



Community Health Needs Assessment (CHNA) Implementation Strategy

Fiscal Years 2023-2025

MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors June 2022. MercyOne Waterloo Medical Center and MercyOne Cedar Falls 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 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 <http://www.mercyone.org/northeastiowa/about-us/community-benefit/community-health-needs-assessment> or printed copies are available at MercyOne Waterloo Medical Center 3421 W. 9th Street, Waterloo, Iowa 50702.

Our Mission

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

Our hospitals

In 2016, the Wheaton Franciscan Sisters transferred their Iowa assets-known as Wheaton Franciscan Healthcare-Iowa including Mercy Franciscan Hospital, Oelwein; Sartori Memorial Hospital, Cedar Falls; Covenant Medical Center Waterloo; and Covenant Clinic, a large network of clinics and providers- to Mercy Health Network based in Des Moines, Iowa. On February 1, 2019, Mercy Health Network, including all hospitals, clinics and facilities throughout the state of Iowa within the system of care, became MercyOne. MercyOne Waterloo Medical Center, MercyOne Cedar Falls Medical Center and MercyOne Oelwein Medical Center and clinics (known as MercyOne Medical Group) were jointly owned by Trinity Health and CommonSpirit Health. On April 19th, 2022, an announcement was made that Trinity Health and CommonSpirit Health had signed an agreement for Trinity Health to fully acquire all CommonSpirit facilities and MercyOne assets.

MercyOne Northeast Iowa region includes MercyOne Waterloo Medical Center, MercyOne Cedar Falls Medical Center and MercyOne Oelwein Medical Center, as well as multiple family medicine and specialty clinics in the Waterloo/Cedar Falls and surrounding communities. MercyOne Waterloo Medical Center, located in Waterloo, Iowa traces its origins to 1912 when the Wheaton Franciscan Sisters founded St. Francis Hospital in Waterloo. In 1986, the Wheaton Franciscan Sisters consolidated St. Francis Hospital with Schoitz Medical Center to form Covenant Medical Center, now MercyOne Waterloo Medical Center. In 1986, Sartori Memorial Hospital joined Wheaton Franciscan Healthcare-Iowa. As part of the MercyOne branding strategy Sartori's name changed to MercyOne Cedar Falls Medical Center. MercyOne Cedar Falls Medical Center is a full-service hospital providing acute, sub-acute, and outpatient care. MercyOne also provides 9-1-1 services for the city of Cedar Falls.



Our community

As of July 2021, Iowa had an estimated population of 3,193,079 while Black Hawk County had an estimated population of 130,368, which is slightly less than the estimates on April 1, 2020, of 131,144 (U.S. Census 2021). The population by race consists of 84.5% white, 9.7% black, 4.6% Hispanic, 2.5% Asian, with 2.5% being two or more races. Nearly 22% of the population is under the age of 18 and 17% representing 65 years or older. The high school graduation rates are high at nearly 92% and 29% of the residents have bachelor's degree or higher. The median household income in Black Hawk County is \$54,774, while the median household income in Iowa is \$64,994.

MercyOne Waterloo and MercyOne Cedar Falls are two of the three medical centers in Black Hawk County, both within a 10-mile distance from each other, and approximately 6-8 miles to Unity Point-Allen Hospital on the north side of Waterloo. MercyOne serves an eight-county area including Bremer, Butler, Grundy, Tama, Benton, Buchanan, and Fayette counties. The work outlined in this report will focus primarily on Black hawk County. All counties share some of the same issues related to health behaviors. Rural areas continue to have more challenges with issues surrounding provider shortage, both primary care providers and mental health providers.

As stated in 2022 County Health Rankings Released, the COVID-19 pandemic both revealed and worsened barriers to health and well-beings such as racism, discrimination, and disinvestment. They go on to state that there are many factors that influence health. These factors influence how well and how long we live, from our access to affordable housing or well-paying jobs to opportunities for good education for our kids. (RWJ2022). There is a lot of data that shows the direct correlation between social equities and poor health. Robert Wood Johnson Foundation defines health equity as everyone having a fair and just opportunity to be as healthy as possible which requires the removal of 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 (RWJF2019).

National poverty rate across United States is 14.6%. Out of the 313 million residents, 45.7 million report income below the poverty line. Iowa ranks 16 out of the 50 states, as a 12% poverty rate (welfareinfo.org). Black Hawk County has a similar poverty rate of 12.2% (US Census Bureau Quick Facts 2021).

Health needs of the community

Significant health needs were identified based on the information gathered through the FY22 Community Health Needs Assessment (CHNA). Community stakeholders then prioritized those needs in conjunction with the administration of an Online Key Informant Survey. The significant health needs identified, in order of priority include:

The CHNA conducted in the Spring of 2022 identified the significant health needs within the Black Hawk County 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
2. Health Equity
3. Healthy Eating
4. Emerging Health Issues (gun violence, mental health, inflation, education, STD's, Covid-19, and healthcare costs/access).

The stakeholders met on October 3rd, 2022, to review the previous Black Hawk County Community Health Improvement Plan. Breakout sessions took place. It was decided that Health Equity (Systems Thinking) is an overarching priority for community health improvement plan. MercyOne Waterloo and Cedar Falls Medical Center will continue to list this as a priority. In addition, it was decided to change Healthy Eating to Food Insecurity. This will be reflected below.

Hospital implementation strategy

Significant health needs to be addressed

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

- 1 Mental Health**– CHNA pages: 9, 10, 13, 16, 18, Black Hawk County Community Health Assessment (within the MercyOne CHNA) page: 4, 7-10 & 14
- 2 Health Equity** CHNA pages: 9, 10, 13-15, 18, Black Hawk County Community Health Assessment (within the MercyOne CHNA)-page: 9.
- 3 Healthy Eating/Food Insecurity**– CHNA pages: 10, 18, 20-21 and 4, Black Hawk County Community Health Assessment (within the MercyOne CHNA) pages: 15, 16

Significant health needs that will not be addressed

MercyOne Waterloo Medical Center and MercyOne Cedar Falls 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 are the most pressing, under- addressed and within its ability to influence. MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center does not intend to address the following health needs:

- Emerging Health Issues (gun violence, inflation, education, STD's, Covid-19, and healthcare costs/access).
- Violence and premature death rates, including alcohol-impaired driving
- Clinical Care related to dental care
- Environmental health issues

This implementation strategy specifies community health needs that the hospital, in collaboration with community partners, has determined to address over the next three years. 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.

1

Mental Health



Hospitals: MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center

CHNA reference pages: 9, 10, 13, 16, 18, Black Hawk County Community Health Assessment (within the MercyOne CHNA) page: 4, 7-10 & 14

Brief description of need:

- 83.8 % of Black Hawk County residents participating in the survey report that COVID-19 pandemic impacted the importance of Mental Health.
- Black Hawk survey participants were asked what they consider as the most important issues affecting healthy living. Mental health was mentioned most often.
- When survey participants were asked what they consider as the biggest impact of COVID-19 on their ability to living a healthy life, mental health was listed as the second most impacted.
- The average number of days mental health was not good in the last 30 days increased from 2.4 days in 2016 to 4.4 days in 2020.

Goal: Increase understanding, access, and utilization of mental health services through trauma informed culturally specific care.

Objective #1:

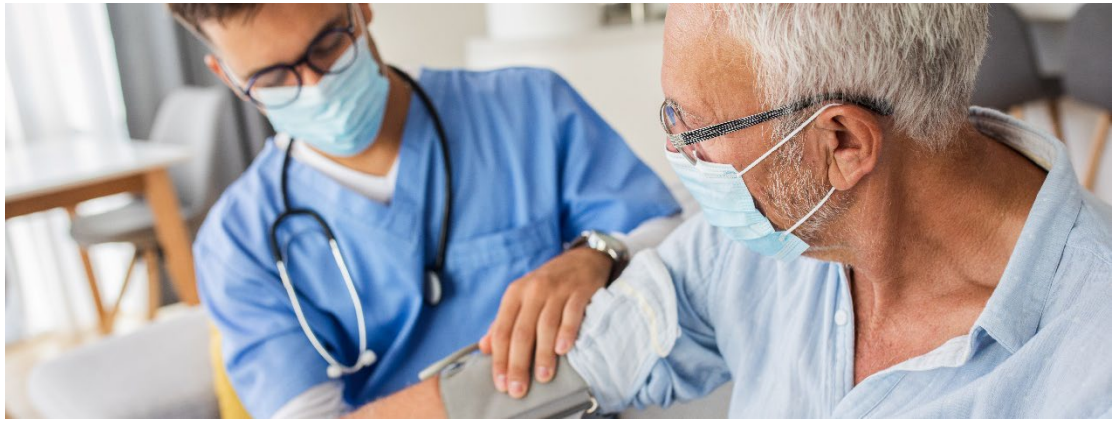
- Decrease the percent of respondents that indicate they could benefit from mental health services, even though they did not receive them, as measured by the Community Health Survey from 44.4% of respondents to 30% by the end of FY25.

Strategies:

1. MercyOne Waterloo and MercyOne Cedar Falls will jointly collaborate with community partners to define 1-2 strategies and develop a workplan to address at least one initiative to increase participation in mental health services to those individuals who indicate the need but have not participated in services. MercyOne Waterloo will contribute 70% of the resources to defined strategy, while MercyOne Cedar Falls will contribute 30%.

2

Health Equity



Hospital facility: MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center

CHNA reference pages: CHNA pages: 9, 10, 13-15, 18, Black Hawk County Community Health Assessment (within the MercyOne CHNA)-page: 9

Brief description of need:

- When asked to rank the priority issues on the fact sheets from 1 to 4, with 1 being the highest priority and 4 being the lowest priority. Participants ranked Health Equity as # 2.
- Black Hawk County residents who participated in the survey were asked what they consider as the most important issue affecting healthy living. Equity and equity related issues including poverty, racism, and disparities were listed.

Goal: Address health equity

Objective #1:

- Improve health equity opportunities & resources, working collaboratively with the community and area agencies.

Strategies:

1. MercyOne Waterloo will engage the community to determine root-causes and develop appropriate interventions around health equity by end of FY25.
2. MercyOne Waterloo will engage and explore Policy, System and Environment (PSE) factors impacting the Department of Corrections by FY25.
3. In FY23-FY25, MercyOne Waterloo and MercyOne Cedar Falls will work with community-based organizations to offer free health screenings to ensure people of Black Hawk County have access to basic healthcare. MercyOne Waterloo will provide 70% of the in-kind donation and expenses, while MercyOne Cedar Falls will provide 30%.
4. MercyOne Waterloo and MercyOne Cedar Falls will initiate Community Health Worker community-based huddle to share resources, events, and education to address Social Influencer of Health through collaboration across Black Hawk County in FY23. MercyOne Waterloo will provide two Community Health Workers to the huddle, while MercyOne Cedar Falls will provide one.

3

Healthy Eating/Food Insecurity



Hospital facility: MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center

CHNA reference pages: CHNA pages: 10, 18, 20-21 and 4, Black Hawk County Community Health Assessment (within the MercyOne CHNA) pages: 15, 16

Brief description of need:

- Black Hawk County ranked 87 out of 99 counties in Iowa for health behavior with area of concern related to adult obesity, food environment, physical inactivity, adult smoking, alcohol related traffic deaths and high rate of sexually transmitted disease.
- 1/10 Iowans are struggling at times to afford food and access to balanced meals (IDPH). The food insecurity rate in Black Hawk County is 9.9% and 15.4% of children under 18 were food insecure.
- Adults should consume 1.5-2 cups of fruit and 2-3 cups of vegetables a day. From 2017 to 2019 Black Hawk County residents reported eating fewer fruit and vegetable servings.
- In 2020, the overall obesity rate for Black Hawk County was 38.1%, while the rate for White individuals was 37.5% and the rate for Black or African American individuals was 52.6%.

Goal: Increase equitable access to healthy food to improve health of Black Hawk County community members.

Objective #1:

- By end of FY2025, increase the percent of adults who report eating at least one fruit (50.2%), dark green vegetable (15.1%), and orange-colored vegetable (9.5%) daily by 10%, as reported on the BRFSS.

Strategies:

1. MercyOne Waterloo and MercyOne Cedar Falls will work with the local food bank to identify food insecurity needs and gaps, FY23-FY24. MercyOne Waterloo and MercyOne Cedar Falls will spend a minimum of 3 hours a quarter addressing food insecurity (2.25 hours and .75 hours per quarter, respectively).
2. MercyOne Waterloo will partner with University of Northern Iowa-Center for Energy & Environmental Education (CEEE) by providing an annual donation of \$7,000 to support the Veggie Voucher Program.

Objective #2:

- Work more collaboratively with community partners to address food insecurity issues.

Strategies:

1. In FY23, MercyOne Waterloo and MercyOne Cedar Falls, with community partners, will explore ways to collectively reduce food insecurity by hosting 1 event in the Cedar Valley. MercyOne Waterloo and MercyOne Cedar Falls will contribute 70% and 30%, respectively.

Adoption of implementation strategy

On November 7, 2022, the Board of Directors for MercyOne Waterloo and Cedar Falls Medical Center voted after review of the FY23-FY25 Implementation Strategy for addressing the community health needs identified in the FY23-FY25 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy.



Jack Dusenbery, CEO

November 7, 2022

Date