



MEMORIAL HOSPITAL

2019 COMMUNITY HEALTH NEEDS ASSESSMENT

Approved and Adopted by the ProMedica Memorial Hospital Board of Trustees on

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PROMEDICA MEMORIAL HOSPITAL

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I. INTRODUCTION

Memorial Hospital, in Fremont, Ohio, opened its doors in 1918. Built by citizens of Fremont and Sandusky County to ensure the community has a high-quality local hospital, Memorial Hospital became a member of ProMedica Health System in 2014. Memorial Hospital is a state-of-the-art medical center with over 200 physicians and nearly 400 employees. The hospital provides a comprehensive range of services, including the latest in surgical and diagnostic procedures, as well as a physical medicine facility which houses our occupational medicine program Healthlink and physical medicine services, and a new cancer treatment facility opened in 2016. As a not-for-profit hospital, all patients are treated regardless of their ability to pay. ProMedica's mission is to improve the health and well-being of the communities we serve.

ProMedica Memorial Hospital conducted and adopted this community health needs assessment (CHNA) in 2019, and will implement the associated three-year, strategic plan beginning in 2020. Memorial Hospital staff participated in the most recent 2016/17 Sandusky County community health assessment (CHA), which was cross-sectional in nature and included a written survey of adults, adolescents, and parents within Sandusky County. Active engagement of community members throughout the planning process is regarded as an important step in completing a valid needs assessment. In order to maintain complete objectivity throughout the county CHA survey process, the network engaged the expert services of the Hospital Council of Northwest Ohio to administer the survey and compile the results. One area of weakness was the relative age of available secondary and public health data. Following the formal county health assessment processes, Memorial Hospital staff joined multiple community organizations to collaborate, develop and implement a prioritized, strategic community health improvement plan (CHIP) for Sandusky County. A gap analysis and resource assessment were completed as part of this process.

Memorial Hospital convened a CHNA committee to review the Sandusky County CHIP and available health data, select and prioritize key indicators for their defined community, review resources and gaps in these areas, and develop strategic plans to address these health issues in the community over the next three years, taking into account the needs of minority and underserved populations. The hospital received feedback on the CHNA plan from the Sandusky County Public Health Department, to confirm these needs from a public health expert perspective.

Building on the previous hospital CHNA, ProMedica Memorial Hospital will specifically implement programs to address the following health needs, listed in order of priority:

- Cancer
- Mental Health – Depression Screenings and Suicide
- Chronic Disease

In addition, as part of the ProMedica Health System, many community health programs are developed and implemented at the corporate level, with social determinants of health, healthy aging and infant mortality identified as system focal points. The full ProMedica Memorial Hospital CHNA may be accessed at <https://www.promedica.org/Pages/about-us/default.aspx> .

II. MEMORIAL HOSPITAL COMMUNITY SERVICE AREA

The definition of the primary community served by Memorial Hospital for this assessment is Sandusky County, Ohio, with 85.88% of the hospital's inpatients and 89.98% Emergency Room patients residing in Sandusky County. Memorial Hospital serves all types of populations, including children, women, men and seniors. Memorial Hospital's community includes all patients without regard to whether they or their insurers pay for the care received or whether they are eligible for assistance under Memorial Hospital's Financial Assistance Policy. Sandusky County is located in the northwestern region of Ohio, with a total population estimated at 58,799 (60,944 previously in 2010). Memorial Hospital is one of two hospitals serving Sandusky County; The Bellevue Hospital in Bellevue, Ohio, primarily serves the eastern portion of the county. For the purpose of this plan, the health statistics and factors for the primary county of Sandusky County were reviewed and used in completing this community health assessment. ((Note: For the remainder of this document, statistics in parentheses refer to data from previous health assessments, where available, to be used for comparison.)

Demographic review of Sandusky County, Ohio, based on data from www.census.gov, shows that it is home to 58,799 residents. The median household income in Sandusky County was \$50,370 (\$47,277 in 2010) with 11.1% (13%) of Sandusky County residents with an income below the poverty level. A total of 89.5% of residents are a high school graduate or higher. The percent of residents that were uninsured is 8% (Source: www.hcno.org). From an age perspective, 18.8% of residents were 65 years and over, 22.3% of youth ages were under 18 years of age, and 5.6% were children under the age of 5 years. The majority of the population were Caucasian at 93.4% (92%), with African Americans at 3.4% (3.3%), Hispanics at 10.0% (8.8%), Asians at .4% (.3%) and two or more races at 2.4% (2.5%) comprising the rest of the population. (Source: U.S. Census, Quickfacts – V2018) The median household income in Sandusky County was \$59,479 (\$53,224), and 11.7% (12.3%) of all Sandusky County persons had an income below the poverty level. In 2018, 4% (9%) of Sandusky County residents were uninsured according to the 2018 Sandusky County Health Assessment (Source: <http://www.hcno.org/wp-content/uploads/2017/04/2016-2017-Sandusky-County-FINAL-CHA-4-12-17.pdf>.)

Demographics for the secondary service area counties may be found at census.gov, the respective state department of health websites, and within county health assessments for the contiguous counties of found at: <http://www.hcno.org/community-services/community-health-assessments/>

Existing health care facilities and resources within the community that are available to respond to the health needs of the community include The Bellevue Hospital, as well as many outpatient facilities, rehabilitation facilities and other programs. Due to the presence of The Bellevue Hospital in the county, as well as four other acute care hospitals within a 30-mile radius, Memorial Hospital focuses most of its community health efforts within the central Sandusky County/Fremont area, leaving the other county health improvement efforts to the hospital serving that area.

Table 1 – Hospitals Serving Service Area (Four County Secondary Service Area)	
ProMedica Memorial Hospital	Fremont, OH (Sandusky)
The Bellevue Hospital	Bellevue, OH (Sandusky)
Magruder Hospital	Port Clinton, OH (Ottawa)
Firelands Regional Medical Center	Sandusky, OH (Erie)
ProMedica Fostoria Hospital	Fostoria, OH (Seneca)
Tiffin Mercy Hospital	Tiffin, OH (Seneca)

Memorial Hospital also collaborates with other entities to address issues in our service area. Community organizations who participated in the health assessment and strategic planning process include, but are not limited to: American Cancer Society, CareSource Medicaid Managed Care, City of Fremont, City of Woodville, Community Health Services, Easter Seals, Firelands Counseling and Recovery Services, Fremont City Schools, Goodwill Industries, Mental and Recovery Services Board of Seneca, National Alliance on Mental Illness, Ohio State University Extension, Parkview Physicians Group Behavioral Health, Dr. Iracema Arevalo and Dr. Clara Schermerhorn, ProMedica Hospice Clyde, Sandusky Communities Foundation, Sandusky County Board of Developmental Disabilities, Sandusky County Schools, Sandusky County Educational Service Center, Sandusky County, Sandusky County Family and Children First Council, Sandusky County Common Pleas Court, Sandusky County Commissioner, Sandusky County Health Department, Terra State Community College, The Bellevue Hospital, United Way, US Attorney General’s Office, WSOS Community Action Agency, and YMCA.

III. IMPACT OF PREVIOUS COMMUNITY HEALTH NEEDS ASSESSMENT PLAN

Beginning in 2017, Memorial Hospital implemented programs in Sandusky County to address the following health needs, listed in order of priority, with the following impact demonstrated in 2017 and 2018 (Note: complete 2019 data was not available at the time of this publication and will not be included in this summary):

1. Cancer – Access, Education and Screening

Strategies: Provide education and cancer resource materials on lung, breast, colorectal, and prostate cancer screenings. Use approved and funded resources from Susan G. Komen Foundation to provide free breast exams and mammograms with an increase of 10 percent from previous year for underserved women.

- In 2017, three educational programs were provided on the importance of cancer screenings. An article was published regarding prostate cancer screening benefits and mailed to over 3,400 community members to increase awareness and education related to early cancer screening. In 2018, two educational programs were provided on the importance of cancer screenings, and an educational article specific to prostate cancer screenings was mailed to over 12,000 community members.
- Additional educational materials were distributed on lung, breast, colorectal and prostate cancers and related screenings during several local farmer's markets in both years.
- No Susan G. Komen Foundation funding for mammograms was available in 2017 but three women received free mammograms through the Ohio Breast and Cervical Cancer Program. In 2018, 11 women received free mammograms through the Ohio Breast and Cervical Cancer Program. In 2018, eight patients received 23 diagnostic breast procedures that were performed free through this free breast and cervical cancer program. In addition, in 2018, the hospital partnered with a local dermatologist and held a skin cancer screening where 171 community members received a free skin cancer screening.

2. Risky Behavior in Youth – teen pregnancy and sexually transmitted infections and prescription drug misuse

Strategies: Educate physicians on sexual activity/beliefs of Sandusky County youth. Provide educational materials for parents and healthcare providers to use in clinical/home setting to initiate discussions of risky sexual behavior in youth.

- Continued involvement with Sandusky county health department's prevention partnership.
- In 2017, hospital educator met with three pediatric physicians and shared the risky behavior in youth education, with a flyer to be displayed in physician office waiting areas and provided to patients. In 2018, a continuing medical education program on human trafficking was provided with over 20 providers in attendance. The same educational opportunity was provided to nursing staff and was well attended.
- In 2017, 60 youth patients in the emergency center received educational material regarding risky sexual behavior. Implemented plan to have material available at three pediatrician offices for a broader outreach to our youth. Educational material was also shared with the local community health services for distribution to patients.
- In 2017, implemented a plan to have material for parents and healthcare providers to use in clinical/home setting to initiate discussions of risky sexual behavior in youth available at four pediatrician offices for a broader outreach to our youth. Educational material was also shared with the local community health services for distribution to patients. In 2018, implemented a plan to have material available at four pediatricians' offices for a broader outreach to our youth. Education material was provided to local community services for distribution to patients.

3. Obesity

Strategies: Provide food choices meeting Sodexo Mindful nutritional standards in cafeteria, vending machines and catering (50% Vegetables and Fruits, 25% Wholesome Carbohydrates, 25% Lean Proteins, Minimum Healthy Fats). Provide exercise opportunities five days per week to underprivileged children in Sandusky County during the summer school break by participating with the Fremont City Schools Purple Pride program.

- In 2017, there were 85% of Sodexo mindful offerings in the cafeteria; 25% of Sodexo mindful food offerings in vending machines; and, 85% of Sodexo mindful food offerings in catering.
- In 2018, there were 80% of Sodexo Mindful offerings in the cafeteria; 75% of Sodexo Mindful food offerings in vending machines; and 80% of Sodexo Mindful food offerings in catering. In addition, there have been several new offerings, which include options for vegan meals with catering along with vegetarian options to promote mindful options.
- In addition, to assist in obesity, this year the “Naturally Slim” weight loss program and diabetic education classes were offered to employees at no cost. New in 2018, employees were offered a free Naturally Slim weight loss program and diabetes education classes.
- In 2017, averaged 15 children per day who participated in the hospital sponsored exercise programs Monday through Friday June 12-August 4, 2017. In 2018, averaged 15 children per day who participated in the hospital sponsored exercise programs, Monday through Friday June 11 - August 17, 2018. A total of 1,949 free nutritional meals were served Monday through Friday, June 11 - August 17, 2018.

4. Mental Health – depression screenings and suicide prevention

Strategies: Conduct two depression screening events in Sandusky County. Distribute resource materials related to depression and suicide to at least five community events. Recruit physician leader to promote use of PHQ (standardized depression screening tool) screening tool in primary care through continuing medical education (CME).

- In 2017, 370 screens were provided at two events and in 2018 370 screens were provided at two events. In 2018, 250 depression screening forms were provided at the annual Senior Expo, and Cardiac Rehab screened all patients for depression; 93 were completed March-December.
- In 2017, hospital staff attended six Suicide Prevention Coalition meetings with resource materials to provide to participants, and in 2018 hospital staff attended 11 Suicide Prevention Coalition events with resource materials to distribute.
- In 2017, in lieu of a physician leader, in coordination with Sandusky County Health Department, a registered nurse was hired to visit every physician practice in Sandusky County to educate them on PHQ screening. Identifying depression can assist patients in obtaining necessary treatment and preventing suicide, with 44 provider offices receiving this education. In 2018, the Medical Staff Office sent an electronic PHQ.
- The medical staff office sent an electronic PHQ educational update to 247 physicians and 98 advanced medical providers.

The information above reflects activities that were implemented to address 2016 CHNA hospital priority issues in 2017 and 2018 – 2019 statistics were not available at the time of this document. Additional measure of impact should be reflected in future Sandusky County Health Assessments. The 2016 Community Health Needs Assessment for ProMedica Memorial Hospital was posted online inviting feedback from the community, with no responses over the past three years.

IV. COMMUNITY HEALTH NEEDS ASSESSMENT

Memorial Hospital's **process for identifying and prioritizing community health needs and services included:**

- Review and discussion of Monroe County Community Health Assessment (CHA) and Community Health Strategic Plan
- Discussion, selection and prioritization of health needs to address over the next three years, using ranking methodology to prioritize the needs
- Review of resources and gaps for related health needs
- Identification of evidence-based programs to improve health needs, when available
- Development of final hospital CHNA and three-year implementation plan to present to the hospital board(s) for approval prior to posting online.

The health areas that were identified as leading health issues in the formal county needs assessment survey include: health status, health care coverage, health care access, cardiovascular health, cancer, diabetes, asthma, arthritis, weight status, tobacco use, alcohol consumption, marijuana and other drug use, women's health, men's health, preventive health, sexual behavior and pregnancy, quality of life, social issues, mental health and suicide, oral health, parenting, youth safety, youth violence, youth perceptions, early childhood (0-5 years) issues, middle childhood (6-11 years) issues, family functioning, neighborhood and community characteristics, and parental health.

SANDUSKY COUNTY HEALTH NEEDS ASSESSMENT PROCESS

Memorial Hospital utilized the data provided in the most recent Sandusky County Health Needs Assessment and Sandusky County Youth Health Needs Assessment as the basis for its community health needs assessment and strategic plan. To begin the formal county assessment process, the Hospital Council of Northwest Ohio Data Division, in conjunction with the University of Toledo Health and Human Services Department, conducted the formal county health assessment utilizing the following methodology (refer to page 14 for a list of collaborating organizations).

PRIMARY DATA COLLECTION METHODS

DESIGN

This community health assessment was cross-sectional in nature and included a written survey of adults, adolescents, and parents within Sandusky County. From the beginning, community leaders were actively engaged in the planning process and helped define the content, scope, and sequence of the study. Active engagement of community members throughout the planning process is regarded as an important step in completing a valid needs assessment.

INSTRUMENT DEVELOPMENT

Three survey instruments were designed and pilot tested for this study: one for adults, one for adolescents in grades 6-12, and one for parents of children ages 0-11. As a first step in the design process, health education researchers from the University of Toledo and staff members from the Hospital Council of Northwest Ohio met to discuss potential sources of valid and reliable survey items that would be appropriate for assessing health status and health needs. The investigators decided to derive the majority of the adult survey items from the Behavioral Risk Factor Surveillance System (BRFSS). The majority of the survey items for the adolescent survey were derived from the Youth Risk Behavior Surveillance System (YRBSS). The majority of the survey items for the parents of children 0-11 were derived from the National Survey of Children's Health (NSCH). This decision was based on being able to compare local data with state and national data. The Project Coordinator from the Hospital Council of Northwest Ohio conducted a series of meetings with the planning committee from Sandusky County. During these meetings, banks of potential survey questions from the BRFSS, YRBSS, and NSCH surveys were reviewed and discussed. Based on input from the Sandusky County planning committee, the Project Coordinator composed drafts of surveys containing 116 items for the adult survey, 80 items for the adolescent survey, and 80 items for the child survey. The drafts were reviewed and approved by health education researchers at the University of Toledo.

SAMPLING | Adult Survey

Adults ages 19 and over living in Sandusky County were used as the sampling frame for the adult survey. Since U.S. Census Bureau age categories do not correspond exactly to this age parameter, the investigators calculated the population of those 18 years and over living in Sandusky County. There were 46,076 persons ages 18 and over living in Sandusky County. The investigators conducted a power analysis to determine what sample size was needed to ensure a 95% confidence level with a corresponding margin of error of 5% (i.e., we can be 95% sure that the "true" population responses are within a 5% margin of error of the survey findings.) A sample size of at least 381 adults was needed to ensure this level of confidence. The random sample of mailing addresses of adults from Sandusky County was obtained from Allegra Marketing Services in Louisville, KY.

PROCEDURE | Adult Survey

Prior to mailing the survey to adults, an advance letter was mailed to 1,200 adults in Sandusky County. This advance letter was personalized, printed on Sandusky County Health Partners stationery and was signed by Bethany Brown, Health Commissioner of the Sandusky County Health Department. The letter introduced the county health assessment project and informed the readers that they may be randomly selected to receive the survey. The letter also explained that the respondents' confidentiality would be protected and encouraged the readers to complete and return the survey promptly if they were selected. Three weeks following the advance letter, a three-wave mailing procedure was implemented to maximize the survey return rate. The initial mailing included a personalized hand signed cover letter (on Sandusky County Health Partners stationery) describing the purpose of the study, a questionnaire printed on white paper, a self-addressed stamped return envelope, and a \$2 incentive. Approximately three weeks after the first mailing, a second wave mailing included another personalized cover letter encouraging them to reply, another copy of the questionnaire on white paper, and another reply envelope. A third wave postcard was sent three weeks after the second wave mailing. Surveys returned as undeliverable were not replaced with another potential respondent. The response rate for the mailing was 33% (n=381: CI=± 5.0). This return rate and sample size means that the responses in the health assessment should be representative of the entire county.

PROCEDURE | Adolescent Survey

The survey was approved by all superintendents. Schools and grades were randomly selected. In order to ensure that every student in each selected grade had an equal chance to participate, required courses (such as general English or health classes) were used. Classrooms were chosen by the school principal. Passive permission slips were mailed home to parents of any student whose class was selected to participate. The response rate was 95% (n=398: CI=± 4.8).

PROCEDURE | Children 0-5 and 6-11

Prior to mailing the survey to parents of 0-11 year-olds, an advance letter was mailed to 2,400 parents in Sandusky County. This advance letter was personalized, printed on Sandusky County Health Partners stationery, and signed by Bethany Brown, Health Commissioner of the Sandusky County Health Department. The letter introduced the county health assessment project and informed the readers that they may be randomly selected to receive the survey. The letter also explained that the respondents' confidentiality would be protected and encouraged the readers to complete and return the survey promptly if they were selected.

Three weeks following the advance letter, a three-wave mailing procedure was implemented to maximize the survey return rate. The initial mailing included a personalized hand signed cover letter (on Sandusky County Health Partners stationery) describing the purpose of the study, a questionnaire printed on white paper, a self-addressed stamped return envelope, and a \$2 incentive. Approximately three weeks after the first mailing, a second wave mailing included

another personalized cover letter encouraging parents to reply, another copy of the questionnaire on white paper, and another reply envelope. A third wave postcard was sent three weeks after the second wave mailing. Surveys returned as undeliverable were not replaced with another potential respondent. The response rate was 20% (n=363; CI=± 5.05).

DATA ANALYSIS

Individual responses were anonymous. Only group data was available. All data was analyzed by health education researchers at the University of Toledo using SPSS 21.0. Crosstabs were used to calculate descriptive statistics for the data presented in this report. To be representative of Sandusky County, the adult data collected was weighted by age, gender, race, and income using the 2014 American Community Survey Estimates of the U.S. Census. Multiple weightings were created based on this information to account for different types of analyses. For more information on how the weightings were created and applied, see Appendix III in the Sandusky County Health Needs Report (Source: www.hcno.org).

LIMITATIONS

As with all county assessments, it is important to consider the findings in light of all possible limitations. First, the Sandusky County adult assessment had a high response rate. However, if any important differences existed between the respondents and the non-respondents regarding the questions asked, this would represent a threat to the external validity of the results (the generalizability of the results to the population of Sandusky County). If there were little to no differences between respondents and non-respondents, then this would not be a limitation. Second, it is important to note that, although several questions were asked using the same wording as the Centers for Disease Control and Prevention (CDC) questionnaires and the NSCH questionnaire, the adult and parent data collection method differed. CDC adult data and NSCH child data were collected using a set of questions from the total question bank, and adults were asked the questions over the telephone rather than through a mailed survey. The youth CDC survey was administered in schools in a similar fashion as this county health assessment. Finally, this survey asked parents questions regarding their young children. Should enough parents have felt compelled to respond in a socially desirable manner which is inconsistent with reality, this would represent a threat to the internal validity of the results.

CONSULTING PERSONS AND ORGANIZATIONS

The process for consulting with persons representing the community's interests and public health expertise began when local community agencies, known collectively as Sandusky County Health Partners, were invited to participate in the county wide health assessment process, including selecting questions for the surveys, providing local data, reviewing draft reports and planning the community data release event, and setting priorities through the CHIP process. The needs of the population, especially medically underserved and low-income populations with chronic disease needs, were taken into account – with a relatively low percentage of minorities

present in the Sandusky County population, focus was set on low income, underinsured and uninsured populations. This community health assessment was cross-sectional in nature and included a written survey of adults, adolescents, and parents within Sandusky County. From the beginning, community leaders were actively engaged in the planning process and helped define the content, scope, and sequence of the study. Active engagement of community members throughout the planning process is regarded as an important step in completing a valid needs assessment.

As evidenced by the list of participating organizations below, **the hospital facility took into account input from persons who represent the community** by participating with other organizations in Sandusky County who contracted with the Hospital Council of Northwest Ohio, a non-profit hospital association, located in Toledo, Ohio, to coordinate and manage the county health assessment and county strategic planning process. The Hospital Council has been completing comprehensive health assessments since 1999. The Project Coordinator from the Hospital Council of Northwest Ohio holds a Master's degree in Public Health and conducted a series of meetings with the planning committee from Sandusky County to develop the county CHA and CHIP plan.

During these meetings, banks of potential questions from the Behavioral Risk Factor Surveillance and Youth Risk Behavior Surveillance surveys were reviewed and discussed. The drafts were reviewed and approved by health education researchers at the University of Toledo. In addition, the Sandusky County Health Department provided feedback on this CHNA and implementation plan, to confirm these needs from a public health expert perspective.

The needs of the population, especially those who are medically underserved, low-income, and populations with chronic disease needs were taken into account through the sample methodology that surveyed these populations. In addition, organizations that serve these populations participated in the health assessment and community planning process, such as Sandusky Health Department.

Memorial Hospital conducted the Sandusky County health needs assessment with the following hospitals:

- Bellevue Hospital

The results of the Sandusky County Health Assessment were presented at a county data release event. There were key leaders from the community who represented public health, law enforcement, schools, churches, local officials, social service agencies and other various community members were invited to the public release of the community health needs assessment. Community participants were then invited to join the Sandusky County community health improvement (CHIP) process to complete the strategic plan for the county.

SANDUSKY COUNTY STRATEGIC PLANNING PROCESS

Following the community assessment data release, the Sandusky County Strategic Planning committee, including key community leaders, participate in an organized process of community health improvement planning (CHIP) to create a 3-year plan to improve the health of residents of the county. The National Association of City County Health Officer's (NACCHO) strategic planning tool, Mobilizing for Action through Planning and Partnerships (MAPP), was used throughout this process.

The MAPP Framework includes six phases which are listed below:

- Organizing for success and partnership development
- Visioning
- Conducting the MAPP assessments
- Identifying strategic issues
- Formulating goals and strategies
- Taking action: planning, implementing, and evaluation

The MAPP process includes four assessments, Community Themes & Strengths, Forces of Change, the Local Public Health System Assessment and the Community Health Status Assessment. These four assessments were used by the Sandusky County CHIP Committee to prioritize specific health issues and population groups which are the foundation of this plan.

2017 CHIP Priority Health Issues for Sandusky County:

- Chronic Disease Prevention
- Substance Use
- Mental Health
- Social Conditions

Sandusky County's CHIP 11 cross-cutting strategies that will work toward addressing all priority areas include: Social Determinants of Health: Examples of Cross-Cutting Outcomes That Address All Priorities - Improve third grade reading proficiency, Reduce chronic absenteeism in school, Reduce high housing cost burden, Reduce secondhand smoke exposure for children; Prevention, Public Health System and Health Behaviors - Examples of Cross-Cutting Outcomes That Address All Priorities - Increase adult vegetable consumption, Reduce adult physical inactivity, Reduce adult smoking, Reduce youth all-tobacco use; and, Healthcare System and Access - Examples of Cross-Cutting Outcomes That Address All Priorities - Reduce percent of adults who are uninsured, Reduce percent of adults unable to see a doctor due to cost, Reduce primary care health professional shortages.

The Sandusky County CHIP process and groups included input from persons who represent the community. Collaborating organizations included:

- Bellevue Hospital (PH)
- City of Fremont
- Community Health Services (PH)
- Firelands Counseling & Recovery Services (PH)
- Fremont City Schools
- Mental Health and Recovery Services Board of Sandusky (PH)
- Sandusky County Board of Developmental Disabilities (PH)
- Sandusky County Family & Children First Council (PH)
- Sandusky County Health Department (PH)
- United Way of Sandusky County (PH)
- WSOS Sandusky County

Many of the above organizations have staff with expertise in public health as indicated by “PH” in parentheses. The county strategic planning process was facilitated by staff employed by the Hospital Council of Northwest Ohio, who hold a Master’s Degrees in Public Health. ProMedica Memorial Hospital staff participated in the development of the community health assessment survey and CHIP plan for Monroe County. The Sandusky County CHIP was written based on the conclusions and recommendations of all participating organizations.

V. SANDUSKY COUNTY COMMUNITY HEALTH NEEDS & PRIORITIES

Key findings that were identified in the 2017-2018 Sandusky County Community Health Assessment include (Note: percentages in parentheses below are data from the previous county surveys in 2015 and 2012, respectively, which may be used for comparison to current data):

- Health Care Coverage
 - 44% (50%, 49%) of adults rated their health status as excellent or very good, vs. 52% in Ohio and the U.S.
 - 8% (16%, 7%) of adults were without health care coverage, vs. 8% in Ohio and 11% in the U.S.
- Diabetes
 - 18% (10%, 14%) of adults report having been diagnosed with diabetes (*not a top five leading cause of death in the county) vs. 11% in Ohio and 10% in U.S.
- Cardiovascular Health
 - 6% (5%, 4%) of adults reported having a heart attack, vs. 5% in Ohio and 4% in the U.S. – heart disease is the second leading cause of death in the county
 - 2% (3%, 4%) of adults reported having a stroke, 4% in Ohio and 3% in the U.S. – stroke is the fifth leading cause of death in the county
 - 33% (31%, 34%) of adults reported having been diagnosed with high blood pressure, vs. 31% in both Ohio and the U.S.

- 34% (35%, 27%) of adults reported having been diagnosed with high cholesterol, vs. 37% in Ohio and 36% in the U.S.
- Alcohol and Drug Use
 - 29% (26%, 24%) of adults were binge drinkers vs. 18% in Ohio and 16% in the U.S.
 - 10% (7%, 5%) of adults misused prescription drugs in the past 6 months
- Tobacco Use
 - 19% (19%, 19%) of adults were current smokers, vs. 22% in Ohio and 18% in the U.S.
- Cancer
 - 13% (18%) of adults had been diagnosed with cancer at some time in their life, - cancer was the first leading cause of death in the county
 - 18% of Sandusky County adults had a colorectal screening in the past two years.
- Women's Health/Pregnancy
 - 69% (68%, 68%) of women over the age of 40 reported having a mammogram in the past two years, vs. 72% in Ohio and 73% in the U.S.
 - 66% (66%, 68%) of women ages 40 and over have had a clinical breast exam in the past two years

71% (67%, 66%) of women have had a Pap smear in the past three years, vs. 74% in Ohio and 75% in the U.S.
- Men's Health
 - 31% (20%) of Sandusky County men had been taught by a healthcare professional how to do a self-testicular exam, increasing to 50% of those under the age of 30.
 - 32% (26%) of men had done a self-testicular exam in the past year, increasing to 41% of those over the age of 65.
- Preventive Medicine
 - 78% (76%) of adults ages 65 and older had a flu vaccine in the past year
 - 65% (52%, 66%) of adults ages 65 and over had a pneumonia vaccination at some time in their life, vs. 72% in Ohio and 73% in the U.S.
- Obesity
 - 42% (35%, 35%) of adults were obese based on BMI, vs. 30% in Ohio and 30% in the U.S.
- Mental Health
 - 9% of Sandusky County adults felt so sad or hopeless almost every day for two weeks or more in a row that they stopped doing usual activities, increasing to 14% of females and 15% of those with incomes less than \$25,000.
 - 1% (6%, 2%) of adults considered attempting suicide in the past year
- Oral Health
 - 72% (62%, 62%) of adults had visited a dentist in the past year, vs. 65% in Ohio and the U.S.

Youth Health (Note: previous Sandusky County youth data were for youth in 6th-12th grade only; Ohio and U.S. youth comparisons are grades 9-12)

- 23% (13%, 14%) of 6th-12th and 22% of 9th-12th grade youth were obese, according to BMI, vs. 13% in Ohio and 14% in the U.S.
- 84% (79%, 79%) of 6th-12th and 84% of 9th-12th grade youth ate 1 to 4 servings of fruits and vegetables per day

- 30% (70%, 76%) of 6th-12th grade youth and 30% of 6th-12th grade youth were physically active at least 60 minutes a day on less than 7 days in the past week vs., 26% in Ohio and 27% in the U.S.
- 24% (27%, 39%) of 6th-12th and 23% of 9th-12th grade youth watched TV for 3 or more hours per day, vs. 28% in Ohio and 25% in the U.S.
- Youth Mental Health
 - 42% (51%, 51%) of 6th-12th and 39% of 9th-12th grade youth stated they were bullied in the past year
 - 12% (13%, 12%) of 6th-12th grade youth, and 13% of 9th-12th grade youth had made a plan to attempt suicide in the past year vs, 11% in Ohio and 15% in the U.S.
 - 28% (25%, 25%) of 6th-12th and 34% of 9th-12th grade youth felt sad or hopeless almost every day for 2 or more weeks in a row, vs. 26% in Ohio and 30% in the U.S.
- Youth Tobacco Use
 - 7% (11%, 13%) of 6th-12th grade youth and 10% of 9th-12th grade youth were current smokers vs. 15% in Ohio and 11% in the U.S.
- Youth Alcohol and Drug Use
 - 7% (13%, 13%) of 6th-12th and 12% of 9th-12th grade youth binge drank alcohol in the past month vs. 16% in Ohio and 18% in the U.S.
 - 11% (8%, 13%) of 6th-12th and 17% of 9th-12th grade youth used marijuana in the past month vs. 21% in Ohio and 22% in the U.S.
 - 6% (9%, 12%) of 6th-12th and 9% of 9th-12th grade youth ever misused medications
- Youth Sexual Behavior
 - 26% (24%, 27%) of 6th-12th and 44% of 9th-12th grade youth have had sexual intercourse vs. 43% in Ohio and 41% in the U.S.
 - 7% (6%, 15%) of 6th-12th and 11% of 9th-12th grade youth had four or more sexual partners vs. 12% in Ohio and 12% in the U.S.

Childhood Health

- Over one-third (36%) of children were classified as obese by Body Mass Index (BMI) calculations. 15% of children were classified as overweight, 44% were normal weight, and 6% were underweight.
- In 2016, 36% of children ages 0-11 were classified as obese by Body Mass Index (BMI) calculations.
- Eighty-one percent of Sandusky County parents had taken their child to the dentist in the past year.
- Fourteen percent of parents reported their child had been diagnosed with asthma.
- Seven percent of parents reported their child had been diagnosed with ADD/ADHD.

Note: Many identified health needs are addressed by physicians at the time of related patient visits.

The Sandusky County CHIP committee, prioritized the county health issues, indicated in Table 2 below, determining that if these issues are addressed by multiple agencies and organizations over the next three years, they could promote healthier lifestyles and safer neighborhoods for all ages,

reduce chronic health diseases, and improve several socioeconomic determinants of health for Sandusky County residents. In some areas of identified need, ProMedica is taking a system approach to address these community health needs, to most efficiently use resources and to prevent duplication of services.

Table 2 – 2017-2020 Sandusky County CHIP Priorities and Strategies	Lead Agencies
Priority 1 - Mental Health and Addiction	
Strategy 1: Increase Awareness of Trauma Informed Care	Sandusky FCFC
Strategy 2: Expand the Number of Primary Care Providers Screening for Depression During Office Visits	Sandusky FCFC
Strategy 3: Expand Community Collaboration to Increase Awareness and Coordination of Mental Health and Substance Abuse Services	Mental Health and Recovery Services Board of Seneca, Sandusky and Wyandot Counties
Strategy 4: Increase Provider Training on Opioid Prescribing Guidelines	ProMedica Memorial Hospital
Priority 2 – Chronic Disease	
Strategy 1: Increase Healthy Eating Through Fostering Self-Efficacy	OSU Extension
Strategy 2: Implement Healthy Food Initiatives	Creating Healthy Communities Coalition
Priority 3 – Maternal and Infant Health	
Strategy 1: Increase the Use of Safe Sleep Practices	Sandusky County Health Department
Strategy 2: Increase First Trimester Prenatal Care	Infant Mortality Coalition and ProMedica Memorial Hospital
Strategy 3: Implement Smoke-Free Policies	Creating Healthy Communities Coalition
Cross-Cutting Strategies	
Strategy 1: Increase Early Identification of Mental Health Needs Among Youth	Mental Health and Recovery Services Board of Seneca, Sandusky and Wyandot Counties
Strategy 2: Implement School-based Alcohol and Other Drug Prevention Programs	Prevention Partnership Coalition
Strategy 3: Implement Shared Use (Joint Use Agreements)	Creating Healthy Communities Coalition
Strategy 4: Implement School-Based Nutrition Education Programs	Sandusky County Health Department
Strategy 5: Implement Complete Streets	Sandusky County Park District
Strategy 6: School-Based Physical Activity Programs and Policies	Fremont City Schools
Strategy 7: Increase Access to Transportation	WSOS
Strategy 8: Increase Recruitment for Mental Health Professionals	ProMedica Memorial Hospital and Firelands Counseling & Recovery Services

Memorial Hospital's participation with organizations addressing these county health priority issues may also include financial support. Along with Memorial Hospital, many social agencies,

schools, faith-based organizations and law enforcement may also be addressing some of these health issues that may not be specifically included in these collaborative priority actions.

SANDUSKY COUNTY – HEALTH ISSUES FOR UNINSURED, LOW INCOME AND MINORITY POPULATIONS

Due to the relatively small percentage of non-white population in Sandusky County (African American - 3.4% (3.3% - in previous county survey), Hispanic – 10% (8.8%), Asian – .4% (.3%) and two or more races – 2.4% (2.5%), and due to the small number of minorities responding to the surveys this did not allow for specific generalizations for minority populations. Continued focus will be placed on low income, uninsured and underinsured populations for planning purposes, to include the highest at-risk populations. The 2017-2018 county health assessment data identified that 8% of Sandusky County adults were without health care coverage, decreasing to 21% of those under the age of 30 and 14% of those with incomes less than \$25,000.

Those most likely to be uninsured were adults under age 30 and those with an income level under \$25,000. In Sandusky County, 11.1% of residents live below the poverty level (Source U.S. Census, 2014-2018). Although the number of minority individuals included in the survey does not allow for valid statistical analysis (n=38), in almost every category of the Sandusky County community health needs assessment, individuals with an income less than \$25,000 had poorer access than other income levels. The 2015 BRFSS reports uninsured prevalence rates for Ohio (15%) and the U.S. (17%). In the most recent assessment, 8% of adults were uninsured

Primary and chronic disease needs and other prevalent health issues of persons with income less than \$25,000 per year include: rated health as fair or poor, obese, binge drank in past month, uninsured, sad or hopeless almost every day for two or more weeks in a row, high blood pressure, diagnosed with diabetes, and limited in some way.

The below table shows health comparisons for low income persons, compared to the county statistics.

Table 3 Health Issue	Low Income (<\$25,000)	Sandusky County 2016
Rate health as fair/poor	27%	12%
Overweight by BMI	19%	33%
Obese by BMI	56%	42%
Binge Drank in Past Month	53%	29%
Uninsured	14%	8%
Two or more weeks in a row when felt depressed	15%	9%
Current Smoker	37%	19%
Used marijuana in the past 6 months	11%	5%
Diagnosed with High Blood Pressure	52%	33%
Diagnosed with High Blood Cholesterol	33%	34%
Diagnosed with Diabetes	22%	18%

More than one sexual partner	9%	6%
Diagnosed with Cancer	N/A	N/A
Visited a dentist in the past year	49%	72%
Adult medication misuse	5%	10%
Adults limited in some way	50%	21%

The Sandusky County CHIP committee concluded that key leadership in Sandusky County are aware of the links between economic stability and health status and that progress toward decreasing the rates of the leading chronic health conditions and persistent health disparities can be made by addressing the economic status of Sandusky County residents.

SANDUSKY COUNTY – INFORMATION GAPS

Although the formal county assessment provided sufficient primary data, some secondary and public health data is relatively outdated (2013-2015) and therefore leaves gaps in measurement about key indicators during the time period. Through the formal MAPP process, gaps were identified in each CHIP initiative, and a resource assessment was developed.

The community needs assessment, historical referral data, and statewide databases provide a rich amount of information to determine the general state of the community. However, the data has limitations, including the age of public health data. Data is not available for all areas of health to evaluate the health needs of some minority and non-English speaking residents.

It should be noted that one gap includes statistical generalizations for minority populations due, in part, to the relatively low number of minorities in the county and the low number of minority responses to the survey (n=34). Each action plan will consider the impact on low income and underserved populations. While local experts and experience supplement statistical data, underlying health beliefs that are at the core of individual health outcomes are thinly identified.

Through the Sandusky County Community Health Improvement Planning (CHIP) Committee resources were collectively compiled to provide a complete listing of resources in the county for each area of the county plan. Each Sandusky County CHIP subcommittee discussed potential gaps in information and service while creating an action plan to address the health issues identified, focusing on evidence-based programming, when possible.

VI. MEMORIAL HOSPITAL COMMUNITY HEALTH NEEDS ASSESSMENT PROCESS

ProMedica Memorial Hospital leadership convened a CHNA committee to thoroughly review the county assessment data and CHIP, select and prioritize key health indicators specific to their demographic, review available resources and gaps in resources, and develop implementation plans to address the specific needs of the population.

Prioritization of health needs in its community was accomplished through ranking methodology by the Memorial Hospital CHNA committee that included: Memorial Hospital’s Vice President of Operations, Clinical Dietitian, Director of the Center for Mental Health and Well-being, and Director of Volunteer Services.

The Memorial Hospital CHNA committee developed the hospital CHNA, in conjunction with the Sandusky County Strategic Planning process, through the following steps.

- Review of existing Sandusky County primary and secondary data sources
- Review of Sandusky County Health Partners Plan
- Discussion and ranking of priority health issues for the hospital, prioritized through ranking methodology
- Identification of current community resources that address the priority health issues
- Definition of gaps in county-level services and programming
- Research of effective programs, policies, and strategies to recommend for future implementations
- Identification of specific implementation actions steps for the next three years (2017-2019)

Along with state and U.S. data comparisons, key secondary health data considered for the hospital CHNA include the leading causes of death:

Table 4 Sandusky County Leading Causes of Death 2013-2015	
1. Cancer	23% of all deaths
2. Heart Disease	22%
3. Chronic Lower Respiratory Disease	6%
4. Accidents, Unintentional Injuries	6%
5. Stroke	5%
(Source: CDC Wonder, 2013-2015)	

Although some specific areas of the Sandusky County CHIP strategic plan were not included as part of the ProMedica Memorial Hospital CHNA plan, the hospital participates in many areas of the county plan through various community health coalitions and initiatives, and Memorial Hospital focused on other areas of need discussed below.

VII. PROMEDICA MEMORIAL HOSPITAL COMMUNITY HEALTH NEEDS & PRIORITIES

As indicated in Table 2, Memorial Hospital is actively involved in many priority health areas identified through the county CHIP process. ProMedica hospitals also participate in the Ohio BCCP to provide no cost health care to adults that do not have public or private healthcare

coverage thereby increasing access to health care for this population. Following a review and discussion of health data and the county health priorities, as well as organizational and community programs to address these health priorities, ProMedica Memorial Hospital identified the following priority health needs, listed in order of priority, and prioritized through ranking methodology (Note: statistics in parentheses below are from the previous CHNA and may be used as comparison to current statistics):

1. Cancer

Improve access to cancer treatment and provide early detection education by increasing community awareness regarding the importance of specific cancer screenings.

The American Cancer Society advises that avoiding tobacco products, maintaining a healthy weight, adopting a physically active lifestyle, eating more fruits and vegetables, limiting alcoholic beverages and early detection may reduce overall cancer deaths. The CDC Physical Activity Guidelines for Americans recommend that adults get at least 150 minutes of moderate-intensity aerobic physical activity or 75 minutes of vigorous-intensity physical activity, or an equivalent combination each week. In Sandusky County:

- 13% (18%) of adults had been diagnosed with cancer at some time in their life; cancer was the first leading cause of death in the county
- 19% (19%, 19%) of adults were current smokers, vs. 22% in Ohio and 18% in the U.S.
- 18% of Sandusky County adults had a colorectal screening in the past two years
- 69% (68%, 68%) of women over the age of 40 reported having a mammogram in the past two years, vs. 72% in Ohio and 73% in the U.S.
- 66% (66%, 68%) of women ages 40 and over have had a clinical breast exam in the past two years
- 71% (67%, 66%) of women have had a Pap smear in the past three years, vs. 74% in Ohio and 75% in the U.S.
- 31% (20%) of Sandusky County men had been taught by a healthcare professional how to do a self-testicular exam, increasing to 50% of those under the age of 30.
- 32% (26%) of men had done a self-testicular exam in the past year, increasing to 41% of those over the age of 65.

2. Mental Health – Depression Screenings and Suicide

Increase screening and detection of depression and suicidal ideation in Sandusky County. In Sandusky County:

- 9% of Sandusky County adults felt so sad or hopeless almost every day for two weeks or more in a row that they stopped doing usual activities, increasing to 14% of females and 15% of those with incomes less than \$25,000.
- 1% (6%, 2%) of adults considered attempting suicide in the past year

- 42% (51%, 51%) of 6th-12th and 39% of 9th-12th grade youth stated they were bullied in the past year
- 12% (13%, 12%) of 6th-12th grade youth, and 13% of 9th-12th grade youth had made a plan to attempt suicide in the past year vs, 11% in Ohio and 15% in the U.S.
- 28% (25%, 25%) of 6th-12th and 34% of 9th-12th grade youth felt sad or hopeless almost every day for 2 or more weeks in a row, vs. 26% in Ohio and 30% in the U.S.

3. **Chronic Disease**

Provide healthy food options and exercise benefits to community members.

According to the Dietary Guidelines for Americans 2015–2020, a healthy eating plan includes: emphasizes fruits, vegetables, whole grains, and fat-free or low-fat milk and milk products; includes lean meats, poultry, fish, beans, eggs, and nuts; is low in saturated fats, trans fats, cholesterol, salt (sodium), and added sugars; and stays within your daily calorie needs. The CDC Physical Activity Guidelines for Americans recommend that adults get at least 150 minutes of moderate-intensity aerobic physical activity or 75 minutes of vigorous-intensity physical activity, or an equivalent combination each week. In Sandusky County:

- 42% (35%, 35%) of adults were obese based on BMI vs. 30% in Ohio and 28% in the U.S.
- 23% (13%, 14%) of 6th-12th and 22% of 9th-12th grade youth were obese, according to BMI, vs. 13% in Ohio and 14% in the U.S.
- 84% (79%, 79%) of 6th-12th and 84% of 9th-12th grade youth ate 1 to 4 servings of fruits and vegetables per day
- 30% (70%, 76%) of 6th-12th grade youth and 30% of 6th-12th grade youth were physically active at least 60 minutes a day on less than 7 days in the past week vs., 26% in Ohio and 27% in the U.S.

The above priorities not only address some leading causes of death in the county, but also align with initiatives prioritized in both the Ohio State Health Improvement Plan and Healthy People 2020. The Sandusky County Health District provided feedback about the hospital's CHNA and implementation plans, to confirm these needs from a public health expert perspective.

Memorial Hospital is participating in the execution of the community-wide community benefit plan by working with Sandusky Health Partners, organizations and coalitions in our community who are addressing prioritized health issues, as well as implementing hospital plans to support these initiatives.

VIII. **COMMUNITY UNMET NEEDS, GAPS, AND RESOURCE ASSESSMENT**

ProMedica Memorial Hospital did not **address all of the needs identified in the most recently conducted Sandusky County Health Needs Assessment** as these areas either go beyond the scope of the hospital or are being addressed by, or with, other organizations in the community. To some extent, resource restrictions do not allow the hospital to address all of the needs identified through the health assessment, but most importantly, to prevent duplication of efforts and inefficient use of resources, as many of these issues are addressed in collaboration with other community organizations and coalitions.

The Sandusky County CHIP process included a resource assessment and gap analysis of the priority health needs. Table 2 indicates the community wide organizations and coalitions addressing the prioritized Sandusky County CHIP Strategic Plan health priorities. Memorial Hospital participates with many of these organizations and coalitions through representation and/or funding.

Although community organizations, schools and faith-based organizations may have internal programs that are not known widely, the following areas of the CHNA do not have specific programs identified to address some issues, but these health issues are often addressed at physician visits, or by schools, law enforcement and other agencies in the community: health status perceptions, health care coverage, cardiovascular health, diabetes, arthritis, asthma, tobacco use, alcohol consumption, marijuana and other drug use, women's health, men's health, preventive medicine, adult sexual behavior and pregnancy, quality of life, social issues, oral health, youth safety and violence, early childhood health, middle childhood health, family functioning/neighborhoods or parent health. Due to the size of the community, it is difficult to inventory all resources and gaps, even with the input of multiple organization and individuals.

With that being said, ProMedica Memorial Hospital maintains awareness of the primary health issues identified for the county and demonstrates a willingness to partner as needed on these endeavors. While many of these issues are best handled by organizations specifically targeted to the problem area, the hospital participates with many of these coalitions through representation, funding, or a combination of both. Table 2 lists the community wide organizations and coalitions addressing the prioritized Sandusky County strategic plan health needs.

IX. PROMEDICA MEMORIAL HOSPITAL - IMPLEMENTATION STRATEGY SUMMARY

Using the Sandusky County CHIP strategic plan, Memorial Hospital commenced with their CHNA strategic planning process, whereby they analyzed and discussed data, selected and prioritized community health needs for the hospital-based CHNA implementation plan, reviewed resources and gaps in resources, and developed hospital-based strategic action plans. They took into consideration the Sandusky County CHIP strategic plan, as well as the Ohio State Health

Improvement Plan and Healthy People 2020. No community feedback was received on the previous CHNA posted on the ProMedica website. During this process, ProMedica Memorial Hospital identified the following health priorities, listed in order of priority:

1. Cancer – Access, Education and Screening
2. Mental Health – Depression Screenings and Suicide
3. Chronic Disease – Nutrition and Physical Activity

Feedback to these priorities was provided by Cathy Glassford, Sandusky Health Partners, Bethany Brown, Sandusky County Public Health Department Health Commissioner. In addition to the above hospital specific strategies, ProMedica Memorial Hospital will continue to collaborate with the Sandusky County Health Partners to support its strategic initiatives surrounding those needs.

As part of the related three-year plan, specific actions and measures will be implemented to maximize impact of these plans. To achieve maximum impact, ProMedica Memorial Hospital will continue to collaborate with community organizations that share commitments to a healthier region. Collaborations include participation, gifts, in kind support, and coordinated interventions. The hospitals provide charitable funding for various community programs and help organize volunteers and fund raising for community charities.

The implementation plans for these priorities include specific programs and measurements that will occur annually and progress will be reported regularly to leadership and the Board of Directors. Following approval of the ProMedica Memorial Hospital CHNA and implementation strategy and plan by the ProMedica Memorial Hospital board of trustees, the execution of the ProMedica Memorial Hospital implementation action plan will be initiated, with quarterly updates of these plans provided to the ProMedica Memorial Hospital leadership, as well as the ProMedica Memorial Hospital Board of Trustees.

Following approval of ProMedica Memorial Hospital CHNA and implementation plan by the board of trustees, the execution of the implementation action plans will be initiated in 2020, with updates of these plans provided to respective hospital leadership, as well as the hospital's board of trustees.

Annual inclusion of a community benefit section in operational plans is reflected in the ProMedica strategic that is approved by the board of trustees and monitored by hospital leadership. As part of the annual strategic planning and budgeting process, the adoption of a budget for provision of services that address the needs identified in this needs assessment is inherent in the hospital budget. The 2019 CHNA and 2020-2022 Implementation Plan was

adopted and approved by the ProMedica Memorial Hospital Board of Trustees on November 13, 2019.

**X. ACCESS TO MEMORIAL HOSPITAL COMMUNITY HEALTH NEEDS
ASSESSMENT AND OTHER RESOURCES**

Memorial Hospital community health needs assessment is widely available in printable (pdf) form to the public on the hospital website at: <https://www.promedica.org/Pages/about-us/default.aspx>.

Additional regional county health needs assessments may be found on the following website of the Hospital Council of Northwest Ohio: <http://www.hcno.org/community-services/community-health-assessments/>

To provide feedback or for any questions related to the Memorial Hospital community health needs assessment and strategic plan, or to request a hard copy of the assessment, please email gayemartin@promedica.org or call 419-334-6609.