



Community Health Needs Assessment (CHNA) Implementation Strategy

Fiscal Years FY26-28

MercyOne Oelwein Medical Center completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on June 5, 2025.

MercyOne Oelwein Medical Center performed the CHNA in adherence with applicable federal requirements for not-for-profit hospitals set forth in the Affordable Care Act (ACA) and by the Internal Revenue Service (IRS). The assessment considered a comprehensive review of secondary data analysis of patient outcomes, community health status, and social influences of health, as well as primary data collection, including input from representatives of the community, community members and various community organizations.

Printed copies of this report are available upon request at 201 8th Ave. SE, Oelwein, Iowa 50662.

This report is also available electronically at
[MercyOne.org/about-us/community-health-and-well-being/](https://www.mercyone.org/about-us/community-health-and-well-being/)

Our Mission

We, MercyOne, serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities.

Our hospitals

MercyOne is a connected system of health care facilities and services dedicated to helping people and communities live their best lives. The system's more than 230 clinics, medical centers, hospitals, and care locations are located throughout the state of Iowa and beyond. MercyOne employs more than 22,000 colleagues. MercyOne is a member of Trinity Health based in Livonia, Michigan.

MercyOne Oelwein Medical Center, a member of MercyOne, is a faith-based, full-service community health system-serving residents of Fayette County. It is a 25-bed, critical access hospital providing acute, skilled, and outpatient care to the community of Oelwein and the surrounding area. MercyOne Oelwein Medical Center's role is to provide all the basic health care services needed in the community. MercyOne Oelwein Medical Center provides general medical care, ambulatory care, long-term care and recovery. Services include 24-hour emergency department access and ambulance transportation, radiology with CT scanning, digital mammography, MRI and ultrasound, laboratory, pharmacy, respiratory therapy, rehabilitation therapies, spiritual care, social services, nutrition and mental health services (both psychiatry and therapy).



Our community based services

MercyOne Oelwein Medical Center partners with multiple organizations to provide services in the community including Plentiful Pantry. Partnership with Plentiful Pantry helps to address food insecurity in Oelwein and surrounding communities. MercyOne Oelwein Medical Center will be starting Senior Life Solutions. Senior Life Solutions is an outpatient mental health program designed to help people 65 and older. The program helps individuals who are experiencing symptoms of depression, anxiety and other mental health challenges. Additionally, MercyOne Oelwein Medical Center provides a free shuttle service, Care-A-Van, available to Fayette County residents needing transportation to appointments at MercyOne Specialty Care locations in Waterloo and Cedar Falls. MercyOne Oelwein Medical Center colleagues are involved in community events and are looking forward to hosting the First Aid Station with the Mobile Medical Unit Summer of 2025 when RAGBRAI has an overnight stop in Oelwein. MercyOne Oelwein Medical Center actively participates in the Healthy Fayette County Coalition.

MercyOne Oelwein Medical Center participates in a clinically integrated network (CIN) where providers work together to improve health, increase patient satisfaction and lower health care costs for members and the communities served.

Our community

The total population of Fayette County, as recorded on the most recent census (2023) is 19,210. Fayette County has 730.8 square miles of land area and is the 7th largest county in Iowa by total area. The following counties border Fayette County: Allamakee County, Iowa; Black Hawk County, Iowa; Winneshiek County, Iowa; Buchanan County, Iowa; Clayton County, Iowa; Chickasaw County, Iowa; Bremer County, Iowa; and Delaware County, Iowa. Fayette County has an employment rate of 58.3%. The median household income is \$56,043, while the median household income in Iowa is \$71,433. There are 5.4% of residents in Fayette County who are without health care coverage. Fayette County has a poverty rate of 11.8%, while Iowa has a poverty rate of 11.3%. Fayette County has 73% of the kids enrolled in kindergarten to 12th grade, which is higher than Iowa's average enrollment of 68.7%.

Our approach to health equity

While Community Health Needs Assessments (CHNA) and Implementation Strategies are required by the IRS, Regional Health Ministries of Trinity Health (based in Linovia, Michigan), such as MercyOne, have historically conducted CHNAs and developed Implementation Strategies as a way to meaningfully engage our communities and plan our Community Health & Well-Being work. Community Health & Well-Being promotes optimal health for people experiencing poverty or other vulnerabilities in the communities we serve by addressing patient social needs and investing in our communities through dismantling oppressive systems, including racism, and building community capacity. Trinity Health has adopted the Robert Wood Johnson Foundation's definition of Health Equity: "Health equity means that everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care."

This implementation strategy was developed in partnership with community and will focus on specific populations and geographies most impacted by the needs being addressed. Racial equity

principles were used throughout the development of this plan and will continue to be used during the implementation. The strategies implemented will mostly focus on policy, systems and environmental change as these systems changes are needed to dismantle racism and promote health and wellbeing for all members of the communities we serve.

Health and social needs of the community

The CHNA conducted in 2024 identified the significant needs for health and social drivers of health within Fayette County. Community stakeholders then prioritized those needs during a facilitated review and analysis of the CHNA findings. The significant health needs identified, in order of priority include:

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| <ul style="list-style-type: none">• Mental Health | <ul style="list-style-type: none">• When survey respondents were asked to identify the top health problems for adults in the community, 60.6% identified mental health.• Respondents were asked to identify three factors affecting children’s health, 37.7% identified access to mental health or substance use disorder services.• Mental Health was a common theme in focus groups.• Fayette County only has 56.38 providers per 100,000 population, which is considerably less than the state average of 193.02 providers per 100,000 and the national average of 309.20 per 100,000.• Fayette County has a death due to suicide rate of 16.5 per 100,000 population, which is slightly less than the state average, but higher than the national average of 14.5 deaths per 100,000.• Fayette County ranks higher in the percentage of residents who have poor mental health, impacting their quality and length of life (17.4%) compared to the state (14.9%) and national (15.5%).• Fayette County is in a health professional shortage area for mental health providers. |
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| <ul style="list-style-type: none">• Substance Misuse | <ul style="list-style-type: none">• When survey respondents were asked to identify the top three health problems for adults in the community, 51% identified substance use disorder/substance misuse.• Respondents were asked to identify three factors affecting children’s health, 19.5% identified substance abuse misuse.• Substance misuse was a common theme in focus groups.• Fayette County has 15.38 per 100,000 population addiction/substance use providers, compared to 29.12 in Iowa and 28.17 nationally per 100,000. |
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- **Food Insecurity & Access to Nutritional Food**

- Nearly half (48%) of all public-school students in Fayette County are eligible for free or reduced-priced lunch. This is higher than the state average of 41.2%.
- When survey respondents were asked within the past 12 months if you worried that your food would run out before you got the money to buy more, 16.2% reported often true and 24.2% reported sometimes true.
- When survey respondents were asked how Fayette County is doing on specific topics, 44.4% identified access to nutritional food needs improvement.
- The combined focus groups listed this as one of the top two essential factors for a healthy community.
- Fayette County has a food insecurity rate of 12.1%, which is higher than the state at 10.60%.
- Nearly 40% (39.7%) of Fayette County residents are considered obese, which is higher than both the state and national numbers.
- Average meal cost in Fayette County is \$3.84. Annual food budget shortfall \$1,710,000 (based on 2022 data).

- **Childcare/Daycare**

- When survey respondents were asked how Fayette County is doing on specific topics, 49.7% stated access to childcare needs improvement.
- Access to childcare was a top concern (8 out of 10) identified by the advisory committee.
- Total number of childcare spaces listed with Iowa Childcare Resource & Referral for Fayette County has decreased by 3%, while the weekly cost of childcare has increased 26%.

- **Affordable Safe Housing**

- When survey respondents were asked how Fayette County is doing on specific topics, 72.7% stated affordable safe housing needs improvement.
 - Affordable housing was identified as the most essential to the health of community by the participants in the three focus groups).
 - A total of 27.04% of households in Fayette County have housing costs exceeding 30% of their total household income, which is higher than the state average of 23.04%.
 - Substandard housing conditions, Fayette County has higher than the Iowa rate of 23.41%, with the issue being housing units lacking a complete kitchen. A unit has a complete kitchen facility when it has all three of the following: a sink with a faucet, a stove or range, and a refrigerator.
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- **Access to Health Care**

- Nearly 70% (68.7%) of participants identified access to health care as one of the top three factors for a healthy and thriving community.
- When respondents were asked to rate how the community is doing specifically related to access to health care 43.8% feel that it needs improvement.
- When respondents were asked to identify the top 3 factors affecting children's health, 17.5% identified access to health care as a concern.
- The combined focus groups listed access to healthcare as one of their top three factors that are essential to the health of the community.
- Fayette County has a primary care provider ratio of 46.13 providers per 100,000 population while the state has 117.64 per 100,000.
- Fayette County is in a health professional shortage area for primary care providers.

- **Transportation**

- Nearly 5% of households in Fayette County do not have transportation.
- Survey respondents listed transportation as barriers to accessing health care (including mental health) and dental care.
- When survey respondents were asked how Fayette County is doing on specific topics, 51.3% identified access to transportation needs improvement.

- **Economic Stability/Jobs and Healthy Economy**

- More than 16% of the survey respondents report an annual income of less than \$15K.
 - Nearly 42% of respondents reported they needed assistance from local agencies but didn't receive any assistance.
 - When survey respondents were asked how Fayette County is doing on specific topics, 56.9% identified jobs and healthy economy need improvement.
 - Focus group participants identified good jobs and healthy economy as the most essential to the overall health of a community.
 - Fayette County has a lower labor force participation rate (60.63%), when compared to both the state (66/2%) and national rates (63.47%)
 - 34.83% of Fayette County households are at or below 200% of the FPL (Federal Poverty Level). More than 42% of children 18 years or younger fall below 200% of the FPL.
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Screen Time (kids)	- Nearly 50% (49.4%) of the survey respondents identified screen time/social media as one of the top 3 factors affecting children's health. - Four of the 10 Advisory Team members identified this as one of the top 10 community health needs.
Care for the Elderly	- Fayette County has a population of 23.3% of 65+ residents. - Four out of ten of the advisory committee members identified care for the elderly as one of the top 10.
Dental Care & Access to Dental Care	- Nearly 40% (38.7%) of the respondent's report that cost is the contributing factor for not seeking regular dental care. - When these same respondents were asked if they are a parent/guardian if their children visit the dentist regularly, 9.7% report they do not. - Fayette County is in a Health Professional Shortage Area for dental care. - Both the survey and focus group identified concerns that they are unable to access dental care due to dentists not accepting state insurance. - Fayette County has 11 dentists, which represents 57 providers per 100,000 population. This is considerably lower than both the state and national numbers.

Hospital implementation strategy

Significant health and social needs to be addressed

MercyOne Oelwein Medical Center, in collaboration with community partners, will focus on developing and/or supporting initiatives and measure their effectiveness to improve the following needs:

1. Mental Health CHNA pages: 24, 25, 28, 29, 31, 42, 82
2. Food Insecurity & Access to Nutritional Food CHNA pages: 19, 28, 29, 32, 48,

Significant health and social needs that will not be addressed

MercyOne Oelwein Medical Center acknowledges the wide range of priority health and social issues that emerged from the CHNA process and determined that it could effectively focus on only those needs which are the most pressing, under- addressed and within its ability to influence. MercyOne Oelwein Medical Center does not intend to address the following needs:

- **Substance Misuse- This need will not be addressed specifically, due to resource limitations.** MercyOne Oelwein Medical Center will continue to see patients with substance misuse and make appropriate referrals.
- **Childcare/Daycare** -This need will not be addressed due to resource limitations. MercyOne Oelwein Medical Center will continue to partner with local organization and Healthy Fayette County Coalition and will evaluate additional resources as they become available.
- **Affordable Safe Housing** - This need will not be addressed due to resource limitations. MercyOne Oelwein Medical Center will continue to partner with local organization and Healthy Fayette County Coalition and will evaluate additional resources as they become available.
- **Access to Healthcare** –Although this is not one of the priority health needs, MercyOne Oelwein Medical Center is fulfilling this need by offering specialty outreach to Oelwein, telehealth, evening hours, and free transportation from Oelwein to Waterloo/Cedar Falls when patient needs to be seen there. MercyOne Oelwein Medical Center continues to explore ways to enhance and improve access to care.
- **Transportation – This need will not be addressed specifically, due to resource limitations.** Oelwein Medical Care Center does offer Care-A-Van services, offering Fayette County residents transportation to specialty care appointments in Waterloo and Cedar Falls. In addition, The Robert and Ruth Walker Foundation provides cab vouchers to Fayette County residents in need of transportation to mental health appointments in Fayette County.
- **Economic Stability/Jobs & Healthy Economy** - This need will not be addressed due to resource limitations. MercyOne Oelwein Medical Center will continue to partner with local organization and Healthy Fayette County Coalition and will evaluate additional resources as they become available.

- **Screen Time (kids)** - This need will not be addressed due to resource limitations. MercyOne Oelwein Medical Center will continue to partner with local organization and Healthy Fayette County Coalition and will evaluate additional resources as they become available.
- **Care for the Elderly** - This need will not be addressed due to resource limitations. MercyOne Oelwein Medical Center will continue to partner with local organization and Healthy Fayette County Coalition and will evaluate additional resources as they become available. MercyOne Oelwein Medical Center will be starting to offer Senior Life Solutions, located at the hospital. This is an outpatient mental health program designed to help people typically 65 and older, who are experiencing symptoms of depression, anxiety and other mental health challenges, including suicidal thoughts and intense grief.
- **Dental Care & Access to Dental Care** - This need will not be addressed due to resource limitations. MercyOne Oelwein Medical Center will continue to partner with local organization and Healthy Fayette County Coalition and will evaluate additional resources as they become available.

This implementation strategy specifies community health needs that the hospital, in collaboration with community partners, has determined to address. The hospital reserves the right to amend this implementation strategy if circumstances warrant. For example, certain needs may become more pronounced and require enhancements to the described strategic initiatives. During these three years, other organizations in the community may decide to address certain needs, indicating that the hospital should refocus its limited resources to best serve the community.

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Mental Health



Goal: Improve mental health in Fayette County.

CHNA Impact Measures	2026 Baseline	2028 Target
Contribute financially to a community-based organization or event that addresses mental health in Fayette County.	\$10,000	\$12,000
Work with Oelwein Community Schools to explore ways in which MercyOne may be able to fill some gaps in mental health needs by providing education and outreach to students, teachers and parents	0	2
Increase the number of community educational programming events related to mental health within Fayette County.	3/year	4/year

Strategy	Timeline Y1 Y2 Y3	Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Financially contribute annually to a community-based organization or event that addresses mental health.	X	X	X
		MercyOne Oelwein Medical Center	Financial contribution
		Focus location(s)	Focus Population(s)
		Oelwein area/Fayette County	Fayette County community members
Strategy	Timeline Y1 Y2 Y3	Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Partner with Oelwein School and explore opportunities of providing mental health services on site. Provide education on specific topics to help identify and address mental health.	X	X	X
		MercyOne Oelwein Medical Center	Staff time & expenses
	X	X	X
		Oelwein Community School	Staff time
		Focus location(s)	Focus Population(s)
		Oelwein	Oelwein Community School Students/Professionals
Strategy	Timeline Y1 Y2 Y3	Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Collaborate and work with the Healthy Fayette County Coalition in providing education, resources, and public events on mental health.	X	X	X
		MercyOne Oelwein Medical Center	Staff time
	X	X	X
		Healthy Fayette County Coalition	Staff time
		Focus location(s)	Focus Population(s)
		Fayette County	Residents in Fayette County

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Increase community awareness on services provided by MercyOne Oelwein Medical Center, specific to mental health.	X	X	X	MercyOne Oelwein Medical Center	Staff time and cost of advertisement
	Focus location(s)			Focus Population(s)	
	Fayette County			Residents in Fayette County	

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Food Insecurity & Access to Nutritional Food



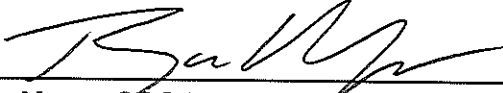
Goal: Improve access to nutritional food in Fayette County

CHNA Impact Measures	2026 Baseline	2028 Target
By June 30, 2028, MercyOne Oelwein Medical Center will reduce the food insecurity rate in Fayette County. Data Source: Feeding America 2022	12.1%	11%
By June 30, 2028, MercyOne Oelwein Medical Center will reduce Fayette County obesity rate. Data Source: Centers for Disease Control and Prevention, Behavioral Risk Factor Surveillance System. 2022	39.7%	38%

Strategy	Timeline Y1 Y2 Y3	Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Provide both financial contribution as well as colleague in-kind time to Plentiful Pantry.	X	X	X
	Focus location(s)		Focus Population(s)
	Oelwein		Fayette County
Strategy	Timeline Y1 Y2 Y3	Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Collaborate and work with Healthy Fayette County to increase healthy eating and exercise through various events and programs.	X	X	X
	X	X	X
	Focus location(s)		Focus Population(s)
	Oelwein		Fayette County

Adoption of Implementation Strategy

On September 4, 2025, the Board of Directors for MercyOne Oelwein Medical Center met to discuss the FY26-FY28 Implementation Strategy for addressing the community health and social needs identified in the FY25 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.



Ryan Meyer, COO MercyOne Oelwein Medical Center

9-25-25

[Date]