



Community Health Needs Assessment (CHNA) Implementation Strategy

Fiscal Years FY26-28



MercyOne Newton Medical Center completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on April 22, 2025. MercyOne Newton 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 influencers of health, as well as primary data collection, including input from representatives of the community, community members and various community organizations.

The complete CHNA report is available electronically at [MercyOne.org/about-us/community-health-and-well-being/](https://www.mercyone.org/about-us/community-health-and-well-being/) or printed copies are available at MercyOne Newton Medical Center, 204 N 4th Avenue E, Newton, IA 50208.

Our Mission

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

Our hospital

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 220 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 Newton Medical Center, a member of MercyOne, is a faith-based, full-service community health system serving residents of Jasper County. The campus has 48 beds and about 200,000 square feet of space. The hospital, founded in 1921, has proudly provided care to the community for over 100 years.



Our community-based services

Attached to the hospital is a 50,000-square-foot medical office building containing local physician practices, specialty clinics such as orthopedics, cardiology, general surgery, and a variety of other external visiting specialist, along with the hospital's physical medicine and rehabilitation center.

MercyOne Newton 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 service area for the CHNA and Implementation Strategy is Jasper County, Iowa. The population served was identified due to 92% of the patients at MercyOne Newton Medical Center residing within this area. A total of 37,808 people live in the 730.43 square mile service area defined for this assessment according to the U.S. Census Bureau American Community Survey 2018-22 five year estimates. The population density for this area, estimated at 52 persons per square mile, is less than the national average population density of 94 persons per square mile. The majority of the population is rural (57.84%).

22.04% of the population is under 18 years, and 19.10% of the population is over the age of 65 years. The majority of the population is White (93.82%); 1.83% are Black or African American, 0.20% are American Indian or Alaska Native, 0.59% are Asian, 0.00% are Native Hawaiian and Other Pacific Islander, 0.75% are some other race, and 2.82% are two or more races. 2.79% of the population is Hispanic or Latino.

In the service area, 29.68% of individuals are living in households with income below 200% of the Federal Poverty Level (FPL). The majority of jobs in the service area are government and government enterprises, followed by health care and social assistance, manufacturing and construction.

Our approach to health equity

While community health needs assessments (CHNA) and Implementation Strategies are required by the IRS, Trinity Health ministries 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 the Jasper County community. 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:

1. Mental health and substance misuse	• Secondary data indicates that there are significantly less mental health providers in Jasper County than in Iowa or the United States. • Secondary data indicates that suicide mortality in Jasper County is higher than the state of Iowa and national rates. • The mental health professional shortage and mental health and substance use treatment and inpatient were two of the top concerns identified at the Community Town Hall. • Over 30% of survey respondents reported fair or poor mental health.
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	• Almost 80% of survey respondents reported knowing someone who talked about/attempted/died by suicide. • Almost 75% of survey respondents reported that they have been personally impacted by substance misuse. • Mental health was rated the number three priority by survey respondents, and substance misuse was rated fifth. • Mental health was rated the second highest needed improvement in Jasper County by survey respondents, and substance misuse was rated third highest.
2. Shortage of health care professionals	• Secondary data indicates that there are significantly less primary care providers in Jasper County than in Iowa or the United States. • Newton Clinic and MercyOne Newton Medical Center paused all labor and delivery services in October 2024 due to significant recruitment and physician workforce challenges. • Over one-third of survey respondents reported it was difficult to get a health care appointment. • Over 85% of survey respondents reported receiving health care services outside of Jasper County in the last two years. • Health care (including access to primary care and specialists) was rated the number one needed improvement in Jasper County by survey respondents. • Access to health care was rated the number two priority by survey respondents. • The health care staffing shortage was rated one of the top five concerns at the Community Town Hall.
3. Housing	• Secondary data indicates that housing costs and rates of substandard housing are slightly higher than Iowa rates. • Unaffordable housing/homelessness was rated one of the top five concerns at the Community Town Hall. • Almost 13% of survey respondents reported having trouble paying for housing within the last year. • 3.80% of survey respondents reported that they have a steady place to live today but are worried about losing it in the future. • 3.54% of survey respondents reported that they are worried that in the next two months they may not have stable housing. • Housing was rated the number four priority by survey respondents.
4. Food insecurity	• Secondary data indicates that Jasper County has a higher rate of households receiving SNAP benefits than the state of Iowa.

	• Secondary data indicates that Jasper County has a lower number of grocery stores and supermarkets (per 100,000 population) than Iowa and the United States. • Food insecurity was a concern identified by attendees at the Community Town Hall. • Only 12.33% of survey respondents are eating the recommended fruit and vegetable intake. • 17.52% of survey respondents reported not having enough money to purchase healthy food, and 17.17% of survey respondents reported having trouble paying for food within the last year. • Active living and healthy eating were rated the number six priority by survey respondents.
5. Childcare	• Secondary data indicates that Jasper County has significantly few head start programs (per 10,000 child) than the state of Iowa and the United States. • Secondary data indicates that preschool enrollment in Jasper County is lower than the national rate. • Over 16% of survey respondents reported that they were unable to get childcare when needed in the last year. • 6.65% of survey respondents reported that they have had trouble paying for childcare in the last year. • Lack of childcare was rated one of the top three concerns at the Community Town Hall.
6. Transportation	• Secondary data indicates that only 0.08% of residents in Jasper County utilize public transportation as their primary means of commuting to work; this is lower than the state of Iowa and national rates. • Almost 6% of survey respondents identified transportation as being a barrier to accessing health care. • 6.65% of survey respondents reported that they have had trouble paying for transportation in the last year. • Lack of transportation (related to accessing medical care) and lack of transportation in general were rated in the top 10 concerns at the Community Town Hall.

Hospital Implementation Strategy

Significant health and social needs to be addressed

MercyOne Newton 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 and substance misuse** – CHNA pages 12-17, 20-21, 27-30, 46-47, 60-64, 71-73.
- 2 Shortage of health care professionals** – CHNA pages 12-15, 17, 21-23, 30-32, 40-41, 46-47.
- 3 Childcare** – CHNA pages 12-15, 18, 24-25, 36-37, 41, 52.

Significant health and social needs that will not be addressed

MercyOne Newton 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 Newton Medical Center does not intend to address the following needs:

- **Housing** – This need was not selected due to resource limitations. MercyOne Newton Medical Center will continue to partner with local organizations to address this need.
- **Food insecurity** – This need was not selected due to resource limitations. MercyOne Newton Medical Center will continue to partner with local organizations to address this need.
- **Transportation**– This need was not selected as it was ranked a lower priority by community stakeholders.

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 & substance misuse



Goal: Increase coordination of and access to mental health and substance misuse care in Jasper County

CHNA Impact Measures	2025 Baseline	2028 Target
Increase number of clients receiving mental health and substance use disorder services at MercyOne House of Mercy - Newton	134 clients	155 clients
Coordinate mental health and substance misuse education sessions for MercyOne Newton Medical Center staff	1/year	2/year
Update and add behavioral health treatment rooms in the MercyOne Newton Medical Center emergency department	1 room	2 rooms

Strategy	Timeline Y1 Y2 Y3			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Collaborate with local authorities to discuss resources, processes, and opportunities related to placement of patients experiencing mental health and/or substance use disorders	X	X	X	MercyOne Newton Medical Center	Staff time, meeting space
				Jasper County Sherriff	Staff time
				Newton Police Department	Staff time
				Jasper County Magistrates	Staff time
				Clive Behavioral Health	Staff time
				Integrated Telehealth Partners	Staff time
	Focus location(s)				Focus Population(s)
	Jasper County				Patients experiencing mental health and/or substance use disorders
Strategy	Timeline Y1 Y2 Y3			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Enhance collaboration and optimize process to refer patients to mental health and substance use disorder resources	X	X	X	MercyOne Newton Medical Center	Staff time, technology
				MercyOne House of Mercy	Staff time, technology
	Focus location(s)				Focus Population(s)
	Jasper County				Patients experiencing mental health and substance use disorders
Strategy	Timeline Y1 Y2 Y3			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Coordinate with local mental	X	X	X	MercyOne Newton Medical	Staff time, meeting space

health and substance misuse organizations to educate health care staff on services and resources				Center	
				Newton Clinic	Staff time
				Capstone Behavioral Healthcare	Staff time
Focus location(s)					Focus Population(s)
Jasper County					Health care staff
Strategy	Timeline			Hospital and Committed Partners	Committed Resources
	Y1	Y2	Y3	(align to indicate committed resource)	(align by hospital/committed partner)
Renovate Emergency Room, update current behavioral health treatment room, and add an additional behavioral health treatment room	X	X		MercyOne Newton Medical Center	Capital
Focus location(s)					Focus Population(s)
MercyOne Newton Medical Center					Patients experiencing mental health and/or substance use disorders

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Shortage of health care professionals



Goal: Increase the number of health care professionals practicing in Jasper County and increase access to care via partnerships and technology

CHNA Impact Measures	2025 Baseline	2028 Target
Attend high school and college career fairs to educate students on health care careers and pathways in Jasper County	3/year	5/year
Implement a health care apprenticeship or workforce development program for students in Jasper County	0	1
Increase number of physicians practicing in Jasper County	0 new physicians	2 new physicians
Provide obstetrics care to patients in Jasper County utilizing a prenatal shared care model	0	120 patients/year
Increase access to specialty care via telehealth in Jasper County	0	1 new telehealth specialty/year

Strategy	Timeline			Hospital and Committed Partners	Committed Resources
	Y1	Y2	Y3	(align to indicate committed resource)	(align by hospital/committed partner)
Attend career fairs and events to educate individuals on health care careers and pathways	X	X	X	MercyOne Newton Medical Center	Staff time
				Newton Community Schools	Staff time, event space
				Prairie City Monroe Community Schools	Staff time, event space
				Des Moines Area Community College	Staff time, event space
				Grinnell Community Schools	Staff time, event space
				Colfax Community Schools	Staff time, event space
	Focus location(s)				Focus Population(s)
Jasper County				High school and college students	
Strategy	Y1	Y2	Y3	Hospital and Committed Partners	Committed Resources
				(align to indicate committed resource)	(align by hospital/committed partner)
Develop and implement apprenticeship and workforce development programs for identified priority positions	X	X	X	MercyOne Newton Medical Center	Staff time, staff salaries & benefits
				Newton Community School District	Staff time

				Iowa Workforce Development	Staff time
				Des Moines Area Community College Newton Campus	Staff time
	Focus location(s)				Focus Population(s)
	Jasper County				TBD
Strategy	Timeline Y1 Y2 Y3			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Recruit and retain physicians to practice in Jasper County	X	X	X	MercyOne Newton Medical Center	Salaries, benefits, recruitment incentives
	Focus location(s)				Focus Population(s)
	Jasper County				General Surgeons, Pediatricians, Internal Medicine Providers
Strategy	Timeline Y1 Y2 Y3			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Develop and implement a shared care model to provide prenatal care for pregnant mothers, along with other support services for pregnant mothers – i.e. lactation consultation, pediatric care, etc.				MercyOne Newton Medical Center	Staff time, support service clinical care
	X	X	X	Newton Clinic	Clinical care
				The Iowa Clinic	Clinical care
				MercyOne West Des Moines Medical Center	Clinical care
	Focus location(s)				Focus Population(s)
	Jasper County				Pregnant women & new mothers
Strategy	Timeline Y1 Y2 Y3			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Expand telehealth specialty programs by offering additional specialties each year				MercyOne Newton Medical Center	Staff time, equipment, technology
	X	X	X	MercyOne Iowa Heart Center	Staff time, equipment, technology
				MercyOne Des Moines Pulmonology	Staff time, equipment, technology
				MercyOne Ruan Neurology	Staff time, equipment, technology
	Focus location(s)				Focus Population(s)
	Jasper County				Patients needing pulmonology, neurology, cardiology, and other (TBD) specialty care
Strategy	Timeline Y1 Y2 Y3			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Establish partnership to provide inpatient after-hours pharmacy services				MercyOne Newton Medical Center	Staff time
	X	X	X	MercyOne West Des Moines Medical Center	Pharmacist time
	Focus location(s)				Focus Population(s)
	Jasper County				Inpatients

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Childcare



Goal: Increase access to childcare services in Jasper County

CHNA Impact Measures	2025 Baseline	2028 Target
Financially contribute annually to community-based organizations that provide childcare services in Jasper County	\$1,500/ year	\$2,500/ year
Contribute MercyOne Newton Medical Center staff volunteer hours to community-based organizations that provide childcare services	0	20 hours

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 community-based organizations that provide childcare	X X X	MercyOne Newton Medical Center	Financial contribution
	Focus location(s)		Focus Population(s)
	Jasper County		Community members needing childcare services
Strategy	Timeline Y1 Y2 Y3	Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Promote and support projects to expand childcare offerings in Jasper County and support events for children hosted by community-based organizations that provide childcare services in Jasper County	X X X	MercyOne Newton Medical Center	Staff time, marketing collateral
	Focus location(s)		Focus Population(s)
	Jasper County		Community members needing childcare services
Strategy	Timeline Y1 Y2 Y3	Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Educate community members on local childcare resources	X X X	MercyOne Newton Medical Center	Staff time, location for resource guide/brochure

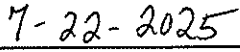
				Jasper County Cares Coalition	Staff time, resource guide, marketing ad channels
				Iowa Child Care Resource & Referral	Staff time, resource guide, marketing ad channels
	Focus location(s)				Focus Population(s)
	Jasper County				Community members needing childcare services
Strategy	Timeline Y1 Y2 Y3			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Contribute hospital staff volunteer hours to community-based childcare centers				MercyOne Newton Medical Center	Staff time
	X	X	X		
	Focus location(s)				Focus Population(s)
	Jasper County				Community-based childcare centers

Adoption of Implementation Strategy

On July 22, 2025, the Board of Directors for MercyOne Newton Medical Center met to discuss the 2026-2028 Implementation Strategy for addressing the community health and social needs identified in the 2025 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.



Chad Kelley, Chief Operating Officer



[Date]