



# **MEMORIAL HOSPITAL**

## **2025 COMMUNITY HEALTH NEEDS ASSESSMENT**

Approved and Adopted by the ProMedica Memorial Hospital Board of Trustees

November 12, 2025

## **PROMEDICA MEMORIAL HOSPITAL**

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## **I. INTRODUCTION**

ProMedica Memorial Hospital, a member of ProMedica Health System, is a committed healthcare resource in Fremont, Ohio. The hospital 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 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 an occupational medicine program, Healthlink, and physical medicine services, and a new cancer treatment facility opened in 2016. ProMedica's mission is to improve the health and well-being of the communities we serve. As a not-for-profit hospital, all patients are treated regardless of their ability to pay.

ProMedica Memorial Hospital conducted and adopted this community health needs assessment (CHNA) in 2025, and will implement the associated three-year, strategic plan beginning in 2026. Memorial Hospital staff participated in the most recent 2022/23 Sandusky County 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 a crucial step in completing a valid needs assessment. 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. Following the formal county health survey assessment process, Memorial Hospital staff joined Sandusky County Health Partners, where multiple community organizations collaborated to develop and implement a community health improvement plan (CHIP) for Sandusky County. A resource assessment and gap analysis were compiled as part of this process.

In 2025, Memorial Hospital convened a CHNA committee to review the most recent Sandusky County CHA and CHIP with gap and resource assessments. The committee then selected and prioritized key indicators for the defined community and developed an implementation plan to address these priority health needs in the community over the next three years, considering the needs of minority and/or underserved populations. The hospital received feedback on the CHNA plan from the Sandusky County 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, prioritized by ranking methodology, listed in order of priority:

1. Cancer
2. Mental Health
3. Obesity
4. Food and Social Needs

ProMedica Memorial Hospital will also collaborate with Sandusky County Health Partners to support its strategic initiatives. ProMedica Health System community health programs and initiatives are developed and implemented with Social Determinants of Health, healthy aging, infant mortality and Diversity, Equity and Inclusion as core strategic priorities addressing health disparities and inequities across the communities ProMedica serves. The ProMedica Memorial Hospital CHNA may be accessed at <https://www.promedica.org/about-promedica/community>.

## **II. PROMEDICA MEMORIAL HOSPITAL COMMUNITY SERVICE AREA**

The definition of the primary community served by ProMedica Memorial Hospital for this assessment is Sandusky County, located in northwest Ohio. Data indicates that 82.56% of the hospital's Emergency Department patients and 78.36% of inpatients reside in Sandusky County. Memorial Hospital is one of two hospitals serving Sandusky County: with the Bellevue Hospital in Bellevue, Ohio, primarily serving the eastern portion of the county. For the purpose of this plan, the health statistics and factors for 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, that may be used for comparison.)

Demographic review of Sandusky County, Ohio, shows that it is home to 58,896 (58,709) residents. The median household income in Sandusky County was \$62,500 (\$60,814) with 13.2% (10.3%) of Sandusky County residents with an income below the poverty level. 93.2% (93.3%) of residents are a high school graduate or higher. The percent of residents that were uninsured is 5.7% (3%). 19.9% (20.8%) of residents were 65 years and over, 21.6% (22.0%) of youth ages were under 18 years of age, and 5.2% (5.4%) were children under the age of 5 years. The majority of the population were Caucasian at 85.6% (92.4%), with African Americans at 3.2% (3.5%), Hispanics at 10.3% (11.1%), Asians at .3% (.6%) and two or more races at 7.4% (3.0%) comprising the rest of the population. (Source: United States Census Bureau [data.census.gov](http://data.census.gov)).

Demographics for the secondary service area counties may be found at <https://www.data.census.gov/>. County health assessments for the contiguous counties of found on the county websites.

Existing health care facilities and resources within the community that are available to respond to the health needs of the community are listed in Table 1 below, including The Bellevue Hospital, as well as many outpatient facilities, rehabilitation facilities and other programs that are not listed. 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 if its community health efforts within the central Sandusky County/Fremont area, leaving the other county health improvement efforts to the hospital serving that area.

| <b>Table 1 – Hospitals Serving Service Area (Four County Secondary Service Area)</b> |                           |
|--------------------------------------------------------------------------------------|---------------------------|
| 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 Community Hospital                                                | Fostoria, OH (Seneca)     |
| Mercy Health - Tiffin Hospital                                                       | Tiffin, OH (Seneca)       |

ProMedica 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 are listed on page 13.

### **III. IMPACT OF PREVIOUS COMMUNITY HEALTH NEEDS ASSESSMENT PLAN**

The ProMedica Memorial Hospital 2022 Community Health Needs Assessment was posted online inviting feedback from the community, with no inquiries over the past three years.

The 2022 Community Health Needs Assessment identified several significant health needs. Beginning in 2023, Memorial Hospital implemented programs in Sandusky County to address the following health needs, listed in order of priority, with the following impact demonstrated in 2023 and 2024 (Note: 2025 actions taken were not complete at the time of this publication and will not be included in this summary):

#### **1. Health Priority: Health Behaviors Related to Obesity**

**Strategies:** Provide and distribute education and resources related to outdoor exercise to the community to educate them on benefits of outdoor activity. Provide and distribute education and resources related to indoor exercise to the community to educate them on the benefits of healthy indoor activity. Provide and distribute education and resources related to healthy cooking, including cooking demonstrations.

#### **Actions taken in 2023 and 2024:**

- In 2023, 318 community members received education about outdoor activity, plant-based chicken, and flyers about physical activity outdoors.
- In 2023, 29 community members participated in education and exercise at the hospital's outdoor exercise stations.
- In 2023, 831 community members received education about indoor exercise through flyers, hospital exercise room, lunch and learn events, and the family fest health fair.
- On October 2, 2023, the hospital opened its exercise room for community to engage in physical activity.
- In 2023, 93 community members received education about healthy cooking through partnerships with Stacey Place, GLCAP, and Healthy Eating which provided participants with food scales and information about reading food labels.

- 35 community members participated in cooking demonstrations.
- In 2024, 3430 community members received education about healthy outdoor activity through partnerships with the school summer meal program, Clyde library, and senior healthy/wealthy/and wise event collaborations.
- In 2024, 300 community members participated in education and exercise at the hospital's outdoor exercise stations through the family fest, bounce house, and agility course.
- In 2024, 200 community members received education about indoor exercise through flyers, hospital exercise room, lunch and learn events, and the family fest health fair.
- In 2024, the hospital opened use of its indoor exercise equipment, which was accessed 1010 times.
- In 2024, 43 community members received education about nutrition education and healthy recipes.
- In 2024, 55 7th grade students participated in healthy after school snack education.

## **2. Health Priority: Chronic Disease – Women's Health: Breast Cancer and Gynecological Cancer Screenings.**

**Strategies:** Provide education and resources related to breast and gynecological cancer screenings. Provide education and resources related to breast and gynecological cancer at community events.

### **Actions taken in 2023 and 2024:**

- In 2023, 570 community members received education through distribution of flyers and resources at Stacey Place, Expo, and Dorthy Kern Cancer Center.
- In 2023, 335 community members received education at the senior health fair at Ole Zims and other events.
- In 2024, 323 community members received education through the DLK cancer center, golden threads health fair, farmers market events, Sandusky County fair, Clyde library, and senior health fair at white star.
- In 2024, 693 community members received education about breast and gynecological cancer screening guidelines.

## **3. Health Priority: Social Determinants of Health – Food Insecurity**

**Strategies:** Screen inpatients on admissions for food insecurity and offer food at discharge with community food resource listings to patients who screen positive.

### **Actions taken in 2023 and 2024:**

- In 2023, 1,278 patients were screened for food insecurity.
- In 2023, 152 food bags were distributed to patients at discharge.
- In 2023, 2 employees experiencing food insecurity received food resources.
- 108 patients screened positive for food insecurity and were provided food at discharge in 2024.

- A collaboration with Fremont city schools summer meals program distributed 60,500 meals during the summer school break in 2024.

#### **4. Health Priority: Healthy Aging**

**Strategies:** Provide education on behavioral health improvement opportunities. Survey participants to determine intention to use education after the session. Provide and distribute educational resources regarding positive health improvement. Provide and distribute educational materials about mental health first aid.

##### **Actions taken in 2023 and 2024:**

- In 2023, 85 community members received education through distribution of flyers with a QR code directing them to ProMedica's YouTube channel with community health education.
- In 2023, pre and post surveys reported that 100% of participants plan to use what they learned from the sessions.
- In 2023, 775 community members received education about the suicide prevention hotline, adult depression, suicide prevention, and resilience for youth.
- In 2023, 275 community members received education about mental health first aid.
- In 2024, 367 community members received education at the Gibsonburg health fair, family fest, and Clyde library collaborations.
- Programming pivoted to outreach education in 2024, which resulted in removing participant pre and post surveys.
- 510 community members received education about mental health awareness and resources in 2024.
- In 2024, 9 articles were posted to the hospital's Facebook page to provide education about mental health conditions and resources available to its 3,300 followers.

The information above reflects activities that were implemented to address 2022 CHNA hospital priority issues in 2023 and 2024 – 2025 statistics were not complete at the time of this document. Additional measure of impact should be reflected in future Sandusky County Health Assessments. The 2022 Community Health Needs Assessment for ProMedica Memorial Hospital was posted online inviting feedback from the community, with no inquiries 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 the Sandusky County Health Assessment, including primary and secondary data, and the county health improvement plan (CHIP), including gaps and resources.
- Discussion, selection, and prioritization of priority health needs to address over the next three years, using a ranking methodology to prioritize needs.

- Identification of evidence-based programs to improve these health needs, when available
- Development of final hospital CHNA and three-year implementation plan to present to the hospital board for approval prior to posting online

The health areas that were examined by the formal county health assessment survey include, but are not limited to: health care coverage, health care access and utilization, preventive medicine, women's health, men's health, oral health, health status perceptions, adult weight status, adult tobacco use, adult alcohol consumption, adult drug use, adult sexual behavior, adult mental health, cardiovascular health, cancer, diabetes, quality of life, adult social determinants of health, environmental conditions, maternal infant health, (YOUTH) youth weight status, youth tobacco youth, youth alcohol consumption, youth drug use, youth sexual behavior, youth mental health, youth social determinants of health, youth violence, youth perceptions, (CHILD) health and functional status, health care access, early childhood (0-5 years) issues, middle childhood (6-11 years) issues, family and community characteristics, and parental health. Focus group qualitative data was also included in the CHA.

## **SANDUSKY COUNTY HEALTH NEEDS ASSESSMENT PROCESS**

ProMedica Memorial Hospital utilized the data provided in the 2022-2023 Sandusky County 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 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 a crucial step in completing a valid needs assessment.

### **INSTRUMENT DEVELOPMENT**

One survey instrument was designed for this study. As a first step in the design process, health education researchers from the University of Toledo and staff members from HCNO met to discuss potential sources of valid and reliable survey items that would be appropriate for assessing the health status and health needs of adults. The investigators decided to derive most of the survey items from the BRFSS. 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 Health Partners of Sandusky County. During these meetings, HCNO and the Health Partners of



Sandusky County reviewed and discussed banks of potential survey questions from the BRFSS survey. Based on input from the Health Partners of Sandusky County, the project coordinator composed a draft survey containing 117 items. Institutional Review Board (IRB) approval is granted to HCNO from Advarra in Columbia, Maryland.

#### SAMPLING | Adult Survey

The sampling frame for the adult survey consisted of adults ages 19 and over living in Sandusky County. There were 44,901 persons ages 19 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 6% (i.e., we can be 95% sure that the “true” population responses are within a 6% margin of error of the survey findings). A sample size of at least 265 adults was needed to ensure this level of confidence. The random sample of mailing addresses of adults from Sandusky County was obtained from Melissa Data Corporation in Rancho Santa Margarita, California. Surveys were mailed in October 2022 and returned through January 2023.

#### PROCEDURE | Adult Survey

Prior to mailing the survey, an advance letter was mailed in September of 2022 to 2,000 adults in Sandusky County. This advance letter was personalized; printed on Health Partners of Sandusky County stationery; and signed by Bethany Brown, Sandusky County Health Commissioner. 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. In October of 2022 (six weeks following the advance letter), a two-wave mailing procedure was implemented to maximize the survey return rate. The initial mailing included a personalized hand signed cover letter (on Health Partners of Sandusky County letterhead) describing the purpose of the study, a questionnaire printed on white paper, a self-addressed stamped return envelope, and a \$2 incentive, which were included in a large colored envelope. Surveys returned as undeliverable were not replaced with another potential respondent. To maximize survey responses, a third wave mailing was sent out to additional 600 adults in Sandusky County. A letter explaining the purpose of the health assessment project, a questionnaire which included a QR code, a self-addressed stamped return envelope, and \$2 incentive were included. The response rate for the mailing was 12% (n=295; CI=± 5.69). This return rate and sample size means that the responses in the health assessment should be representative of the entire county. Prior to surveys being sent, a power analysis was conducted which concluded that 265 surveys would need to be returned to have a ± 6% confidence interval which is standard. Note: “n” refers to the total sample size, “CI” refers to the confidence interval.

#### PROCEDURE | Adolescent Survey

The Ohio Healthy Youth Environments Survey (OHYES!) is a youth health survey offered by the Ohio Department of Mental Health and Addiction Services, Ohio Department of Health, and Ohio Department of Education. OHYES! was administered to Sandusky County youth in grades 7-12 in 2022.

HCNO obtained this data through the Ohio Department of Health's Ohio Public Health Data Warehouse, a self-service online tool where anyone can obtain the most recent public health data available about Ohio. The results of the survey reflect student responses from the middle schools and high schools that voluntarily participated during spring of 2022. D

## ATA ANALYSIS

Individual responses were anonymous. Only group data was available. All data was analyzed by health education researchers at the University of Toledo using Statistical Product and Service Solutions 28.0 (SPSS). 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 Census data (Note: income data throughout the report represents annual household income). Multiple weightings were created based on this information to account for different types of analyses. For more information on how the adult weightings were created and applied, see Appendix III.

## SPECIFIC POPULATIONS THAT EXPERIENCE DISPARITIES

Health disparities (including age, gender, and income-based disparities) can be identified throughout each section of the 2022-2023 Sandusky County Health Assessment. Income-based disparities are particularly prevalent in Sandusky County. For example, those most likely to rate their general health as fair or poor were adults with annual household incomes under \$25,000 (35%) compared to the general population (14%). Additionally, the prevalence of chronic conditions (e.g., diabetes, high blood pressure, high blood cholesterol, etc.), were higher among those with annual household incomes under \$25,000 compared to the general population. As part of the community health improvement plan (CHIP) process, the Health Partners of Sandusky County will identify specific populations that face disparities as part of the prioritization phase of the process.

## INEQUITIES IN THE FACTORS THAT CONTRIBUTE TO HEALTH CHALLENGES (INCLUDING SOCIAL DETERMINANTS OF HEALTH):

Social determinants of health (SDOH) are the conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks (Source: Social Determinants of Health, Healthy People 2030). The Health Partners of Sandusky County created an entire section within survey development to focus on SDOH specific questions. For example, the SDOH section includes information relating to housing, transportation, and food insecurity, which all contribute to health challenges among Sandusky's County adults. For example, those with low household incomes (\$25K). Please see pages 93-99 for further breakdowns of SDOH data.

## RESOURCES TO ADDRESS NEEDS

Numerous resources will be identified through the MAPP planning process, resulting in a comprehensive community health improvement plan (CHIP).

**LIMITATIONS** As with all county health assessments, it is important to consider the findings with respect to all possible limitations. If any significant 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 nonrespondents, then this would not be a limitation. Furthermore, while the survey was mailed to random households in Sandusky County, those responding to the survey were more likely to be older. For example, only 15 respondents were under 30. While weightings are applied during calculations to help account for this, it still presents a potential limitation (to the extent that the responses from these individuals might be substantially different from the majority of Sandusky County residents under the age of 30). Also, it is important to note that, although several questions were asked using the same wording as the CDC questionnaires, the adult data collection method differed. CDC adult data was collected using a set of questions from the total question bank, and adults were asked the questions over the telephone rather than as a mail survey. Lastly, caution should be used when interpreting subgroup results, as the margin of error for any subgroup is higher than that of the overall survey.

### **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 Community Health Improvement Planning (CHIP) process. The needs of the population, especially medically underserved and low-income populations with chronic disease needs, were considered, with focus groups assisting in gathering data from minority populations.

This community health assessment was cross-sectional in nature and included a written survey of adults, youth/adolescents, and child (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 a crucial step in completing a valid needs assessment.

The hospital facility took into account input from persons who represent the community by collaborating with other organizations in Sandusky County (page 14) 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 NW 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 populations were considered 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.

**ProMedica 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. At the event, community participants were then invited to join the Sandusky County Health Partners 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 Health Partners strategic planning committee along with the local hospitals and key community leaders, participated in an organized process of community health improvement planning (CHIP) to create a three-year plan to improve the health of residents of the county. The National Association of County and City Health Officials (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.

1. Organizing for success and partnership development During this first phase, community partners organize the planning process and develop the planning partnership. The purpose of this phase is to structure a planning process that builds commitment, engages participants as partners, and uses participant's time well, and results in a plan that can be realistically implemented.
2. Visioning During the second phase, visioning guides the community through a collaborative process that leads to a shared community vision and common values.
3. The four assessments While each assessment yields valuable information, the value of the four MAPP assessments is multiplied considering results. The four assessments include: The Community

Health Status Assessment (CHSA), the Local Public Health System Assessment (LPHSA), the Forces of Change (FOC) Assessment, and the Community Themes and Strengths Assessment (CTSA).

4. Identifying strategic issues, the process to formulate strategic issues occurs during the prioritization process of the CHA/CHIP. The committee considers the results of the assessments, including data collected from community members (primary data) and existing statistics (secondary data) to identify key health issues. Upon identifying the key health issues, an objective ranking process is used to prioritize health needs for the CHIP.

5. Formulate goals and strategies Following the prioritization process, a gap analysis is completed in which committee members identify gaps within each priority area, identify existing resources and assets, and potential strategies to address the priority health needs. Following this analysis, various goals, objectives, and strategies are presented to the committee to meet the prioritized health needs.

6. Action cycle the committee begins implementation of strategies as part of the next community health improvement cycle. Both progress data to track actions taken as part of the CHIP's implementation and health outcome data (key population health statistics from the CHA) are continually tracked through ongoing meetings. As the end of the CHIP cycle, partners review progress to select new and/or updated strategic priorities based on progress and the latest health statistics.

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 Health Partners CHIP Committee to prioritize specific health issues and population groups which are the foundation of this plan.

2023 CHIP priority health issues for Sandusky County were:

- Mental Health
- Substance Abuse
- Chronic Disease
- Social Determinants of Health

\*Details of this CHIP may be found in Table 2.

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

- Bellevue Hospital (PH)
- Community Health Services
- Firelands Counseling & Recovery Services
- Fremont City School District
- Great Lakes Community Action Partnership
- Mental Health and Recover Services Board
- ProMedica Memorial Hospital
- Sandusky County Board of DD
- Sandusky County Family and Children First Council

- Sandusky County Job and Family Services
- Sandusky County Juvenile and Probate Court
- Sandusky County Public Health
- United Way of Sandusky County

Many of the above organizations have staff with expertise in public health. In addition, this county assessment and strategic planning process was facilitated by staff employed by the Hospital Council of Northwest Ohio, who hold master's degree in public health. ProMedica Memorial Hospital staff participated in the development of the community health assessment survey and CHIP plan for Sandusky 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 2022-2023 Sandusky County Health Needs Assessment include:

- Health Care Coverage
  - Three percent (3%) of Sandusky County adults were without health care coverage.
  - Those most likely to be uninsured were those under 30 (14%).
- Access and Utilization
  - Nearly three-quarters (73%) of Sandusky County adults visited a doctor for a routine checkup in the past year.
  - Eighty-nine percent (89%) of adults indicated they had at least one person they thought of as their personal doctor or health care provider.
- Preventative Medicine
  - Almost half (49%) of Sandusky County adults had a flu vaccine during the past year.
  - Sixty-four percent (64%) of adults ages 65 and older had a pneumonia vaccination at some time in their life.
  - Sixteen percent (16%) of adults were screened for skin cancer in the past year.
- Women's Health
  - Over half (56%) of women ages 40 and over had a mammogram in the past year.
  - Fifty-six percent (56%) of women ages 40 and over had a clinical breast exam within the past year.
  - Almost two-thirds (63%) of women ages 21-65 had a Pap smear in the past three years.
- Men's Health
  - Sixty percent (60%) of males ages 40 and over had a PSA test in the past two years.
  - Nearly one-third (30%) of Sandusky County males performed a self-testicular exam in the past year.
  - Thirteen percent (13%) of males had never been taught by a health care professional on how to perform a self-testicular exam.

- Oral Health
  - Sixty-three percent (63%) of Sandusky County adults visited a dentist or dental clinic in the past year.
  - Twenty-three percent (23%) of adults did not see a dentist in the past year due to cost.
- Health Status Perceptions
  - Almost half (44%) of Sandusky County adults rated their health status as excellent or very good.
  - Conversely, 14% of adults described their health as fair or poor, increasing to 35% of those with incomes less than \$25,000.
- Adult Weight Status
  - More than three-fourths (77%) of Sandusky County adults were either overweight (36%) or obese (includes severely and morbidly obese) (41%) based on body mass index (BMI).
- Adult Tobacco Use
  - Fifteen percent (15%) of Sandusky County adults were current smokers and 28% were considered former smokers.
  - Eleven percent (11%) of adults were current electronic vapor product users.
- Adult Alcohol Consumption
  - Over half (58%) of Sandusky County adults had at least one alcoholic drink in the past month and would be considered current drinkers.
  - One-third (33%) of all adults reported they had five or more alcoholic drinks (for males) or four or more drinks (for females) on an occasion in the last month and would be considered binge drinkers.
- Adult Drug Use
  - Eight percent (8%) of Sandusky County adults had used recreational marijuana or hashish during the past 6 months.
  - Six percent (6%) of adults had used medication not prescribed for them or took more than prescribed to feel good or high and/or more active or alert during the past 6 months.
- Adult Sexual Behavior
  - Almost three-fourths (73%) of Sandusky County adults had sexual intercourse in the past year.
  - Seven percent (7%) of adults had more than one sexual partner in the past year
- Adult Mental Health
  - Twenty-one percent (21%) of Sandusky County adults had a period of two or more weeks when they felt so sad or hopeless nearly every day that they stopped doing usual activities.
  - Eight percent (8%) of Sandusky County adults considered attempting suicide, and 1% actually attempted suicide.
- Cardiovascular Health
  - Forty-one percent (41%) of adults had high blood pressure and 36% had high blood cholesterol.
  - Four percent (4%) of adults survived a heart attack and 2% survived a stroke.
- Cancer
  - Fourteen percent (14%) of Sandusky County adults were diagnosed with cancer at some point in their lives, increasing to 28% of those over the age of 65.
- Diabetes
  - Eleven percent (11%) of Sandusky County adults had been diagnosed with diabetes.
  - Ten percent (10%) of adults had been diagnosed with pre-diabetes or borderline diabetes.

- **Quality of Life**
  - One-fourth (25%) of Sandusky County adults were limited in some way because of a physical, mental, or emotional problem.
- **Adult Social Determinants of Health**
  - Fifteen percent (15%) of Sandusky County adults reported needing help meeting general daily needs such as food, clothes, shelter, or paying for utility bills.
  - One fifth (20%) adults experienced four or more adverse childhood experiences (ACEs).
- **Environmental Health**
  - Sandusky County adults indicated that mold (12%) and insects (10%) threatened their health in the past year.

## **Parenting**

- Sandusky County parents/guardians reported putting their infant down to sleep in the following ways: on his or her back (68%), on his or her side (28%), in bed with them or another person (22%), and on his or her stomach (9%).

## **Youth Health**

- **Youth Weight Status**
  - Twenty-four percent (24%) of Sandusky County youth were obese, according to body mass index (BMI) by age.
  - Sixty-nine percent (69%) of youth exercised for 60 minutes on 3 or more days per week.
- **Youth Tobacco/Electronic Product Use**
  - One percent (1%) of Sandusky County youth were current smokers.
  - Ten percent (10%) of youth used an electronic vapor product in the past 30 days and 18% of youth used an electronic vapor product in their life.
- **Youth Alcohol Consumption**
  - Eight percent (8%) of all youth had at least one drink in the past month, defining them as a current drinker. Of those who drank, 25% had at least one drink of alcohol in the past 30 days.
- **Youth Drug Use**
  - Six percent (6%) of all youth had used marijuana or hashish in the past 30 days. Of those who ever tried marijuana, 39% used marijuana or hashish in the past 30 days.
- **Youth Mental Health**
  - Thirty-six percent (36%) of Sandusky County youth reported they felt so sad or hopeless almost every day for two weeks or more in a row that they stopped doing some usual activities.
  - Eighteen percent (18%) of youth reported they had considered attempting suicide in the past 12 months.
- **Youth Social Determinants of Health**
  - Twenty-nine percent (29%) of Sandusky County youth had three or more adverse childhood experiences (ACEs) in their lifetime.
  - Fifty percent (50%) of youth had been to the doctor for a routine check-up in the past year.



- Youth Violence
  - Fourteen percent (14%) of youth had been involved in a physical fight in the past year, increasing to 19% of males.
  - Thirty-seven percent (37%) of youth had been bullied in the past year.
- Youth Health Perceptions
  - Almost half (46%) of Sandusky County youth thought that there was a great risk in harming themselves if they smoked one or more packs of cigarettes per day.
  - Fifty-three percent (53%) of youth thought there was great risk in harming themselves physically or in other ways if they used prescription drugs that were not prescribed for them.
  - Twenty-one percent (21%) of youth thought there was no risk in harming themselves physically or in other ways if they smoked marijuana once or twice a week.

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

The Sandusky County Health Partners CHIP Committee, using the Sandusky County Health Assessment, prioritized the following 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 social 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.

| <b>Table 2 – 2022-2023 Sandusky County CHIP Priorities and Strategies</b> | <b>Lead Agencies</b>                   |
|---------------------------------------------------------------------------|----------------------------------------|
| <b>Priority 1 – Mental Health</b>                                         |                                        |
| Strategy 1: Mental Health Education                                       | NAMI Northwest Ohio                    |
| Strategy 2: Community Outreach and Education                              | Mental Health Recovery Services Board  |
| Strategy 3: Surveillance and Data Collection                              | Sandusky County Public Health          |
| <b>Priority 2 – Substance Abuse</b>                                       |                                        |
| Strategy 1: Expand SBIRT Screenings                                       | Sandusky County Public Health          |
| Strategy 2: Expand Narcan Training/Naloxone Distribution                  | Sandusky County Public Health          |
| Strategy 3: Compliance Checks                                             | Sheriff Department of Sandusky County  |
| Strategy 4: Parental Engagement – “Start Talking”                         | Sandusky County Public Health          |
| Strategy 5: Mentoring Program – ACE (Assisting Children to Excel)         | Fremont City Schools                   |
| <b>Priority 3 – Chronic Disease</b>                                       |                                        |
| Strategy 1: Chronic Disease Prevention Education                          | YMCA                                   |
| Strategy 2: School Based Preventative Education                           | Creating Healthy Communities Coalition |
| Strategy 3: Complete Streets                                              | Creating Healthy Communities Coalition |
| Strategy 4: Nicotine Recovery                                             | Creating Healthy Communities Coalition |
| <b>Priority 4 – Social Determinants of Health</b>                         | Sandusky County Public Health          |
| Strategy 1: Access to Care                                                | Health Partners                        |
| Strategy 2: Youth ACEs (Adverse Childhood Experiences)                    | Family Children First Council          |

|                                |                                                  |
|--------------------------------|--------------------------------------------------|
| Strategy 3: Workforce Shortage | Sandusky County Economic Development Corporation |
|--------------------------------|--------------------------------------------------|

ProMedica Memorial Hospital’s collaboration with organizations addressing these county health priority issues may also include financial support. Along with the 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. ProMedica is taking a lead in some of our communities with programs focused on the social determinants of health, including a focus on food access and financial strain.

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

Sandusky County has a relatively low percentage of minority populations: Caucasian – 92.4%, African American – 3.5%, Hispanic – 11.1%, Asian – .6% and two or more races – 3.0%, and due to the small number of minority populations responding to the surveys this did not allow for specific generalizations, but focus groups were held to gather data for these populations. Continued focus will be placed on low income, uninsured and underinsured populations for planning purposes, to include the highest at-risk populations.

The 2022-2023 county health assessment data identified that 3% of Sandusky County adults were without health care coverage, compared with 14% of people under the age 30 and 6% of those with incomes less than \$25,000. Those most likely to be uninsured were adults under the age of 30 and those with an income level under \$25,000. In Sandusky County, 12.1% of residents live below the poverty level (Source U.S. Census, V2023). Although the number of minority individuals included in the survey does not allow for valid statistical analysis, in 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. In the most recent assessment, 3% 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 table below indicates correlations between those who experienced four or more ACEs in their lifetime and participating in risky behaviors, as well as other experiences. An example of how to interpret the information includes: 85% of those who experienced four or more ACEs classified as overweight or obese by BMI, compared to 71% of those who did not experience any ACEs.

**Behaviors of Sandusky County Adults**  
***Experienced four or more ACEs vs. Did Not Experience Any ACEs***

| Adult Behaviors                                                                                                          | Experienced 4 or more ACEs | Did Not Experience Any ACEs |
|--------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------------|
| <b>Classified as overweight or obese by BMI</b>                                                                          | 85%                        | 71%                         |
| <b>Binge drinker</b> (drank five or more drinks for males and four or more for females on an occasion in the past month) | 73%                        | 56%                         |
| <b>Current drinker</b> (had at least one alcoholic beverage in the past month)                                           | 60%                        | 57%                         |
| <b>Depressed</b> (felt sad or hopeless for two or more weeks in a row)                                                   | 51%                        | 13%                         |
| <b>Had an annual household income less than \$25,000</b>                                                                 | 37%                        | 15%                         |
| <b>Seriously considered attempting suicide</b> (in the past year)                                                        | 27%                        | 1%                          |
| <b>Used recreational marijuana</b>                                                                                       | 21%                        | 2%                          |
| <b>Had sexual intercourse with more than one person</b> (in the past year)                                               | 15%                        | 2%                          |
| <b>Made a plan for attempting suicide</b> (in the past year)                                                             | 11%                        | 2%                          |
| <b>Used medications not prescribed</b>                                                                                   | 7%                         | 3%                          |
| <b>Attempted suicide</b> (in the past year)                                                                              | 4%                         | 0%                          |

*"ACEs" indicate adults who self-reported having experienced four or more adverse childhood experiences in their lifetime.*

The Sandusky County Health Partners CHIP committee concluded that key leadership in Sandusky County are made 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**

The formal Sandusky County health assessment, historical trend data and statewide databases provided sufficient primary data, although some data is outdated and therefore leaves gaps in measurement about key indicators during the following time period. Data is not available for all areas of health to evaluate the health needs of some minority and non-English speaking residents.

Through the formal county process, gaps were identified for each CHIP initiative, and a resource assessment was developed, but it is impossible to know all programs and services provided in a county due to some programming being provided by private organizations, not offered to the public, or unaffordable for low-income individuals.

It should be noted that one gap includes statistical generalizations for minority populations due, in part, to the relatively small number of minority populations in the county and the low number of minority responses to the survey (n=38). 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. PROMEDICA MEMORIAL HOSPITAL COMMUNITY HEALTH NEEDS ASSESSMENT PROCESS**

ProMedica Memorial Hospital leadership convened a CHNA committee to conduct their community health needs assessment and develop implementation plans to address the specific needs of the population.

Prioritization of health needs in its community was accomplished by the ProMedica Memorial Hospital CHNA committee that included staff from administration and various areas involved in patient care. The hospital CHNA committee developed the CHNA and implementation plan, using the most recent Sandusky County CHA data and CHIP plan, through the following steps:

- Review of existing Sandusky County primary and secondary data sources
- Review of Sandusky County Health Partners Community Health Improvement Plan (CHIP), including gaps and resources
- Discussion, selection and ranking of priority health issues, prioritized through ranking methodology.
- Discussion of effective programs, policies, and strategies to recommend for implementation
- Identification of specific implementation actions steps, and outcome measures, for the next three years (2023-2025)
- Board of Trustee review and approval of the hospital Community Health Needs Assessment (CHNA) and three-year plan

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

| <b>Table 4<br/>Sandusky County Leading Causes of Death<br/>2018-2020</b> |          |
|--------------------------------------------------------------------------|----------|
|                                                                          | <b>%</b> |
| 1. Heart Disease                                                         | 21%      |
| 2. Cancer                                                                | 19%      |
| 3. Chronic Lower Respiratory Disease                                     | 7%       |
| 4. Accidents, Unintentional Injuries                                     | 5%       |
| 5. Stroke                                                                | 4%       |
| (Source: Ohio Public Health Data Warehouse 2018-2020)                    |          |

Although some areas of the Sandusky County CHIP strategic plan were not included as part of the ProMedica Memorial Hospital CHNA plan, the hospital collaborates in many areas of the county plan

through various community health coalitions and initiatives, and the hospital will focus on the priority areas of need discussed below.

## **VII. PROMEDICA MEMORIAL HOSPITAL COMMUNITY HEALTH NEEDS & PRIORITIES**

ProMedica Memorial Hospital is actively involved in many priority health areas identified through the county CHIP process. 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. Healthy Priority: Cancer**

- Fourteen percent (14%) of Sandusky County adults were diagnosed with cancer at some point in their lives, increasing to 28% of those over the age of 65.
- Of those diagnosed with cancer, they reported the following types: prostate cancer (29%), other skin cancer (18%), testicular cancer (12%), breast cancer (7%), cervical cancer (2%), bladder cancer (1%), melanoma (1%), lung cancer (<1%), pancreatic cancer (<1%), oral cancer (<1%), thyroid cancer (<1%), and other type of cancer (1%).
- The Ohio Department of Health (ODH) reports that lung and bronchus cancer was the leading cause of male cancer deaths (n=64) and female cancer deaths (n=54) from 2018-2020 in Sandusky County.
- Forty-one percent (41%) of Sandusky County females reported having had a clinical breast examination in the past year.
- Over half (56%) of Sandusky County females over the age of 40 had a mammogram in the past year.
- ODH statistics indicate that prostate cancer deaths accounted for 7% of all male cancer deaths from 2018-2020 in Sandusky County.
- Over one-quarter (28%) of adults had a colorectal cancer screening in the past five years.
- ODH indicates that colon and rectum cancer deaths accounted for 9% of all cancer deaths from 2018-2020 in Sandusky County.

### **2. Health Priority: Mental Health**

#### **Adults:**

- Twenty-one percent (21%) of Sandusky County adults had a period of two or more weeks in the past year when they felt so sad or hopeless nearly every day that they stopped doing usual activities, increasing to 41% of those with incomes less than \$25,000.
- Eight percent (8%) of all Sandusky County adults seriously considered attempting suicide in the past year.
- Three percent (3%) of adults made a plan about attempting suicide in the past year.
- One percent (1%) of adults attempted suicide in the past year.

#### **Youth:**

- Thirty-six percent (36%) of Sandusky County youth reported they felt so sad or hopeless almost every day for two weeks or more in a row that they stopped doing some usual activities, increasing to 44% of females.

- Eighteen percent (18%) of youth reported they had considered attempting suicide in the past 12 months, increasing to 21% of those ages 17 and older.
- Of all youth, 7% attempted suicide in the past year and 3% had more than one attempt.
- Among youth who considered attempting suicide, 39% of youth had attempted suicide in the past year and 19% had made more than one attempt.

### **3. Health Priority: Obesity**

#### **Adults:**

- Seventy-seven percent (77%) of Sandusky County adults were either overweight (36%) or obese (includes severely and morbidly obese) (41%) by body mass index (BMI).
- In Sandusky County, 59% of adults engaged in some type of physical activity or exercise for at least 30 minutes three or more days per week. Thirty-two percent (32%) of adults exercised five or more days per week. Over one-fifth (21%) of adults did not participate in any physical activity in the past week, including 4% who were unable to exercise.
- Sandusky County adults reported they use or visit the parks, bike trails, and walking paths in their community: very often (14%), somewhat often (26%), not very often (35%), and not at all (24%).
- Forty-three percent (43%) of adults ate between 1-to-2 servings of fruits and/or vegetables per day. Thirty-seven percent (37%) ate 3-to-4 servings per day, and 13% ate 5 or more servings per day. Seven percent (7%) of adults ate 0 servings of fruits and/or vegetables per day.

#### **Youth:**

- Twenty-four percent (24%) of Sandusky County youth were classified as obese by body mass index (BMI) calculations, 18% of youth were classified as overweight, 56% were normal weight, and 2% were underweight.
- During the past week, youth reported eating fruits and vegetables at the following frequencies per day: 1 to 4 servings (79%); 5 or more servings (11%); 0 servings because they did not like fruits or vegetables (7%); and 0 servings because they did not have access to fruits or vegetables (3%).
- During the past week, 23% of youth participated in at least 60 minutes of physical activity.

### **4. Healthy Priority: Food and Social Needs**

- Fifteen percent (15%) of Sandusky County adults reported needing help meeting general daily needs such as food, clothes, shelter, or paying for utilities in the past month, increasing to 39% of those with income less than \$25,000.
- Sandusky County adults experienced the following food insecurity issues during the past year: had to choose between paying bills and buying food (17%), worried food would run out (10%), loss of income led to food insecurity issues (9%), food assistance was cut (7%), went hungry/ate less to provide more food for their family (6%), and were hungry but did not eat because they did not have money for food (5%).
- Fourteen percent (14%) of adults did not have enough food at least 1 day per week because

they cannot afford food, such that at least one person in the household goes to bed hungry. Nine percent (9%) of adults did not have enough food more than one day in the past week.

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 2030.

ProMedica 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. The Sandusky County Health District provided feedback to the hospital's CHNA plan, to confirm these needs from a public health expert perspective.

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

ProMedica Memorial Hospital did not address all 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 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 leading the prioritized Sandusky County CHIP Strategic Plan health priorities. ProMedica Memorial Hospital collaborates 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.

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 taking lead in addressing the prioritized Sandusky County strategic plan health needs.

## **IX. PROMEDICA MEMORIAL HOSPITAL - IMPLEMENTATION STRATEGY SUMMARY**

In 2025, Memorial Hospital commenced with their CHNA strategic planning process, whereby they analyzed and discussed data, reviewed the Sandusky County CHIP including resources and gaps in resources, selected and prioritized community health needs for the hospital-based CHNA implementation plan, and developed hospital-based strategic action plans. They took into consideration the Sandusky County CHIP strategic plan priorities, as well as the Ohio State Health Improvement Plan and Healthy People 2030. No community feedback was received on the previous CHNA posted on the ProMedica website. Following this process, ProMedica Memorial Hospital identified the following health priorities, listed in order of priority:

1. Cancer
2. Mental Health
3. Obesity
4. Food and Social Needs

As part of the related three-year plan, specific actions and measures will be implemented to maximize impact of these plans. In addition to the above hospital specific strategies, ProMedica Memorial Hospital will continue to collaborate with the Sandusky County Health Partners to support strategic initiatives surrounding those identified needs. Feedback to these priorities was provided by Sandusky County Health Department,

To maximize impact, ProMedica Memorial Hospital will continue to collaborate with community organizations that share commitments to a healthier region. Collaborations include participation, 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.

Following adoption and approval of ProMedica Memorial Hospital 2025 Community Health Needs Assessment (CHNA) and three-year implementation plan by the board of trustees, the execution of the CHNA plan will be initiated in 2026, with updates of these plans provided to hospital leadership, as well as the 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. Top hospital administrators are part of each hospital's CHNA planning and reporting cycles, and assure the plans are operationalized and reported to the board annually.

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



2025 ProMedica Memorial Hospital CHNA and 2026-2028 CHNA Implementation Plan was adopted and approved by the ProMedica Memorial Hospital Board of Trustees on November 12, 2025

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

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

The Sandusky County Health Assessment, may be found on the Sandusky County Public Health website: <https://www.scpublichealth.com/cha>

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 [april.snelling@promedica.org](mailto:april.snelling@promedica.org).