MercyOne Des Moines completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on 6/26/2019. Mercy One Des Moines 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 took into account a comprehensive review of secondary data analysis of patient outcomes, community health status, and social determinants 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 [www.mercyone.org](http://www.mercyone.org). Printed copies are available at MercyOne Des Moines.

Hospital Information

MercyOne Des Moines Medical Center is an acute care, not-for-profit Catholic hospital serving the residents of Iowa. Founded by the Sisters of Mercy in 1893, Mercy is the longest continually operating hospital in Des Moines. With approximately 7,000 staff members and a medical staff of about 1,200 physicians and allied health professionals, Mercy is one of the state’s largest employers and is one of the Midwest’s largest referral centers.

Mission

Consistent with our mission, core values and vision, MercyOne Des Moines Medical Center is committed to the health needs of the communities we serve.

Health Needs of the Community

MercyOne- Des Moines has a primary service area of three counties and a secondary reach to the surrounding six counties. The population served includes both urban and rural communities, with a growing number of people residing in the 3-county primary service area (Polk, Dallas, and Warren). These residents have a median income of $66,558, with eight percent living below the poverty line. Of those who live below the poverty level, 53 percent are single-parent families with children under 5 years of age.

With an increasing immigrant and refugee population relocating to central Iowa, approximately 13 percent of our 3-county population speak a language other than English at home. There are as many as 106 individual languages spoken by families in the Des Moines Public Schools. The largest New Iowan population has Latino origins, representing 20% of the community in the Des Moines area.
The CHNA conducted on August 1, 2018 identified the significant health needs within the MercyOne- Des Moines community. Those needs were then prioritized based on input from persons who represent the interests of the community served. The significant health needs identified, in order of priority include:

| 1) Ensure access to health for all | - Increase investments/reimbursements for prevention  
| | - Reform Medicaid Managed Care to reduce barriers to accessing necessary services  
| | - Increase community understanding and support of mental health, reducing stigma and encouraging parity between mental health and physical health  
| | - Reduce transportation barriers, particularly for people with low income and rural families  
| | - Ensure individuals with mental health needs are connected to appropriate services-avoiding unnecessary jail and emergency room referrals  
| | - Increase avenues of understanding and cultural humility, reducing barriers for individuals seeking assistance |

| 2) Establish communities and neighborhoods that are safe, accessible and available to everyone, include public gathering places for diverse and integrated engagement, and promote healthy relationships | - Increase and utilize physical community spaces to foster social connectivity, civility and build trusting relationships  
| | - Reform Medicaid Managed Care to Allow for more flexible reimbursement strategies  
| | - Ensure everyone has a place to be safe and active  
| | - Increase the availability of safe affordable and stable housing |

| 3) Improve the social/emotional well-being of the community | - Identify and implement work-site strategies to reduce stress/trauma  
| | - Advocate for the establishment and implementation of a children's mental health system Increase early identification, detection and intervention programs for children  
| | - Increase psychiatric residency slots and efforts to increase practitioner retention  
| | - Reform Medicaid Managed Care to improve reimbursement rates, and the timeliness of payments, to prevent the disruption or elimination of necessary services and valuable providers |
| 4) Increase the capacity (size and skills) of the healthcare workforce to create and sustain health | - Increase training opportunities for trauma informed care, mental health first aid and other evidence based mental health services  
- Expand efforts to develop a more diverse workforce that better reflects the patient population  
- Increase the number of people and organizations who receive cultural humility and implicit bias training  
- Reform Medicaid Managed Care to improve reimbursement rates to minimize staff turnover  
- Improve recruitment and retention rates to address the unique challenges of rural Polk, Dallas and Warren counties |

**Hospital Implementation Strategy**

MercyOne-Des Moines 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.

Our Mercy implementation plan has been developed through the work of a multidisciplinary team following the conclusion of the CHNA process. The strategies to meet community health needs are listed below.

MercyOne-Des Moines will focus on developing and/or supporting initiatives and measure their effectiveness, to improve the following CHNA Priority areas:

**CHNA Priority #1**

**Ensure Access to Health for All – page 22**

**Strategies**

- Advocacy or state and federal to expand Medicaid coverage and flexibility.
- Collaboration on Restorative Justice and Homeless coalitions to reduce incarcerator and emergent care needs.
- Training for staff regarding Unconscious Bias.
- Intentional hiring efforts to recruit a diverse workforce, especially in roles with direct patient contact.
Tactics

- To ensure access to healthcare for all, MercyOne will:
- Provide leadership and subject matter experts on Medicaid coverage to work with State and Federal Officials.
- Provide counseling for incarcerated persons and their families through telehealth services.
- Conduct Unconscious Bias training for new hires during orientation.
- Partner with Mercy College of Health Sciences to recruit diverse students for pipeline to workforce.

CHNA Priority #2

**Safe, Connected neighborhoods** – page 24

**Strategies**

- Participation in 6th Avenue Corridor improvement initiative
- Collaboration with adjacent neighborhood associations

**Tactics**

To establish communities and neighborhoods that are safe, MercyOne will:

- Support 6th Avenue Corridor and surrounding neighborhood improvement initiatives through investing in the campus physical plant.
- Provide volunteer teams for community activities, especially clean up and restoration activities for the most vulnerable residents.

CHNA Priority #3

**Improve the social/emotional well-being of the community** – page 26

**Strategies**

- Expansion of Community Health Worker Program to support social needs of patients.
- Advocacy to fund the Children’s Mental Health System and enhance government programs.
• Construction of 100-bed MercyOne Behavioral Health Hospital, Fall 2020.
• Development of House of Mercy Behavioral Health Outpatient Clinic, Fall 2020.
• Psychiatry residency program with potential expansion.
• Critical Incident debriefing for health care team.

**Tactics**

To improve the social/emotional well-being of the community, MercyOne will:

Construct a 100-bed facility to meet the growing, unmet need for accessible, high-quality and advanced behavioral health services. The new facility will feature a full continuum of inpatient services including units to serve children and adolescents. Specialty programs for adults with co-occurring behavioral health and substance abuse use issues will be offered to meet the unique needs of this patient population. In addition, the facility will offer robust outpatient programs to address the most prevalent behavioral health concerns, including child, adolescent and family counseling; and treatment for depression, anxiety disorders, and other common behavioral health issues.

Develop an outpatient behavioral health clinic in the House of Mercy, located in central city Des Moines. The clinic will offer behavioral health intervention services, medication management, therapy and psychiatric services for children and adults.

Train 16 residents in inpatient care, pediatric behavioral health care, neurology, emergency behavioral care, substance abuse and community health. This residency program is expected to help improve access to behavioral health services in central Iowa.

Critical incident debriefings will be expanded to all staff in January 2020.

**CHNA Priority #4**

**Increase the capacity of the health care work force** – page 28

**Strategies**

• Simplify the recruitment hiring process to encourage diverse applicants.
• Provide paid training opportunities to encourage entry into patient care fields.
• Deploy training regarding cultural humility and unconscious bias to increase comfort for all.
• Collaborate with Mercy College of Health Sciences to increase access and decrease financial burden associated with tuition.
Tactics
To increase the capacity of the health care workforce, MercyOne will:

Provide an introduction to healthcare careers during GirlPower sessions by MercyOne staff. GirlPower is an afterschool empowerment program for Des Moines area middle school students. The majority of the program participants are from the community’s refugee and immigrant population.

Train 33 individuals in a paid Patient Care Technician cohort. These individuals were sourced from widespread community outreach including Facebook, Central Iowa Works, United Way, Evelyn Davis Center, Iowa Vocational Rehabilitation and Goodwil.

Support programs such as Investing in My Future which assists diverse youth in understanding the value of education and prepare them for careers offered through Mercy College of Health Sciences.

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. MercyOne-Des Moines Medical Center 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.

Adoption of Implementation Strategy

On June 26, 2019, the Board of Directors for MercyOne Des Moines met to discuss the 2019-2021 Implementation Strategy for addressing the community health needs identified in the 2018 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.

Laura Winman
Name & Title

4/30/2019
Date