



**FISCAL YEAR 2025**  
(JULY 1, 2024 - JUNE 30, 2025)

# Community Impact Report



MOUNT CARMEL

A Member of Trinity Health



## OUR MISSION

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

## OUR CORE VALUES

Reverence  
Commitment to Those Experiencing Poverty  
Safety  
Justice  
Stewardship  
Integrity

## OUR VISION

As a mission-driven innovative health organization, we will become the leader in improving the health of our communities and each person we serve. We will be the most trusted health partner for life.





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## LETTER FROM OUR PRESIDENTS

Dear Partner in Healing,

For 40 years, Mount Carmel Community Health & Well-Being has been a compassionate, transformative healing presence in our communities by reaching far beyond the walls of our hospitals. We have been the humanity behind the healing and a true instrument of our mission.

Community Health & Well-Bring programs and providers continued to improve the health and lives of our neighbors and communities through their extraordinary work across central Ohio. And, as we go into 2026, the work will continue to take place. Lives will continue to be changed and hope restored.

Street Medicine delivered free, high-quality care to more than 6,000 uninsured and underinsured patients—reducing unnecessary emergency visits and helping individuals build healthier, more sustainable lives.

Through our Welcome Home program, our nurses offered new moms and babies a free in-home or telehealth visit, ensuring newborns were healthy and safe while supporting mothers in their recovery and healing.

Our Housing Outreach specialists met with dozens of patients living outdoors, connecting them with shelter, assisting with housing applications, and providing transportation and documentation support. Their efforts helped 98 individuals successfully transition from street homelessness to housing this year.

Through Social Needs Screening, more than 98,000 patients were identified for needs such as food access, financial assistance, and social support—connecting them to vital community programs. Meanwhile, our Community Resource Directory continued to link community members to free and reduced-cost health resources and social services close to home.

Throughout this report, we hope that the examples of our life-changing programs will give you a deeper glimpse into why this work is so important. Without your generous support, none of this would be possible, and for that, we say thank you. Your investment, your partnership, and your prayers are what allows us to continue fulfilling the mission that began 40 years ago.

With gratitude,



A handwritten signature in black ink that reads "Tauana McDonald".

**Tauana McDonald**

President and CEO,  
Mount Carmel Health System



A handwritten signature in black ink that reads "Brian Pierson".

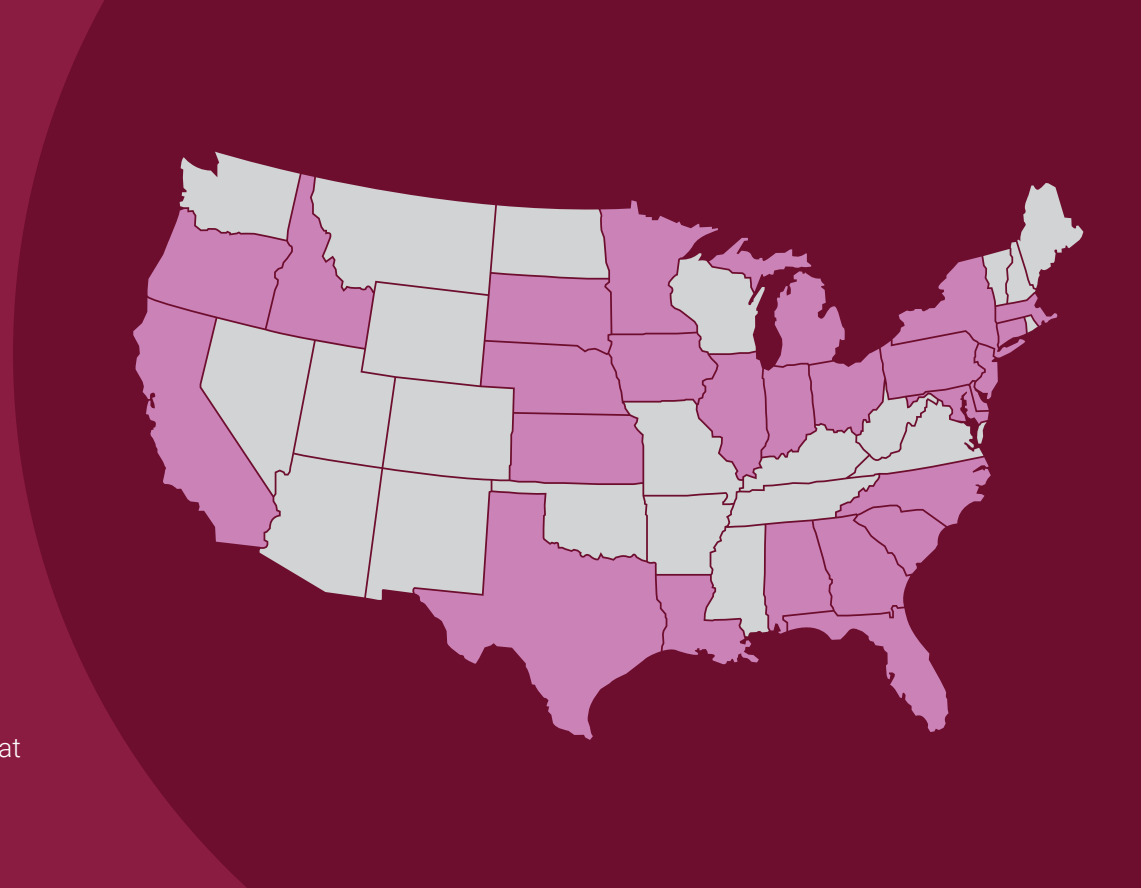
**Brian Pierson**

President and COO,  
Mount Carmel Grove City

MOUNT CARMEL IS A MEMBER OF TRINITY HEALTH

# ONE OF THE LARGEST CATHOLIC HEALTH SYSTEMS IN THE NATION

Our Ministry benefits from being a member of Trinity Health through educational opportunities offered by our national partners such as the Healthcare Anchor Network, National Partnership to Align Social Care, the Healthcare Transformation Taskforce, Catholic Health Association and many more. We also benefit from national initiatives such the Community Investing Program - making low-interest rate loans to improve conditions in our communities and through Shareholder Advocacy where we amplify our shareholder voice to advance improvements in corporate social behavior that ultimately advance health equity across the United States.



**25** States



**1.1M** Attributed lives



**\$2.9B** in Community Impact\*\*



**162** Community Health Workers



**92** Hospitals\*



**12** Clinically Integrated Networks



**41** Safety Net Health Centers



**12** Diabetes Prevention Programs

\*Owned, managed or in JOAs or JVs. \*\*including \$1.4B in IRS-defined Community Benefit



# MOUNT CARMEL AT A GLANCE



**8,200** Colleagues



**6** Hospitals\*



**60+** Medical Practices



**3** Urgent Care Centers



**1** Mobile Health Unit



**8** Speciality Services



**11** Subspecialty Services

\*Owned, managed or in JOAs or JVs.

## MOUNT CARMEL DUBLIN HOSPITAL



On April 22, 2025, Mount Carmel Dublin Hospital opened its doors to provide the same compassionate care you expect from Mount Carmel in yet another convenient, close-to-home location. In addition to our hospital and emergency department, this 35-acre campus offers cardiology, neurology, orthopedics, primary care, and surgical services as well as community health and well-being programs.



## Community Impact



Our Community Impact includes both our investments in serving patients experiencing poverty and investing in our communities that have been, and continue to be, disinvested.

Mount Carmel recognizes that achieving improvements in health outcomes (individually or as a community) is not possible until the conditions in the communities we serve are safe and all community members have access to high-quality education, health care, affordable food and housing. This is why Mount Carmel prioritizes integrating clinical and social care and investing in the social influencers of health.

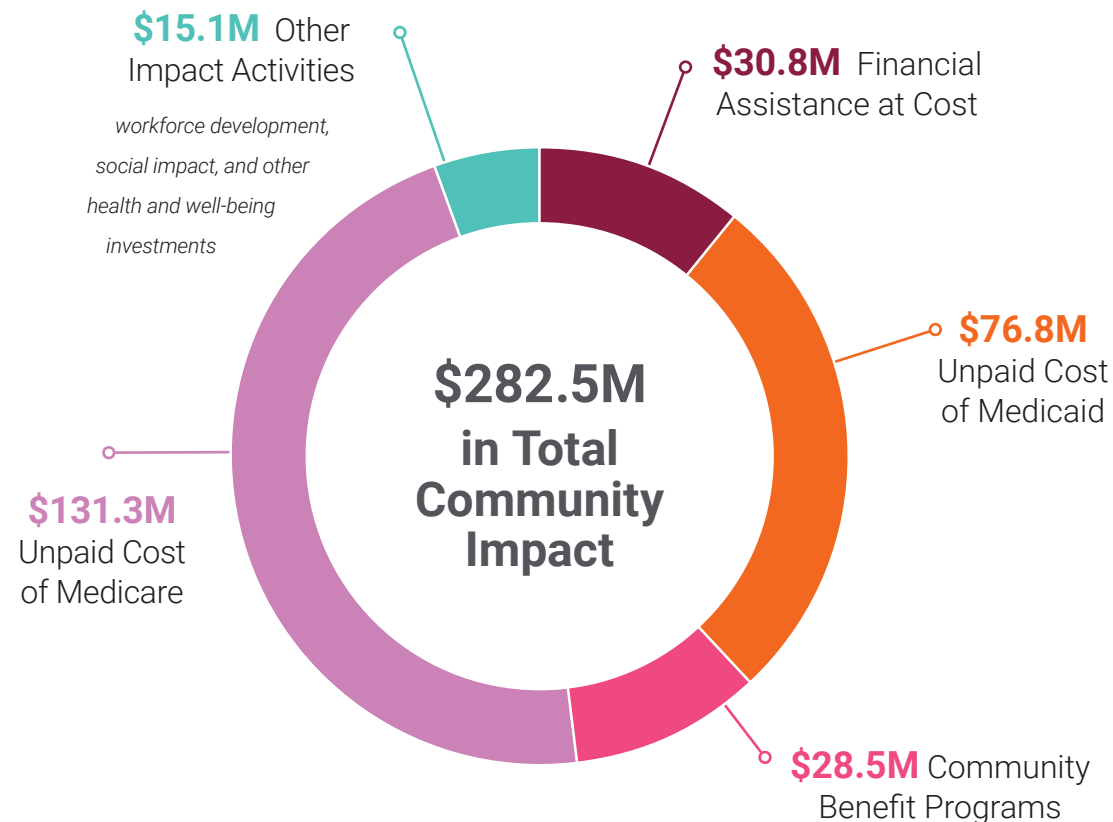
Our goal is to achieve a healthy community. Mount Carmel is committed to applying a health and equity lens to our interventions and decision making to ensure we are not perpetuating harm but rather promoting health and healing.



# Our Community Impact is more than Community Benefit

Mount Carmel is committed to ensuring we comprehensively report all the IRS-defined community benefit happening across our system, as well as our total Community Impact to fully demonstrate the services and support we provide in our communities.

Our Community Impact helps show how we are making a difference in the communities we serve – focusing on impacting people experiencing poverty – through our financial investments.



## FINANCIAL ASSISTANCE

Financial Assistance includes insured patient's co-pays, co-insurance, and deductibles for patients with incomes up to 400% of the Federal Poverty Level.

**In FY25, Mount Carmel provided:**



**\$30,814,751**  
in financial assistance



**48,733** patients benefited



Patients can sign-up for Financial Assistance in MyChart.

**Scan the QR Code.**





## Integrating Clinical and Social Care



### Addressing Patient Social Needs

Only 20% of our overall health and well-being in the United States is affected by the medical care we receive. The remaining 80% is related to social influencers of health (housing needs, financial insecurity) and individual behaviors. Mount Carmel goes beyond our hospital walls to serve our communities and our patients, especially to optimize health for people experiencing poverty and other vulnerabilities. Everyone deserves to live their healthiest life. And, a healthy life means so much more than receiving care in a healthcare facility.

### Social Needs Screening

We are committed to annually asking our patients about their health-related social needs. These include things that make it hard to be healthy like problems with work, housing, food, safety, and transportation. This information helps us:

- Understand our patients' needs and their barriers to care
- Connect patients to helpful resources and services specific to their needs

Mount Carmel screened over 111,000 patients for social needs in primary care settings. If patients identify a need, our teams are able to connect them to community resources through the Trinity Health Community Resource Directory, community health workers and other social care professionals.

**25.28% of those screened identified at least one need.** Top needs included food access, financial assistance, and social isolation.

## INTEGRATING SOCIAL AND CLINICAL CARE

Community Health Workers (CHWs) are frontline health professionals who are trusted members of and/or have a deep understanding of the community served. By combining their lived experience and connections to the community with effective training, CHWs provide patient-centered and culturally responsive interventions. CHWs fulfill many skills and functions including outreach, conducting assessments like social needs screening or a health assessment, resource connection, system navigation, goal-setting and problem-solving through ongoing education, advocacy and support. When these skills are put into practice, it may look like a CHW helping a patient connect with their primary care doctor, assisting with a Medicaid insurance application, understanding their basic insurance benefits, or empowering a patient to ask clarifying questions about their medications or plan of care at their next doctor's appointment.

### **7 CHWs and 8 Housing Advocates successfully assisted over 24,000 individuals to address their social needs.**

One social need (such as housing or food needs) can often take months, or even a year, to successfully address, which means the need has been fully met and is no longer identified as a need.



## PHARMACY ASSISTANCE

Mount Carmel pharmacy assistance ensures medications are accessible and affordable for our patients. In fiscal year 2025, Mount Carmel Pharmacy Assistance:



**Filled over 7,720 prescriptions**



**Provided \$109,605 financial support** through Financial Assistance, Foundation Assistance and Medication Supply Assistance



## INTEGRATING SOCIAL AND CLINICAL CARE

Discover inspiring success stories from our Community Health & Well-Being colleagues.

### Whole-Person Care Coordination for Unhoused Individual Living with HIV

After several months of providing supplies and support during outreach to an unhoused individual, the individual was advanced on the housing waitlist and was added to my caseload. Upon intake, I learned he had been living with HIV for several years but had lost access to his medication due to complications with his Medicaid coverage. As a result, he had been without antiretroviral therapy for approximately eight months.

Over the course of our engagement, his health visibly declined—he experienced significant weight loss and fatigue. Together, we worked to reconnect him with HIV health advocates and address his housing instability. This included submitting a housing application and securing a referral. Once housed, he was able to resume his medication regimen and begin managing his health more effectively.

A physician later shared that, had he remained unsheltered through another winter, his chances of survival would have been extremely low.

This successful outcome was made possible through a coordinated effort involving a specialized housing team, health navigation, advocacy, apartment outreach, and community partnerships. By leveraging a whole-person approach, we were able to support a sustainable and life-saving solution for this community member.



**Mount Carmel's Housing Outreach program** serves community members experiencing street homelessness who wish to enter shelter or housing in partnership with community organizations. Our team of Housing Outreach Specialists meet with patients on the land to connect community members with shelter, complete the program enrollment process and support with completing housing program applications. While this housing process typically takes six months or more due to the limited availability of affordable units, the team provides transportation and assistance for community members to obtain the required IDs & documentation to enter housing.

## INTEGRATING SOCIAL AND CLINICAL CARE

### Supportive Care Coordination for Patient Experiencing Homelessness and Cancer Diagnosis

I was referred to assist a patient experiencing street homelessness and significant barriers to accessing medical care. We met in person and began building a supportive relationship. Through the Social Care program, we provided transportation to medical appointments, assistance with housing navigation, and access to essential items such as clothing, hygiene products, and household supplies.

During this time, a housing opportunity became available—a shared room with a private renter. However, as the patient prepared for this transition, they received a diagnosis of throat cancer. I remained a consistent support throughout this challenging period, offering both logistical assistance and emotional encouragement.

As the patient began cancer treatment, I continued to provide transportation solutions and daily support. I am pleased to report that the patient is nearing the completion of their treatment and is doing well. They have graciously invited me to attend their final treatment session, where they will “ring the bell” to mark the end of their cancer journey.

It has been a true honor to walk alongside this patient and contribute to their healing and stability.

### From Colleague to Patient: A Personal Experience with Compassionate Postpartum Care

I have had the privilege of serving as a colleague within Community Health & Well-Being for nearly nine years. Earlier this year, I experienced our care model from a new perspective—becoming a patient for the first time. In January, I delivered our first child at Mount Carmel East and was honored to receive a Welcome Home visit from Nurse Lori.

Lori visited our home when our daughter was just 12 days old. At that time, I was still adjusting to life postpartum and unsure how to navigate leaving the house. Our birth experience had been complicated, resulting in low oxygen levels for our daughter during delivery. She spent time in the NICU, and we were advised to monitor for potential seizures or developmental delays.

Prior to her visit, Lori reviewed our daughter’s medical chart and came prepared with knowledge and compassion. She supported me with breastfeeding guidance, conducted a weighted feed, and checked in on both my physical and emotional well-being. Her presence was deeply reassuring during a time that felt overwhelming and uncertain.

The day before Lori’s visit, I observed what I believed to be seizure activity and recorded it. I shared the videos with her, and our daughter exhibited similar symptoms during the visit. Lori calmly guided us through the next steps, recommending we visit our local Urgent Care and preparing us for the possibility of hospital admission. We followed her advice and spent a long night at the hospital—but thankfully, everything turned out okay.

Lori continued to follow up with us in the days that followed, offering additional support and another visit if needed. Thankfully, we haven’t experienced further scares, but looking back, I truly believe Lori was a blessing sent at just the right time. Her visit provided comfort, clarity, and critical guidance during a vulnerable moment.

I am deeply grateful for this program and proud to work for a health system that prioritizes compassionate, whole-person care—especially for new mothers navigating the early days of parenthood.



## INTEGRATING SOCIAL AND CLINICAL CARE

### Cold Snap, Warm Response

Upon approaching Joe—who is typically talkative and engaged—we immediately noticed a change in his demeanor. He was minimally responsive, visibly in pain, and dressed inadequately for the extreme weather, which was highly uncharacteristic. It quickly became evident that the situation was serious. Although Joe initially declined assistance, he exhibited signs of a depressed mood, severe physical discomfort, and lacked a plan to manage the impending sub-zero temperatures.

After a compassionate conversation with the Street Medicine provider, Joe agreed to be evaluated at the Emergency Department (ED). Due to his inability to walk, EMS was contacted, and we assisted in navigating the challenging terrain to reach his location. Upon arrival at the ED, Joe was found to be hypothermic and in need of antibiotics and surgical intervention to address the kidney stones causing recurrent infections and debilitating pain.

The Street Medicine team continued to support Joe throughout his hospital stay, ensuring continuity of care and a coordinated discharge plan. Notably, Joe's encampment was located less than one mile from the nearest ED, with three additional walk-in clinics within the same radius. This underscores that Joe's barriers were not related to access, but rather to physical limitations and a lack of motivation or ability to self-advocate.

It was the familiarity and attentiveness of a skilled care team—who recognized deviations from Joe's baseline behavior and were willing to meet him where he was—that enabled this life-saving intervention. The Street Medicine Program played a critical role in identifying and responding to Joe's urgent needs, ultimately facilitating timely and appropriate medical care.





## Investing in Our Communities



### Community Health Needs Assessment and Implementation Strategy Update

Furthering our commitment to achieving equity – we are committed to authentically engaging with our community members, organizations and leaders. Every three years, our hospital(s) conduct a Community Health Needs Assessment (CHNA) which identifies community assets, needs, and the current state of health and social well-being of a community. The process requires input from those who live in the community, on both identifying and prioritizing the needs that will be addressed in the three-year Implementation Strategy. Our process applies an equity lens in addressing the identified need in order to advance health.

Together, the CHNA and Implementation Strategies foster collective action for the equitable allocation of resources from the hospital and other community sources, directed toward needs being addressed and for those most impacted.

### Identified Priority Health Needs from the 2025 CHNA

1. Social Drivers of Health (with a focus on housing)
2. Mental Health
3. Adverse Childhood Experiences
4. Maternal and Infant Health
5. Violence and Injury-related Deaths



# Make Your Impact

## Support Your Local Community Health & Well-Being Fund

Not all communities have equal opportunities to be healthy, or the same needs. That's where Mount Carmel Foundation steps in and steps up. We do what is necessary to promote good health for everyone.

Community Health & Well-Being teams listen, partner, and make it easy to identify and meet patients' health-related social, and collaborate with local organizations to address community needs and demonstrate community impact.

When you donate to the Community Health & Well-Being Fund, you are directly supporting services to patients experiencing poverty and other vulnerabilities and investments in communities to improve community conditions such as basic needs, maternal care, and access to healthcare.

**To donate, visit [donor.mountcarmelfoundation.org](https://donor.mountcarmelfoundation.org)  
or call 614-546-4500.**



FISCAL YEAR 2025

# Community Health & Well-Being Impact Report



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