MERCY MEDICAL CENTER
DUBUQUE

IMPLEMENTATION STRATEGY
FOR THE
COMMUNITY HEALTH NEEDS ASSESSMENT

CONDUCTED IN FISCAL YEAR 2015
FOR FISCAL YEARS 2016, 2017, AND 2018

Mercy Medical Center
Dubuque
A member of Mercy Health Network
Mercy Medical Center—Dubuque completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors in May, 2015. Mercy Medical Center—Dubuque performed the CHNA in adherence with certain federal requirements for not-for-profit hospitals set forth in the Affordable Care Act and by the Internal Revenue Service. The assessment took into account input from representatives of the community, community members, and various community organizations.

The Community Health Needs Assessment and this corresponding Implementation Strategy are available electronically at: http://www.mercydubuque.com/community-health-needs-assessment. Printed copies are available from Community Benefit Ministry Officer, Mercy Medical Center—Dubuque, 250 Mercy Drive, Dubuque Iowa 52001. Please use the same contact for questions or comments. The next CHNA will be conducted in FY 2018.

Hospital Information and Mission Statement

Mercy Medical Center—Dubuque’s primary service area is Dubuque County, Iowa. This definition of the community was based on the residence of Mercy's patients: In calendar year 2014, 61.6% of Mercy's inpatient cases and 75.2% of Mercy’s emergency department cases were for Dubuque County residents. Beyond Dubuque County, hospital is more scattered. In 2014, for example, Mercy Medical Center discharged inpatients who resided in 18 different states.
Dubuque County's population in 2012 was 95,097. The population grew about 5% between 2000 and 2010. 73% of the population is urban and 27% rural. It has average population density of 156 people per square mile. In March 2012, the cost of living index for Dubuque County was 86.8, compared to the US average of 100. White non-Hispanic people comprise 92.9% of the population; black non-Hispanics 2.6%; Hispanic or Latino 1.9%; two or more races 1.2%; and Asian 0.9%. The median resident age is 38.0 years, the same as Iowa's.

Three hospitals are located in Dubuque County:

- Mercy Medical Center—Dubuque (a member of Mercy Health Network and a subsidiary of Trinity Health)
- Mercy Medical Center—Dyersville (a member of Mercy Health Network and a subsidiary of Trinity Health)
- UnityPoint Health Finley Hospital (a subsidiary of UnityPoint Health)

Mercy Medical Center—Dubuque is an Iowa licensed hospital with a total of 247 authorized hospital beds in Dubuque, Iowa.

Mercy provides a number of regionally-supported services in the specialty areas of open heart surgery, sophisticated diagnostics and imaging, neonatal care, and behavioral health services. Mercy offers a full range of acute care services including basic medical and surgical services in addition to cardiac services (angioplasty, cardiac cath lab, cardiac rehab, noninvasive cardiac assessment, and open heart surgery), chronic obstructive pulmonary disease (COPD) services, lithotripsy (ESWL), hemodialysis, therapeutic radioisotope services, diagnostic radiology services (diagnostic radioisotope, CT scanning, MRI, SPECT, and ultrasound), neonatal intensive care and physical rehabilitation services. Behavioral services include mental health and substance abuse services for adults and adolescents, provided for both inpatients and outpatients. Mercy operates a hospital-based skilled nursing unit in Dubuque. Ambulatory services (in addition to those mentioned above) include outpatient surgery, an outpatient acute care center, a level II certified trauma center, community health education, and occupational health services. Mercy Home Health Services is also affiliated with the hospital.

Mission

We, Mercy Medical Center—Dyersville and Trinity Health, serve together in the spirit of the Gospel as a compassionate and healing presence in our communities. Our core values are reverence, commitment to those who are poor, justice, stewardship, and integrity.

Health Needs of the Community

The CHNA conducted in 2015 identified seven significant health needs within the Mercy Medical Center—Dubuque community. Those needs were then prioritized based on discussion of all the data, including secondary research from County Health Rankings, Community Commons, Iowa Vital Statistics, and other sources, as well as a community survey with more than 1000 respondents.
responses, and consensus of the Healthy Behaviors Task Force, who were assembled for this purpose. The seven significant health needs identified, in order of priority include:

| Reducing Obesity | In the secondary research, we noted that County Health Rankings and Community Commons both pointed to seriously high rates of adult obesity, and comparisons with past periods show that the problem is growing. Obesity/overweight also ranked as "the most important health concern" concern for 63% of all respondents in the community survey we conducted. We also noted many other health concerns in the secondary research that are associated with obesity and weight management:  
| Coronary heart disease  
| Type 2 diabetes  
| Cancers (endometrial, breast, and colon)  
| Hypertension (high blood pressure)  
| Dyslipidemia (for example, high total cholesterol or high levels of triglycerides)  
| Stroke  
| Liver and Gallbladder disease  
| Sleep apnea and breathing problems  
| Osteoarthritis (a breakdown of cartilage and bone within a joint)  
| Gynecological problems (abnormal periods, infertility)  
| Mental health |  

| Reducing Alcohol and Substance Abuse | Secondary research showed that Dubuque County had a high rate of alcohol-related deaths and a high percentage of self-reported heavy alcohol consumption. The survey showed that alcohol abuse registered as one of the top five most important health concerns for several age groups and also for men in general. The survey also showed alcohol abuse and drug abuse as two of the top three negative behaviors with the greatest health impact (after being overweight.) Comments in the community input sessions also included an interest in prioritizing substance abuse.  

<p>| Diabetes Screening and Management | Secondary research showed that the percentage of Dubuque County adults with diagnosed diabetes has climbed each year since 2004, and the death rate for diabetes in the county is nearly twice the state rate. Our survey showed diabetes in the top five &quot;most important health concerns&quot;. |</p>
<table>
<thead>
<tr>
<th>Noncompliance with Blood Pressure Medications</th>
<th>Secondary research showed an alarmingly high percentage of Dubuque County adults who need to be taking medication for high blood pressure who self-report that they do not.</th>
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<tbody>
<tr>
<td>Prostate Cancer Screening</td>
<td>Secondary research showed age-adjusted cases of prostate cancer for men in Dubuque County are noticeably higher than for Iowa.</td>
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<tr>
<td>Insufficient Access to Mental Health Providers</td>
<td>Mental health concerns were among the top five &quot;most important health concerns&quot; in the survey. Most age groups in the survey also identified improved or increased mental health services as one of the top things that would improve health and quality of life in the community. In the public input sessions, the need for more mental health providers was also cited.</td>
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<tr>
<td>More Bilingual Healthcare Providers</td>
<td>In the survey, 8% agreed or strongly agreed that &quot;There are enough bilingual healthcare providers in my community.&quot; 45% disagreed or strongly disagreed.</td>
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**Hospital Implementation Strategy**

Mercy Medical Center--Dubuque 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**

Mercy Medical Center—Dubuque will focus on developing and/or supporting initiatives and measure their effectiveness, to improve the following health need:


**Significant health needs that will not be addressed**

Mercy Medical Center—Dubuque 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. Mercy Medical Center—Dubuque is not planning to take action at this time on the following health needs:
- **Reducing Alcohol and Substance Abuse**
  Not included for action in Mercy Medical Center—Dubuque's Implementation Strategy because of other organizations that are already having some success in this area, especially the Substance Abuse Coalition.

- **Diabetes Screening and Management**
  Not included for action in Mercy Medical Center—Dubuque's Implementation Strategy because of limited resources, existing programs in the community, and competing priorities.

- **Noncompliance with Blood Pressure Medications**
  Not included for action in Mercy Medical Center—Dubuque's Implementation Strategy because this was felt to be an effort best handled by the medical community (i.e., individual physicians.)

- **Prostate Cancer Screening**
  Not included for action in Mercy Medical Center—Dubuque's Implementation Strategy because of limited resources and competing priorities.

- **Insufficient Access to Mental Health Providers**
  Not included for action in Mercy Medical Center—Dubuque's Implementation Strategy because of insufficient reimbursement from insurance and public funding programs, and proven difficulty in recruiting such professionals at least partially because of that lack of reimbursement.

- **More Bilingual Healthcare Providers**
  Not included for action in Mercy Medical Center—Dubuque's Implementation Strategy because of the low feasibility of success in attracting such providers to this community.

This implementation strategy specifies community health needs that the Hospital has determined to meet 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 the three years ending June 30, 2018, 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 2016, 2017, and 2018

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<tr>
<th>HOSPITAL FACILITY:</th>
<th>Mercy Medical Center—Dubuque</th>
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<tr>
<td>CHNA SIGNIFICANT HEALTH NEED:</td>
<td>Reducing Obesity</td>
</tr>
<tr>
<td>CHNA REFERENCE PAGE:</td>
<td>Page 19</td>
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<tr>
<td>PRIORITIZATION #:</td>
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**BRIEF DESCRIPTION OF NEED:** Obesity is characteristic of 29% of Dubuque County adults. Despite community programs, it's gotten worse. It has a two-pronged solution: nutrition and activity. Failure to stem obesity will have ramifications for diabetes, heart health, spine and joint health, mental health, and many other health conditions.

**GOAL:** Reduce obesity among Dubuque County adults to 27% by June 30, 2018.

**OBJECTIVE:** Strengthen the existing structure of the Dubuque Wellness Coalition to develop meaningful strategies for reducing adult and childhood obesity in Dubuque County.

**ACTIONS THE HOSPITAL FACILITY INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:**

1. Broaden the scope of the Dubuque County Wellness Coalition to include organizational representation capable of carrying strategic policies back to their organizations, and organizations that better represent the cultural and economic diversity of the community and all geographic areas of the county.
2. Involve the Local Food Systems Working Group and other organizations that have a specific interest in nutrition, weight loss, and physical activity in the process.
3. Find models that are working in other communities and replicate them in Dubuque County.
4. Utilize the wealth of information from the 2015 CHNA Community Health Survey to explore new ideas and suggestions for weight reduction, fitness and wellness.
5. Secure commitments from participating partner organizations to assist in implementing the strategy.
6. Find funding to accomplish the strategies.
7. Publish the strategies and begin their implementation.
8. Assess progress annually.

ANTICIPATED IMPACT OF THESE ACTIONS:

These actions taken together are anticipated to result in a coordinated, county-wide significant weight-reduction strategy that will both prevent adults from becoming obese and help some obese adults to reduce weight and move out of the obese category.

PLAN TO EVALUATE THE IMPACT:

Outcome indicator: Actual measurement of the percentage of obese adults in Dubuque County using the same metrics used in this assessment (County Health Rankings.)

Process indicators: Success in broadening the scope and strengthening the authority of the Dubuque County Wellness Coalition; success in securing necessary funding through grants or partner funding; development of a published strategy which will include milestone assessments.

PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT:

The cost of developing and implementing the strategy is unknown at this time. Mercy will commit leadership to develop the strategy and resources to implement the strategy as it is able, along with other community partners.

COLLABORATIVE PARTNERS:

(Current organizational members of Dubuque County Wellness Coalition)

City of Asbury City Parks
City of Dubuque Health Services
City of Dubuque Human Rights Department
City of Dubuque Leisure Services
Clarke University
Crescent Community Health Center
Dubuque Community Schools
Adoption of Implementation Strategy

On May 28, 2015 the Board of Trustees for Mercy Medical Center—Dubuque met to discuss the Fiscal Years 2016, 2017, and 2018 Implementation Strategy for addressing the community health needs identified in the Community Health Needs Assessment conducted in 2015. Upon review, the Board approved this Implementation Strategy and the related budget.