



MercyOne North Iowa Medical Center CHNA Implementation Strategy Adopted September 2nd, 2020 for FY21-23

MercyOne North Iowa Medical Center completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Trustees on 6/10/2020. MercyOne North Iowa 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).

MercyOne North Iowa participated in the Cerro Gordo County Health Improvement Partnership, comprised of 9 area organizations and residents. The team expanded to participate in a collaborative approach that identifies community needs, assets, resources, and strategies towards assuring better health and health equity for all north-central Iowa residents. Each member recognized that the collective impact of working together could greatly exceed the work that any one agency could achieve on its own. This collaborative will eliminate duplicative efforts; lead to the creation of an effective, sustainable process; allow rural health departments to collect more robust local data; build stronger relationships among hospitals, public health and other agencies; and, identify opportunities for joint efforts to improve the health and well-being of our communities.

The complete CHNA report is available electronically at <https://www.mercyone.org/northiowa/about-us/community-benefit/community-health-needs-assessment>, or printed copies are available at MercyOne North Iowa Medical Center.

Hospital Information

MercyOne North Iowa is affiliated with and contract manages eight hospitals within eight counties (all outside Cerro Gordo County) in its service area who provide primary health care services. MercyOne North Iowa maintains clinics in all 14 service-area counties. As a result, it serves as a natural referral center for this entire area while providing primary care services in local communities. This same service area also encompasses the Cerro Gordo County Health Improvement Partnership. This region has a population of approximately 200,000 with the largest county Cerro Gordo home to about 42,600 residents and the smallest county, Worth home to about 7,500. The region is nestled in agriculture, family-owned and corporate farms, and most counties are facing natural population decline. There are no metropolitan areas and one micropolitan area (Cerro

Gordo & Worth Counties) that draws a regional workforce and those with retail, healthcare and entertainment needs. Regionally, the area is approximately 96% White alone, 1.8% Black alone and 4.6% Latino (state averages are: 90.7%, 4%, and 6.2% respectively). This area is among the least diverse nationally; however, in Iowa, racial and ethnic minority groups are increasing. Regionally, in each county between the 2000 and 2010 census, racial and ethnic minority groups increased. These groups comprise 2.1% of the population in Butler County (the lowest) to 12.6% in Franklin County (the highest).

Mission

MercyOne North Iowa is a faith-based, not-for-profit community health care system which offers comprehensive health care services for people throughout North Central Iowa. MercyOne North Iowa’s care of the underserved and vulnerable is reflected in its mission statement: 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 on 6/10/2020 identified the significant health needs within the MercyOne North Iowa Medical Center community. Those needs were then prioritized based on feedback from community focus groups. The significant health needs identified, in order of priority include:

<p>1) Access to Care</p>	<ul style="list-style-type: none"> • Access to Mental Health services • Getting an appointment and rushed appointments • High cost of care and prescriptions • Medicaid acceptance • Transportation and requirement to travel to multiple provider sites for care • No rural transportation, transportation ends at 5 pm.
<p>2) Early Childhood issues</p>	<ul style="list-style-type: none"> • Focusing on healthy development including nutrition, physical activity, mental health, engagement, decision making, and skill building • Mental health screening and support • Violence and substance use reduction • Teaching about prevention instead of treatment
<p>3) Housing</p>	<ul style="list-style-type: none"> • Addressing homelessness as a community of care • Increase rental code existence and adherence for safety and health • Reduce stigma and change process for those needing housing: background checks, credit score • Decrease connection between address and access to benefits, services, etc.

Hospital Implementation Strategy

MercyOne North Iowa Medical Center 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 North Iowa Medical Center will focus on developing and/or supporting initiatives and measure their effectiveness, to improve the following health needs:

- **Access to Care** – page 4 and 8

Significant health needs that will not be addressed

MercyOne North Iowa 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 it deemed most pressing, under-addressed, and within its ability to influence. MercyOne North Iowa Medical Center will not take action on the following health needs:

- **Early Childhood Issues** – MercyOne North Iowa Medical Center does not plan to directly address this particular need because other community agencies (The Department of Human Services, North Iowa Community Action Organization, and Francis Lauer -YSS) are addressing early childhood concerns within the community through programming.
- **Housing** – MercyOne North Iowa Medical Center does not plan to directly address this particular need because others in the community are assessing and developing community based action plans.

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.

CHNA IMPLEMENTATION STRATEGY FISCAL YEARS 2021-2023

Hospital facility:	MercyOne North Iowa Medical Center		
CHNA significant health need:	Access to Care- Lack of Mental Health Providers and Support Services		
CHNA reference page:	12	Prioritization #:	1

Brief description of need:

Mental, behavioral, and addiction services were repeatedly cited as insufficient and difficult to access. Lack of mental health screening, increased suicide ideation in adolescents were noted. There is also stigma and lack of confidentiality associated with accessing services.

Goal: Improve access to psychiatric treatment for individuals in the North Iowa Region.

SMART Objective(s):

1. Increase access to outpatient psychiatric treatment by 20% by 2023 with development of a Psychiatry Residency Clinic.

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

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
MercyOne will match grant funding from Iowa Department of Public Health to develop Psychiatry Residency and construct clinic space	X	X	X	\$3.2 million over three years (50/50 partnership between MercyOne North Iowa Medical Center and IDPH)		Iowa Department of Public Health
Hire a Medical Director and faculty to be shared with Mason City Clinic Psychiatry	X			1 FTE Program Director shared between hospital and Mason City Clinic		Mason City Clinic
Develop curriculum for Residency that includes rotations with community partners		X		Program Director and Coordinator	MercyOne DesMoines Psychiatric Residency	Community Mental Health partners including Addiction services, private therapy services, local nursing homes and rural Critical Access Hospitals for geriatric group services.
Hire a qualified program coordinator for the residency program to assist program director with ACGME psychiatry resident requirements and develop teaching curriculum	X			1 FTE Program Coordinator shared between hospital and MercyOne DesMoines Psychiatric Residency Program		MercyOne DesMoines Psychiatric Residency
Launch first class of residents in program in July 2022.		X		Staff time		
Develop clinic space for Residency program to allow outpatient visits by residents and faculty		X	X	Psychiatric Residency staff		Local architecture and construction firm

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Improve coordination of services with community partners as Residents complete rotations with the partners	No Psychiatry Residents for rotations with community partners	Develop community rotations for 3 rd year Psychiatry Residents within the community and Senior Health Solutions located in the regions Rural Critical Access Hospitals.
Residents complete program and recruited to North Iowa	No current Residency Program	100% of Residents complete program and are available for recruitment
Timely Access to psychiatrist appointments following discharge from hospital for both adults and Adolescents >12 years of age	Follow-up appointments may take up to 30 days with Mason City Clinic Psychiatry	Follow-up appointments at Residency Clinic available within 7 days of discharge from hospital
Increase access for new patient appointments to a psychiatrist	Current psychiatrist limits the number of new patients.	New patient appointments available at Residency Clinic within 7 days.

Plan to evaluate the impact:

Evaluation of the Residency Training Program set up and execution can be completed in years 1 and 2 and measured based on accreditation and meeting requirements to have first class of residents begin July 22. Psychiatrists hired as faculty will see patients independent of the Residents and will increase access. Residents will start seeing patients in their own continuity clinics starting their second residency year, or 2023

Evaluation of longer-term impact will take place Years 3 and on once first class of residents begin their clinical and outpatient rotations with community partners.

CHNA IMPLEMENTATION STRATEGY FISCAL YEARS 2021-2023

Hospital facility:	MercyOne North Iowa Medical Center		
CHNA significant health need:	Access to Care- Transportation		
CHNA reference page:	12	Prioritization #:	1

Brief description of need:

Barriers to transportation and the requirement to travel to multiple provider sites for care exists within the community. There is no rural transportation and regional transportation ends at 5pm.

Goal: Improve transportation for community members to medical and social (live, work, play, and pray) engagements

SMART Objective(s):

1. Improve access of transportation for the North Iowa community by developing a new means-tested transportation model by 2023
2. Improve health equity among those who live in poverty by providing the same transportation opportunities as the broader community, 100 rides annually, by 2023.

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

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Evaluate availability of current community transportation services and resources	X			\$35,000		HHC Consulting
Develop and launch a new transportation model, including social rides	X			\$132,000	In-kind staff time	North Iowa Community Action, Iowa Community Ride
Apply to funding for sustainability of new transportation model	X			Staff time		
Participate in the Transportation Advisory Group	X	X	X	Staff time	In-kind staff time	NICAO, OneVision, NIACOG, Mason City Transit, Prairie Ridge

					Behavioral Healthcare, Mason City Youth Taskforce, North Iowa Corridor, Alliance for the Homeless Shelter, United Way, Iowa DOT, Workforce Development, Community Health Center of Mason City, Salvation Army
Develop transportation app with vendor		X		Staff time	Handi-van, Iowa Community Ride
Expand service area for transportation services		X	X	Staff time TBD financial support	

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Increase access to transportation services for those who are poor in Cerro Gordo County	0	100 rides in year 1 (all means-tested and living in poverty)
Increase use of transportation for social engagements	0	50 rides in year 1
Increase community partnerships to include employers	0	2 employers by year 3

Plan to evaluate the impact:

Riders will be means-tested initially and recertified every month. Riders will be surveyed after 6 months of use. In year three, the use of the transportation app will be evaluated on a regular basis, TBD once the transportation app launches.

Adoption of Implementation Strategy

On September 2, 2020, the Board of Directors for MercyOne North Iowa Medical Center, met to discuss the FY21-23 Implementation Strategy for addressing the community health needs identified in the FY20 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.

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Name & Title	<i>Group</i>	Date

