



Waterloo Medical Center & Cedar Falls Medical Center CHNA Implementation Strategy Fiscal Years 2020-2022

MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center (herein referred to as MercyOne Waterloo and MercyOne Cedar Falls) completed a joint comprehensive Community Health Needs Assessment (CHNA) due to a shared service area. The Board of Directors for MercyOne adopted the plan on June 6, 2019. MercyOne performed the CHNA in adherence with certain 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 secondary data analysis of patient outcomes, community health status, and social determinants of health, as well as primary data including input from representatives of the community, community members, and various community organizations.

The complete CHNA report is available electronically at www.mercyone.org, or printed copies are available at the main entrance of both MercyOne medical centers.

Hospital Information

In 2016, the Wheaton Franciscan Sisters transferred their Iowa assets – formerly known as Wheaton Franciscan Healthcare – Iowa including Covenant Medical Center, Waterloo; Sartori Memorial Hospital, Cedar Falls, Mercy Hospital of the Wheaton Franciscan Sisters; and Covenant Clinic, a large network of clinics and providers – to Mercy Health Network. On February 1, 2019, the organization, including all hospitals, clinics and facilities throughout the state of Iowa within this system of care, became MercyOne. MercyOne Waterloo is located in Waterloo, Iowa and became part of the MercyOne system headquartered in Des Moines. MercyOne Waterloo is a 366-bed full service, multi-specialty hospital and is the flagship facility for the northeast Iowa region and offers advanced acute, subacute, outpatient, ambulatory, inpatient behavioral health and substance use treatment, as well as emergency services including an ambulance transport service. The medical center boasts multiple accreditations including inpatient rehabilitation, breast, cancer and chest pain. MercyOne Cedar Falls is a 100-bed, full service medical center providing acute, sub-acute, outpatient and emergency services, and is the only facility to provide senior behavioral health care. The ambulance service provides transport and is the 911 emergency responder for the City of Cedar Falls.

Black Hawk County in Iowa has an estimated population of 132,400 as of July 1, 2018 according to the U.S. Census Quick Facts. This reflects a 1% increase from April 1, 2010. Waterloo, where MercyOne Waterloo Medical Center is located, has a population of 68,406 and is the largest city in the county. Cedar Falls has a population of 39,260 and is a short drive west to MercyOne Cedar Falls Medical Center. Major highways in the area include 20, 63 and 218.

Black Hawk County is the state's fifth most populous county of 99. The population by race consists of 85% white, 9% black/African American, 4 percent Hispanic/Latino, 2 percent Asian and 2.4 with two or more races. Nearly 21 percent of the population is under 18 years of age and 16 percent are over the age of 65. The high school graduation rates are high at 91.1 percent while 27.5 percent have a bachelor's degree or higher.

It is important to carve out specific secondary research specific to the black/African American population because the CHNA survey did not capture enough responses from this community. MercyOne and its partners continue survey efforts among underserved populations, including black/African American and immigrant populations. In a February 2019 report, the Wall Street Journal named Waterloo one of the worst cities for black Americans (WSJ 2019). Local media, including the Waterloo Cedar Falls Courier and KWWL, continued the discussion locally outlining these important statistics (AP 2019):

- Metro-wide, unemployment for white residents was 4 percent in 2017 — the last year data was available — according to U.S. Census estimates. For black residents, that number jumps to a staggering 19.7 percent — meaning nearly a fifth of all black residents in the Cedar Valley are unemployed. Overall, Iowa has one of the lowest unemployment rates in the nation.
- African-Americans make up 7.1 percent of the metro population, but the vast majority reside in Waterloo. Cedar Falls has an estimated 1,140 black residents, or 2.8 percent of the city's population, while Waterloo has an estimated 10,600 black residents, or 15.6 percent of the city's population.
- More than 93 percent of white residents in the metro area have a high school diploma compared to 80 percent black/African American; while 28 percent white residents have a bachelor's degree compared to 16 percent black/African American.
- Median household income for the metro was \$53,689. Whites surpassed the median, earning an average of \$56,520 per household in 2017, while blacks fell far below — earning an average household income of just \$27,811. The level to receive public energy, shelter and medical assistance in Black Hawk County for a family of four is \$24,192.
- Income often predicts poverty: The poverty rate for the metro area is 14 percent. The percentage of white residents under the poverty level was 12.3 percent, while nearly a third of black residents were under the poverty level — 32.5 percent.
- The Sentencing Project noted in 2014 — the most recent year data available — that the state of Iowa imprisons black residents at a rate of 11-to-1 versus their white counterparts, a disparity second only to New Jersey.

MercyOne Waterloo and MercyOne Cedar Falls are two of three medical centers in Black Hawk County, both within a 10-mile distance of each other, and approximately 6-8 miles to UnityPoint-Allen Hospital on the north side of Waterloo. MercyOne serves an eight-county area including Bremer, Butler, Grundy, Tama, Benton, Buchanan and Fayette Counties.

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 conducted early 2019 identified the significant health needs within the MercyOne Waterloo and Cedar Falls communities. Those needs were prioritized based on primary and secondary data collected. The significant health needs identified, in order of priority include:

1) Health Outcomes	<ul style="list-style-type: none">- Social and health inequities are high among the black/African American population in Black Hawk County including premature death, low birth weight, etc., affecting county health outcome rankings (RWJF 2019).- Poverty rates in Black Hawk County are 14%, and higher among black/African American adults and children (RWJF 2019; AP 2019)
---------------------------	--

2) Health Behaviors

- Use of tobacco products is the leading cause of preventable disease and leads to 480,000 deaths in the U.S. annually (CDC 2019). Black Hawk County has a 15% ranking (RWJF 2019).
- According to the American Heart Association, Iowa has the 25th highest death rate from cardiovascular disease in the country.
- The Black Hawk County Health Department's 2018 Annual Report shows 50.2% of children in the county are receiving free and reduced lunches as compared to Iowa's 41.8%.
- According to CDC and The State of Obesity website, recent studies reinforce that obesity rates are alarmingly high. The National Health and Nutrition Examination Survey (CDC, NHANES 2015-2016) revealed 18.5% of children and nearly 40% of adults are obese, the highest rates ever documented by NHANES. Black Hawk County has a 31% ranking (RWJF 2019).
- Food insecurity led to additional health care costs in every county of the U.S. totaling \$53.6 billion in health care expenditures (Feeding America, Forthcoming 2019).
- Black Hawk County has one of the highest rates in the state of sexually transmitted infections (STI) with 1,022 cases of Gonorrhea and Chlamydia per 100,000 residents, as compared to Iowa at 572 cases per 100,000 residents (Black Hawk County Annual Report 2018).

3) Social & Economic

- To be effective, it is important to utilize various interventions that target multiple determinants of health and consider other sectors that fall outside traditional health care and public health including education, housing, transportation, agriculture and environment, to improve the overall health of a community (Healthy People 2020).

4) Physical Environment

- Approximately 15% of area residents had serious housing issues, such as lack of complete kitchen and/or plumbing, severe over-crowding or housing costs of at least 50% of one's monthly income, higher than the state average of 12% (Black Hawk County Health Department Annual Report 2018).

5) Clinical Care

- Provider ratios for both dental and mental health care, as well as primary care in rural areas can affect health outcomes in any community. Although advancements in telemedicine aid in improving ratios in Black Hawk County, provider ratios and access in rural counties are worse (RWJF 2019).
- In Black Hawk County, one in four (29,000 adults) will experience a mental health issue; one in 17 (18,000 adults) will develop a serious mental illness; one in five (5,500 children) will experience a diagnosable mental health issue; one in 10 (2,750 children) will have a serious emotional disturbance (NAMI 2019).

Hospital Implementation Strategy

MercyOne Waterloo and Cedar Falls medical centers' 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 will focus on developing and/or supporting initiatives and measure their effectiveness, to improve the following health needs:

- **Social & Health Equity in Black Hawk County** – page 6
- **Health Behaviors** – page 7
- **Social & Economic** – page 8
- **Clinical Care** – page 9

Significant health needs that will not be addressed

MercyOne 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 will not take action on the following health needs:

- **Violence** – MercyOne does not plan to directly address this particular need because city and county law enforcement agencies are best able to address these specific needs and lead collaborative initiatives.
- **Health Behaviors (teen pregnancy, sexually transmitted infections)** – MercyOne does not plan to directly address this particular need because the Black Hawk County Health department is better positioned to lead countywide initiatives and collaborations to address this issue.
- **Clinical Care (dental care)** – MercyOne does not plan to directly address this particular need because the Black Hawk County Health department is better positioned to lead countywide initiatives and collaborations to address this issue.
- **Physical Environment** – MercyOne does not plan to directly address this particular need because county agencies are better positioned to lead initiatives and collaborations to address this issue.

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.

Amendment – July 1, 2020

Although the due dates for local partners varied, the initial Black Hawk County community health needs survey of which the groups collaborated was completed in May 2019. The Black Hawk County Health Department (BHCHD) continued to lead community assessments including a Community Health Status Assessment; Forces of Change Assessment; Community Themes and Strengths Assessment; and a Local Public Health System Assessment – all leading to an Executive Summary and approved by the Black Hawk County Board of Health on April 29, 2020 (see letter/links below for details)

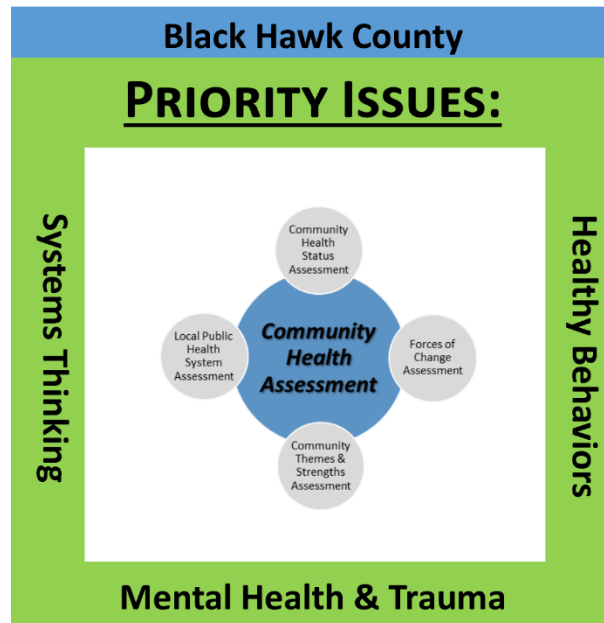
As noted in our CHNA, MercyOne participated in the ongoing work with the health department and other groups to continue assessing the community; summarizing their findings; and presenting a final Community Health Improvement Plan (CHIP) to the public health board for approval, which occurred April 29, 2020. Below is a letter from the BHCHD and links to the information collected and approved.

Of the stated focus areas: Healthy Behaviors, Mental Health and Trauma and Systems Thinking, MercyOne has committee representation in all three focus areas.

Dear Community Stakeholders,

You are receiving this email because your name was on our invitation list for the February 18, 2020 Black Hawk County Community Health Assessment (CHA) results sharing workshop that was held in collaboration with Cedar Valley United Way, MercyOne, Peoples Community Health Clinic, and UnityPoint Health. The work completed that afternoon examining community data and providing input for priority issues was a crucial step in our collective strategic planning process.

Following the workshop, the community was given the opportunity to comment on the CHA and initial priority issues. The Board of Health examined the four assessments that make up the CHA along with the process used to identify the priority issues for the community during a work session on April 8, 2020. The Board of Health formally adopted the CHA and priority issues on April 29, 2020.



The four CHA assessments and an executive summary are now available on the [Black Hawk County Health Department](#) website and linked below.

- [Executive Summary](#)
- [Community Health Status Assessment](#)
- [Forces of Change Assessment](#)
- [Community Themes & Strengths Assessment](#)
- [Local Public Health System Assessment](#)

Work now transitions to completion of the Community Health Improvement Plan (CHIP) and then to an action cycle of implementing the goals and strategies and evaluating next steps. Our core team partner organizations will lead the CHIP process for the priority areas of Systems Thinking, Mental Health & Trauma, and Healthy Behaviors. These meetings will take place over the coming months and the results will be shared with the community. If you would like to be part of one of the CHIP Task Teams, please let me know.

Transformational change means influencing the determinants of health: the conditions in which we are born, grow, live and work. We know that this level of work can only move forward with community partners like you; thank you for your continued participation.

Nafissa Cisse Egbuonye, PhD, MPH
Public Health Director
Black Hawk County Health Department
1407 Independence Avenue 5th Floor
Waterloo, IA 50703
Office: (319) 291 2413
Fax: (319) 291 2418
<http://www.co.black-hawk.ia.us/258/Health-Department>
<https://www.facebook.com/BlackHawkCountyHealthDepartment/>



**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS 2020-2023**

Hospital facility:	MercyOne Waterloo & Cedar Falls Medical Centers		
CHNA significant health need:	Social & Health Equity in Black Hawk County		
CHNA reference page:	Pages 10-12	Prioritization #:	1

Brief description of need:

Social and health inequities are high among the black/African American population in Black Hawk County and has become the focus of a broader community conversation on the need for action. Without addressing health equity, Black Hawk County poor health outcomes rankings will not change.

Goal: Engage in the conversation to improve health equity.

SMART Objective(s): Identify opportunities and participate in programs addressing health equity.

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

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Identify MercyOne colleagues to represent the organization in these efforts	X			2-4 colleagues		City and county governments, chambers of commerce/economic development agencies, non-profits focused on assisting these efforts.
Support/Sponsor programs		X	X	\$10,000	Colleagues	Those identified above

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Attend meetings and/or join board(s) addressing social/health inequities	Minimal participation	2-4 meetings; 1 board
Support a program	1-3	2-4

Plan to evaluate the impact:

Enhanced understanding and improved relationships within the community, as well as a more collaborative approach to change.

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS 2020-2023**

Hospital facility:	MercyOne Waterloo & Cedar Falls Medical Centers		
CHNA significant health need:	Food Insecurity & Access to Healthy Food		
CHNA reference page:	Pages 14	Prioritization #:	2

Brief description of need:

According to Feeding America, many families experiencing food insecurity face multiple hardships that exacerbate the challenges to maintaining good health. In 2017, food insecurity led to additional health care costs in every county of the U.S. totaling \$53.6 billion in health care expenditures (Feeding America, Forthcoming 2019). In Black Hawk County, 11%, or 85,100 people, have limited access to food and 14% are food insecure (Feeding America 2019). Black Hawk County ranks better than other counties in terms of access to healthy foods however the inequities highlighted throughout this document create food insecurity among lower income families and minorities. The Black Hawk County Health Department's 2018 Annual Report shows 50.2% of children in the county are receiving free and reduced lunches as compared to Iowa's 41.8%.

Goal: Improve access to healthy, nutritious food to improve the health and well-being of children/families.

SMART Objective(s): Continue partnerships with Northeast Iowa Food Bank (NEIFB), Good Food Network, UNI's Center for Energy and Environmental Education (CEEE), and others focused on providing access to food for children and families.

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

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Support of NEIFB and UNI's CEEE to continue and expand successful programs to date (mobile food pantries, food back pack program, Fruit & Vegetable Voucher Program)	X	X	X	\$15,000	Human resources to launch programs; voucher distribution among patients, community	Other city and county entities, Good Food network

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Continue partnership with NEIFB programs	\$5,000 cash + food donations	\$7,500 cash + food donations
Regular participation at Good Food Network	Member	Regular attendance and participation in new programming
CEEE	85 families, 75% redemption rate of 2,000 vouchers	100 families, 85% redemption rate of 2,200 vouchers

Plan to evaluate the impact:

Help support, identify and grow successful programs to help food insecure children and families.

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS 2020-2023**

Hospital facility:	MercyOne Waterloo & Cedar Falls Medical Centers		
CHNA significant health need:	Heart Disease		
CHNA reference page:	Pages 13-14	Prioritization #:	2

Brief description of need:

Poor health behaviors lead to poor health, putting the population at risk for health conditions plaguing the U.S. health system and increasing costs for all. When those surveyed were asked what health problems were most concerning, issues such as aging issues, cancer, diabetes, and gun violence were among the top concern. Heart disease did not rise to the top in the assessment revealing the need for more awareness and education, as we know it is a major concern in the country and in Iowa. According to the CDC, the leading cause of death in Iowa was heart disease with 7,180 deaths in 2017, followed by cancer with 6,449 deaths. According to the American Heart Association, Iowa has the 25th highest death rate from cardiovascular disease in the country. These statistics are related to the health behaviors outlined in this report including smoking, obesity, limited physical activity, obesity, etc.

Goal: Improve awareness of signs and symptoms related to the onset of heart attacks.

SMART Objective(s): Collaborate within the MercyOne system to provide education/information to consumers and patients to increase awareness of how to minimize risk.

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

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Public Service Announcements in February (billboard/social posts)	X	X	X	\$6,000	Public awareness through billboard message/posts in Feb and August; internal education and promotion to colleagues	BHCHD, American Heart Association, etc.
Hands Free CPR (video/post)						
Support American Heart Association walk/promote Hands Free CPR						
Chronic Disease Mngt w/BHCHD						

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Via staff education and evidence-based practice, patients receive reperfusion strategies in 90 minutes or less	90 minutes or less	90% of the time
Transferring hospitals will transfer patients in less than 30 minutes and door to reperfusion time of 120 minutes less	120 minutes or less	90% of time

Plan to evaluate the impact:

Help support, identify and grow successful programs to reduce heart disease.

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS 2020-2023**

Hospital facility:	MercyOne Waterloo & Cedar Falls Medical Centers		
CHNA significant health need:	Social & Economic Issues - Transportation		
CHNA reference page:	Pages 15-16	Prioritization #:	3

Brief description of need:

To be effective, it is important to utilize various interventions that target multiple determinants of health, and consider other sectors that fall outside traditional health care and public health including education, housing, transportation, agriculture and environment, to improve the overall health of a community (Healthy People 2020).

Goal: Participate in the analysis of transportation issues that negatively affect the lives of residents and their ability to work, receive education, access health care services, etc.

SMART Objective(s): Partner with city and county leaders reviewing transportation issues and opportunities to ensure meaningful contribution to enhance social and health equities.

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

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Partner in the analysis of transportation needs	X			Committee member		Iowa Northland Regional Council of Governments (INRCOG), MercyOne
Determine support or expansion of transportation initiatives		X	X	\$10,000-\$15,000		City and county governments

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Join INRCOG committee and participate in MercyOne statewide review	Email correspondence, conference calls	Attend bi-annual/quarterly meetings to understand local, county, statewide issues.
Review current Care-A-Van service (drivers, routes, patients served/not served), and assistance to discharged patients.	Four vans; specific dates routes; funds to support taxi/Uber Health services as needed	Increase volunteer driver ratio to increase availability; contract with Uber Health to serve the market.

Plan to evaluate the impact:

Enhanced collaboration of review and find transportation solutions affecting area residents, specifically underserved populations.

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS 2020-2023**

Hospital facility:	MercyOne Waterloo & Cedar Falls Medical Centers		
CHNA significant health need:	Clinical Care – Mental Health		
CHNA reference page:	Pages 6, 15, 19-21	Prioritization #:	4

Brief description of need:

In Black Hawk County, one in four (29,000 adults) will experience a mental health issue; one in 17 (18,000 adults) will develop a serious mental illness; one in five (5,500 children) will experience a diagnosable mental health issue; one in 10 (2,750 children) will have a serious emotional disturbance (NAMI 2019). Mental health provider shortages exist in MercyOne's service area.

Goal: Improve access to mental health services and continue to collaborate on programs that provide education and support related to mental health issues and access to care.

SMART Objective(s): Partner with organizations to launch education and programs that improve the mental health of residents in the county.

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

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Grow telehealth services	X	X	X	Investment in provider recruitment and more telehealth service offerings		MercyOne sites throughout Iowa
Ongoing collaboration with coalitions and programming	X	X	X	\$10,000-\$15,000		Cedar Valley United Way, Cedar Valley Suicide Prevention Coalition, city and county government, non-profits and area foundations.

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Expand services	Inpatient & Outpatient service offerings	Expand access
Sponsor Mental Health Summit and NAMI, BHCHD CHIP team (Chris L)	Current sponsor of these programs	Increase # of partners/programs to 4

Plan to evaluate the impact:

Gather data before and after programs/sponsorships to show progress/impact on participating residents/patients.

Adoption of Implementation Strategy

On June 6, 2019, the Board of Directors for MercyOne Northeast Iowa, met to discuss the 2020-2023 Implementation Strategy for addressing the community health needs identified in the 2019 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.

Name & Title	/ /
	Date