



# MERCY MEDICAL CENTER

*A Ministry of the Sisters of Charity Health System*

## Community Health Needs Assessment Implementation Strategy

### Introduction

Mercy Medical Center (the “Hospital” or “Mercy”) conducted a community health needs assessment (CHNA) of the community served by the Hospital pursuant to the requirements of Section 501(r) of the Internal Revenue Code. The Patient Protection and Affordable Care Act added Section 501(r) to the Internal Revenue Code. The CHNA findings are published on the Hospital’s website [www.cantonmercy.org](http://www.cantonmercy.org). This implementation strategy (the “Strategy”), also required by Section 501(r), documents the Hospital’s efforts to address the community health needs identified in the 2013 CHNA.

The Strategy identifies the means through which Mercy Medical Center plans to address a number of the needs that are consistent with the Hospital’s long-standing charitable mission during 2013 through 2015 as part of its community benefit programs and its delivery of quality, compassionate, affordable and accessible health care services to its community. Beyond these programs, the Hospital is addressing some of these needs by providing care to all, regardless of their ability to pay, every day. Mercy’s mission – rooted in the charism of our founders, the Sisters of Charity of St. Augustine -- has called the Hospital to welcome the most vulnerable and underserved populations since its founding in 1908.

The Hospital anticipates that the strategies may change and therefore, a flexible approach is best suited for the development of its response to the 2013 CHNA. For example, certain community health needs may become more pronounced and require changes to the initiatives identified by the Hospital in the Strategy. Other community organizations may address certain needs, indicating that the Hospital’s strategies should be refocused on alternative community health needs or assume a different focus on the needs identified in the 2013 CHNA. In addition, the impact of the Patient Protection and Affordable Care Act on access to health care insurance for residents of the Hospital’s service area is uncertain, and is likely to have some effect on the Hospital’s strategies.

## Overview of the Strategy

The Strategy includes the following information:

1. Hospital Mission Statement
2. Community Served by the Hospital
3. Priority Community Needs
4. Implementation Strategies – 2013 through 2015
5. Implementation Strategy Collaborators

### 1. Mercy Medical Center Mission Statement

As a Catholic health care organization, our mission at Mercy Medical Center is to continue Christ's healing ministry by providing quality, compassionate, accessible and affordable care for the whole person.

Mercy Medical Center is a ministry of the Sisters of Charity Health System ([www.sistersofcharityhealth.org](http://www.sistersofcharityhealth.org)), a system devoted to healing and addressing the unmet needs of individuals, families, and communities through a network of innovative services including health care, foundations, and human services.

Another ministry of the Sisters of Charity Health System serving Mercy's community is the Sisters of Charity Foundation of Canton, who partner with Mercy in addressing health care access for the poor and underserved through impactful, innovative programs.

Founded in 1908 in Canton, Ohio, by the Sisters of Charity of St. Augustine, Mercy has remained true to its mission in service to our community since the Sisters opened the doors of Mercy Hospital to a growing, diverse community to provide quality health care to all, regardless of race, religion, nationality and ability to pay.

We have grown into a nationally recognized health care organization that includes our main campus hospital in Canton; Mercy Dental Residency Program and Dental Services on the main campus; seven community health centers that provide services in North Canton, Jackson Township, Plain Township, Lake Township, Louisville, Carroll County, and Tuscarawas County; and an imaging center in Alliance. In addition, Mercy Primary Care - St. Paul Square medical home was opened in 2012 in the medically underserved Northeast section of Canton. Our new medical home provides primary care to pediatric and adult patients and a satellite office of Mercy Dental Services; at this site we also collaborate with Community Services of Stark County to provide mental health services.

Approximately 620 physicians and dentists are on Mercy's medical staff. Mercy employs approximately 2500 people, including Mercy Professional Care Corporation network of physicians. Mercy is a teaching hospital affiliated with Northeast Ohio Medical University.

The hospital has 475 licensed adult beds, a Level II Trauma Center and Emergency Department that has had 65,000 patient visits annually in recent years; an accredited Emergency Chest Pain Center (ECPC) with a dedicated, state-of-the-art heart catheterization laboratory located right in the ECPC.

## Core Values

Mercy Medical Center implements the philosophy, charism and values of the Sisters of Charity of St. Augustine. Our strategies and goals create an organizational culture which embodies these core values of the Sisters of Charity Health System:

*Compassion:* To display a profound sense of interconnectedness to others.

*Courage:* To dare to take risks that our faith-based care demands.

*Respect:* To value dignity and sacredness of life from conception through death.

*Justice:* To develop right relationships internally and externally.

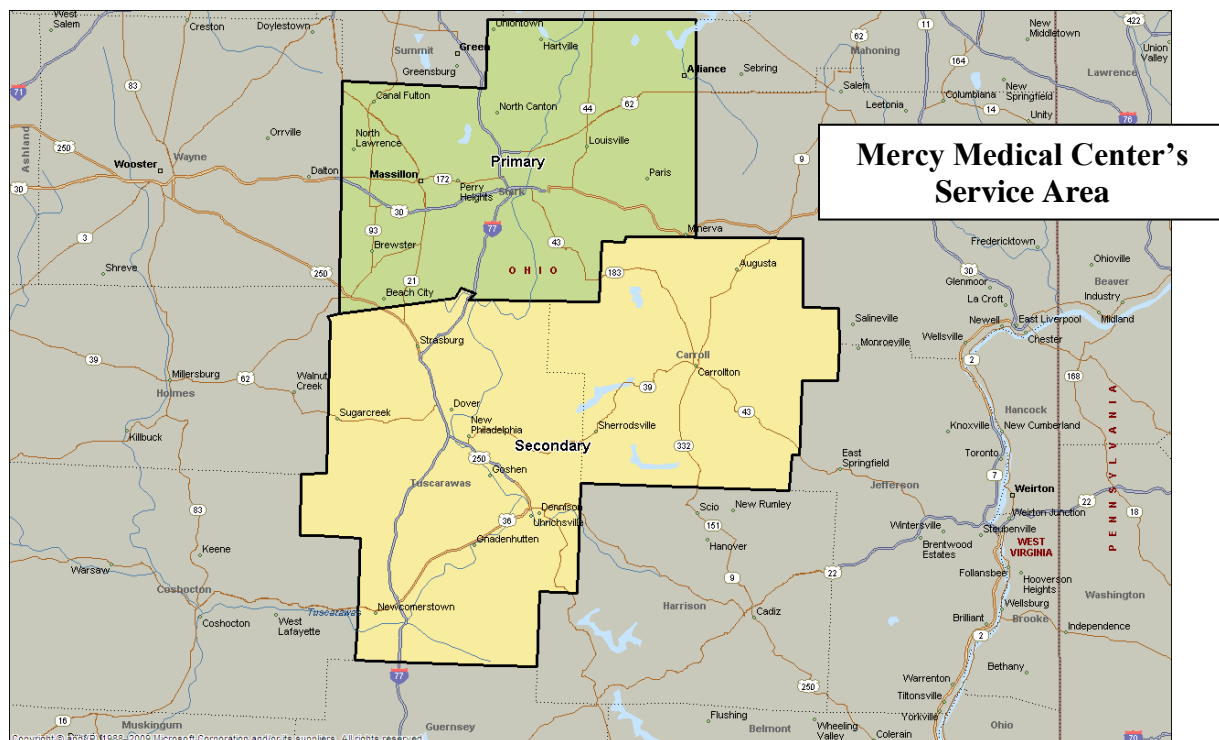
*Collaboration:* To promote inclusive, compassionate and collaborative relationships.

## 2. Community Served by the Hospital

Mercy provides a wide range of community benefits including clinical services, 24/7 Emergency Department, medical education and many community outreach services.

The community served by the Hospital is defined based on the geographic origins of the Hospital's patients. The primary service area is the geographic area from which the majority of the Hospital's patients originate. The secondary service area is where an additional population of the Hospital's patients resides.

Our primary service area comprises 44 zip codes in Stark County, Ohio. Our secondary service area comprises 20 zip codes in Tuscarawas County and 8 zip codes in Carroll County.



## 2011 Population

### **Stark County:**

375,087

89.1% White, 7.7% African American, 1.7% Hispanic or Latino

Persons below Federal Poverty Level: 13.6%

### **Tuscarawas County:**

92,508

97% White, 0.9% African American, 2.1% Hispanic or Latino

Persons below Federal Poverty Level: 13.7%

### **Carroll County:**

28,782

97.9% White, 0.6% African American, 1.0% Hispanic or Latino

Persons below Federal Poverty Level: 13.9%

*Source: U.S. Census Bureau*

## Health Outcome Rankings\*

Health outcomes reported in the *County Health Rankings* represent how healthy a county is. It measures two types of health outcomes: how long people live (mortality) and how healthy people feel while alive (morbidity).

### ***County Health Rankings among 88 Ohio Counties:***

Stark: 39

Tuscarawas: 24

Carroll: 53

## Health Factors Rankings\*

Health factors reported in the *County Health Rankings* represent what influences the health of a county. It measures four types of health factors: health behaviors, clinical care, social and economic, and physical environment. In turn, each of these factors is based on several measures. A fifth set of factors that influence health (genetics and biology) is not included in the *Rankings*.

Stark: 37

Tuscarawas: 53

Carroll: 47

## Social and Economic Factors Rankings\*

Social and economic factors include (1) community safety (violent crime rate), (2) education (high school graduation and some college), (3) employment (unemployment), (4) family and social support (inadequate social support and children in single parent households), and (5) income (children in poverty).

Stark County: 50

Tuscarawas County: 36

Carroll County: 53

*\*SOURCE: County Health Ranking.*

<http://www.countyhealthrankings.org/app/ohio/2013/rankings/outcomes/overall/by-rank>

## % Children in Poverty

The percent of children under age 18 living below the Federal Poverty Level.

Stark County: 25%

Tuscarawas County: 22%

Carroll County: 27%

Ohio: 24%

*SOURCE: County Health Ranking. Original Source: Small Area Income and Poverty Estimates*

<http://www.countyhealthrankings.org/app/ohio/2013/measure/factors/24/map>

## % Uninsured

	Adults	Children
Stark County	18%	6%
Tuscarawas County	20%	8%
Carroll County	20%	9%
Ohio	18%	6%

*SOURCE: County Health Ranking. Original Source: U.S. Census Bureau's Small Area Health Insurance Estimates, 2010*

<http://www.countyhealthrankings.org/app/ohio/2013/measure/additional/3/data/sort-0>

## Infant Mortality

Infant Mortality Rates <1 by Race ( <i>deaths per 1,000 live births</i> ) 2011			
	Stark	Ohio	U.S.
Black	13.9	15.8	11.4
White	6.8	6.3	5.1
Other	9.4	5.7	
<b>Total</b>	<b>7.6</b>	<b>7.9</b>	<b>6.1</b>

*SOURCE: Ohio Department of Health*

Infant mortality rates in Ohio are very high. The situation is more dire when considering the disparity in infant mortality between white and black babies. Stark County has one of the highest disparity in birth outcomes of any large urban center in Ohio. Currently Ohio ranks 48<sup>th</sup> in the nation in overall infant mortality and 49<sup>th</sup> in infant mortality for African American babies. The disparity in infant mortality between white infants and black infants in Ohio is among the worst in the nation.

*SOURCE: Stark County Equity Institute for Infant Mortality*

### 3. Priority Community Health Needs

Mercy Medical Center's 2013 CHNA identified six health need priorities, listed in alphabetical order:

1. Access to Dental Care
  - A significant portion of residents do not have access to routine dental care.
2. Access to Health Insurance Coverage and Health Care Services
  - A large portion of residents do not have health insurance and lack access to basic health care services.
3. High Infant Mortality
  - Stark County's infant mortality rate is unacceptably high, and an alarming disparity exists between white and black infant mortality.
4. Large Need for Mental Health Services
  - The need for mental health services and intervention continues to increase, especially for youth.
5. Obesity and Lack of Healthy Lifestyles
  - A large portion of residents are overweight, not exercising regularly, and not making food choices based on nutritional information.
6. Prescription Drug Abuse
  - A growing problem is the use of prescription medications in ways other than prescribed, particularly among youth.

Documentation of the findings presented in this summary is provided in the Hospital's CHNA, posted on our website [www.cantonmercy.org](http://www.cantonmercy.org)

It is noteworthy that extensive work for Mercy's CHNA was done through a collaborative community effort guided by the Stark County Community Health Needs Assessment Advisory Committee, in which Mercy played a leadership role. The Committee is facilitated by the Stark County Health Department. We believe this process demonstrates best practices for meaningful community health needs assessments, and it continues to work collaboratively and inclusively on county-wide health improvement planning and implementation.

The original work of this committee is available on the Stark County Health Department website at:

<http://www.starkhealth.org/assessments/2011StarkHealthNeedsAssessment.pdf>

This committee also hosted two well-attended Summits of concerned agencies and individuals who continue to develop and implement a Stark County Health Improvement Plan. The plan document is available on the Stark County Health Department website at: <http://www.starkhealth.org/pdfs/Stark%20County%20Health%20Improvement%20Plan%202012.pdf>

The Stark County Community Health Needs Assessment Advisory Committee is made up of a variety of representatives from health and social services agencies and community volunteers including Access Health Stark County; Affinity Medical Center; Alliance Community Hospital; Alliance City Health Department; Aultman Health Foundation; Canton City Health Department; Canton Community Clinic; Mercy Medical Center; Prescription Assistance Network of Stark County; Stark County Family Council; Stark County Health Department; Stark County Jobs & Family Services; Stark County Medical Society; Mental Health & Recovery Services Board of Stark County; United Way of Greater Stark County; and Western Stark Free Clinic. Thank you to all the agencies and individuals who volunteered their time and expertise to help make this collaboration successful, with special recognition to Stark County Health Department for its role.

#### 4. Implementation Strategies 2013 through 2015

The Hospital, through its Mission, has a strong tradition of meeting community health needs through the provision of ongoing community benefit programs and services. The Hospital will continue this commitment through the strategic initiatives set forth below that focus primarily on high-priority health needs, with a special focus on Access to Health Care Services, including Dental Services. Providing and advocating for Access to Health Care Services has been a hallmark of Mercy Medical Center and the Sisters of Charity Health System throughout their history.

The Hospital has provided rich community benefit programming for many years and will continue to provide such programs. To do so in the current challenging health care environment demonstrates a true commitment and answer to community need. Not all programs provided by the Hospital that benefit the health and wellbeing of patients in our service area are discussed in the Strategy.

Further, given changes in health care, the strategies may change, and new programs may be added or programs may be eliminated during the 2013-2015 period.

1. Access to Dental Care

- Continue Mercy Dental Residency Program to educate and train skilled dentists to serve our community, and its accompanying Dental Services Program/Clinic on the main Hospital campus to provide comprehensive dental services to all who need them, including underserved and vulnerable populations, special needs pediatric and adult patients, the uninsured and underinsured.
- Continue and expand Mercy Dental Services at Mercy's St. Paul Square Medical Home in Northeast Canton.
- Continue Dental Services outreach efforts including free oral cancer screenings, dental screenings and education at schools, churches, Stark County Developmental Disabilities Board adult and children's centers, and community health fairs.
- Continue working with the Sisters of Charity Foundation of Canton to promote better oral health and provide pro bono services for necessary treatments.

2. Access to Health Care Insurance and Health Services

- Continue to grow the number of pediatric and adult patients who are provided medical services at Mercy's St. Paul Square Medical Home.
- Continue to be a collaborative partner in and provide Hospital services through Access Health Stark County.
- Continue to serve uninsured and underinsured patients through Mercy's Ambulatory Care Clinic with Internal Medicine and OB/GYN care.
- Work with the Stark County Equity Institute for Infant Mortality to address access issues related to the high infant mortality rate in Stark County and the disparity of black infant mortality.
- Continue to offer Cancer, Cardiac and Diabetes education and screening outreach programs for the community in schools, churches, community health fairs and Hospital programs.
- Continue the Centering Pregnancy Program through Mercy's Maternity Services department and OB/GYN Clinic, designed to provide a group model of care that emphasizes assessment, education and support leading to better birth outcomes.



- Continue Mercy Cancer Center's Cancer Survivorship Program which provides cancer survivors access to the continuing services that help them maintain good health and quality lifestyles.
- Continue Mercy Cancer Center's ANGEL (African American Women Nurturing and Giving Each Other Life) program that promotes breast health among African American women.
- Continue Mercy Cancer Center's Nurse Navigator program which assists cancer patients in navigating and gaining access to all aspects of their care.
- Continue to provide multi-faceted education and healthy lifestyle programs focusing on health improvement for low-income residents, with particular emphasis on mothers, pregnant mothers, their babies and children.
- Continue the Hospital's Internal Medicine Residency Program in affiliation with Northeast Ohio Medical University to educate and train skilled physicians to serve the community.
- Mercy's financial counselors will continue and expand efforts to assist patients in enrolling in available plans for which they qualify.
- Continue involvement in *Live Well Stark County* Health Improvement Plan efforts aimed at improving health care access.
- Continue Mercy's Immigrant Health Outreach program that proactively serves the Hispanic and other immigrant populations in the community.
- Continue Mercy's Faith Community Nursing program, which provides health care education and screenings in places of worship across the community.
- Continue the W.I.C. (Women, Infants and Children Food and Nutrition) Program at Mercy's Carrollton Health Center.
- Continue the Hospital's van transportation program for patients who do not have access to transportation for medical services.
- Continue providing prescription assistance to uninsured and underinsured patients at time of discharge, often in collaboration with Prescription Assistance Network of Stark County.
- Continue Mercy Professional Care Physicians, a network of medical professionals owned and managed by Mercy Medical Center to help ensure access in our community to primary care physicians, surgeons, plastic surgeons, cardiologists, pulmonary and critical care intensivists, pain management physicians, palliative and hospice care physicians, and radiation oncologists.
- Continue to operate Mercy's community health centers to provide quality, affordable, accessible urgent care and ambulatory health care services close to home.

### 3. High Infant Mortality

- Work with the newly created Stark County Equity Institute for Infant Mortality, a collaborative project led by the Canton City Health Department, to study and improve infant mortality rates. The project is part of a larger collaboration with the Ohio Department of Health called

the Ohio Equity Institute which is addressing the issue statewide. The goal of the institute is to determine those factors that lead to infant mortality in our community and reduce the overall infant mortality rate as well as the disparity in birth outcomes relative to white and black infants.

- Mercy leaders have taken active roles in the initial meetings of the Stark County and Ohio infant mortality initiatives held in the summer of 2013, and will continue strong advocacy for these programs.
- Continue the Centering Pregnancy Program through Mercy's Maternity Services department and OB/GYN Clinic, designed to provide a group model of care that emphasizes assessment, education and support leading to better birth outcomes.
- Continue to serve uninsured and underinsured OB/GYN patients through Mercy's Ambulatory Care Clinic.

#### 4. Large Need for Mental Health Services

- Continue and possibly expand our collaboration with Community Services of Stark County in providing mental health services at Mercy's St. Paul Square Medical Home.
- Continue and possibly expand our collaboration with Community Services of Stark County in Southeast Canton to provide access to mental health services.
- Collaborate with Mental Health and Recovery Services Board of Stark County, which is taking the lead in addressing this need in our community.
- Provide education and screening programs in the community through Mercy's Concern employee assistance program/outpatient behavioral health and substance abuse services, available to employers in our community.
- Continue Mercy Grief Support Services.
- Continue the Hospital's Sexual Assault Nurse Examiner (SANE) Program and its community education and outreach programs.

#### 5. Obesity and Healthy Lifestyle Choices

- Continue Mercy's Smoking Cessation Program.
- Continue the Hospital's comprehensive Employee Wellness Program.
- Continue participation in *Live Well Stark County* Community Health Improvement Plan development and implementation which focuses on addressing improved nutrition and physical activity in schools, worksites and community-wide, being led by Stark Parks, Ohio State University Extension Office, Employers Health, and the county and city health departments.
- Continue to provide healthy lifestyle and wellness education programs in the community through the Hospital's Health and Wellness Services department and Mercy Health and Fitness Center.
- Continue and expand the focus on wellness and prevention at St. Paul Square Medical Home including a Farmers Market in collaboration with Northeast Canton neighborhood entities and others.

- Continue and renew the focus on wellness and prevention of illness in programs offered in our service area.
- Continue and expand the focus on wellness and prevention of illness in the Hospital's Internal Medicine and OB/GYN clinics.

#### 6. Prescription Drug Misuse

- Collaborate with Mental Health and Recovery Services Board of Stark County, which is taking the lead in addressing this need. Mercy has been a leader in Drug Take Back events in the community since 2010, and was cited as a national model for drive-through collection methodology.
- Continue participation in the *Live Well Stark County* Community Health Improvement Plan initiative addressing Mental Health Wellness, led by the Mental Health and Recovery Services Board of Stark County.
- Continue and expand the Hospital's comprehensive medication waste management program.

### 5. Implementation Strategy Collaborators

Mercy Medical Center's Implementation Strategy will be implemented in collaboration with other entities including, but not limited to:

Access Health Stark County  
 American Cancer Society  
 American Heart Association  
 American Diabetes Association  
 Area churches of different denominations  
 Canton City Health Department  
 Canton City Schools  
 Catholic Consortium of Stark County  
 Community Services of Stark County  
 Crystal Park Neighborhood Association  
 Employers Health  
 Homeless Continuum of Care of Stark County  
 Imagine Schools  
 J.R. Coleman Services  
 Live Well Stark County Initiative  
 Mental Health and Recovery Services Board of Stark County  
 Minority Health Care Coalition  
 NEAR (Northeast Canton Area) Business Association  
 Ohio Department of Health  
 Ohio State University Extension Service  
 Plain Local Schools  
 Prescription Assistance Network of Stark County

Sisters of Charity Foundation of Canton  
Sisters of Charity Health System  
Stark County Board of Developmental Disabilities  
Stark County Community Action Agency  
Stark County Dental Society  
Stark County District Library  
Stark County Educational Service Center  
Stark County Equity Institute for Infant Mortality  
Stark County Health Department  
Stark County Help Me Grow  
Stark County Medical Society  
Stark Social Workers Network  
Stark Parks  
The Greater Stark County Urban League  
United Way of Greater Stark County  
Western Stark Free Clinic  
W.I.C. Program



**MERCY**  
**MEDICAL CENTER**

*A Ministry of the Sisters of Charity Health System*