



Community Health Needs Assessment (CHNA) Implementation Strategy

Fiscal Years FY24-26

MercyOne Primghar Medical Center completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on April 25, 2023. 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 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 <https://www.mercyone.org/about-us/community-health-and-well-being/> or printed copies are available at 255 N. Welch Ave., Primghar, IA 51245.

Our Mission

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

Our hospital

MercyOne was founded in 1998 through a collaboration between CommonSpirit Health and Trinity Health – two of the country’s foremost, not-for-profit Catholic health organizations. On September 1, 2022, MercyOne became a fully aligned member of Trinity Health based in Livonia, Michigan. This decision, which brings all parts of MercyOne under a single parent organization, is about making MercyOne stronger and more unified so we can grow and care for more people in our communities.

MercyOne Western Iowa, operates not-for-profit, Catholic medical centers in Sioux City and Primghar, Iowa, manages a hospital in Hawarden, Iowa and operates a primary care clinic network, specialty care clinics and home health services. MercyOne is a partner with Dunes Surgical Hospital, a multi-specialty hospital in Dakota Dunes, South Dakota.

MercyOne Primghar Medical Center is a 14 bed, not-for-profit Critical Access Hospital. Hospital programs include acute care, swing bed, respite care, 24-hour Emergency Room and ambulatory care.

MercyOne Primghar Medical Center participates in a clinically integrated network (CIN) where providers work together to improve health, increase patient satisfaction and lower health care costs for members and the communities served.

Our community based services

MercyOne Primghar Medical Center operates three provider-based Rural Health Clinics located in Primghar, Sutherland and Paullina, Iowa, and a Fitness Center located in the clinic. Additional programs include community wellness screenings, diabetic education, cardiac rehabilitation and community education.



Our community

MercyOne Primghar Medical Center is located in Primghar, Iowa, and the primary service area includes O'Brien County. The county is 573 square miles.

The total population of O'Brien County, as recorded on the most recent census in 2020, is 14,182. The more recent 2021 estimate lists the population as 14,015. O'Brien County, along with other rural Iowa communities, is experiencing population declines. The population of O'Brien County decreased by 1.5% between 2010 and 2020.

O'Brien County is approximately 96% White alone, 6% Hispanic or Latino, 1.6% Black or African American alone and 1.2% two or more races. Gains in minority residents partially offset population declines in O'Brien County. Population growth was largest in the Hispanic community at 3.1%, followed by residents identifying with two or more races (1.3%). The median age of the county's population is 40.7, with the majority of the population 18-64 years old (55%). 24% of the population is under 18 and 21% is 65 and older.

In O'Brien County, there are 77.56 primary care providers per 100,000 population, 28.2 mental health providers per 100,000 population, 14.10 addiction/substance use providers per 100,000 population and 58.5 dentists 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 O'Brien 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 and substance abuse

- Shortage of mental health and substance use professionals
 - Mental health and substance use/misuse were identified as two of the most important community health concerns
 - One in five community survey respondents report fair or poor mental health
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2. Access to primary care and dental care	<ul style="list-style-type: none"> • Shortage of primary care providers and dentists • Lack of dentists seeing Medicaid patients • 10.3% of adults reported poor physical health days
3. Safe housing and transportation	<ul style="list-style-type: none"> • Higher percentage of households with no motor vehicle than the state • Trouble paying for transportation and utilities reported on the community survey • Overcrowded housing is higher than the state rate
4. Child care access and affordability	<ul style="list-style-type: none"> • One in five survey respondents reported challenges obtaining child care
5. Maternal, infant, and child health	<ul style="list-style-type: none"> • The infant mortality rate is much higher than the state rate • The child abuse and neglect rate is higher than the state rate • A higher proportion of Hispanic or Latino infants are born at low birth weights than Non-Hispanic White infants
6. Access to nutritious foods and physical activity opportunities	<ul style="list-style-type: none"> • Challenges paying for food reported on the community survey • Residents are less active than Iowa peers • Most residents aren't eating the recommended amount of fruits/vegetables each day • The most reported biggest personal health concern on the community survey was weight/obesity
7. Lung health	<ul style="list-style-type: none"> • Lung disease mortality rate is higher than the state rate • O'Brien County had the highest median radon levels in unmitigated homes in 2019 of all Iowa counties • Percentage of population who are current smokers is slightly higher than the state rate

Hospital Implementation Strategy

Significant health and social needs to be addressed

MercyOne Primghar 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 – CHNA pages 11-12, 14-15, 26-28, 31-32, 65-66.
- 2 Access to nutritious foods – CHNA pages 11-13, 16, 25, 27, 37, 39, 58-59.

Significant health and social needs that will not be addressed

MercyOne Primghar Medical Center acknowledges 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 Primghar Medical Center does not intend to address the following needs:

- **Substance misuse** – MercyOne Primghar Medical Center will continue to connect patients to substance misuse resources as appropriate. Additional resources may be identified through initiatives related to mental health.
- **Physical activity opportunities** – This need will not be addressed due to resource limitations. MercyOne Primghar Medical Center will continue to partner with local organizations and evaluate additional resources as they become available.
- **Access to primary care and dental care** – MercyOne Primghar Medical Center will continue to offer primary care services at its three Rural Health Clinics. Local community resources will continue offering programming around dental care. Access to dental care for Medicaid patients is a statewide issue that will continue to be monitored.
- **Safe housing and transportation** – This need will not be addressed due to resource limitations. MercyOne Primghar Medical Center will continue to partner with local organizations and evaluate additional resources as they become available.
- **Child care access and affordability** – This need will not be addressed due to resource limitations. MercyOne Primghar Medical Center will continue to partner with local organizations and evaluate additional resources as they become available.
- **Maternal, infant and child health** – MercyOne Primghar Medical Center does not provide obstetric services. MercyOne Primghar Medical Center will continue to provide pediatric and women's health services at its three Rural Health Clinics and partner with local organizations to serve these populations.
- **Lung health** – MercyOne Primghar Medical Center will continue to serve patients experiencing lung issues and refer to higher levels of care as appropriate. MercyOne Primghar Medical Center will continue to partner with local organizations and evaluate additional resources as they become available to address underlying causes.

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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Mental health



Goal: Improve access to mental health services for individuals in O’Brien County

CHNA Impact Measures	2023 Baseline	2026 Target
Develop and integrate a digital resource directory for community-based organizations and community members to find and connect to mental health resources in O’Brien County by December 2025.	14 local resources listed	18 local resources listed
Create two additional access points to mental health providers in Primghar by December 2024.	0	2

Strategy	Timeline Y1 Y2 Y3	Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Identify mental health resources in the community and engage stakeholders	X	MercyOne Primghar Medical Center	In-kind staff time
	X	Mental Health Workgroup	In-kind time
	Focus location(s)		Focus Population(s)
	O’Brien County		Mental health organizations and programs
Strategy	Timeline Y1 Y2 Y3	Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Promote community organizations and programs in the Community Resource Directory	X	MercyOne Primghar Medical Center	In-kind staff time, marketing costs of advertising Community Resource Directory
	X	Mental Health Workgroup	In-kind time
	Focus location(s)		Focus Population(s)
	O’Brien County		Mental health organizations and programs
Strategy	Timeline Y1 Y2 Y3	Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Implement a mental health crisis management telehealth service	X	MercyOne Primghar Medical Center	Financial commitment to contract service; in-kind staff time to review contract
	Focus location(s)		Focus Population(s)
	O’Brien County		Individuals experiencing mental health crisis
Strategy	Timeline Y1 Y2 Y3	Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)

Implement an outpatient mental health service		X	MercyOne Primghar Medical Center	Financial commitment to contract service; in-kind staff time to review contract
		X	Local mental health provider (TBD)	Mental health provider
	Focus location(s)			Focus Population(s)
	O'Brien County			Individuals needing outpatient mental health services
Strategy	Timeline Y1 Y2 Y3		Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Implement a telehealth outpatient mental health service	X	X	MercyOne Primghar Medical Center	In-kind staff time
	X	X	Mental Health Workgroup	In-kind time
		X	O'Brien County Veteran's Affairs	Telemedicine equipment
	Focus location(s)			Focus Population(s)
O'Brien County			Veterans	

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Access to nutritious food



Goal: Improve access to nutritious food for individuals in O’Brien County

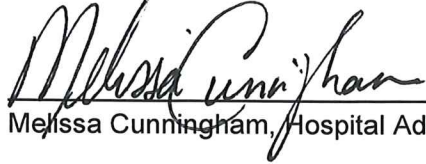
CHNA Impact Measures	2023 Baseline	2026 Target
Develop and integrate a digital resource directory for community-based organizations and community members to find and connect to food assistance resources in O’Brien County by February 2026.	8 local resources listed	12 local resources listed
Develop and implement one new food assistance program in an underserved area of O’Brien County by April 2026.	0	1

Strategy	Timeline Y1 Y2 Y3	Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)		
Identify food assistance resources in the community and engage stakeholders	X	X	MercyOne Primghar Medical Center	In-kind staff time	
	X	X	Food Access Workgroup	In-kind time	
	Focus location(s)		Focus Population(s)		
	O’Brien County		Food assistance organizations and programs		
Strategy	Timeline Y1 Y2 Y3	Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)		
Promote community organizations and programs in the Community Resource Directory		X	X	MercyOne Primghar Medical Center	In-kind staff time, marketing costs of advertising Community Resource Directory
		X	X	Food Access Workgroup	In-kind time
	Focus location(s)		Focus Population(s)		
	O’Brien County		Food assistance organizations and programs		
Strategy	Timeline Y1 Y2 Y3	Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)		
Identify location/population of need for targeted food assistance program	X			MercyOne Primghar Medical Center	In-kind staff time
	X			Food Access Workgroup	In-kind time
	Focus location(s)		Focus Population(s)		
	O’Brien County (TBD)		Individuals experiencing food insecurity (TBD)		
Strategy	Timeline	Hospital and Committed Partners	Committed Resources		

	Y1	Y2	Y3	(align to indicate committed resource)	(align by hospital/committed partner)
Develop targeted food assistance program		X		MercyOne Primghar Medical Center	In-kind staff time
		X		Food Access Workgroup	In-kind time
	Focus location(s)				Focus Population(s)
	O'Brien County (TBD)				Individuals experiencing food insecurity (TBD)
Strategy	Timeline			Hospital and Committed Partners	Committed Resources
	Y1	Y2	Y3	(align to indicate committed resource)	(align by hospital/committed partner)
Implement new food assistance program			X	MercyOne Primghar Medical Center	In-kind staff time, financial contribution to program operations
			X	Food Access Workgroup	In-kind time
			X	Community Partner (TBD)	Resources and expertise to help operationalize proposed program
	Focus location(s)				Focus Population(s)
O'Brien County (TBD)				Individuals experiencing food insecurity (TBD)	

Adoption of Implementation Strategy

On September 26, 2023 the Board of Directors for MercyOne Primghar Medical Center met to discuss the 2024-2026 Implementation Strategy for addressing the community health and social needs identified in the 2023 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.



Melissa Cunningham, Hospital Administrator

9/26/23

Date