



2026–2028 Community Health Implementation Plan

Institute for Orthopaedic Surgery (IOS)

LIMA, OH

2026–2028 Community Health Implementation Plan

Institute for Orthopaedic Surgery

Approved by the Institute for Orthopaedic Surgery Governing Board, March 2, 2026.

Bon Secours Mercy Health, which includes St. Rita’s Medical Center, LLC and the Institute for Orthopaedic Surgery (IOS), has served the communities we call home for generations. 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 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 — St. Rita’s Medical Center and IOS have 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 Director, Community Health, Tyler Smith at tsmith1@mercy.com.

Institute for Orthopaedic Surgery

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Mercy Health CHIP
Short Link:
[Mercy Health CHIPs](#)



Introduction

This Community Health Implementation Plan (CHIP) will address the prioritized significant community health needs listed through the CHNA. The Implementation Plan indicates which needs the Institute for Orthopaedic Surgery (IOS) will address and how, as well as which prioritized IOS needs will not be addressed and why.

Beyond the programs and strategies outlined in this plan, the Institute for Orthopaedic Surgery (IOS) 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 to 2028. IOS anticipates some strategies and needs may evolve over that period. IOS 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

IOS, in collaboration with Mercy Health — St. Rita's Medical Center, identified the significant needs of its community through a collaborative effort involving key stakeholders from Allen, Auglaize and Putnam counties. IOS utilized data from the Allen, Auglaize and Putnam County Health Departments Community Health Needs Assessments (CHNAs), which included primary and secondary data from multiple sources and combined such data with the results from a written survey of adults and youth in the community. Community impact was obtained through various methods as outlined in the IOS's CHNA.

Key stakeholders from IOS, including but not limited to clinical leaders, physicians, administration and community agency representatives from Allen, Auglaize and Putnam counties, participated in the CHNA prioritization for Mercy Health — St. Rita's Medical Center on March 12, 2025. Based on the data presented (attached to the CHNA appendix), over 60 stakeholders identified 17 significant health needs.

Identifying Significant Needs

The 60+ key stakeholders ranked all 17 significant health needs by magnitude, the seriousness of the consequence and the feasibility of correcting the problem. This method of ranking allows for health needs to be ranked as objectively as possible based on the data. The committee then voted and determined the final list, prioritizing health for collective action.

Implementation Plan

IOS 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 identified through the CHNA and specifies which IOS will address.

Prioritized Significant Health Needs	Hospital Addressing Need
Access to Health Care	Yes
Adult and Adolescent Mental Health	Yes
Housing Access and Affordability	No
Maternal, Infant and Child Health	No
Preventive Care for Chronic Disease	Yes
Transportation	No

Implementation Strategies to Address Community-Level Social Determinants of Health Needs

Access to Health Care

Description

Access to health care remains a significant community priority across Allen, Auglaize and Putnam Counties, as many residents face barriers, including transportation challenges, food insecurity and limited access to follow-up care after hospitalization. These social factors directly impact health outcomes, recovery and adherence to medical treatment. IOS in partnership with Mercy Health — St. Rita’s Medical Center, is implementing a structured screening and referral process to identify patients facing barriers to transportation and access to food. By addressing these needs during the visit, this initiative seeks to promote equitable access to health care, improve recovery outcomes and strengthen care coordination for orthopedic surgery patients.

Goal 1

Improve access to health care for orthopedic surgery patients by identifying and addressing social determinants of health (SDOH) and barriers to care.

Strategy

By Dec. 31, 2028, implement systematic screening for SDOH, specifically focusing on access to food and transportation, for all inpatient and observation orthopedic surgery patients. We will connect patients with identified needs to appropriate community or hospital-based resources to improve access, reduce readmissions and enhance post-surgical recovery.

Strategic Measures

- Increase in percentage of orthopedic inpatient and observation patients screened for SDOH and barriers to care
- Increase in percentage of orthopedic inpatient and observation patients with identified needs connected to resources

Accountable Partners

- Mercy Health — St. Rita’s Medical Center
- West Ohio Food Bank
- Lima Regional Transit Authority (LRTA)

Expected Impact of the Strategy

- This strategy will improve equitable access to health care by addressing key social barriers that affect orthopedic surgery patients. Through early identification and resource connection, patients will experience fewer complications, reduced readmissions, improved recovery times and better adherence to follow-up care. Long-term, this initiative will enhance patient satisfaction, strengthen care coordination and promote whole-person health.
- 90% of orthopedic surgery patients will be screened for SDOH and access barriers
- 80% of patients with identified needs will be connected to community or clinical resources
- 70% or more of referrals will result in successful resource connection or use of services

Targeted Populations

- Inpatient and observation of orthopedic surgery patients in Allen, Auglaize and Putnam Counties, with focused attention on low-income, rural and medically underserved individuals who experience barriers related to food security and transportation.

Implementation Strategies to Address Individual-Level Health-Related Social Needs

Adolescent and Adult Mental Health

Description

Mental well-being is an essential component of overall health and plays a significant role in recovery, chronic disease management and quality of life. Depression often goes undiagnosed in patients seeking care for physical conditions, which can lead to delayed recovery, increased complications and higher rates of readmission. To address this need, IOS is implementing a Pre-Admission Depression Screening initiative to promote early identification and connection to care. By integrating behavioral health screening into presurgical and specialty care settings, this strategy supports prevention and timely intervention and improves outcomes for patients across Allen, Auglaize and Putnam Counties.

Goal 1

Improve mental well-being through prevention, early detection and access to appropriate quality mental health services.

Strategy

By December 2028, implement and sustain a Pre-Admission Depression Screening initiative to identify and support patients with depressive symptoms prior to elective orthopedic procedures. This initiative aims to expand early detection, increase referral to behavioral health resources and improve recovery outcomes by addressing mental health needs that may impact surgical recovery and chronic disease management.

Strategic Measures

- Increase in the percentage of pre-admission depression screenings
- Increase in the percentage of patients connected to behavioral health services

Accountable Partners

- St. Rita's Medical Center
- Mental Health and Recovery Services Board
- Local mental and behavioral health organizations and agencies

Expected Impact of the Strategy

- The initiative will enhance early detection of depression among surgical patients, strengthen care coordination between orthopedic and behavioral health teams, and improve both mental health and surgical recovery outcomes. Through systematic screening and timely intervention, the program aims to reduce readmissions, support whole-person care and promote mental well-being as an integral component of chronic disease management.
- An increase in pre-admission depression screenings by 10%
- 85% or more of patients screened positive will be connected to behavioral health resources

Targeted Populations

- Adolescents (ages 10–19) and adults with behavioral health needs, with a special emphasis on individuals undergoing orthopedic procedures who screen positive for depression or exhibit related risk factors.

Implementation Strategies to Address Clinical Health Needs

Preventive Care for Chronic Disease

Description

Tobacco use remains one of the leading causes of preventable disease in Allen, Auglaize and Putnam Counties, contributing significantly to cancer, heart disease and chronic respiratory conditions. While adult smoking rates have declined over the past decade, tobacco use continues to disproportionately impact low-income populations and those with behavioral health needs. IOS is committed to reducing tobacco use through increased screening, education and referrals to cessation services. By strengthening partnerships with clinical providers and the St. Rita's Smoking Cessation Clinic, this initiative aims to decrease cigarette and tobacco use among adult smokers in Allen, Auglaize and Putnam Counties. Long term, the goal is to improve patient health outcomes and advance chronic disease prevention efforts across the region.

Goal 1

By Dec. 31, 2028, partner with Mercy Health — St. Rita's Medical Center to increase screening and referrals to St. Rita's Smoking Cessation Clinic by 20%.

Strategies

By Dec. 31, 2028, partner with Mercy Health — St. Rita's Medical Center to increase screening and referrals to St. Rita's Smoking Cessation Clinic. The strategy will enhance provider engagement, streamline referral workflows and strengthen patient follow-up to support long-term tobacco cessation and improved health outcomes.

Strategic Measures

- Increase in percentage of patients screened for tobacco use
- Increase in percentage of patients referred to Tobacco Cessation program

Accountable Partners

- Mercy Health — St. Rita's Medical Center

Targeted Populations

- Adult smokers in Allen, Auglaize and Putnam Counties, with special emphasis on individuals with chronic conditions, low-income populations and those with behavioral health or comorbid risk factors for tobacco-related illness.

Expected Impact of the Strategy

- The initiative will reduce adult smoking rates, increase patient access to cessation resources and promote long-term health improvements by addressing a major risk factor for chronic disease. Through consistent screening and referral practices, this strategy will help patients quit tobacco use, improve respiratory and cardiovascular health and reduce preventable disease burden across Allen, Auglaize and Putnam Counties.
 - 90% of patients will be screened for tobacco use
 - 65% of patients who use tobacco will be referred to tobacco cessation program
 - 20% increase in referrals to St. Rita's Smoking Cessation Clinic compared to 2025

Description

Tobacco use continues to be one of the most preventable causes of chronic illness and premature death across Allen, Auglaize and Putnam Counties. Health care providers play a critical role in supporting patients who smoke by offering education, cessation counseling and referrals to evidence-based programs. Mercy Health — St. Rita's Medical Center recognizes the importance of ensuring all clinical staff are equipped with the knowledge and confidence to deliver effective tobacco cessation interventions. Through structured, quarterly staff training sessions, this strategy aims to enhance clinical competency, increase patient engagement in cessation programs and ultimately reduce tobacco-related disease and mortality across the region.

Goal 2

Improve staff confidence and capacity to decrease cigarette and tobacco use among adult smokers in Allen, Auglaize and Putnam Counties.

Strategy 2

Partner with Mercy Health — St. Rita's Medical Center to offer on-site tobacco cessation training to clinical nursing staff on a quarterly basis. These trainings will focus on best practices for screening, advising and referring patients to cessation programs.

Strategic Measures

- Increase in percentage of staff receiving training
- Increase in # of trainings provided
- Increase in percentage of staff informed on tobacco resources available
- Decrease in percentage of patients screening positive for tobacco use

Accountable Partners

- Mercy Health — St. Rita's Medical Center

Expected Impact of the Strategy

- This strategy will strengthen clinical staff's capacity to identify, counsel and refer tobacco users to evidence-based cessation services, resulting in more quit attempts and successful cessation among patients. By improving provider engagement and reinforcing consistent messaging across care settings, Mercy Health — St. Rita's Medical Center aims to reduce tobacco user prevalence and improve long-term population health outcomes.
 - 75% of clinical staff will receive annual tobacco cessation training
 - 4 quarterly trainings, with at least 90% staff attendance
 - ≥85% of trained clinical staff report improved confidence in cessation support
 - 20% increase in referrals to tobacco cessation services from departments completing training

Targeted Populations

- Clinical nursing staff serving adult smokers in Allen, Auglaize and Putnam Counties, with indirect impact on adult patients who use tobacco and receive care across hospital, ambulatory and specialty service lines.

Prioritized Needs Not Being Addressed

IOS is a specialized orthopedic surgical facility focused on delivering high-quality, acute inpatient and outpatient surgical care. Because of its specialized scope and focus on post-operative recovery and rehabilitation, IOS has limited capacity to directly influence broader community health needs outside its service line. Specifically, areas such as:

- Housing Affordability and Access
- Maternal, Infant and Child Health
- Transportation

The identified priorities above fall beyond the operational and clinical focus of the facility. While IOS supports the importance of these needs and collaborates with community partners addressing them, its primary mission and resources remain dedicated to advancing orthopedic outcomes, patient safety and surgical excellence.

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 — St. Rita’s Medical Center
 - Access to care, vaping and tobacco use, behavioral health, preventive screening, maternal and infant health, food access and insecurity
- Lima Memorial Health System
 - Access to health care
- Health Partners of Western Ohio
 - Access to health care
- Bluffton Hospital
 - Access to health care
- Mental Health & Recovery Services Board
 - Substance use disorders
 - Mental health services
- Prevention Awareness Support Services (PASS)
 - Digital safety and mental health
- Institute for Orthopaedic Surgery
 - Access to health care
- Joint Township District Memorial Hospital
 - Access to health care
- Ohio Northern University
 - Access to health care

Health Departments

- Allen County Health Department
 - Access to health care
- Putnam County Health Department
 - Access to health care
- Auglaize County Health Department
 - Access to health care

Other Local and National Resources

- Habitat for Humanity
 - Housing
- Project 129, LLC
 - Housing
- West Ohio Community Action Partnership (WOCAP)
 - Housing
- Allen Metropolitan Housing Authority
 - Housing
- New Lima - Housing for the Future
 - Housing
 - Adult and youth mental health
- Coleman Health Services
 - Adult and youth mental health
- Family Resource Center: Lima
 - Behavioral health and substance use disorder services for individuals, youth and families
- Lighthouse Behavioral Health Solutions
 - Substance use disorder and mental health treatment services
- Specialized Alternatives for Families and Youth (SAFY)
 - Behavioral health
- West Ohio Food Bank
 - Food access and insecurity
- Children's Hunger Alliance
 - Food access and insecurity
- Mercy Health Regional Transit
 - Transportation
- Black & White Cab Co.
 - Transportation
- Dispensary of Hope
 - Medication Access

Board Approval

The Institute for Orthopaedic Surgery, 2026-2028 Community Health Implementation Plan was approved by the Institute of Orthopaedic Surgery Governing Board of Trustees on March 2, 2026.

Board Signature:  _____

Date: 3/3/2026 _____

For further information or to obtain a hard copy of this Community Health Implementation Plan, please contact Tyler Smith, tssmith1@mercy.com.

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

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