



# 2023 Community Health Needs Assessment – Implementation Plan

Mercy Health Toledo – Defiance Hospital

# 2023 – 2025 Community Health Needs Assessment – Implementation Plan

Mercy Health Toledo - Defiance Hospital

Adopted by the Mercy Health North Board of Trustees,  
April 18, 2023

Mercy Health has been committed to the communities it serves for nearly two centuries. This long-standing commitment has evolved intentionally, based on our communities' most pressing health needs.

The following document is a detailed Community Health Implementation Plan for Mercy Health Toledo – Defiance Hospital. As a system, Mercy Health is dedicated to our Mission of extending the compassionate ministry of Jesus by improving the health and well-being of our communities and bringing good help to those in need, especially people who are poor, dying and underserved. We strive to create effective strategies to meet the health needs of our community.

Having identified the greatest needs in our community, the Community Health Implementation Plan ensures our resources for outreach, prevention, education, and wellness are directed towards opportunities where the greatest impact can be realized.

**Mercy Health Toledo  
Defiance Hospital**

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Mercy Health CHIP Short  
Link: [Bit.ly/MercyCHIP](https://bit.ly/MercyCHIP)

# Table of Contents

Introduction.....4

Executive Summary.....6

Implementation Plan.....7

    PRIORITIZED SIGNIFICANT SOCIAL DETERMINANT OF HEALTH NEEDS  
    IMPLEMENTATION STRATEGIES: .....8

    PRIORITIZED SIGNIFICANT SOCIAL HEALTH NEEDS IMPLEMENTATION  
    STRATEGIES: .....9

    PRIORITIZED SIGNIFICANT CLINICAL HEALTH NEEDS IMPLEMENTATION  
    STRATEGIES: .....12

Board Approval.....13

# Introduction

Mercy Health Toledo – Defiance Hospital serves a broad geographic area encompassing Defiance County and surrounding counties in northwest Ohio. Patient data indicates that the primary service area of persons served at Defiance Hospital reside in Defiance County, based upon the county of discharged inpatients.

The detailed process, participants, and results are available in Mercy Health Toledo – Defiance Hospital Community Health Needs Assessment, which is available at [Mercy.com](https://www.mercy.com)

This Community Health Needs Assessment Implementation Plan will address the prioritized significant community health needs through the CHNA. The Plan indicates which needs Mercy Health Toledo – Defiance Hospital will address and how, as well as which needs Mercy Health Toledo – Defiance Hospital won't address and why.

Beyond programs and strategies outlined in the plan, Mercy Health Toledo – Defiance Hospital will address the health care needs of the community by continuing to operate in accordance with its mission to extend the healing ministry of Jesus by improving the health of its communities with emphasis on the poor and underserved. This includes providing care for all individuals regardless of their ability to pay.

The strategies in this Implementation Plan will provide the foundation for addressing the community's significant needs between 2023 – 2025. However, Mercy Health Toledo – Defiance Hospital anticipates that some strategies, and even the needs identified will evolve over that period. Mercy Health Toledo – Defiance Hospital plans a flexible approach to addressing the significant community needs that will allow for adaptation to changes and collaboration with other community agencies.

## **Community Served by the Hospital**

The population of the primary service area is approximately 39,000 and is older, poorer and has worse health statistics than state and national averages. The demographic area served by the primary service area includes the following ethnic and cultural groups: Caucasian (91.8%), Hispanic (9.4%), African American (1.8%), Asian (0.3%), Two or more races (1.8%), American Indian (0.3%), and some other race (4.5%). 11.4% of residents are in households below the federal poverty guidelines. 21.9% of Defiance residents are enrolled in Medicaid.

Defiance County covers 412 square miles. It is bordered to the north by Williams County, to the north and east by Henry County, to the south by Putnam and Paulding counties and to the west by Indiana. Zip codes included in the community served by the hospital include 43512, 43526, 43549, 43530, 43556, 43520 and 43536.

# Our Mission

As a system Mercy Health is dedicated to extending the compassionate ministry of Jesus by improving the health and well-being of our communities and bring good help to those in need, especially people who are poor, dying and underserved.

# Our Vision

Inspired by God's hope for the world, we will be a ministry where associates want to work, clinicians want to practice, people seek wellness and communities thrive.

# Our Values

## Human Dignity

We commit to upholding the sacredness of life and being respectful and inclusive of everyone.

## Integrity

We commit to acting ethically and modeling right relationships in all of our individual and organizational encounters.

## Compassion

We commit to accompanying those we serve with mercy and tenderness, recognizing that "being with" is as important as "doing for."

## Stewardship

We commit to promoting the responsible use of all human and financial resources, including Earth itself.

## Service

We commit to providing the highest quality in every dimension of our ministry.



# Executive Summary

## Background and Process

Mercy Health Defiance is a member of Defiance County collaborative POWER Defiance, which conducts the county CHNA. The most recent Defiance County CHNA data collection took place prior to the COVID-19 global pandemic. Data was collected for this assessment with the assistance of the Hospital Council of Northwest Ohio in the spring of 2019. That CHNA Report can be found at:

<https://www.mercy.com/about-us/mission/giving-back/community-health-needs-assessment>

Mercy Health Defiance leveraged three external data resources since Defiance County data was collected before COVID-19. The resources utilized to help inform the CHNA include Metopio, County Health Rankings, and U.S. Census Bureau data. Additionally, Mercy Health Defiance used consultants, FORVIS, to conduct key informant interviews in October 2022.

## Identifying Significant Needs

The significant community health needs were prioritized through a working session with community health leaders, hospital leadership, and local community organization leaders. Defiance Hospital leaders and stakeholders gathered in working sessions to review community health findings and prioritize community health needs. The working session was conducted virtually on September 19, 2022, and lasted one hour. Each significant community health need was objectively assessed by stakeholders through an evaluation of the need's significance to the community and the hospital's ability to impact the need. The two criteria, significance and ability to impact, were equally weighted in the prioritization process. Session participants responded to an anonymous poll where they ranked each significant need on a scale of 1 to 10. The two dimensions were added together to receive an overall ranking; the significant needs with the greatest combined ranking represent those which stakeholders felt posed the greatest health concern to the community and Defiance Hospital had the ability to impact. The top five greatest health needs from this process were identified as the prioritized health needs, while all others were recognized as significant and still impacting the surrounding community.

# Implementation Plan

Mercy Health Toledo – Defiance Hospital is committed to addressing the prioritized significant health needs of the community through the strategies described in this Implementation Plan.

## Prioritized Significant Health Needs

The table below lists the prioritized significant health needs that were identified through the CHNA and specifies which needs Mercy Health Toledo – Defiance Hospital will address.

Prioritized Significant Health Needs	Hospital Addressing Need
Access to Healthcare	No
Behavioral/Mental Health	Yes
Financial Barriers and Insurance	Yes
Drug and Substance Abuse	Yes
Weight Management and Obesity	Yes

## Prioritized Significant Social Determinant of Health Needs Implementation Strategies

### Access to Healthcare

#### **Description**

As detailed in the hospital's Community Health Needs Assessment Report:

Due to the nature and demographics of the rural environment, the proximity of specialists and other healthcare providers is a barrier to the Defiance County residents. The provider ratio per 100,000 population for primary care providers, dentists, and mental health providers is below the Ohio averages. Though there are many resources in the community that are seemingly accessible (i.e., YMCA, food banks, social services agencies, recreational facilities), there is still a need for access to dental services and public transportation mechanisms to receive care. Additionally, access points to urgent care may be compromised by the volume and overutilization of these services. There is opportunity to increase resident's access to healthcare services through transportation assistance, increased provider capacity, and shifting patients to the right site of care.

#### **Goal**

Access to healthcare services is critical to Defiance County, however, at this time Mercy Health Toledo – Defiance Hospital will not be addressing this need due to limited resources. Mercy Health Toledo – Defiance Hospital will support the work of POWER Defiance County.

#### **Community collaborations**

- POWER Defiance

#### **Community resources available**

The existing healthcare facilities and other resources in the community that are available to meet the prioritized need include:

- Defiance General Health District
- United Way of Defiance County



## Prioritized Significant Social Health Needs Implementation Strategies

### Behavioral/Mental Health

#### Description

As detailed in the hospital's Community Health Needs Assessment Report:

Mercy Health Toledo – Defiance Hospital Community Health Needs Assessment, 22% of Defiance's population reported feelings of depression in 2019.

Mercy Health Toledo – Defiance Hospital plans to conduct an in-depth assessment of depression screening of patients that score from a 2 to 9 and the referral status of those patients.

#### Goal

Create a better referral process for patients who have a high depression screening score and help close the loop on those referrals.

#### Expected impact

Increased number of patients completing depression referrals and close the loop in the referral process.

#### Targeted populations

Adult patients that screen high on depression screening.

#### Strategies

Over a three-year period, Mercy Health Toledo – Defiance Hospital will investigate the effectiveness of the referral process for patients who have a high depression screening score.

- **Year 1 (2023):** collect a baseline of the number of referrals of patients who score a 2 to 9.
- **Year 2 (2024):** create a consistent method for referral follow up and how are we closing the referral gap, thus making the referral complete.
- **Year 3 (2025):** increase the number of complete referrals by 5% from the baseline.

#### Strategic measures

Mercy Health Toledo – Defiance Hospital will create a referral system that closes the loop on mental health referrals.

- **Year 1 (2023):** number of patients needing referral to mental health.
- **Year 2 (2024):** completion of referral policy to mental health resources.
- **Year 3 (2025):** continue efforts of year 2 and increase the number of closed/complete referrals to mental health services from year 1 baseline by 5%.

#### Community collaborations

- ADAMHS Board of Defiance County

### **Community resources available**

The existing healthcare facilities and other resources in the community that are available to meet the prioritized need include:

- ADAMHS Board
- Maumee Valley Guidance Center
- Defiance County General Health District
- ProMedica Defiance Regional Hospital

## **Financial Barriers and Insurance**

### **Description**

As detailed in the hospital's Community Health Needs Assessment Report:

The unemployment rate of 8.2% in Defiance County makes access to health services unaffordable since insurance is often tied to employer sponsored plans. This impacts individuals' ability to afford prescription medication. Defiance County is experiencing a growing number of children without insurance at 4.8%. Elevated economic inflation rates have additional impacts on financial burden, thus causing competing priorities between preventative care, healthy lifestyle choices and utilization of healthcare services.

### **Goal**

Deploy adult oriented, community health worker (CHW) led, care coordination program to help improve financial stability for adult patients without insurance.

### **Expected impact**

Increased number of adult patients connected to financial resources.

### **Targeted populations**

Adult patients without insurance and screen positive for financial vulnerability.

### **Strategies**

Over a three-year period, Mercy Health Toledo – Defiance Hospital will deploy CHW led care coordination to adult patients who screen positive for financial vulnerability.

- **Year 1 (2023):** deploy the program in one medical setting and enroll 20 patients into care coordination program
- **Year 2 (2024):** continue the efforts of year 1 and enroll an additional 30 patients into care coordination program
- **Year 3 (2025):** continue efforts from year 2. Identify second medical setting to deploy CHW led care coordination program. Enroll 30 new patients into the care coordination program.

### **Strategic measures**

- Resource connections: % of adults enrolled in care coordination who are referred to community resources and health education.

### **Community collaborations**

- United Way of Defiance County
- Northwestern Ohio Community Action Commission

### **Community resources available**

The existing healthcare facilities and other resources in the community that are available to meet the prioritized need include:

- United Way of Defiance County
- Northwestern Ohio Community Action Commission
- ProMedica Defiance Regional Hospital

## **Drug and Substance Abuse**

### **Description**

As detailed in the hospital's Community Health Needs Assessment Report:

Illicit drug use and alcoholism remain prevalent in Defiance County. The Ohio Department of Health data indicated that in 2021 Defiance County had an unintentional drug overdose death rate at 19.3 deaths per 100,000 population.

Mercy Health Toledo – Defiance Hospital plans to distribute Narcan kits to overdose patients upon discharge.

### **Goal**

The goal is to help reduce patient deaths from unintentional overdose.

### **Expected impact**

Increased number of patients surviving unintentional overdose and help prevent future unintentional overdoses.

### **Targeted populations**

Adult patients admitted to emergency department for unintentional overdose.

### **Strategies**

Over a three-year period, Mercy Health Toledo – Defiance Hospital will investigate the effectiveness of Narcan distribution in the emergency department by tracking the number of kits distributed.

### **Strategic measures**

- Number of Narcan kits distributed in emergency department each year.

### **Community collaborations**

- ADAMHS Board of Defiance County

### **Community resources available**

The existing healthcare facilities and other resources in the community that are available to meet the prioritized need include:

- ADAMHS Board
- Local rehabilitation centers
- Defiance County General Health District
- ProMedica Defiance Regional Hospital

## Prioritized Significant Clinical Health Needs Implementation Strategies

### Weight Management / Obesity

#### Description

As detailed in the hospital's Community Health Needs Assessment Report:

Thirty-nine (39%) percent of Defiance County adults are considered obese compared to the state of Ohio rate at 34.6%. A healthy weight status is critical to achieving overall health and wellness.

#### Goal

Over the 3-year CHIP period, Mercy Health Toledo – Defiance Hospital, in collaboration with community partners will work to increase awareness of healthy eating habits in Defiance County.

#### Expected impact

Reduction in number of patients with high body mass index score (over 30). Increase in number of patients that consume 5 or more servings of fruit and vegetables per day.

#### Targeted populations

Adult patients in primary care with high BMI score (above 30).

#### Strategies

- **Strategy 1:** Conduct healthy cooking classes
- **Strategy 2:** Establish Produce Perks Midwest redemption sites in Defiance County

#### Strategic measures

- **Strategic Measure 1:** Number of Healthy Cooking classes completed
- **Strategic Measure 2:** Number of Produce Perks redemption sites established

#### Community collaborations

- Defiance County General Health District
- Produce Perks Midwest

#### Community resources available

The existing healthcare facilities and other resources in the community that are available to meet the prioritized need include:

- Mercy Health – Weight Management Solutions
- Defiance County General Health District
- ProMedica – Scale Down Program

# Board Approval

The Mercy Health Toledo – Defiance Hospital 2023 Community Health Improvement Plan was approved by the Mercy Health North Board on April 18, 2023.

Board Signature: Linnie B. Willis

Date: April 25, 2023

For further information or to obtain a hard copy of this CHIP, please contact: Jessica Henry, Director Community Health  
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Mercy Health CHIP Website: <https://www.mercy.com/about-us/mission/giving-back/community-health-needs-assessment>