



# 2026–2028 Community Health Implementation Plan

Mercy Health — Cincinnati  
CINCINNATI, OH

# 2026–2028 Community Health Implementation Plan

## Mercy Health — Cincinnati

Approved by the Mercy Health — Cincinnati Board of Directors, April 28, 2026

As part of Bon Secours Mercy Health, Mercy Health — Cincinnati is honored to uphold nearly two centuries of dedication to the communities we serve. This commitment continues to evolve to address the most pressing needs in each community, based on input from residents, businesses and other community members.

Guided by our Mission to extend the compassionate ministry of Jesus, Mercy Health continuously works to improve the health and well-being of our communities and bring good help to those in need — especially people who are poor, underserved and dying.

By listening to community voices from our partners and neighbors, Mercy Health — Cincinnati has identified the greatest needs in our community. The Community Health Implementation Plan (CHIP) helps ensure our resources and strategies for outreach, prevention, education and wellness are directed where they can make the greatest impact.

We welcome written comments regarding the health needs identified in this CHIP. Please direct your feedback to Gina Hemenway, Executive Director of Community Health at [RAHemenway@mercy.com](mailto:RAHemenway@mercy.com).

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# Introduction

This Community Health Implementation Plan will address the prioritized significant community health needs listed through the Community Health Needs Assessment (CHNA). The Implementation Plan indicates which prioritized needs Mercy Health — Cincinnati will address and how, as well as which prioritized needs will not be addressed and why.

Mercy Health — Cincinnati intends to take a regional approach to address its CHNA and the identified prioritized needs. Therefore, the needs the hospitals intend to address, and the strategies outlined are the same and combined into one Community Health Implementation Plan.

Beyond the programs and strategies outlined in this plan, Mercy Health — Cincinnati will continue to address the needs of the community by operating in accordance with its mission to extend the compassionate ministry of Jesus by improving the health of its communities with an emphasis on the poor and underserved. This includes providing care for all individuals regardless of their ability to pay.

The strategies in the Implementation Plan will provide the foundation for addressing the community’s significant needs between 2026–2028. However, Mercy Health — Cincinnati anticipates that some strategies and even the needs identified, may evolve over that period. Mercy Health — Cincinnati plans a flexible approach to addressing the significant community-identified needs that will allow for the adaptation of potential changes and collaboration with other community agencies and partners.

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# Executive Summary

## Background and Process

The 2025 Community Health Needs Assessment is a comprehensive, data-driven and actionable review of the health of our region. It is a summation of work completed through a regional collaboration, facilitated by The Health Collaborative, across 18 counties in Greater Cincinnati, southeast Indiana and northern Kentucky.

The Health Policy Institute of Ohio (HPIO) conducted data collection, analysis and synthesis. The methodology was informed by feedback from community members through listening sessions and collaboration with various advisory groups, including the Regional CHNA Advisory Committee, the Special Populations Task Force and the Public Health Task Force. These groups incorporated broad representation across hospitals, public health departments, community-based organizations, philanthropy and federally qualified health centers. The collaborative planning process ensured the approach appropriately reflected community priorities and needs.

The Regional CHNA:

- Compiled 49 secondary, quantitative data metrics from 34 different sources
- Analyzed 18 Ohio Hospital Association data metrics
- Reviewed 7 other primary and secondary regional data sources, such as community surveys, data from 2-1-1 calls and recent community reports
- Disaggregated 32 metrics by various socio-demographic characteristics
- Hosted 12 Advisory Committee meetings and 6 Task Force meetings, which included 45 total partner organizations

## Identifying Significant Needs

Based on data review, significant health needs rose to the top when looking at prevalence, unmet need, impact and inequity. HPIO administered a “Pre-Prioritization Survey” to Advisory Committee members, Task Forces and community partners to inform prioritization. The survey gathered information on partner and community priorities and their view of the most pressing health issues in the region. Through a series of stakeholder meetings, the collected data was further refined into a list of potential priorities. Advisory Committee and Task Force members voted to produce the final list of regional health priorities.

Once the regional health priorities for the region were identified, feedback was gathered from all hospital sites, internal community health programs, functional teams and public health departments. This feedback was then synthesized to inform the development of criteria for establishing strategies for the Community Health Implementation Plan.

# Implementation Plan

Mercy Health — Cincinnati is committed to addressing the prioritized significant health needs of the community through the strategies described in this Implementation Plan. Mercy Health — Cincinnati will address each need with regional strategies that have various activation dates throughout the three-year implementation life cycle. Some of the strategies will take place in communities that are geographically associated to a specific hospital.

Prioritized Significant Health Needs	Hospital Addressing Need (Y/N)					
	Anderson Hospital	Clermont Hospital	Fairfield Hospital	Kings Mills Hospital	West Hospital	The Jewish Hospital
Mental Health Treatment and Prevention	Yes	Yes	Yes	Yes	Yes	Yes
Homelessness Prevention and Housing Stability	Yes	Yes	Yes	Yes	Yes	Yes
Heart Disease and Stroke Prevention and Treatment	Yes	Yes	Yes	Yes	Yes	Yes

## Implementation Strategies to Address Individual Health-Related Social Needs and Community-Level Social Determinants of Health Needs

### Homelessness Prevention and Housing Stability

#### Description

Safe, stable housing is vital to our health and well-being. This includes affordable rent, adequate space for household members and avoiding frequent moves within short time periods. High housing costs can limit financial resources for basic needs like childcare, nutritious food and health care.<sup>1</sup> Additionally, poor-quality housing can cause chronic stress, leading to health issues such as high blood pressure and worse mental health.

#### Goal 1

Improve birth outcomes for high-risk pregnant mothers enrolled in Mercy Health’s Perinatal Outreach Program by ensuring participants are stably housed at the time of delivery.

#### Strategy

Mercy Health will provide tenant advocacy resources and emergency housing assistance to at-risk pregnant women enrolled in Mercy Health’s Perinatal Outreach Program. The Perinatal Outreach Program deploys Community Health Workers, who provide emotional support, education and advocacy and address social barriers to healthy pregnancies and positive birth outcomes.

#### Strategic Measure(s) Years 1-3

- # of program participants receiving housing assistance
- % of program participants stably housed at the time of delivery
- % of full-term births

#### Target Populations

Pregnant people, families experiencing housing instability

#### Expected Impact

Research has shown a consistent relationship between housing instability and adverse pregnancy outcomes, including preterm birth, low birthweight, neonatal intensive care unit (NICU) admission and delivery complications.<sup>2</sup> Pregnant women receiving this assistance will see a reduction in stressors and health risks associated with housing insecurity, such as eviction, overcrowding and environmental hazards, thus improving overall birth outcomes.

## Goal 2

Increase affordable housing development throughout Greater Cincinnati to support the health and well-being of Greater Cincinnati residents.

<p><b>Strategy</b></p> <p>Mercy Health — Cincinnati will provide low-interest, long-term financial support to Cincinnati Development Fund's Affordable Housing Leverage Fund. These funds will be invested in affordable housing projects throughout Greater Cincinnati.</p>
<p><b>Strategic Measure(s) Years 1-3</b></p> <ul style="list-style-type: none"> <li>• # of housing projects supported</li> <li>• # of total units created or preserved</li> <li>• % units income restricted for those ≤ 60% average median income</li> </ul>
<p><b>Target Populations</b></p> <p>Residents at or below 60% of the average median income</p>
<p><b>Expected Impact</b></p> <p>Investment in new affordable housing units combined with strategies to preserve existing affordable housing stock and protect our most vulnerable residents will lower housing cost-burden and improve overall health in Greater Cincinnati.</p>

## Accountable Partners

Mercy Health — Cincinnati will work in partnership with the following accountable partners on the above-listed strategies to address homelessness and housing stability.

- **Housing Opportunities Made Equal**
  - Funded to provide tenant advocacy and financial assistance to eligible clients.
- **Health Care Access Now**
  - Convenes and trains Community Health Workers, and manages Care Coordination Hub for documentation, reporting and billing.
- **Cradle Cincinnati**
  - Convenes stakeholders to set a community vision, share best practices and support pregnant women in Hamilton County.
- **Cincinnati Development Fund**
  - Manages the Affordable Housing Leverage Fund, evaluates proposed financing requests and matches individual project goals with the appropriate sources.
- **LISC of Greater Cincinnati**
  - Convenes Housing Our Future, a broad coalition of stakeholders across Cincinnati and Hamilton County focused on producing and preserving affordable housing and protecting under-resourced residents from housing insecurity.

- **Mercy Health Perinatal Outreach Team**
  - Certified Community Health Workers provide education, advocacy and support aimed at reducing preterm births and infant mortality.
- **Mercy Health providers and clinical care sites**
  - Identify patients in need of housing support and refine referral pathways to ensure they connect with community resources.

## Implementation Strategies to Address Clinical Health Needs

### Mental Health Treatment and Prevention

#### Description

Mental health has bidirectional associations with physical health, interpersonal relationships, socioeconomic factors and the environment in which people live.<sup>3</sup> Lack of timely and affordable access to mental health services can contribute to poor mental health, while connected, supportive communities with access to quality employment, housing and education can promote positive mental health. More than a century of research shows significant links between a lack of social connection and suicide. There is also strong evidence linking social isolation and loneliness to an increased risk of heart disease and stroke.<sup>4,5</sup>

#### Goal 1

Increase patient connections to community-based behavioral health services for those experiencing behavioral health challenges.

<p><b>Strategy</b></p> <p>Mercy Health — Cincinnati will recruit and train AmeriCorps volunteers to serve as critical liaisons between the Emergency Department and community-based supports for patients with behavioral health conditions, including substance use disorders.</p>
<p><b>Strategic Measure(s)</b></p> <ul style="list-style-type: none"> <li>• # of volunteers/volunteer hours</li> <li>• # of patients screened</li> <li>• # of connections to community-based services</li> <li>• % patients admitted to treatment</li> </ul>
<p><b>Target Populations</b></p> <p>Adult patients with behavioral health conditions and/or substance use disorders</p>
<p><b>Expected Impact</b></p> <p>Patients experiencing behavioral health conditions and substance use disorders face significant barriers accessing treatment, including stigma, fear of judgment and the complexity of navigating community resources.<sup>6</sup> Patients supported by volunteers will feel better equipped to navigate these barriers and access community-based services at a higher rate.</p>

## Goal 2

Improve self-reported quality of life for patients who have experienced a recent hospitalization and screened positive for social isolation and loneliness.

<p><b>Strategy</b></p> <p>Mercy Health — Cincinnati chaplains will recruit and train faith-based volunteers to support patients who screen positive for social isolation and loneliness and connect them to the faith-based community.</p>
<p><b>Strategic Measure(s)</b></p> <ul style="list-style-type: none"> <li>• # of trained volunteers from the faith community</li> <li>• % of patients supported by volunteers</li> <li>• Self-reported quality of life</li> </ul>
<p><b>Target Populations</b></p> <p>Adult patients experiencing social isolation and loneliness</p>
<p><b>Expected Impact</b></p> <p>Spiritual interventions both within the hospital setting and outside by chaplains and faith leaders will help decrease patient perception of isolation and loneliness, improving mental and physical health and quality of life.</p>

## Accountable Partners

Mercy Health — Cincinnati will work with the following accountable partners on the above-listed strategies to address mental health treatment and prevention.

- **AmeriCorps/ServeOhio**
  - Provide national and statewide volunteer and service infrastructure, training and development.
- **University of Cincinnati School of Social Work**
  - Identify student volunteers seeking experiential learning and provide additional guidance and support.
- **Area churches and congregations**
  - Identify potential volunteers and opportunities for deeper collaboration.
- **Mercy Health Mercy Serves Team**
  - Screen patients for substance use disorders and social needs, and offer compassionate connections to community resources.
- **Mercy Health Spiritual Care Team**
  - Convene and train staff and faith-based volunteers to support patients with social isolation and loneliness.
- **Mercy Health providers and clinical care teams**
  - Screen patients for various needs and refine referral pathways to ensure patients are connected to support.

## Heart Disease and Stroke Prevention and Treatment

### Description

Chronic high blood pressure, also known as hypertension, can lead to other serious heart conditions. Heart disease and stroke both result from and can worsen our overall health and well-being and are linked to factors such as inadequate housing and mental health challenges.<sup>7</sup> These conditions rank among the leading causes of death and the most frequent diagnoses in emergency departments in the region.

### Goal 1

Increase the number of patients and families supported by Community Health Workers (CHWs) and demonstrate improved hypertension control for those enrolled in long-term support.

#### Strategy

Mercy Health — Cincinnati will provide community health worker services to participants with health-related social needs and incorporate hypertension screening, education and intervention. Participants enrolled with a community health worker receive in-person visits, education, advocacy, emotional support and connections to community resources.

#### Strategic Measure(s)

- # of patients referred to CHWs
- % of patients enrolled with CHWs
- % of enrolled patients screened for hypertension
- % of enrolled patients with improved knowledge of blood pressure control
- % of enrolled patients with improved hypertension control

#### Target Populations

Adults with health-related social needs, adults with hypertension

#### Expected Impact

Research has shown that evidence-based CHW models can reduce hospitalizations by up to 30%.<sup>8</sup> Patients supported by Mercy Health CHWs will improve hypertension control and overall health outcomes, reducing preventable hospitalizations and avoidable health care expenses.

## Goal 2

Increase the number of patients with financial hardship who have access to no-cost and reduced-cost medications.

<p><b>Strategy</b></p> <p>Mercy Health — Cincinnati will connect uninsured, underinsured and low-income patients to charitable pharmacy support with a focus on the partnership with Dispensary of Hope.</p>
<p><b>Strategic Measures Year 1-3</b></p> <ul style="list-style-type: none"> <li>• # of unique patients receiving medications through Dispensary of Hope</li> <li>• # of prescriptions provided through Dispensary of Hope</li> <li>• Average dollar amount in patient savings</li> </ul>
<p><b>Target Populations</b></p> <p>Uninsured, underinsured, low-income patients</p>
<p><b>Expected Impact</b></p> <p>Research has shown that having difficulty paying monthly bills can determine medication nonadherence and self-rated health among cardiovascular patients. Moreover, financial strain can be an important predictor of cardiovascular disease outcomes.<sup>9</sup> Patients provided free and reduced cost medications will see a reduction in financial strain and cost-related nonadherence, resulting in improved health outcomes and fewer hospitalizations.</p>

## Goal 3

Improve dietary habits and self-reported health status for patients experiencing food insecurity and at risk of nutrition-related illness.

<p><b>Strategy</b></p> <p>Mercy Health — Cincinnati will partner with Produce Perks Midwest to provide nutrition prescription programming designed to increase access to healthy foods for patients experiencing food insecurity.</p>
<p><b>Strategic Measures Year 1-3</b></p> <ul style="list-style-type: none"> <li>• # of unique patients receiving nutrition prescriptions</li> <li>• % of self-reported dietary changes</li> <li>• % of self-reported health improvement</li> </ul>
<p><b>Target Populations</b></p> <p>People experiencing food insecurity, pregnant people, people with nutrition-related illness</p>
<p><b>Expected Impact</b></p> <p>Research suggests food prescription programs may be beneficial in increasing the consumption of fruit and vegetables and modestly reduce BMI and HbA1c.<sup>10</sup> Participants will see an improvement in overall health including biometric indicators and birth outcomes.</p>

## Accountable Partners

Mercy Health — Cincinnati will work with the following accountable partners on the above-listed strategies to address heart disease and stroke prevention.

- **Health Care Access Now**
  - Convenes and trains Community Health Workers and manages Care Coordination Hub for documentation, reporting and billing.
- **American Heart Association**
  - Promotes and trains Community Health Workers and community members in evidence-based cardiovascular health practices.
- **Produce Perks Midwest**
  - Supports patients and community members who experience food insecurity and nutrition-related illnesses with 1:1 SNAP matches, nutrition prescriptions, produce vouchers or delivery boxes.
- **Dispensary of Hope**
  - Charitable medication distributor provides Mercy Health pharmacies with reliable access to vital medications.
- **Mercy Health Partnership Program**
  - Certified Community Health Workers provide education, advocacy and in-depth patient support to resolve social barriers and improve access to essential services.
- **Mercy Health Physicians**
  - Screen patients and refine referral pathways to ensure patients are connected to community-based support.

# Resources Available

Due to the considerable and complex nature of the prioritized needs, several organizations within the community may be available to address one or more of the needs listed in this implementation plan:

## Health Care Facilities and Services

- Mercy Health
- The Christ Hospital
- Cincinnati Children's Hospital Medical Center
- Lindner Center of Hope
- Margaret Mary Health
- TriHealth
- UC Health

## Health Departments

- Butler County General Health District and Southwest Association of Ohio Health Commissioners
- Cincinnati Health Department
- Clermont County Public Health
- Hamilton County Public Health
- Warren County General Health District

## Other Local and National Resources

- **General/Prevention**
  - 1N5
  - All-In Cincinnati
  - Beech Acres Parenting Center
  - Best Point Education and Behavioral Health
  - BIPOC Mental and Behavioral Health Provider Directory
  - Butler Behavioral Health
  - Catholic Charities Southwestern Ohio
  - Center for Healing the Hurt
  - Centerpoint Health
  - Central Clinic Behavioral Health

- Child Focus (Norwood, Eastgate, Mt. Orab)
- Child Mind Institute
- Envision Partnerships
- Federally Qualified Health Centers (FQHCs)
- FindHelpNowKY.org
- Greater Cincinnati Behavioral Health Services
- Greater Cincinnati Foundation
- Greenlight Fund
- Haile Foundation
- Hamilton County Addiction Response Coalition (ARC)
- Hamilton County African American Engagement Workgroup
- HealthSource of Ohio
- HEY! (Hopeful, Empowered, Youth) Cincinnati
- Hospitals and health systems
- Joe Burrow Foundation
- Lebanon Counseling Center
- Lighthouse Youth Services
- Mental Health America of Northern Kentucky and Southwest Ohio
- Mental Health and Addiction Advocacy Coalition (MHAC)
- Mental Health and Addiction Services Recovery Boards
- Middletown Counseling Center
- Millstone Fund
- MindPeace
- Modern Psychiatry and Wellness
- NAMI Southwest Ohio
- NeighborHub Health
- NewPath Child and Family Solutions
- Preston Brown Foundation
- PreventionFIRST!
- Public Health Departments
- State departments of mental and behavioral health
- Talbert House
- Tristate Trauma Network
- UMADOP of Cincinnati
- Urban League Greater Southwestern Ohio

- **Hotlines for General/Prevention**

- 2-1-1 resource hotline
- Central Clinic (Mental Health Access Point - MHAP)
- Central Line: 513-558-8888
- Charlie Health
- Consumer Warmline: 513-931-WARM
- Freestanding Inpatient Psychiatric Units
- Georgetown Behavioral Hospital
- Mental Health Hotline: 513-281-CARE Crisis Services
- Mercy Health — Clermont Clinic
- Mobile Response and Stabilization Services (MRSS) Ohio
- Psychiatric Emergency Services (PES) at UC Health
- Suicide prevention coalitions
- Summit Behavioral Healthcare
- SUN Behavioral Health
- Women Helping Women

- **Crisis Hotlines**

- 9-8-8
- Mobile Crisis Team (Mental Health Crisis): 513-574-5098
- Substance Abuse Crisis Response AIM: 513-620-RING (7464)
- Veterans Hotline: 513-281-VETS (8387)

- **Housing Stability**

- Adams County Economic and Community Development
- Brighton Center
- Caracole
- Cincinnati-Hamilton County Community Action Agency
- Community Development Corporations
- Community Matters
- Council on Aging
- County Departments of Job and Family Services
- Habitat for Humanity
- Housing Opportunities Made Equal (HOME)
- Independence Alliance
- Local Metropolitan Housing Authorities
- Northern Kentucky Community Action Commission (NKCAC)

- Ohio Valley Residential Services
- People Working Cooperatively
- Seven Hills Neighborhood Houses
- Shelterhouse
- Talbert House
- The Community Builders
- Warren County Community Services
- Women Helping Women
- Working In Neighborhoods
- **Homelessness Prevention**
  - Adams County Shelter for the Homeless
  - Bethany House
  - Central Access Point (CAP) Helpline: 513-381-SAFE
  - City Gospel Mission
  - Clermont County Community Services
  - County Departments of Job and Family Services
  - Emergency Shelter of Northern Kentucky
  - Family Promise of Butler and Warren Counties
  - Greater Cincinnati Homeless Coalition
  - Healthcare for the Homeless
  - Highland County Homeless Shelter
  - Homeless Coalition of Southern Indiana
  - Housing Opportunities Made Equal (HOME)
  - New Life Mission
  - Shelterhouse
  - St. Vincent de Paul
  - Strategies to End Homelessness
  - Talbert House
  - Tender Mercies
  - Welcome House
  - Wilmington Hope House
  - Women Helping Women
  - Working In Neighborhoods
  - YWCA Greater Cincinnati

# Board Approval

The Mercy Health — Cincinnati 2026–2028 Community Health Implementation Plan was approved by the Mercy Health — Cincinnati Board of Directors on April 28, 2026.

Board Signature: *Maureen M. Kattman*

Date: 4/28/2026

For further information or to obtain a hard copy of this Community Health Implementation Plan, please contact Gina Hemenway, Executive Director of Community Health at [RAHemenway@mercy.com](mailto:RAHemenway@mercy.com).

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

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