

Implementation Strategy

Mercy Medical Center

2015 – 2017 Tax Years Covered



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I. Organization Mission

Mercy Medical Center's mission is to care for the sick and enhance the health of the communities we serve, guided by the spirit of the Sisters of Mercy.

II. Community Served by the Hospital

Mercy Medical Center serves a primary service area (PSA) of Linn County and a secondary service area (SSA) of eight counties (Benton, Buchanan, Cedar, Delaware, Iowa, Johnson, Jones and Tama). The majority of Mercy's patients for both inpatient and outpatient services live in Linn County. The community additionally includes those counties adjacent to Linn County and within a reasonable driving time to the hospital.

III. Implementation Strategy Process

In January 2015, the Together! Healthy Linn steering committee was formed to complete a community health needs assessment (CHNA) and create a community health implementation strategy that targets the priority health concerns for those who live, work, worship or attend school in Linn County. A comprehensive CHNA was conducted between March and August 2015. Linn County Public Health facilitated and led this process. Needs were prioritized in October. Three significant health areas were identified as the priority needs: social determinants of health, behavioral health and health promotion. Using data points from four assessments under each priority area, three goals for each area were selected. In addition, subcommittees were formed to identify objectives and strategies for each of the goals that fell under the respective priority area.

Linn County's Implementation Strategy was developed in November and December 2015. Selected objectives and strategies align with Healthy People 2020 and best practice approaches. The objectives associated with each of the goals were developed based on multiple criteria. First, the objective had to relate to the goal and be supported by relevant data obtained through the CHNA. Secondly, the objective had to be structured using specific, measurable, achievable, realistic and time-bound (SMART) criteria. In the interest of developing objectives that were both achievable and realistic, the Together! Healthy Linn steering committee selected reasonable percentages of improvement based on current data trends for each of the identified priority areas, as well as an estimation of the local public health system's impact during the next three years. For objectives noting a significant upward trend, the most realistic strategy to reduce the upward trend is to first achieve stabilization.

For full community health assessment reports, prepared by Linn County Public Health, please visit: <http://bit.ly/LCReportsandPublications>.

Mercy Medical Center participated in the development of the Linn County Community Health Improvement Plan as part of the Together! Healthy Linn steering committee and subcommittees. The goals, objectives and strategies developed by this group are highlighted below. Mercy Medical Center used the Linn County Community Health Improvement Plan to formulate its specific implementation strategy for addressing the identified community needs.

Additionally, Mercy continues to participate in subcommittee work to share, learn and collaborate with other partners working to address the significant health needs. Mercy's participation includes representation from the following areas: administration, nursing, physician collaboration and physicians relations, behavioral health, diabetes center, cardiac and stroke, primary care clinic administration, tobacco treatment specialist, food and nutrition services, integrative health, care coordination, parish nursing, and clinical nursing specialists. This implementation strategy was reviewed and adopted by Mercy Medical Center's Mission Committee of the Board of Trustees on October 18, 2016.

For each significant health need identified in the CHNA, or through other means, Mercy has included:

- Description of the actions the hospital intends to take to address the health need and the anticipated impact of these actions
- Resources the hospital plans to commit to address the health need
- Description of any planned collaborations between the hospital and other facilities or organizations to address the health need
- Description of health needs not addressed by the hospital and reasons why such needs are not being addressed

Social Determinants of Health

Together! Healthy Linn Goal #1:

Increase access to properly maintained and affordable housing.

Mercy Medical Center has a history of increasing access to and supporting affordable housing initiatives in the communities Mercy serves. Mercy has partnered with developers in the procurement of property and/or provided financial assistance in the development of low income housing in our area. Additionally, Mercy supports nonprofit organizations involved in affordable housing work through cash contributions, and Mercy provides assistance to local homeless shelters in a variety of ways, including in-kind printing, Mercy representation on Board of Directors, and an annual supply collection.

Together! Healthy Linn Goal #2:

Increase access to care and community resources for vulnerable populations.

Please see table below.

Together! Healthy Linn Goal #3:

Decrease the number of children who are negatively impacted by risk factors associated with Adverse Childhood Experiences (ACEs).

Together! Healthy Linn OBJECTIVE	By January 1, 2019, increase the number of practicing healthcare providers who accept Medicaid by 5%.		
Strategy	Actions	Resources	Partners
Implement individual organizational recruitment plan.	Recruit primary care providers for the Mercy service area. Open MercyCare Health Partners Clinic (late June 2015) which provides additional, comprehensive and coordinated care to patients with multiple or complex medical issues. <ul style="list-style-type: none"> • Mercy hired full-time primary care physician and full-time mid-level provider • Clinic supported by a social worker, and patients have access to behavioral health services 	Recruitment dollars; staff time Staff time; new clinic expenses	Mercy Mercy; anticipated referrals from free clinics, federally qualified health center, public health department

<p>Together! Healthy Linn OBJECTIVE</p>	<p>By January 1, 2019 there will be at 50% increase of knowledge by primary care providers and behavioral health care service providers in regards to ACEs and the effective strategies that support improving adult health management.</p>		
<p>Strategy</p>	<p>Actions</p>	<p>Resources</p>	<p>Partners</p>
<p>Train providers that provide services to adult populations about trauma informed care.</p>	<p>Provide at least one educational opportunity to providers about ACES and trauma informed care.</p>	<p>Staff time</p>	<p>Mercy</p>

Behavioral Health

Together! Healthy Linn Goal #1:
Increase access to mental health services.
 Please see table below.

Together! Healthy Linn Goal #2:
Decrease the rate of suicide in Linn County.
 Please see table below.

Together! Healthy Linn Goal #3:
Decrease the rate of substance abuse among adults and adolescents.
 Please see table below.

Together! Healthy Linn OBJECTIVE	By January 1, 2019, increase the percentage of healthcare prescribers who provide mental health services in Linn County by 10%.		
Strategy	Actions	Resources	Partners
Provide clear information to primary care providers about all regional mental health access points.	Mercy currently employs therapists in six MercyCare clinics. Explore options for more psychiatric consultative roles within other MercyCare clinics by December 31, 2017. <ul style="list-style-type: none"> • Increase number of psychiatric consults within primary care offices Provide at least two behavioral health educational offerings for healthcare providers by psychiatrists each fiscal year.	Staff time Staff time Staff time	Mercy Mercy Mercy
Implement a recruitment strategy to increase the number of mental health prescribers who are available in Linn County and those who accept Medicaid.	Recruit two psychiatrists and one behavioral ARNP in FY17. Additionally, Mercy recruited one psychologist and one child and adolescent counselor to start in fall 2016.	Recruitment dollars; staff time	Mercy
Implement advocacy efforts at the local and state levels	Provide representation at local and state-level advocacy events related to behavioral health.	Staff time	Mercy; local and state legislators

Research and quantify current mental health referral processes.	Improve discharge planning process to include follow-up and linkage to services post discharge by June 30, 2017.	Staff time	Mercy
Continue the use of mental health screenings within health settings	Increase utilization of assessment tool for depression by primary care physicians by June 30, 2017.	Staff time	Mercy
	Deploy access nurses for any patient with identified behavioral health issues within the hospital as needed. Patient's mental health and substance abuse status will be assessed by access nurse. If issue(s) identified, services are provided during inpatient stay, incorporated into the treatment plan and discharge planning process.	Staff time	Mercy
Provide community members access to services through the use of telehealth services	Explore opportunities to provide behavioral health services through the use of telehealth by June 30, 2017.	Staff time; telehealth equipment costs	Mercy; area business, colleges, rural areas
Provide area students access to mental health services	Offer Linn-Mar students access to urgent mental health services each fiscal year. <ul style="list-style-type: none"> Referred students seen within 24-48 hours Referred students receive up to three sessions with counselor 	Staff time	Mercy; Linn-Mar School District

Together! Healthy Linn OBJECTIVE	By January 1, 2019, adult suicide rates will be decreased by 10%.		
Strategy	Actions	Resources	Partners
Increase early intervention services (for suicide).	Participate in community-wide suicide coalition.	Staff time	Mercy; Foundation 2; Suicide Coalition
	Assess patients risk for suicide. <ul style="list-style-type: none"> Suicide-related question added to depression assessment by July 1, 2016 	Staff time	Mercy

Together! Healthy Linn OBJECTIVE	By January 1, 2019, reduce the percentage of adults and adolescents who currently use nicotine delivery products including cigars, cigarettes, smokeless tobacco and electronic cigarettes by 2%.		
Strategy	Actions	Resources	Partners
Promote evidence-based tobacco cessation strategies and outlets.	Offer tobacco cessation classes monthly by Mercy's certified tobacco treatment specialist.	Staff time	Mercy
Partner with healthcare providers to increase tobacco screening in healthcare settings and referral to support services.	<p>Continue utilization of Nicotine Assessment in primary care offices for all patients 13 and over.</p> <p>Continue utilization of Cessation Advised Assessment in primary care offices for patients 13 and over who are positively assessed for tobacco use.</p>	<p>Staff time</p> <p>Staff time</p>	<p>Mercy</p> <p>Mercy</p>

Health Promotion

Together! Healthy Linn Goal #1:

Increase data sharing and effective use of technology among the local public health system in order to identify and address emerging health trends.

Mercy currently shares information with Linn County Public Health through a syndromic surveillance program available from the Centers for Disease Control to help identify trends of illness in the community. Additionally, Mercy supports our local public health department through an annual cash contribution and will continue to encourage staff participation in local public health system efforts. As an example, Mercy currently has staff involved in the Community Health Assessment – Community Health Improvement Plan steering committee and subcommittees, immunization coalition, and Linn County Disaster Preparedness Committees.

Together! Healthy Linn Goal #2:

Decrease preventable diseases through health education in the community.

Mercy Medical Center has Sexual Assault Nurse Examiners located in the Emergency Department and they participate on the Linn County Sexual Assault Response Team. Mercy also participates in the local Sexual Health Alliance for Linn and Johnson Counties. As a partner with public health, Mercy supports the work of Linn County Public Health (LCPH) in offering extensive services related to sexually transmitted diseases (STDs). Services provided at LCPH include: coordinating the Sexual Health Alliance of Linn and Johnson Counties coalition; offering HIV tests and free STD examinations and treatment; conducting STD partner tracking follow-up services; offering free condoms, dental dams and lubricant; providing offsite STD/HIV testing to high-risk community agencies and events with high-risk populations; and monitoring population health changes through public health surveillance. Providing substance abuse prevention education is also an objective under this goal. Mercy does support these efforts through community education and referrals to appropriate agencies providing this outreach and education in the community.

Together! Healthy Linn Goal #3:

Decrease the incidence of chronic disease in Linn County.

Please see table below.

Together! Healthy Linn OBJECTIVE	By January 1, 2019, the percentage of residents who are overweight or obese will be stabilized.		
Strategy	Actions	Resources	Partners
Target high concentration areas of high-risk groups for outreach opportunities.	Share data and reports with Linn County Public Health by June 30, 2017.	Staff time	Mercy; Linn County Public Health

<p>Conduct nutrition education and cooking classes within the community.</p>	<p>Provide nutrition education and counseling through Mercy’s Nutrition Services’ Outpatient Counseling.</p> <p>Offer Mercy Weight-Loss Program, a 12-week program utilizing science-based strategies at least two times per fiscal year</p> <p>Present “Anti-inflammatory Cooking – what is it and how to incorporate into your diet” through Mercy’s Integrative Medicine Department at least two times per fiscal year</p> <p>Provide public demonstrations, at non-Mercy locations, of healthy, locally-sourced foods and the techniques to best prepare these ingredients at home during the local growing season.</p> <ul style="list-style-type: none"> • At least four public demonstrations per fiscal year • 50+ samples per demonstration 	<p>Staff time</p> <p>Staff time</p> <p>Staff time</p> <p>Staff time</p>	<p>Mercy</p> <p>Mercy</p> <p>Mercy</p> <p>Mercy</p>
<p>Educate and support healthcare providers in engaging in uncomfortable conversations with clients regarding weight management.</p>	<p>Lead a community effort to develop a toolkit to assist providers with engaging in uncomfortable conversations with both pediatric and adult patients regarding weight management. This effort includes:</p> <ul style="list-style-type: none"> • Quarterly meetings with community partners to develop the toolkit and increase weight management awareness • Distribution of the toolkit to MercyCare providers by December 31, 2017 • Increase awareness of weight management efforts with MercyCare providers by June 30, 2018 	<p>Staff time</p>	<p>Mercy, UnityPoint Health, Eastern Iowa Health Center, Linn County Public Health</p>

<p>Provide specialized care for the prevention and treatment of childhood and adolescent obesity.</p>	<p>This effort includes:</p> <ul style="list-style-type: none"> • Initiation of a social marketing campaign regarding healthy eating, exercise, screen time, and sugar-sweetened beverages by June 30, 2017. • Development and communication of a referral process to the experts including specialized providers and their supportive resources such as nutrition, exercise, and behavioral counseling by June 30, 2017. • Embedded evidenced-based treatment protocols into Mercy's electronic medical record by December 31, 2017. 	<p>Staff time; additional clinic resources</p>	<p>Mercy, UnityPoint Health, Eastern Iowa Health Center, Linn County Public Health</p>
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<p>Together! Healthy Linn OBJECTIVE</p>		<p>By January 1, 2019, the percentage of adults with type 2 diabetes will be stabilized.</p>	
<p>Strategy</p>	<p>Actions</p>	<p>Resources</p>	<p>Partners</p>
<p>Conduct a comprehensive community assessment to identify those with diabetes and those at a higher risk for developing diabetes.</p>	<p>Participate in, and support work of, Linn County Diabetes Health Promotion Work Group.</p> <ul style="list-style-type: none"> • Providing information to Linn County Public Health regarding Mercy Diabetes Center's services and resources by December 31, 2016 • Participate in quarterly meetings of work group 	<p>Staff time</p>	<p>Mercy, UnityPoint Health, Eastern Iowa Health Center, Linn County Public Health</p>
<p>Conduct outreach services to provide diabetes education to diabetics and their support system.</p>	<p>Support diabetes education for residents at Geneva Tower by:</p> <ul style="list-style-type: none"> • Identifying diabetes education needs by December 31, 2016 • Providing onsite diabetes education sessions as needed <p>Expand diabetes education at the worksite by:</p> <ul style="list-style-type: none"> • Developing a service menu of diabetes education topics available to worksites by December 31, 2016 	<p>Staff time</p> <p>Staff time</p>	<p>Mercy; AHNI</p> <p>Mercy; local businesses</p>

Together! Healthy Linn OBJECTIVE		By January 1, 2019, the mortality rate attributed to heart disease and stroke among adults will be stabilized.	
Strategy	Actions	Resources	Partners
Provide stroke education and prevention in the community.	<p>Provide education to community members, including for-profit and nonprofit businesses, by physicians or other healthcare providers at least two times per fiscal year.</p> <p>Explore opportunities to provide stroke education in the community.</p> <p>Provide stroke prevention education to stroke patients during in-patient stay.</p>	Staff time	Mercy
Support and enhance current heart disease and stroke programs that prevent risk factors (high blood pressure, high blood cholesterol, tobacco use, physical inactivity and poor nutrition).	<p>Participate in State of Iowa Stroke Taskforce to share and learn best practices.</p> <p>Provide a free blood pressure check once per month at Lindale Mall.</p> <p>Offer the Heart2Heart screening, which includes complete cholesterol and glucose screening, Body Mass Index (BMI) assessment, brief physical, Framingham risk score, metabolic syndrome screening, review of results, personalized tips for a heart-healthy lifestyle and referral for follow-up care if needed.</p> <p>Offer VascULearn (vascular) program screenings and education at Mercy Imaging Center once per week.</p>	<p>Staff time</p> <p>Staff time; equipment</p> <p>Staff time; equipment</p> <p>Staff time; equipment</p>	<p>Mercy; State of Iowa Stroke Taskforce</p> <p>Mercy</p> <p>Mercy</p> <p>Mercy</p>
Conduct outreach services to provide additional opportunities for blood pressure and cholesterol screening among at-risk populations	Provide blood pressure screening to Geneva Tower residents, clients at Olivet Neighborhood Mission and Mercy parish nurses' churches once per month.	Staff time; equipment	Mercy; churches; Olivet Neighborhood Mission

<p>Promote tobacco cessation services.</p>	<p>Offer tobacco cessation classes monthly by Mercy's certified tobacco treatment specialist.</p> <p>Participate in the Linn County Tobacco Free Committee, which works on advocating for tobacco free policies and educating the community.</p> <p>Assess patients for smoking status and desire to quit smoking; provide education about effects of smoking and offer referral to tobacco cessation services for patients who smoke and are interested in quitting.</p>	<p>Staff time</p> <p>Staff time</p> <p>Staff time</p>	<p>Mercy</p> <p>Mercy; Linn County Tobacco Free Committee</p> <p>Mercy</p>
<p>Work with local employers to promote healthy worksites.</p>	<p>Promote work of MercyCare Business Health Solutions to provide worksite wellness programs, including health risk assessments and screenings, health and wellness coaching, and health fair and wellness events.</p>	<p>Staff time</p>	<p>Mercy</p>
<p>Work with local employers to ensure the availability of automatic external defibrillators (AEDs) and training for staff on how to use the device.</p>	<p>Donate AEDs to nonprofits in the community each fiscal year.</p>	<p>Staff time; cost of AEDs</p>	<p>Mercy; local nonprofit organizations (i.e. schools, churches, etc.)</p>