



Community Health Needs Assessment (CHNA) Implementation Strategy

Fiscal Years FY26-28

MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on June 5, 2025. MercyOne Waterloo Medical Center and MercyOne Cedar Falls 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). The assessment considered a comprehensive review of secondary data analysis of patient outcomes, community health status and social influences 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 [MercyOne.org/about-us/community-health-and-well-being](https://www.mercyone.org/about-us/community-health-and-well-being)

or printed copies are available at 3421 W. 9th Street, Waterloo, Iowa 50702

Our Mission

We, MercyOne, serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities.

OUR HOSPITALS

MercyOne Waterloo Medical Center

MercyOne is a connected system of health care facilities and services dedicated to helping people and communities live their best lives. The system's more than 220 clinics, medical centers, hospitals and care locations are located throughout the state of Iowa and beyond. MercyOne employs more than 22,000 colleagues. MercyOne is a member of Trinity Health based in Livonia, Michigan.

MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center are members of MercyOne, a faith-based, full-service community health system-serving residents of Black Hawk County and seven surrounding counties throughout northeast Iowa.

MercyOne Waterloo Medical Center is 366-bed, full service, multi-specialty hospital providing acute, sub-acute and outpatient health care, certified by The Joint Commission. A full complement of facilities and services are available to support the community's health care needs, including intensive care, operating and recovery rooms for both inpatient and ambulatory surgery, diagnostic radiology services such as X-ray, magnetic resonance imaging, CT scanning, mammography, laboratory, respiratory therapy, electrophysiology, pharmacy, home health, and occupational medicine.

Complete emergency services

MercyOne Waterloo Medical Center provides complete emergency services including ground and air ambulance transport services as needed.

Comprehensive inpatient medical rehabilitation program

MercyOne Waterloo Medical Center also offers a comprehensive inpatient medical rehabilitation program. In addition to specialized rehabilitation nursing, needed inpatient and outpatient rehabilitation therapies are offered including neuropsychology, physical therapy, occupational therapy, speech/language pathology, therapeutic recreation, cancer rehabilitation and various support services such as family counseling and nutritional care.



Level II Regional Neonatal Intensive Care Unit

The area's only Level II Regional Neonatal Intensive Care Unit is provided by MercyOne Waterloo Medical Center. As an extension of the Level II nursery, MercyOne sponsors a high-risk obstetrics clinic that provides physician, nursing, nutrition, counseling and other support services needed to help ensure healthy mothers and babies.

MercyOne Waterloo Cancer Center

MercyOne Waterloo Cancer Center is the only comprehensive, accredited and multidisciplinary cancer treatment center in the area exemplifying our commitment to fighting cancer. Cancer patients will find outpatient chemotherapy and radiation treatment services, along with a full range of support services including the only cancer rehabilitation and wellness program in the Midwest, nutritional support, family counseling and free transportation services.

Comprehensive Behavioral Health Program

Another service uniquely provided by MercyOne Waterloo Medical Center is its comprehensive behavioral health program. Psychiatric care for persons with mental illness is offered on both an inpatient and outpatient basis. Specialized nursing, counseling and other support services are provided as needed. Inpatient and outpatient nursing and counseling are also provided for people experiencing issues with chemical dependency. MercyOne Waterloo Medical center recently started an outpatient adolescent chemical dependency program, serving patients at a 1.0 level of care.

MercyOne Cedar Falls Medical Center

MercyOne Cedar Falls Medical Center is a 100-bed, full-service hospital providing acute, subacute and outpatient care to the people living in and near the community. Hospital services include 24-hour emergency room and ambulance transportation, intensive care, general medical care, surgery and ambulatory care. Support services include X-ray, MRI, CT scanning, mammography, ultrasound, laboratory, pharmacy, respiratory therapy, physical therapy, spiritual care, social services, and nutrition education.

MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center both participate in a clinically integrated network (CIN) where providers work together to improve health, increase patient satisfaction and lower health care costs for members and the communities served. In addition, MercyOne Waterloo and MercyOne Cedar Falls Medical Centers share the same leaders and board members.



Our community based services

MercyOne Waterloo Medical Center owns and operates 19 clinics throughout northeast Iowa. MercyOne Waterloo has a fitness center, offering public memberships. Additional programs include community education, wellness screenings, diabetic education and prevention classes, rehabilitation services, pharmaceutical compliance packaging services, free lactation consultations and cancer support group. MercyOne Waterloo and Cedar Falls each have a community health worker who can assist patients in addressing SDOH. MercyOne Waterloo and MercyOne Cedar Falls participate in community health fairs. Each Summer MercyOne Cedar Falls provides staff to operate the First Aid tent at Sturgis Falls.

MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center participates in a clinically integrated network (CIN) where providers work together to improve health, increase patient satisfaction and lower health care costs for members and the communities served.

Our community

The total population of Black Hawk County as recorded on the most recent census in 2023 is 130,471. Population per square mile is 231.8. There is nearly an even split between female and males in Black Hawk County, 50.7% female and 49.3% male. People under 18 years old represent 21.9% of the population while 18% are 65 years and over. Most of the residents are white, 83.2%, while 9.9% are black. Over six percent (6.4%) are foreign-born. In Black Hawk County, we have 5,918 veterans.

Owner-occupied housing makes up 65.3% of the population with a median value of owner-occupied housing is \$182,400. The median monthly mortgage is \$1,396 while the median rent in Black Hawk County is \$962.

Over ninety percent (93.3%) of Black Hawk County residents are high school graduates. Nearly One third (30.1%) have a bachelor's degree or higher. The median household income is \$64,581. Black Hawk County has 14.2% of residents living in poverty.

Of the 3,132 employer establishments in Black Hawk County, only 100 of these are minority-owned.

The geographic area for this assessment is Black Hawk County. MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center are both located in Black Hawk County. 74% of MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center patients reside in Black Hawk County. This service area does not exclude low-income or underserved populations. Two high-priority zip codes have been identified in Black Hawk County, 50701 and 50702. Most patients reside in Black Hawk County.

Our approach to health equity

While Community Health Needs Assessments (CHNA) and Implementation Strategies are required by the IRS, Regional Health Ministries of Trinity Health (based in Linovia, Michigan), such as MercyOne, have historically conducted CHNAs and developed Implementation Strategies as a way to meaningfully engage our communities and plan our Community Health & Well-Being work. Community Health & Well-Being promotes optimal health for people experiencing poverty or other vulnerabilities in the communities we serve by addressing patient social needs and investing in our communities through dismantling oppressive systems, including racism, and building community capacity. Trinity Health has adopted the Robert Wood Johnson Foundation’s definition of Health Equity: “Health equity means that everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care.”

This implementation strategy was developed in partnership with our community and will focus on specific populations and geographies most impacted by the needs being addressed. Racial equity principles were used throughout the development of this plan and will continue to be used during the implementation. The strategies implemented will mostly focus on policy, systems and environmental change as these systems changes are needed to dismantle racism and promote health and wellbeing for all members of the communities we serve.

Health and social needs of the community

CHNA conducted in fall of 2024 identified the significant needs for health and social drivers of health within the community. Community stakeholders then prioritized those needs during a facilitated review and analysis of the CHNA findings. The significant health needs identified, in order of priority include:

1. Economic Stability	<ul style="list-style-type: none">• Economic instability disproportionately affects residents in the top five Social Vulnerability Index census tracts, particularly in ZIP code 50703, including African American, Hispanic and young adults aged 18-24.• Contributing factors such as low wages, lack of worker protections, limited childcare and unreliable transportation make it difficult for many households to meet basic needs, increasing their vulnerability during emergencies and exacerbating health disparities.
2. Housing Stability	<ul style="list-style-type: none">• Housing instability and lead exposure affect residents in east and central west Waterloo, particularly in ZIP codes 50703 and 50613, where rent burden is high, and older homes increase lead exposure risks. Rising housing costs, economic challenges, limited transitional housing and zoning policies contribute to these issues, which mirror broader national and state trends.

3. Transportation Challenges

- Limited access to reliable transportation disproportionately affects Black/African American community members, immigrant and refugee communities and individuals with median income less than \$20,000 in downtown Waterloo. This issue arises due to transportation system primarily designed for car owners, compounded by newly revised public transit system, limited ride-sharing availability, and a lack of education on available routes and infrastructure, all of which create barriers to essential services for these communities.
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Hospital implementation strategy

Significant health and social needs to be addressed

MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center, in collaboration with community partners, will focus on developing and/or supporting initiatives and measure their effectiveness to improve the following needs:

- 1 **Economic Stability** – CHNA pages 12, 14, 58, 64, 6-7 (Black Hawk County Community Status Assessment).

Significant health and social needs that will not be addressed

MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center acknowledges the wide range of priority health and social issues that emerged from the CHNA process and determined that it could effectively focus on only those needs which are the most pressing, under addressed and within its ability to influence. MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center do not intend to address the following needs:

- **Housing Stability** – This identified need is not a need that MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center will specifically address. MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center will continue to partner with the community organizations who are already leading initiatives to address this need.
- **Transportation Challenges** - This identified need is not one that MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center will specifically address. MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center will continue to partner with the community organizations who are already leading initiatives to address this need. MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center will continue to offer Cara-A-Van services.

This implementation strategy specifies community health needs that the hospital, in collaboration with community partners, has determined to address. The hospital reserves the right to amend this implementation strategy if 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 should refocus its limited resources to best serve the community.

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Economic Stability



Goal: Address the upstream factors affecting economic stability to reduce the burden of cancer, chronic disease, and behavioral health conditions in the community.

CHNA Impact Measures	2026 Baseline	2028 Target
By June 30, 2028, MercyOne will partner with at least five community organizations to implement or expand prevention/risk reduction strategies in areas with higher incidence and mortality rates for cancer or chronic diseases while advocating for policy change in Black Hawk County.	0	5
By June 30, 2028, MercyOne will implement at least three collaborative outreach and barrier reduction strategies to support participation in age-and-risk-appropriate screenings among community members living in areas with higher incidence/mortality rates for cancer or chronic diseases in Black Hawk County.	0	3
Increase the number of MercyOne patients connected to economic and social resources to reduce barriers to care in Black Hawk County.	498	750
Collaboratively implement at least two new events to reduce stigma, improve behavioral health education & literacy, while expanding access to behavioral health services in Black Hawk County.	1	3

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Promote public awareness of cancer as a chronic disease and the role of modifiable risk factors, via educational materials and marketing.	X	X	X	MercyOne Waterloo Medical Center	In-kind time, printed educational material, marketing
				MercyOne Cedar Falls Medical Center	In-kind time, printed educational material, marketing
				Black Hawk County Health Sector Team	In-kind time, printed educational material, marketing
	Focus location(s)				Focus Population(s)
	Black Hawk County				Community Members
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Support community-wide campaigns and resources for smoking cessation and radon testing.	X	X	X	MercyOne Waterloo Medical Center	In-kind time, printed material, marketing
				MercyOne Cedar Falls Medical Center	In-kind time, printed material, marketing
				Black Hawk County Health Sector Team	In-kind time, printed material, marketing
	Focus location(s)				Focus Population(s)
	Black Hawk County				Community Members
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Increase awareness of the importance of routine screenings and early detection.	X	X	X	MercyOne Waterloo Medical Center	In-Kind time & cost of necessary educational material.
				MercyOne Cedar Falls Medical Center	In-Kind time & cost of necessary educational material.
				Black Hawk County Health Sector Team	In-Kind time & cost of necessary educational material.
	Focus location(s)				Focus Population(s)
	Black Hawk County				All Community members

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Co-host community screening events in areas with higher incidence or mortality rates for cancer or chronic disease.				MercyOne Waterloo Medical Center	In-kind time, medical equipment, & necessary supplies.
	X	X	X	MercyOne Cedar Falls Medical Center	In-kind time, medical equipment & necessary supplies.
				Black Hawk County Health Sector Team	In-kind time, mobile medical unit, necessary equipment & supplies.
				Focus location(s)	Focus Population(s)
				Black Hawk County	Individuals who may not have access to routine screening.

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Connect patients to social and economic resources to reduce barriers of care such as transportation, food insecurity, and housing stability.				MercyOne Waterloo Medical Center	In-Kind time, Find Help Resource Directory, In-Kind restricted cash donation.
	X	X	X	MercyOne Cedar Falls Medical Center	In-Kind time, Find Help Resource Directory, In-Kind restricted cash donation.
				Black Hawk County Health Sector Team	In-kind time
				Focus location(s)	Focus Population(s)
				Black Hawk County	Individuals who are experiencing economic hardship.

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Continue collaborative education campaigns to reduce stigma, normalize behavioral health care as part of overall well-being, and promote the benefits of seeking behavioral health support.				MercyOne Waterloo Medical Center	In-Kind time, In-kind financial contribution, marketing.
	X	X	X	MercyOne Cedar Falls Medical Center	In-Kind time, In-kind financial contribution, marketing.
				Black Hawk County Health Sector Team	In-kind time
				Focus location(s)	Focus Population(s)
				Black Hawk County	All Community members

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Increase public awareness of trauma, mental health, suicide prevention and substance use disorders, through social medical campaigns, public speaking events, education, storytelling & testimonies.				MercyOne Waterloo Medical Center	In-Kind time, In-kind financial contribution, marketing
	X	X	X	MercyOne Cedar Falls Medical Center	In-Kind time, In-kind financial contribution, marketing
				Black Hawk County Health Sector Team	In-kind time, marking
	Focus location(s)				Focus Population(s)
	Black Hawk County				All Community members

Adoption of Implementation Strategy

On September 4, 2025, the Board of Directors for MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center met to discuss the 2025-2027 Implementation Strategy for addressing the community health and social needs identified in the 2025 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.

Ryan Meyer, COO

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