



# Community Health Needs Assessment Implementation Strategy

*Fiscal Years 26-28*



**MOUNT CARMEL**

A Member of Trinity Health

Mount Carmel Health System completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on June 13, 2025. Mount Carmel Health System performed the CHNA in adherence with applicable federal requirements for not-for-profit hospitals set forth in the Affordable Care Act (ACA) and by the Internal Revenue Service (IRS). The assessment considered a comprehensive review of secondary data analysis of patient outcomes, community health status, and social determinants of health, as well as primary data collection, including input from representatives of the community, community members and various community organizations.

While the hospitals did a joint CHNA, adopting the same community served and community health needs, the complete CHNA report for each hospital is available electronically at <https://www.mountcarmelhealth.com/about-us/community-impact>.

Printed copies of each hospital's CHNA are also available at the following locations:

**Mount Carmel Dublin**

4105 Emerald Parkway, Dublin Ohio 43016

**Mount Carmel East**

6001 East Broad Street, Columbus, Ohio 43213

**Mount Carmel Grove City**

5300 North Meadows Drive, Grove City, Ohio 43123

**Mount Carmel New Albany**

7333 Smith Mill's Road, New Albany, Ohio 43054

**Mount Carmel St. Ann's**

500 South Cleveland Avenue, Westerville, Ohio 43081

## Our Mission

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

## Our Hospitals

At Mount Carmel, we are dedicated to providing the best in patient-centered care. It is a commitment we have made to our patients and the communities we serve. Your health and well-being will always be at the center of everything we do. You are the reason why we assemble the best medical teams and invest in the best equipment. In addition, why we do everything, at all times to deliver the care that is best for your unique situation and your personal needs. So you can get better. So, you can live, work, play, love. Mount Carmel. Because of you.

Mount Carmel Health System, comprised of over 10,400 employees, physicians, and volunteers serves more than one million patients in Central Ohio each year. As one of the largest integrated health systems in the community, Mount Carmel provides people-centered care at five Franklin County hospitals: Mount Carmel Dublin, Mount Carmel East, Mount Carmel Grove City, Mount Carmel St. Ann's and Mount Carmel New Albany – an inpatient rehabilitation hospital, free-standing emergency centers, outpatient facilities, surgery centers, urgent care centers, primary care and specialty care physician offices, community outreach sites and homes across the region.

Mount Carmel is committed to safe, high-quality care and continues to win national recognition for clinical performance and patient experience. Mount Carmel is dedicated to education, with offerings that include ongoing continuing medical education opportunities, six physician residency programs, and one of Ohio's largest undergraduate, graduate and doctor of nursing programs.

As a health ministry with a charitable mission, Mount Carmel provides considerable uncompensated benefit to the community each year, and the system and its employees are actively involved in vital business, civic and social service organizations.

Mount Carmel is a proud member of Trinity Health, one of the largest Catholic health care delivery systems in the nation.



## Our Community Based Services

Patient-centered care is offered close to home at Mount Carmel Lewis Center and Mount Carmel Hilliard – providing one stop access to various outpatient services, primary and specialty physicians.

Mount Carmel Rehabilitation Hospital in partnership with Encompass Health is a freestanding, 60-bed inpatient rehabilitation hospital focused on helping patients facing recovery and rehabilitation from a variety of illnesses and injuries, including strokes, brain injuries, spinal cord injuries, orthopedic conditions, amputations, and other diagnoses.

Mount Carmel's two Health Stations offer primary and preventive care services to patients that may be uninsured and underinsured in our community. They are staffed with certified physicians, nurse practitioners and registered nurses, offering quality healthcare in a welcoming environment.

Our Community Health and Well-Being team extends Mount Carmel's reach into the community by providing health care services to those in need. From providing care to people experiencing homelessness and living on the land, and at sites throughout central Ohio through our Mobile coach, to wellness and prevention services to reduce the prevalence of chronic disease at the Healthy Living Center. We strive to empower and equip community members to embrace long-term health behavior changes. Our Social Care program addresses the needs of people impacted by social influencers of health - transportation, housing, food security, language, or socio-economic barriers - to build individual and community self-sufficiency and well-being. The Crime and Trauma Assistance program offers evidence-based, outpatient mental health counselling at no cost to individuals aged 5+ years, impacted by trauma, as well as therapeutic and skill-building groups, clinical case management, education, and training to community members.

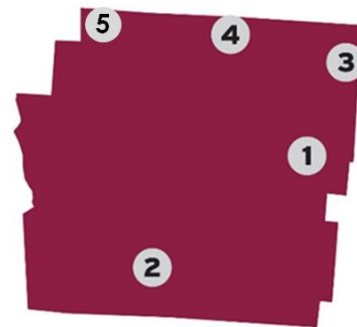
## Our Community

For the purpose of the joint CHNA and Implementation Strategy, all five Mount Carmel Hospitals have defined their community served as Franklin County. Franklin County has 1.3 million residents and 550,153 households. The population consists of 65.1% White and 24.9% African American, and 12.6% of the population are Foreign-born. 91.3% of the population has at least a high school diploma with 18.8% of residents have an income below 125% of the poverty level. 63.8% of the land is developed with 25.6% containing cultivated crops and forest.

The capital and most populous city of Ohio is Columbus, consuming most of Franklin County. 15 other cities, 10 villages, and 17 townships occupy the rest of the county.

See figure of Franklin County, Ohio for accompanying location of Mount Carmel Hospital:

1. Mount Carmel East is on the east side of Columbus in zip code 43213, which has a population of 35,105. Off I-270, Mount Carmel East is close to the cities of Whitehall, Reynoldsburg, Gahanna, and Blacklick.
2. Mount Carmel Grove City is in southwest Franklin County in zip code 43123 with a population of 66,188. Off I-71 and I-270, Mount Carmel Grove City is accessible to those residing in southern Franklin County, Obetz, and Urbancrest.
3. Mount Carmel New Albany is in the northeastern corner of Franklin County in zip code 43054 with a population of 27,781. Mount Carmel New Albany is accessible for those living in neighboring Delaware and Licking Counties, just off State Route 62 with easy access to state route 161.
4. Mount Carmel St. Ann's is in Westerville on the northwest side of Franklin County in zip code 43081. The population is 64,338. Close to I-270 and near state route 3, Mount Carmel St. Ann's is accessible to community members residing in Northeast Columbus, Worthington, and Delaware County.
5. Mount Carmel Dublin is in the northwest corner of Franklin County in zip code 43016 with a population of 44,517. Off I-270 and is accessible to those residing in Powell, Plain City, Columbus, and Hilliard.



## Our Approach to Health Equity

While community health needs assessments (CHNA) and Implementation Strategies are required by the IRS, Trinity Health ministries have historically conducted CHNAs and developed Implementation Strategies as a way to meaningfully engage our communities and plan our Community Health & Well-Being work. Community Health & Well-Being promotes optimal health for those who are experiencing poverty or other vulnerabilities in the communities we serve by connecting social and clinical care, addressing social needs, dismantling systemic racism, and reducing health inequities. Trinity Health has adopted the Robert Wood Johnson Foundation's definition of Health Equity - "Health equity means that everyone has a fair and just

opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination, and the ir consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care.”

This implementation strategy was developed in partnership with community and will focus on specific populations and geographies most impacted by the needs being addressed. Racial equity principles were used throughout the development of this plan and will continue to be used during the implementation. The strategies implemented will mostly focus on policy, systems and environmental change as these systems changes are needed to dismantle racism and promote health and wellbeing for all members of the communities we serve.

## Health Needs of the Community

The CHNA conducted January 2024 – December 2024 identified the significant health needs within Franklin County. Community stakeholders then prioritized those needs during a facilitated review and analysis of the CHNA findings. As noted in Health Map2025, Racial Equity is cross-cutting/foundational factor across the identified priority health needs. As would be expected, experiences of racial bias are most common among racial and ethnic minorities. This was particularly prominent for black (non-Hispanic) patients, even compared to other racially minoritized groups.

The significant health needs identified, in order of priority include:

<b>1. Social Drivers of Health (with a focus on housing)</b>	<ul style="list-style-type: none"><li>• Non-medical factors, such as economic stability, education and healthcare access, transportation, and neighborhood safety, are key drivers of good health outcomes.</li><li>• Poor housing quality and inadequate housing conditions can contribute to negative health outcomes, including chronic disease and injury.</li></ul>
<b>2. Mental Health</b>	<ul style="list-style-type: none"><li>• Depression prevalence is higher in Franklin County’s western and northcentral zip codes.</li><li>• Social isolation can increase a person’s risk for heart disease, self-harm, dementia, and eventually may lead to an earlier death.</li><li>• Alcohol use disorder frequently co-occurs with other mental health disorders. Compared to the last HealthMap, Franklin County residents whose deaths were 100% alcohol-attributable have increased and are particularly high among males, white (non-Hispanic) individuals, and the elderly.</li></ul>
<b>3. Adverse Childhood Experiences (ACEs)</b>	<ul style="list-style-type: none"><li>• ACEs are traumatic events that occur during childhood (i.e., before age 18) and impact mental health.</li><li>• The four most frequently reported types of ACEs among Franklin County adults include (1) emotional abuse; (2) parents’ separation/divorce; (3) living with someone who was a problem drinker/used illegal drugs/abused prescription medication; and (4) physical abuse</li><li>• These experiences can increase risk of injury, maternal and child health problems including teen pregnancy, pregnancy complications, and fetal death. Also impacted are a range of chronic conditions and leading causes of death, such as cancer, diabetes, heart disease, and suicide.</li></ul>
<b>4. Maternal and Infant Health</b>	<ul style="list-style-type: none"><li>• Per CelebrateOne, a public/private impact collaborative addressing and reducing infant mortality, 126 babies died in Franklin County before their first birthday in 2023, with 20 due to sleep-related conditions.</li></ul>

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	<ul style="list-style-type: none"> <li>• Since HM2022, more pregnant women (72.3% up from 67.6%) attend pre-pregnancy healthcare visits. Less new mothers (90.2% down from 93.2%) attend postpartum healthcare visits.</li> </ul>
<b>5. Violence and Injury-related Deaths</b>	<ul style="list-style-type: none"> <li>• Unfortunately, Franklin County still has higher rates of overall violent crime as well as each individual crime. According to the CDC, Americans aged 1 to 44 dies from injuries and violence – such as motor vehicle crashes, suicide, overdoses, or homicides - more than any other cause.</li> <li>• Overall, drug overdoses remain the leading cause of injury-related deaths among adults in the United States.</li> </ul>

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# Hospital Implementation Strategy

## Significant health needs to be addressed

Mount Carmel Health System, in collaboration with community partners, will focus on developing and/or supporting initiatives and measure their effectiveness to improve the following health needs with Racial Equity as a cross-cutting/foundational factor:

**Social Drivers of Health (with a focus on housing)** – Socioeconomic status is one of the most well documented influences on health. Lower income is associated with greater chronic illness, and more healthcare needs, worse health-related quality of life, and higher mortality.

The percentage of cost-burdened households (those spending more than 30% of their monthly household income on housing cost) has increased since the last Community Health Needs Assessment from 28.2% to 31.9%.

The most recent “point-in-time” estimate of unhoused individuals in Franklin County found this number has increase substantially compared to previous years.

## Significant health needs that will not be addressed

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

- **Mental Health** – Mount Carmel does not plan to directly address this particular need in this implementation strategy. Through the Central Ohio Hospital Council, Mount Carmel Health System partners with other adult hospital systems to communicate psychiatric bed availability, matching open beds with patient needs. This collaborative effort has reduced emergency department wait times by 70% since 2018.
- **Adverse Childhood Experiences (ACEs)** – Although not formally addressed in this implementation Strategy, Mount Carmel Health System, as an adult hospital, has a partnership with Nationwide Children’s Hospital, one of the largest pediatric hospitals in the United States, aimed at preventing child abuse and neglect.
- **Maternal and Infant Health** - Although not formally addressed in this implementation strategy, Mount Carmel Health System is part of committees and organizations and has programs to address maternal-infant health. Mount Carmel continues to partner with CelebrateOne which developed the following strategies to reduce Franklin County’s high infant mortality rate: safe sleep education, tobacco cessation, addressing social conditions to reduce stress, and policies to ensure very low birth weight infants were delivered at facilities to increase their survival.
- **Violence and Injury-related Deaths** – Mount Carmel does not plan to address this priority health need in this implementation strategy. Our hospitals provide immediate, lifesaving care 24 hours a day, seven days a week at our Level II Trauma Centers Mount Carmel East and Mount Carmel St. Ann’s.

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

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## Social Drivers of Health (with a focus on housing)



**Goal: Improve health outcomes for socially vulnerable patients by connecting them to essential social care services and programs.**

CHNA Impact Measures	2026 Baseline	2028 Target
<p>Increase patient screenings for social needs in Mount Carmel Hospital and Primary Care to 85% by mid-year FY28.</p> <p>Data Source: Trinity Health, Community Health and Well-Being Primary Care Social Needs Screening and Inpatient Social Needs Screenings dashboard</p>	82.7%	85%
<p>Enroll 150 individuals experiencing street homelessness into the Mount Carmel housing program by mid-year FY28.</p> <p>Data Source: Community Shelter Board Homeless Management Information System</p>	120	150
<p>Improve healthy cooking confidence of those attending Healthy Living Center's healthy cooking demonstrations for low-income individuals by 4% through mid-year FY28.</p> <p>Data Source: Mount Carmel Health System, Healthy Living Center questionnaire</p>	76%	80%

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Screening patients for social needs at Mount Carmel Health System hospitals and primary care locations	x	x	x	Mount Carmel Dublin	Colleague salaries, benefits, and program supplies
				Mount Carmel East	
				Mount Carmel Grove City	
				Mount Carmel New Albany	
				Mount Carmel St. Ann’s	
	Focus location(s)				Focus Population(s)
Mount Carmel Hospital locations Franklin County				Mount Carmel patients	
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Housing Advocates to work with community members experiencing street homelessness to be placed into	x	x	x	Mount Carmel Dublin	Administration and office space
				Mount Carmel East	
				Mount Carmel Grove City	
				Mount Carmel New Albany	

safe and affordable housing				Mount Carmel St. Ann's	
				Community Shelter Board	Colleague salaries, benefits, and program supplies
				Downtown Columbus, Inc.	Colleague salaries, benefits, and program supplies
	<b>Focus location(s)</b>				<b>Focus Population(s)</b>
	Franklin County				Individuals who are experiencing street homelessness.
<b>Strategy</b>	<b>Timeline</b>			<b>Hospital and Committed Partners</b> (align to indicate committed resource)	<b>Committed Resources</b> (align by hospital/committed partner)
	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>		
Provide monthly cooking demonstrations for low-income individuals/families to educate them on how to cook healthier on a budget	x	x	x	Mount Carmel Healthy Living Center	Colleague salaries, benefits, and program supplies
				Mount Carmel Foundation	Program supplies
	<b>Focus location(s)</b>				<b>Focus Population(s)</b>
	Franklinton (zip codes 43222, 43223, and 43204)				Low-income community members

**Adoption of Implementation Strategy**

On September 12, 2025, the Board of Directors for Mount Carmel Health System voted after the review of the 2026-2028 Joint Implementation Strategy for addressing the community health needs identified in the 2025 Community Health Needs Assessment. Upon review, the Board approved this Joint Implementation Strategy and the related budget.

Tauana McDonald, FACHE  
President & CEO

September 12, 2025  
Date

