

# Community Health Needs Assessment

Mercy Hospital Lincoln Co  
2025



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# Impact Evaluation of Previous CHNA

The 2022 community health needs assessment identified three priority needs



Mental Health/  
Substance Use



Obesity & Food  
Insecurity



Housing

A community health improvement plan was developed and implemented to address these significant needs. Mercy Lincoln developed and implemented a variety of programs and initiatives to address the needs identified in the 2022 CHNA.



# Impact Evaluation of Previous CHNA

## Mental Health and Substance Use Disorders

Enhancing and strengthening Mercy's partnership with The Behavioral Health Network's (BHN) ERE project facilitates an integrated 24/7 region-wide approach that targets high utilizers of emergency rooms who present with behavioral health symptoms, with the primary goal of reducing preventable hospital readmissions. Patients identified through the ERE project are connected to community resources and inpatient and outpatient services through the BHN. The program provides a peer support specialist, afterhours and weekend scheduling, as well as telephonic and mobile outreach crisis services for patients.

Prevent+ED Certified Peer Support Specialist Program was created in Lincoln County using HRSA Grant Funding to assist those struggling with a Substance Use Disorder connect with a Peer who have been successful in the recovery process and help others experiencing similar situations. Through shared understanding, respect, and mutual empowerment, CPS help people become and stay engaged in the recovery process and reduce the likelihood of recurrence.



# Impact Evaluation of Previous CHNA

## Mental Health and Substance Use Disorders (continued)

Leveraging Concert Health Collaborative Care through all Mercy Primary Care Providers. Collaborative Care is a mission-driven behavioral health medical group that brings evidence-based behavioral health treatment to primary care practices, organizations and patients across America. Their expert clinic team provides treatment to patients with conditions such as anxiety and depression. Clinical outcomes are then tracked and managed directly from the referring providers EMR. Collaborative Care provides partners with training and end-to-end implementation guidance, revenue cycle, financial reporting support and clinical metric dashboards.

Creation of Mercy Substance Use Recovery Clinic serving patients across Mercy. The providers in the clinic use an empathetic approach to develop an individualized treatment plan and options for safe stabilization during withdrawal from opiate use, substance and alcohol recovery. Safely providing medication assisted treatment with oral and injectable options to stabilize patients as they recover.





# Impact Evaluation of Previous CHNA

## Obesity and Food Insecurity

Implementation and Expansion of the CHW program has proven effective as the 2 FTEs in Lincoln County have identified patients with Social Determinants of Health (SDOH) and have successfully connected **over 6,000** unique patients (from 2023 to Jan 2025) to needed social support and referrals to community agencies and food pantries as well as with benefit enrollment and financial assistance.

Supporting and promoting the Healthy Shelves program through MU Interdisciplinary Council for Food Security whose approach is to partner with food pantries in Missouri supplying them and families in the area with healthier food options.

Diabetes prevention program which identifies and provides intervention for pre-diabetics to prevent Diabetes diagnosis encouraging health food selection and reduced BMI impacting their overall health.





# Impact Evaluation of Previous CHNA

## Housing Instability

In 2023, Bridge of Hope opened to provide shelter to up to 28 chronically homeless individuals in Lincoln County. Funded primarily from the Opioid Settlement and the support of community partners, Bridge of Hope has provided multiple clients with intensive supportive services and into successful homeownership and employment.

Bridge of Hope also operates a day drop-in center allowing community members a place to rest, launder their clothing and use the computer(s) to apply for employment or assistance programs such as Supplemental Nutrition Assistance Program (SNAP) or Missouri Medicaid.

To promote affordable housing; 60+ low-income units are being constructed along Highway 47 W. Bridge of Hope hopes to expand their mission by assisting their clients transition from their facility into their own apartment.



# Executive Summary

Mercy Lincoln is committed to carrying out its mission to deliver compassionate care and exceptional service for all members of the communities it serves, with special attention to those who are marginalized, underserved, and most vulnerable. As part of this CHNA, Mercy convened a collaboration of area health care and non-profit partners to conduct a comprehensive community health survey and various focus group sessions. Available secondary health data was also obtained, and Troy indicators were compared to those of Missouri and the United States.

Mercy Hospital Lincoln is a 25-bed critical access hospital located in Troy, Missouri; affiliated with Mercy, a large Catholic health system. Headquartered in St. Louis, Mercy serves millions of people each year in multiple states across the central United States. For the purposes of this Community Health Needs Assessment (CHNA), the community served by Mercy Lincoln will be defined as the three-county Lincoln region made up of Lincoln, Warren and St. Charles Counties.

2025 CHNA discovered the impact of our work since 2022 has helped to advance the communities access to behavioral health resources, obesity and food insecurity programming. Recognizing that a gap remains in Housing insecurity, Housing will remain a prioritized focus for the next three years as we work as a community to aid the most vulnerable among us with this basic need. In addition, the two new needs identified were transportation and Childcare. These prioritized needs will be the basis of Mercy Washington's three-year community health improvement plan (CHIP), which will guide the coordination and targeting of resources and the planning, implementation, and evaluation of new and existing programs and interventions.





# Executive Summary (continued)

To address these needs, our plan will include strengthening partnerships with local nonprofit organizations who are primarily focused on these needs; including 360 Transportation, LINC, Greater St. Louis Area YMCA, Oasis and St. Louis Crisis Nursery for Child Care as well as Bridge of Hope for Housing Insecurities and Homelessness.

# Community Profile

## Population

Age  
Structure

Education and  
Income

Population  
Growth



# Community Profile

## Community Snapshot: Lincoln, MO

Population Growth



# Community Profile

## Lincoln Co Education and Income

Total Population = 71,474

	Community	MO	US
5-Year Population Growth	11.8%	2.8%	4.0%
Median Age	38	39	35
Median HH Income	\$71k	\$57k	\$61k
High School Grad or Greater	91%	92%	90%

Source: Advisory Board Demographic Estimates, 2023-2028

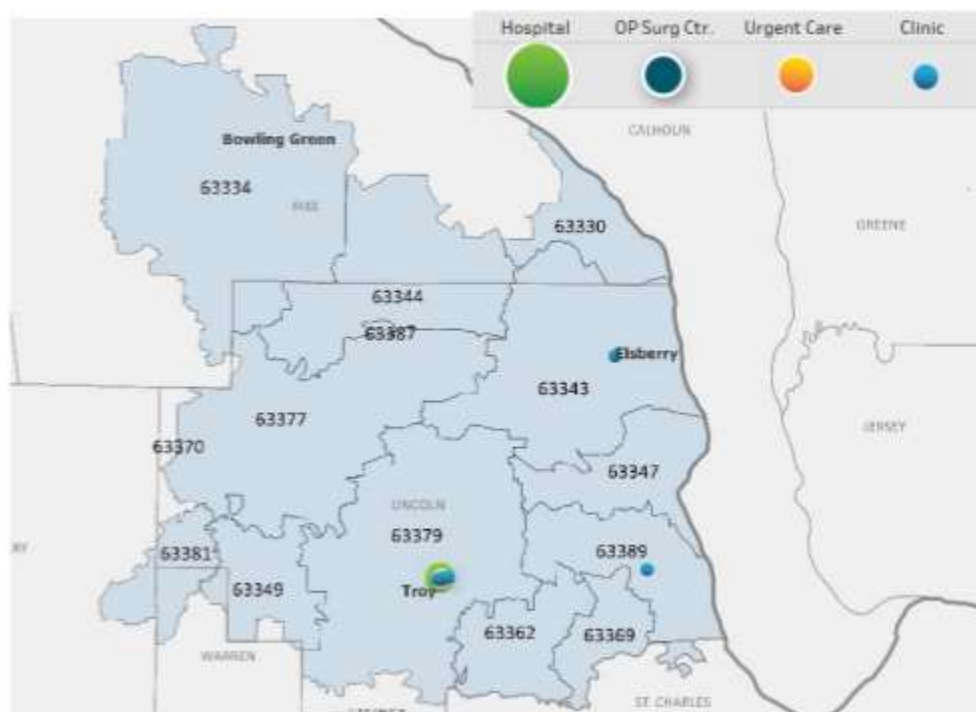




# Community Profile

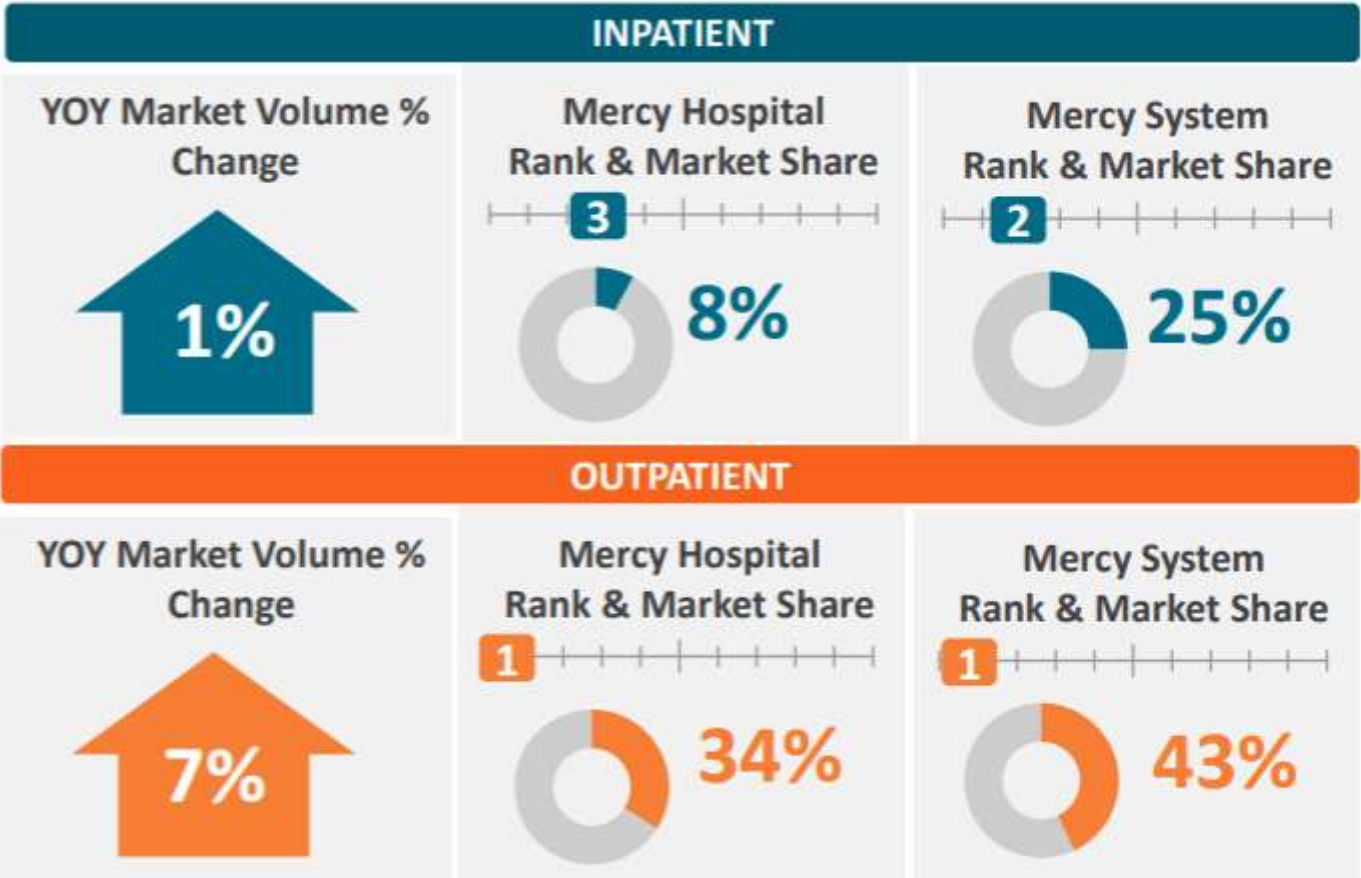
## Access to Care

Primary Service Area and Mercy Locations



# Community Profile

## Mercy Market Analysis





# Our Assessment Process

## Finding the Real Community Needs

This CHNA process was designed to: use data to identify those who may not be flourishing; use information provided from focus groups and community surveys to help community members and organizations identify systems that perpetuate inequity; and test programmatic changes that have the potential to disrupt these systems. By doing this we hope the long-term outcome will be the creation of conditions where everyone has the opportunity to achieve health and well-being, by addressing the root causes of poor health outcomes.

The following methods were used to understand the community health needs:

- **Community Survey** – a survey of the general public to better understand what they view as the most significant health issues.
- **Community Focus Groups** – discussions with community members and community champions to delve deeper into individual experiences with health-related issues
- **Secondary Data Research** – information related to the current state of our community's economic, social, and health status published by established sources

# Our Assessment Process

## Community Input/ Focus Groups

- Mercy convened a community coalition of 14 Troy and surrounding Lincoln County area health care and social service organizations to conduct a comprehensive community health survey in 2024. The final survey was made up of 30 questions focused on health issues and needs most important to the respondents, wellness, mental health, barriers to care, and childhood immunizations. Various community partners promoted the survey on social media while also distributing the survey electronically to their co-workers, patients, clients, and community members by email and through social media
- The facilitation team was made up of a lead facilitator and scribe during the three focus groups. The participants included individuals served by collaborating organizations as well as employees of the organizations. The facilitator led each community focus group and followed a written script to ensure consistent messaging at all events. The scribe then recorded quotes and ideas from individuals as they responded to each question



# Our Assessment Process

## Community Input/ Focus Groups (continued)

Participants convened discussions regarding the state of health in the Lincoln County region. Key community health issues were discussed whether they were clinical in scope (diabetes) or non-clinical (access to healthy food). Then the group talked through currently available community resources along with the barriers to accessing these benefits. Finally, the community members brainstormed future solutions towards the top needs that included expanding/increasing current programs or developing new initiatives.

# Our Assessment Process

## Community Coalitions and Stakeholders *(continued)*

Business	Peoples Bank & Trust Co	Suzette Morris	Vice President
Business	Lincoln Economic Development	Julie Rodgers	Executive Director
Business	Toyota	Leah Almeling	Corporate Communications
Business	Midwest Angels	Megan Keim	Director of Operations
Business	Witte Bros Trucking	Chad Witte	
Business	Community Partners of East LC	Mandy Carl	CPELC President
Business	Boone Center Inc.	Kristin Williams	Director of Development
Healthcare	Mercy	Dustin Gibbs	Emergency Dept Manager
Healthcare	Mercy	Hannah Curtis	Urgent Care Office Manager
Healthcare	Preferred Family Health	Mary Jones	Comm Relations/Engagement Mgr
Healthcare	Compass Health	Lori Kehoe	Comm Relations Coord
Healthcare	House of Health	Paul Hannam	Owner
Healthcare	Volunteers of Medicine	Cheryl Moellenhoff	Nurse
Healthcare	Finklang Eye Clinic	Erin Niehoff	owner
Healthcare	The Aviary	Danielle Smith	Business Development Rep
Non-Profit	Sts. J/A Care Service	Pam Struckhoff	Executive Director
Non-Profit	Saint Louis Crisis Nursery	Jessica Rogalski	Family Engagement Specialist
Non-Profit	Lincoln Co Resource Board	Cheri Winchester	Executive Director
Non-Profit	Community Opportunities	Mary Sullivan-Thomas	Executive Director
Non-Profit	Bridge of Hope Lincoln County	Dan Colbert	Executive Director
Non-Profit	St. Vincent de Paul Society	Chris Schieffer	
Non-Profit	NECAC	Janice Allan	LC Serice Coordinator
Non-Profit	Ellsberry Methodist Church	Laura Taylor	Pastor
Community	Retired Teachers	Terry Elia	President
Government	Lincoln County Health Department	Jesse Martens	Assistant Administrator
Government	Lincoln County Health Department	Sarah Valenza	
Government	Lincoln County Ambulance District	Ray Antonacci	Chief Administrator
Schools	Sacred Heart	Sam Plummer	principal
Schools	Immaculate Conception	John McGinley	principal
Schools	Lincoln Co R-III District	Mende Kemper	District Health Coordinator
Schools	Ellsberry R-II District	Joelene Hatcher	Nurse



# Our Assessment Process

## Secondary Data Research

The following external sources of published data are examples of those utilized in the data collection process.

- U.S. Census Bureau, 2020 Census Results. <https://www.census.gov/>
- U.S. Census Bureau American Community Survey, 2019.  
<https://www.census.gov/programs-surveys/acs/data.html>
- The Robert Wood Johnson Foundation and The University of Wisconsin-Public Health Institute  
<http://www.countyhealthrankings.org/>

# Prioritized Needs Matrix

Magnitude of Need				
Resources Available		High	Medium	Low
	High		Senior Services	
	Medium	Gainful Employment SUD/ Mental Health Access to affordable Food		
	Low	Transportation Affordable Housing Safe Childcare		



# Prioritized Needs



# Prioritized Needs



## Transportation

Transportation, as it relates to health and health care, is widely acknowledged to have unique features in rural communities, but there is limited research on specific challenges and potential policy interventions to alleviate them.

113 key informants from all fifty states reported rural transportation challenges across six distinct, interrelated themes: infrastructure (mentioned by 63%), geography (46%), funding (27%), accessibility (27%), political support and public awareness (19%), and socio-demographics (11%).

Improving rural access to transportation services is, in the opinion of nearly all key informants, an area of critical importance to rural populations. Most key informants highlighted problems across multiple themes, illustrating the complexity of meeting the transportation needs of rural residents.





# Prioritized Needs

## Safe, Affordable Childcare

- A recent report from KPMG's Parental Work Disruption Index reveals a sobering statistic: between 1.2 and 1.5 million American workers—90% of whom are mothers—are missing work or cutting their hours every month due to limited, often unaffordable childcare options.
- Families with low incomes face barriers to accessing childcare that is not only affordable, but also reliable and high quality, especially for the youngest children. The average annual cost of center-based care in 2020 was \$12,377 for infants, compared to \$9,715 for 4-year-olds
- Missouri has one of the lowest rates of female labor force participation in the United States. 94% of those who work part-time involuntarily due to Child Care issues in Missouri are women. Similar data has been collected in our “voice of the coworker” surveys citing childcare as a challenge for many of our own coworkers.
- Around one-third of educated women temporarily or permanently leave the American workforce each year, with 74% citing Child Care issues as the primary reason.
- Available, affordable childcare is very difficult to find in Lincoln County, MO with 84% of infants and toddlers not having spots in an affordable childcare program

# Prioritized Needs



## Housing Insecurity

While other fields typically define housing insecurity as affordability, new data now shows how housing insecurity is not only rooted in financial constraints but also situated within social relationships that create or dissolve housing arrangements and is exacerbated or remediated by supply-side institutions and policy.

Homelessness has become increasingly prevalent in the U.S. since 2017. While often thought to be an urban phenomenon, the 2022 Point-In-Time (PIT) Count revealed that 18 percent of the unhoused population resided in rural areas. Furthermore, rural regions experienced the highest surge in family homelessness and contained the highest percentage of unsheltered families with children. Despite this pressing need, there are few viable solutions available to these families.





# Resources

Mercy Lincoln County collaborates with many local community agencies and organizations that have similar missions and personnel dedicated to improving the health and quality of life for individuals within the Lincoln County Region. Some of these partners include:

- Aging Ahead
- Compass Health
- Lincoln County Resource Board
- Lincoln County Council on Aging
- Lincoln County and Surrounding School Districts
- Toyota Mobility Programs
- Tri-County Continuum of Care
- St. Joachim and Ann
- St Louis Crisis Nursery
- Oasis
- PreventEd
- Lincoln County Department of Economic Development
- Lincoln County Health Department
- Greater St. Louis YMCA



*Your life is our life's work.*

# Appendix

