health) to clean dental instruments used for county dental clinic.	X	X	X	MercyOne Elkader	Staff time; supplies; and equipment
	<b>Focus location(s)</b>				<b>Focus Population(s)</b>
	Clayton County				Children who are at-risk, uninsured and receiving Medicaid
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Recruit a dental provider to serve as a resource for MercyOne Elkader’s skilled care program		X	X	MercyOne Elkader	Staff time
	<b>Focus location(s)</b>				<b>Focus Population(s)</b>
	Clayton County				All residents
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Explore the National Health Service Corps’ dental recruitment component and develop innovative solutions for Clayton County			X	MercyOne Elkader	Staff time
	<b>Focus location(s)</b>				<b>Focus Population(s)</b>
	Clayton County				All residents



## Adoption of Implementation Strategy

On November 2, 2023 the Board of Directors for MercyOne Elkader Medical Center reviewed and approved the fiscal 2024-2025 Implementation Strategy for addressing the community health and social needs identified in the 2022 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.

Brooke Kensinger  
President, MercyOne Elkader Medical Center

November 2, 2023  
DATE

