



MercyOne North Iowa Medical Center Community Health Needs Assessment (CHNA) Implementation Strategy

Fiscal Years FY27-FY29



MercyOne North Iowa Medical Center completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on March 25, 2026. MercyOne North Iowa 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 influencers 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 MercyOne North Iowa Medical Center, Community Health and Well-Being Department, located in McAuley Hall, 1000 Fourth St. SW, Mason City, Iowa.

Our Mission

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

Our medical center

MercyOne North Iowa Medical Center is a faith-based, full-service community health system serving residents of northern Iowa and southern Minnesota. MercyOne is the largest provider of healthcare services in our region, and we are proudly the largest employer in Cerro Gordo County. Our medical center is a private, not-for-profit health care center, licensed for 345 beds, which serves more than 400,000 inpatients and outpatients each year. MercyOne North Iowa Medical Center is a teaching institution with a Family Residency, Internal Medicine Residency, Cardiology Fellowship, Hospice and Palliative Medicine Fellowship, PGY1 Pharmacy Residency and School of Radiologic Technology.



MercyOne North Iowa Medical Center is a clinical transiting site for approximately 500 students from 127 different colleges enrolled in programs including medical laboratory, nursing, paramedics, rehabilitation, medical assistants, pastoral services, physicians and many other medical fields. MercyOne holds management agreements with seven rural primary care hospitals, making us the premier rural healthcare delivery network in northern Iowa and southern Minnesota. MercyOne is a member of Trinity Health, based in Livonia, Michigan.

Affiliated Hospitals: Franklin General Hospital, Hancock County Health System, Hansen Family Hospital, Kossuth Regional Health Center, MercyOne New Hampton Medical Center, Mitchell County Regional Health Center and Palo Alto County Health System.

Our community-based services

MercyOne North Iowa Medical Center offers a wide range of services including the following:

acute rehabilitation, allergy & immunology, bariatric surgery, behavioral health, cardiology, convenient care, emergency care, endocrinology, diabetes care, dermatology care, ears, nose & throat care, gastroenterology, general surgery, hematology/oncology, home care, home medical equipment, hospice care, imaging, infectious disease care, laboratory, nephrology, neurology, neurosurgery, obstetrics & gynecology, orthopedics care, palliative care, pain management, pediatrics care, plastic & reconstructive surgery, podiatry, pharmacy, physical medicine & rehabilitation, primary care, psychiatry, pulmonology, rehabilitation (PT, OT, speech, occupational health), rheumatology, sleep medicine, stroke care, urology, women's health care, weight management, wound care

MercyOne North Iowa Medical Center's rural outreach programs offer medical and prescription assistance to those

individuals who are in need and meet financial guidelines. MercyOne has trained staff and volunteers for SHIP. This program helps people on Medicare apply for assistance with their Part A and Part B premiums, copays and coinsurance, and prescription drug costs. MercyOne provides financial assistance through grants to several local organizations to assist in meeting the identified Community Health Needs. For FY26, the following organizations are grant recipients: 43 North Iowa, North Iowa Community Action, Healthy Harvest and Northern Lights Alliances for the Homeless.

MercyOne North Iowa Medical Center has three Community Health Workers who are available to assist patients in addressing social determinants of health, utilizing Find Help as resource.

Our community

MercyOne North Iowa Medical Center's service area is made up of 14 counties in North Central Iowa. The primary service area consists of Cerro Gordo and Worth counties, and the secondary service area includes Bulter, Chickasaw, Floyd, Franklin, Hancock, Hardin, Howard, Kossuth, Mitchell, Palo Alto, Winnebago and Wright counties.

Trinity Data Hub estimates the population in Iowa at 3.2 million, with Cerro Gordo County's estimated population at 42,632, which is slightly lower than the last CHNA reporting cycle. Of the total population, 5.32% are ages 0-4, 15.63% ages 5-17, 56.04% ages 18-64, and 23.01% 65 and older. Of the population of 18-64, 91% are white, 1.5% Black or African American, 1.6% Asian, 1.7% other and 3.8% Multiple Race. Cerro Gordo County's population with any disability is 14.41%, which is above the state (12.40%) and national average (13.04%). The female population in Cerro Gordo County is 55.05% and male population is 57.04%. The county's population (age 5+) with limited English proficiency percentage is .76%, which is lower than both the state and national average. Veterans make up 7.28% of Cerro Gordo population. Of those, 18.40% are 75 years or older. A total of 11,042 Medicare Beneficiaries in Cerro Gordo County. Of those, 12.57% are eligible for Medicaid.

Cerro Gordo County has 153.34 Mental Health Providers per 100,000 population. There is a 39.61: 100,000 ratios for substance abuse providers in the county. 21.08% of Cerro Gordo population currently receives Medicaid. This is slightly higher than the state (21.04%) and nationally (22.61%).

Food Insecurity continues to be an issue in Cerro Gordo County and has increased from 8.30% in previous cycle to 11.9% of the population food insecure. This is slightly higher than the state average of 11.83%. Students eligible for free or reduced lunch is 42.1%. The median household income in Cerro Gordo County is \$58,271. Population under age 18 who are below 200% FPL is 36.43%.

Most Cerro Gordo County residents have a high school diploma (93.51%), with 23.89% of these individuals having obtained a bachelor's degree or higher.

Our approach to health equity

At Trinity Health, Community Health Needs Assessments (CHNAs) and Implementation Strategies are foundational to advancing the Common Good and strengthening our commitment to health equity. Across our ministries, CHNAs foster meaningful community engagement and inform strategic planning within our Community Health & Well-Being efforts.

Community Health & Well-Being works to promote optimal health for individuals experiencing poverty, marginalization, or other vulnerabilities by addressing social needs within clinical care. Our approach is rooted in a commitment to removing barriers to health and building community capacity to support long-term well-being.

This Implementation Strategy was developed in partnership with community stakeholders and focuses on populations and geographic areas most affected by the identified needs. Principles of fairness, inclusion, and community voice guided the development of this plan and will continue to shape its implementation.

The strategies outlined emphasize policy, systems, and environmental change, recognizing that sustainable improvements in health require transforming the conditions and structures that influence well-being. Through this approach, we aim to foster healthier, more resilient communities for all those we serve.

Health and social needs of the community

The CHNA conducted in fall of 2025 and early 2026 identified the significant needs for health and social drivers of health within the Mason City 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. Food/Nutrition	• 11.9% of the local population is food insecure and 15.6% children are food insecure. Both are slightly higher than the state average. • Population under age 18 who are below 200% FPL is 28.59%. • Percentage of Adults Age 18+ with Obesity, 39.5%. This is higher than both the state (38.1%) and the United States (33.3%). • 47.6% of students are eligible for free or reduced-price school lunch. • 39.5% of the adults in North Iowa are obese, compared to the national average of 33.3%. • Of the survey participants, 18% identified obesity as their biggest health concerns.
2. Cancer	• Iowa has the #2 highest rates of new cancers in the U.S. • Iowa's rate is rising while the rest of the country improves. • 12% of the survey participants identified cancer as their biggest health concern. • Each year there are about 335 new cancer diagnoses in Cerro Gordo County. • Top cancers in Cerro Gordo County: Female Breast Cancer, Prostrate Cancer, Lung Cancer, Melanoma, & Colorectal Cancer.
3. Mental Health	• 14.3% of North Iowa's population has poor mental health. • In North Iowa there are 153.34 mental health care providers per 100,000 population. • 18% of the survey participants identified mental health as their biggest health concern.

	• 10% of the survey participants identified issues in accessing mental health services. • Participants identified mental health one of the top 2 concerns for children. • When asked how to describe their overall mental health, less than half (44%) report feeling happy on a regular basis and capable of managing stress of everyday life.
4. Smoking/Vaping	• 15.5% of Cerro Gordo residents are current smokers • 5% of the focus group participants identified tobacco/vaping use as one of the top 3 health concerns for children (0-17). • 6% of the focus group participants identified tobacco/vaping use as one of the top 3 health Adult high-risk behaviors in the community.
5. Insurance	• 4.52% of Cerro Gordo residents are uninsured. • 4% of the survey respondents identified having trouble accessing insurance.
6. Transportation	• 2% of the people responded stating transportation was preventing them from receiving mental health services. • 1% of the people responded stating lack of transportation was a reason they could not see a doctor. • 3% stated transportation was something they had trouble paying for in the past 12 months. • Many focus group participants indicated transportation as one of their concerns.
7. Obesity	• 40.1% of Cerro Gordo adults are obese, defined as having a BMI of >30kg • 18% of the survey respondents identified obesity as their biggest health concern.
8. Aging	• 23.1% of MercyOne North Iowa population is 65 years of age or older. • 8% of the survey participants identified aging as one of the three most important health concerns in their community. • Aging was identified in the focus groups as one of the biggest health challenges people in the community face.

9. Childcare	• 5% of the survey participants identified trouble accessing childcare. • 3% of the survey participants identified having issues in paying for childcare in the past 12 months.
10. Diabetes	• 12.70% of MercyOne North Iowa population have been diagnosed with diabetes. • 4% of survey participants identified diabetes as one of the three most important health concerns in the community. • Focus group participants identified diabetes as one of the biggest health challenges in the community.
11. High Blood Pressure/Heart Disease	• 34.2% of the MercyOne North Iowa population has high blood pressure. • 25% of the participants identified cardiovascular (heart attack, high blood pressure, stroke) as their biggest health concern. • When asked what the three most important health concerns are, 2% identified high blood pressure.
12. Access to Healthcare	• 12% of the survey participants reported having difficulty accessing general healthcare • 14% of the survey participants identified issues/concerns in paying for medical care in the past 12 months. • Focus group participants identified cost of healthcare, as well as cost of prescriptions as a concern.
13. Violence/Harassment/Bullying	• Focus group participants identified violence and shootings as a concern. • Focus group participants identified violence/harassment and bullying as a concern. • 3% of the survey participants identified violence as one of the top 3 concerns.
14. Drug Use/Misuse	• MercyOne North Iowa has a 19.3 per 100,000 deaths due to poisoning including drug overdose. • 18% of the survey participants identified illegal drug misuse as one of the top three adult high-risk behaviors in the community. • 17% of survey participants identified substance abuse (alcohol or other drugs) as one of the three most important health concerns in the Mason City Community.

15. Dentistry

- MercyOne North Iowa has a 62.7 dentist rate per 100,000 population.
- Focus group participants identified dentistry as one of the biggest health challenges people face in this area.
- 8% of survey participants identified trouble accessing dentist.

16. Housing/Homelessness

- 4% of the survey participants identified affordable housing as one of the 3 greatest strengths of the community.
 - Focus group participants identified affordable housing, slumlords, and houses unkept as concerns.
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Hospital implementation strategy

Significant health and social needs to be addressed

MercyOne North Iowa 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** Mental Health – CHNA pages: 8, 17-21, 27,31,35,37,39,48, 63
- 2** Cancer- CHNA pages: 42, 56-58

Significant health and social needs that will not be addressed

MercyOne North Iowa 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 North Iowa does not intend to address the following needs:

- **Food /Nutrition**– Although MercyOne North Iowa will continue work on Food Access through the collaborative partnership with Healthiest State Initiative and programming along with North Iowa Food Coalition. There are other organizations focused on addressing this area of need.
- **Aging**– MercyOne North Iowa will continue to provide services to support the aging population with programs such as SHIP. MercyOne North Iowa will participate in the Aging Support work team. Other local organizations are more specialized in focusing on this specific population and need.
- **Smoking/Vaping**- This need was not selected due to resources and limitations. MercyOne North Iowa will continue to provide information and resources.
- **Insurance**- This need was not selected as a top need. MercyOne North Iowa will continue to provide Financial Counseling & SHIP to assist patients in obtaining insurance.
- **Transportation**-This need was not selected due to resources and limitations.
- **Obesity**- This need was not selected due to resources and limitations.
- **Childcare**- This need was not selected due to resources and limitations.
- **Diabetes**- This need was not selected as it was ranked as a lower priority by the community.
- **High Blood Pressure/Heart Disease**- This need was not selected as it was ranked as a lower priority by the community.
- **Access to Healthcare**- This need was not selected as it was ranked as a lower priority by the community.
- **Violence/Harassment/Bullying**- This need was not selected as it was ranked as a lower priority by the community.
- **Drug Use/Misuse**- This need was not selected as it was ranked as a lower priority by the community.
- **Dentistry**- This need was not selected as it was ranked as a lower priority by the community.
- **Housing/Homelessness**- This need was not selected as it was ranked as a lower priority by the community.

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.

MercyOne North Iowa Medical Center completed a CHNA-Lite in FY26 and this strategy was updated to reflect the new needs and strategies, while remaining in alignment with the prior CHNA/strategy process. A new CHNA and IS will be conducted and adopted with Cerro Gordo Public Health in FY29, to align with MercyOne North Iowa's next Community Health Needs Assessment cycle.

1

Mental Health



Goal: Improve access to mental health services for those residing in Cerro Gordo County.

CHNA Impact Measures

**FY27
Baseline**

**FY29
Target**

The average for poor mental health days will decline.

County Health Rankings 2025

5.5

5.0

The percent of individuals reporting mental distress in Cerro Gordo County.

County Health Rankings 2025 (data updated 3/25/26)

18%

16%

The patient to mental health provider ratio will decrease in north Iowa.

County Health Rankings 2025 (data updated 3/25/26)

290:1

300:1

Cerro Gordo County suicide prevalence will decrease.

Trinity Health Data Hub

54.2/100,000

44/100,000

Strategy	Timeline			Hospital and Committed Partners (Align to indicate committed resource)	Committed Resources (Aligned by hospital/committed partner)
	Y1	Y2	Y3		
Collaborate and evaluate the educational and awareness need around mental health to reduce the stigma.	X	X		MercyOne North Iowa & the mental health work group.	In-kind staff hours.
Provide education/awareness on mental health by providing speakers & educational opportunities.	X	X	X	MercyOne North Iowa & the mental health work group	In-kind staff hours to organize and participate in training. MercyOne North Iowa can provide meeting space. MercyOne North Iowa will pay registration fees to participate in events and brochures to hand out.
				Focus location(s)	Focus Population(s)
				Hospitals, schools, businesses, and public within the service area.	General Population
Strategy	Timeline			Hospital and Committed Partners (Align to indicate committed resource)	Committed Resources (Aligned by hospital/committed partner)
	Y1	Y2	Y3		
Collaborate and evaluate strategy to get more people trained in Mental Health 1 st Aid and/or other mental health training.	X	X		MercyOne North Iowa & the mental health work group.	In-kind hours spent in the mental health work group. MercyOne North Iowa data regarding mental health trends.
Organize Mental Health Training.		X	X	MercyOne North Iowa & the mental health work group.	In-kind hours, training space, flyers to promote training. MercyOne North Iowa will have a minimum of 10 colleagues trained in mental health 1 st aid FY25 and an additional 10 in FY26. MercyOne North Iowa will pay for the training materials needed for the class to get an additional 150 individuals within the community trained.

	Focus location(s)				Focus Population(s)
	Hospitals, schools, businesses, and public within the service area.				General Population
Strategy	Timeline Y1 Y2 Y3			Hospital and Committed Partners (Align to indicate committed resource)	Committed Resources (Aligned by hospital/committed partner)
Collaborate to develop and implement a resource center where the community can go to get needed resources/support. Develop a brochure that lists all the mental health related services available through the service area. These brochures will be available in both English and Spanish.	X	X	X	MercyOne North Iowa & the mental health work group.	In-kind hours
	X	X	X	MercyOne North Iowa & the mental health work group.	Location space (Jan Again), in-kind hours of staff to coordinate and develop list of mental health resources. In-kind hours of Marcom to develop a brochure and cost associated with printing brochures. In-kind hours to train staff to volunteer at Jan Again so residents in need can come in and get needed information.
	Focus location(s)				Focus Population(s)
	MercyOne North Iowa Service Area				All to include material in Spanish as well.
Strategy	Timeline Y1 Y2 Y3			Hospital and Committed Partners (Align to indicate committed resource)	Committed Resources (Aligned by hospital/committed partner)
Explore feasibility of residents involved psychiatric urgent care in the Jan Again space.	X	X	X	MercyOne North Iowa Residency, MercyOne North Iowa Foundation & MercyOne North Iowa Medical Center	All
	Focused location(s)				Focus Population(s)
	MercyOne North Iowa Service Area				General Population, specifically those who are having mental health related symptoms or concerns.

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Cancer



Goal: Increase early detection and community-wide prevention of cancer in Cerro Gordo County through education and screening access.

CHNA Impact Measures

Decrease Cancer incidence per 100,000 population in Cerro Gordo County.

Trinity Data Hub

**FY27
Baseline**

493.5

**FY29
Target**

485

Decrease Cancer mortality per 100,000 population in Cerro Gordo County.

Trinity Data Hub

236.2

199.1

Increase Breast Cancer Screenings.

MercyOne North Iowa data tracked in EPIC.

62%

70%

Strategy	Timeline Y1 Y2 Y3			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Community-based prevention and early detection through education and outreach.	X	X	X	MercyOne North Iowa Cerro Gordo Public Health Department	Staff time, cost of education material.
				Focus location(s)	Focus Population(s)
				Cerro Gordo County	Residents of MercyOne North Iowa Service Area
Strategy	Timeline Y1 Y2 Y3			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Develop and share community education videos and information related to specific cancer, to include screenings, prevention & treatment.	X	X	X	MercyOne North Iowa MercyOne Marketing	Staff Time Cost of advertisement
				Focus location(s)	Focus Population(s)
				Cerro Gordo County	Residents of MercyOne North Iowa Service Area
Strategy	Timeline Y1 Y2 Y3			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Colleague engagement in community and state initiatives/meetings focused on Iowa's growing cancer rates.	X	X	X	MercyOne North Iowa, Cerro Gordo Public Health, U of Iowa, Cancer Consortium.	Staff Time
				Focus location(s)	Focus Population(s)

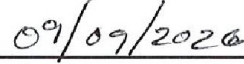
	Cerro Gordo County			General Population
Strategy	Timeline			Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3	
Utilize Community Health Worker & Financial Counselor to Identify highest unmet needs and explore ways to address needs as a community, related to patients and families affected by a cancer diagnosis.	X	X	X	MercyOne North Iowa MercyOne North Iowa Cancer Center MercyOne Foundation Cerro Gordo Public Health
	Focus location(s)			Staff Time Meeting Space
	Cerro Gordo County			Diagnosed cancer patients and families.

Adoption of Implementation Strategy

On Sept. 9, 2026, the Board of Directors for MercyOne North Iowa met to discuss the FY27-29 Implementation Strategy for addressing the community health and social needs identified in the FY26-FY28 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.



Tanner Goodrich, COO



Date