



# 2026–2028 Community Health Implementation Plan

Mercy Health — Willard Hospital

WILLARD, OH

# 2026–2028 Community Health Implementation Plan

## Mercy Health — Willard Hospital

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

As part of Bon Secours Mercy Health, Mercy Health — Willard 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 — Willard 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](mailto: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 — Willard Hospital will address and how, as well as which needs Mercy Health — Willard Hospital will not address and why.

Beyond the programs and strategies outlined in this plan, Mercy Health — Willard 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 — Willard Hospital anticipates that some strategies and even the needs identified, will evolve over that Mercy Health — Willard 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 Willard 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 collected from April 2024 through March 2025, 21 responses from Seneca County. The survey was also utilized to collect CHNA data for Defiance, Lucas, 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 17 participants from priority populations (plus hundreds more engaged through Amish Health and Safety Day):
  - Seniors - 3 participants
  - Migrant communities - 6 participants
  - Amish communities (Amish Health and Safety Day - Richland County) - hundreds of participants (while hosted in Richland County, attendees included residents from the Amish community in Huron County)

- Diabetes support group - 4 participants
- Mental health - 4 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, 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 March 14, 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 — Willard 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 — Willard Hospital will address.

Prioritized Significant Health Needs	Hospital Addressing Need
Access to Health Care	Yes
Behavioral Health	Yes
Maternal, Infant and Child Health	Yes
Chronic Diseases	Yes

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

### Access to Health Care

#### Description

In the 2025 Mercy Health — Willard Hospital CHNA, community surveys highlighted health care access as a priority need for 35% of respondents, with 32% citing a lack of specialist care and 11% identifying inadequate dental care access. Health care utilization patterns showed concerning trends: 8% lack health insurance due to cost, 12% use emergency rooms as their usual care source, 6% rely on urgent care and 31% have delayed or gone without medical care due to appointment unavailability. In addition, 31% of survey respondents have delayed or gone without medical care due to transportation barriers. 42% of survey respondents say that transportation is lacking in Huron County.

## Goal

Increase the number of patient referrals to North Central Area Transit (NCAT) by 5% in 3 years.

## Strategies

### Strategy 1

Educate the community and Mercy Health — Willard Hospital patients on the internal and external transportation resources in Huron County.

### Strategic Measures

Mercy Health — Willard Hospital will work to increase community knowledge and usage of newly expanded transportation option, North Central Area Transit (NCAT), by increasing referrals to the service.

- **Year 1 Strategic Measure**
  - Establish a baseline of referrals to NCAT.
- **Year 2 Strategic Measure**
  - Increase number of referrals by 5% from the baseline.
- **Year 3 Strategic Measure**
  - Increase number of referrals by 5% from year two.

### Accountable Partners

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

- NCAT
- Mercy Health - Willard Hospital
- Mercy Health Physicians
- Mercy Health — Willard Hospital Social Work Department

### Expected Impact of the Strategy

Increase access to health care services for patients with limited transportation.

### Targeted Populations

Huron County residents in need of public transportation.

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

### Behavioral Health

#### Description

In the 2025 Mercy Health — Willard Hospital CHNA, Huron County had a suicide rate of 21 per 100,000, compared to 15 for Ohio and 12.8 for the Healthy People (HP) 2030 target.

Mental health emerged as the top community concern, with mental health and access to mental health care ranked as the #1 health outcome by 94% of survey respondents. Access barriers were significant, with 32% saying mental health care is lacking, 15% rating their access as low or very low and 50% rating it as neutral. Common barriers included inability to get appointments, stigma and provider hours. Only 7% of those requiring mental health services received all needed care. Self-reported mental health showed 42% rating their mental health as “good”, 37% as “excellent” and 21% as “average.”

#### Goal

Pilot a project to decrease wait time for patients experiencing suicidal ideations in Mercy Health — Willard Hospital Emergency Department by 20 % in 3 years.

### Strategies

#### Strategy 1

Decrease wait time for patients with a chief complaint of suicidal ideation from arrival to consult.

#### Strategic Measures

The wait time from presenting in the emergency department to consult with behavioral health is decreased by 20% by December 31, 2028.

- **Year 1 Strategic Measure**
  - Establish a baseline of wait time from arrival to Mercy Health — Willard Hospital Emergency Department to time of behavioral health consult for patients.
- **Year 2 Strategic Measure**
  - Decrease wait time by 10% from the baseline.
- **Year 3 Strategic Measure**
  - Decrease wait time by 10% from the year 2.

### **Accountable Partners**

Mercy Health — Willard Hospital will work in partnership with the following accountable partners on the above listed strategy to address behavioral health:

- Mercy Health Willard Emergency Department
- Mercy Health Behavioral Health Institute

### **Expected Impact of the Strategy**

Decreased wait time for patients experiencing suicidal ideations from arrival to emergency department to consultation with mental health provider.

### **Targeted Populations**

Huron County Residents presenting to Mercy Health — Willard Hospital Emergency Department with suicidal ideation.

## **Implementation Strategies to Address Clinical Health Needs**

### **Maternal, Infant and Child Health**

#### **Description**

In the 2025 Mercy Health — Willard Hospital CHNA, 50% of survey respondents say that maternal and child health is a top concern. 16% of survey respondents say that maternal, infant and child health care resources are lacking in the community.

Interview and focus group participants identified a lack of education/trust/not taking advantage of programs and delivery in emergency rooms due to hospitals being too far as the top issues and barriers affecting maternal and child health.

#### **Goal**

Increase local access to maternal health care in Huron County by increasing use of new Mercy Health — Willard OB services by 10% in 3 years.

## Strategies

### Strategy 1

Increase utilization of newly hired Mercy Health — Willard Hospital OB services provider.

### Strategic Measures

Mercy Health — Willard Hospital will measure the number of patient visits in Willard OB clinic. By December 31, 2028, the utilization will be 10% higher than the baseline established in 2026.

- **Year 1 Strategic Measure**
  - Establish a baseline of patient visits for OB in Willard.
- **Year 2 Strategic Measure**
  - Increase number of patient visits by 5% from the baseline.
- **Year 3 Strategic Measure**
  - Increase number of patient visits by 5% from the baseline year 2 number.

### Accountable Partners

Mercy Health — Willard Hospital will work in partnership with the following accountable partners on the above listed strategy to address maternal, infant and child health:

- Mercy Health Physicians

### Expected Impact of the Strategy

Increase access to obstetrical care services for patients in Huron County.

### Targeted Populations

Pregnant population in Huron County.

## Chronic Disease

### Description

Chronic diseases emerged as the top community health concern, with 72% of survey respondents identifying it as a priority need, most commonly citing diabetes, heart disease, cancer and obesity. Half of the respondents reported having at least one chronic health condition or disability. At the same time, 13% identified a lack of provider awareness and/ or education about their health condition as a barrier to accessing health care.

In the 2025 Mercy Health — Willard Hospital CHNA, 50% of survey respondents say that they have at least one chronic health condition or disability. 88% of survey respondents chose chronic diseases as a top community health need.

### Goal

Decrease the incidence of Huron County residents with chronic health conditions by increasing the rate of referral of patients presenting in emergency room with no PCP to Mercy Health PCPs and achieving identified metrics.

## 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 at least one identified metric.
- **Year 2 Strategic Measure**
  - Achieve 45% referral rate of identified patients to a Mercy Health PCP.
  - 15% of referred patients achieving at least one identified metric.
- **Year 3 Strategic Measure**
  - Achieve 50% referral rate of identified patients to a Mercy Health PCP.
  - 20% of referred patients achieving at least one identified metric.

### **Accountable Partners**

Mercy Health — Willard Hospital will work in partnership with the following accountable partners on the above listed strategy to address Chronic Disease:

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

### **Expected Impact of the Strategy**

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

### **Targeted Populations**

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

# 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

- The Bellevue Hospital
  - Access to health care, chronic diseases, maternal, infant and child health, mental health, preventive care and practices
- CareSource
  - Access to health care
- Fisher-Titus Medical Center
  - Access to health care, chronic diseases, maternal, infant and child health, mental health,
- Huron County Community Paramedicine Program
  - Access to health care and chronic disease management
- Mental Health and Addiction Services Board of Huron County
  - Access to health care, mental health
- Mercy Health - Willard
  - Access to health care, chronic diseases, maternal, infant and child health, mental health
- Mobile Crisis Response Team
  - Mental health services
- National Alliance on Mental Illness (NAMI) of Huron County
  - Mental health support
- OhioRISE (Resilience through Integrated Systems and Excellence)
  - Access to health care, mental health

## Health Departments

- Huron County Public Health
  - Access to health care, chronic diseases, education, maternal, infant and child health, mental health

## Other Local and National Resources

- Buurma Farms
  - Health care access
- Ravens Care
  - Access to health care
- Salvation Army Northwest Ohio Area Services
  - All significant health needs

# Board Approval

The Mercy Health — Willard Hospital 2026–2028 Community Health Implementation Plan was approved by the Mercy Health — Willard 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 at [Jessica\\_Henry@mercy.com](mailto: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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