



2026–2028 Community Health Implementation Plan

Mercy Health — Defiance Hospital
DEFIANCE, OH

2026–2028 Community Health Implementation Plan

Mercy Health — Defiance Hospital

Approved by the Mercy Health — Defiance Hospital Board of Directors, April 21, 2026

As part of Bon Secours Mercy Health, Mercy Health — Defiance Hospital is honored to uphold nearly two centuries of dedication to the communities we serve. This commitment has continually evolved to address the most pressing needs in each community as identified by the input of residents, businesses and other community members.

Guided by our Mission to extend the compassionate ministry of Jesus, Mercy Health remains steadfast in improving the health and well-being of our communities and bringing 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 — Defiance Hospital has identified the greatest needs in our community. The Community Health Implementation Plan (CHIP) ensures our resources and strategies for outreach, prevention, education and wellness are directed where the greatest impact can be realized.

We welcome written comments regarding the health needs identified in this CHIP. Please direct your feedback to Jessica Henry, Director, Community Health at Jessica_Henry@mercy.com

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Mercy Health CHIP
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Introduction

This Community Health Implementation Plan will address the prioritized significant community health needs listed through the CHNA. The Plan indicates which needs Mercy Health — Defiance Hospital will address and how, as well as which needs Mercy Health — Defiance Hospital will not address and why.

Beyond the programs and strategies outlined in this plan, Mercy Health — Defiance Hospital 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 — Defiance Hospital anticipates that some strategies and even the needs identified, will evolve over that period Mercy Health — Defiance Hospital 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

From April 2024 through March 2025, Mercy Health Defiance Hospital conducted a community health needs assessment (CHNA) that utilized a comprehensive, mixed-methods approach to identify priority community health needs. The process combined secondary (existing) data collection, community engagement to collect primary (new) data, quantitative and qualitative data analysis and stakeholder input to ensure a well-rounded understanding of local health challenges. The needs assessment was conducted in partnership with Moxley Public Health, LLC. The CHNA included the following components:

1. Secondary (Existing) Data Collection and Analysis

Publicly available health statistics were gathered from sources such as the U.S. Census, the Centers for Disease Control and Prevention (CDC), health interview surveys, state and local health departments. These data sources helped establish trends in demographics, social determinants of health, health conditions, disparities and service gaps. Previous CHNA reports were also reviewed.

2. Primary Data Collection and Analysis

The assessment incorporated direct input from community members and key stakeholders through various engagement methods:

A. Community Member Surveys

- A community-wide survey from April 2024 through March 2025 collected 20 responses from Defiance County. The survey was also utilized to collect CHNA data for Lucas, Huron, Seneca and Wood Counties and collected 965 responses in total.
- Topics included ranking health needs, health status, access to care, chronic diseases, mental health and social determinants of health (e.g., housing, transportation, food security).

B. Focus Groups

- Five focus groups were conducted from April 2024 through October 2024, with a total of 25 participants from priority populations:
 - Farmers - 3 participants
 - Hispanic/Latinx - 4 participants
 - Parents - 2 participants
 - People with transportation barriers - 5 participants
 - Seniors (Defiance and Hicksville) - 11 participants

- The focus groups identified emerging health issues affecting sub-populations, existing resources and ideas for community health improvement.

C. Key Informant Interviews

- 10 community leaders were interviewed from April 2024 through October 2024, representing sectors such as health care, housing, mental health, education, local government, emergency services and local businesses.
- The interviews identified emerging health issues, sub-populations most affected, existing resources and ideas for community health improvement.

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Identifying Significant Needs

Community and stakeholder data were synthesized to determine the top health concerns based on:

- Relevance – Level of importance to community members.
- Severity – Magnitude and urgency of the issue.
- Health Disparities – Impact on marginalized populations.
- Feasibility – Availability of solutions and resources.

The process followed the MAPP 2.0 (Mobilizing for Action through Planning and Partnerships) framework, ensuring a community-driven, equity-focused approach.

Validation and Final Selection

The preliminary health priorities were discussed in a prioritization meeting on February 26, 2025, where key decision-makers reviewed data and selected priority health needs to address in the next Implementation Strategy. Key decision-makers were identified by the market and hospital presidents.

The CHNA's comprehensive data collection and prioritization process ensured that the final health priorities reflected both statistical evidence and real-life community experiences, forming the foundation for the next Implementation Strategy.

Implementation Plan

Mercy Health — 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 — Defiance Hospital will address.

Mercy Health — 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	Hospital Addressing Need
Access to Health Care	Yes
Behavioral Health	No
Chronic Diseases	Yes

Implementation Strategies to Address Community-Level Social Determinant of Health Needs:

Access to Health Care

Description

Community survey results show that access to health care is a major concern, with 40% of respondents naming it a top priority. Access to health care encompasses social determinants of health, including food insecurity, to be addressed by a Community Health Worker (CHW). When asked what community resources were lacking, 40% indicated affordable food, while 30% ranked food insecurity as a top health concern. Barriers to care include the cost of insurance (6% are uninsured due to cost), lack of a primary care provider (15%) and relying on urgent care as

their usual source of care (10%). Delays in care are also common: 44% experienced delays due to scheduling difficulties, 39% due to unavailable appointments and 8% due to transportation issues. In addition, 35% had not seen a dentist in over a year, 15% needed but did not receive dental care and 10% could not get needed prescription medications in the past year.

Goal

Increase food resource referral completion rate for Medicaid eligible patients that screen positive for food insecurity to Community Health Worker (CHW), reaching referral completion rate of 85% by the end of CHIP cycle.

Strategies

Strategy 1

Increase the rate of completed food insecurity patient referrals.

Strategic Measures

Look at the screening rate versus the referral completion rate for patients who screen positive for food insecurity.

- **Year 1 Strategic Measure**
 - Have 80% of food insecurity referrals complete.
- **Year 2 Strategic Measure**
 - Have 83% of food insecurity referrals complete.
- **Year 3 Strategic Measure**
 - Have 85% of food insecurity referrals complete.

Accountable Partners

Mercy Health — Defiance Hospital will work in partnership with the following accountable partners on the above listed strategy to address access to health care.

- Mercy Health Physicians
- Mercy Health — Defiance Hospital

Expected Impact of the Strategy

Increase in the number of patients connected to food resources.

Targeted Populations

Patients who screen positive for food insecurity.

Implementation Strategies to Address Clinical Health Needs

Chronic Diseases

Description

In the 2025 Mercy Health — Defiance Hospital CHNA, survey results demonstrate high awareness of chronic diseases as a community health priority, with 90% of respondents identifying it as a top need, specifically citing diabetes, heart disease, cancer and obesity as the most common conditions. Personal experience with chronic conditions is substantial, as 42% of respondents report having at least one chronic health condition or disability. Health care access barriers include provider awareness issues, with 13% of respondents feeling that the lack of provider education about their health conditions impedes their care.

Goal

Decrease the prevalence of Defiance County residents, with uncontrolled chronic health conditions who present in Mercy Health Defiance ED, not connected with PCP.

Strategies

Strategy 1

Increase the referral rate of patients without a PCP presenting to the Emergency Department with at least one uncontrolled metric to Mercy Health PCPs. Achieve at least one of the identified metric(s): Blood pressure under 140/90 mmHg, HgbA1c under 9.0, BMI less than 30, or no longer using tobacco products.

Strategic Measures

By the end of the CHIP cycle, achieve 50% referral rate of identified patients to a Mercy Health PCP. 20% of referred patients achieving at least one identified metric:

- BP under 140/90 mmHg
- HgbA1c under 9.0
- BMI less than 30
- No longer using tobacco products

- **Year 1 Strategic Measure**
 - Achieve 40% referral rate of identified patients to a Mercy Health PCP.
 - 10% of referred patients achieving identified metrics.
- **Year 2 Strategic Measure**
 - Achieve 45% referral rate of identified patients to a Mercy Health PCP.
 - 15% of referred patients achieving identified metrics.
- **Year 3 Strategic Measure**
 - Achieve 50% referral rate of identified patients to a Mercy Health PCP.
 - 20% of referred patients achieving identified metrics.

Accountable Partners

Mercy Health — Defiance Hospital will work in partnership with the following accountable partners on the above listed strategy to address chronic diseases.

- Mercy Health Physicians
- Mercy Health — Defiance Hospital
- Mercy Health — Defiance Hospital Social Work Department

Expected Impact of the Strategy

Decrease the number of patients in Defiance County with chronic health conditions.

Targeted Populations

Adults aged 40 years and over with hypertension and the following co-morbidities: diabetes, obesity and/or tobacco use.

Prioritized Needs Not Being Addressed

Behavioral Health

Mercy Health Defiance does not have the resources available to support this independently. Mercy Health Defiance will be supporting and working with POWER Defiance by providing NORY Training through the Defiance County Health Department.

Resources Available

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

Health Care Facilities and Services

- Mercy Health — Defiance
 - Access to health care, chronic diseases
- OhioRISE (Resilience through Integrated Systems and Excellence)
 - Access to health care
- ProMedica Urgent Care
 - Access to health care, chronic diseases
- CareNet
 - Access to health care
- Four County Alcohol Drug Addiction and Mental Health Services Board (ADAMhs Board)
 - Access to health care

Health Departments

- Defiance County Health Department
 - Access to health care, chronic diseases

Board Approval

The Mercy Health — Defiance Hospital 2026-2028 Community Health Implementation Plan was approved by the Mercy Health — Defiance Hospital Board of Directors on April 21, 2026.



Board Signature: _____

Date: 04/30/2026 _____

For further information or to obtain a hard copy of this Community Health Implementation Plan, please contact Jessica Henry, Director Community Health at Jessica_Henry@mercy.com

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

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