

Community Health Improvement Plan

Mercy Hospital Lincoln
Fiscal Year 2026



Your life is our life's work.





Our Mission

As the Sisters of Mercy before us,
we bring to life the healing ministry of Jesus
through our compassionate care
and exceptional service.

Our Values

Dignity
Excellence
Justice
Service
Stewardship

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Introduction

Mercy Hospital Lincoln is a 24 -bed critical access hospital located in Troy, Missouri. It is one of eight hospitals in Mercy's East Region. Headquartered in St. Louis, Mercy, a large catholic health system, serves millions of people each year in multiple states across the central United States. Mercy Hospital Lincoln has 24-hour emergency room care and a full range of diagnostic, preventive and restorative health care services. Mercy Hospital Lincoln 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.

Mercy Hospital Lincolns primary service area is Troy however also serves surrounding counties including Lincoln, Montgomery, Warren and St Charles. Throughout these counties, Mercy Hospital Lincoln operates Mercy Clinic physician offices, outpatient hospital services and Mercy Convenient Care centers.





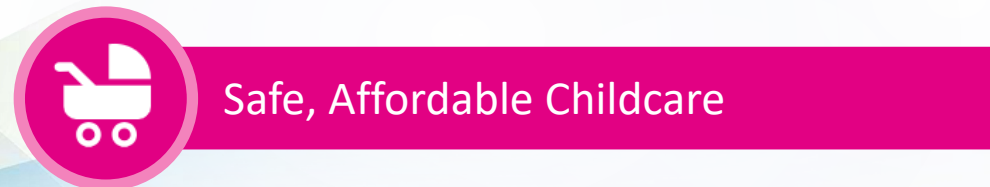
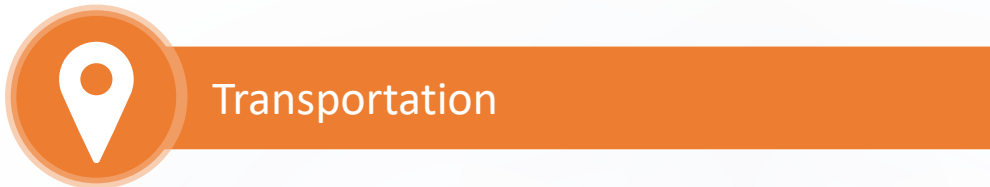
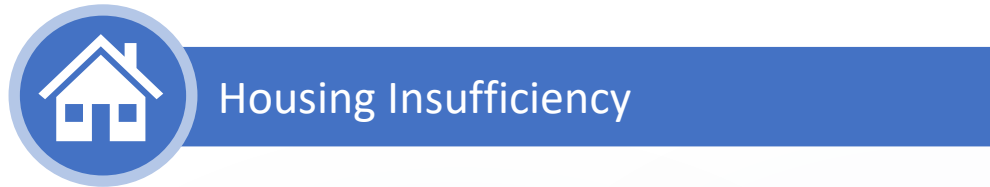
Introduction *(continued)*

Mercy's mission is to deliver “compassionate care and exceptional service” to every community member. In dedication to this mission, our work included the development of a Community Health Needs Assessment (CHNA) during the last year, in cooperation with stakeholders throughout the community.

The Lincoln Community Health Council reviewed and prioritized the needs based on several criteria. 2025 prioritized community health needs are: **Housing Instability, Transportation Access and Safe Affordable Childcare**. These prioritized needs will be the basis of Mercy Lincoln and Lincoln County Health Departments 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

Introduction *(continued)*

The CHNA identified ten top-priorities and of the ten, **three have been chosen as health needs for the Mercy Hospital Lincoln community**. We will strive diligently to address these needs with a Health Equity lens over the next three years:



As always, we seek to develop a rich and rewarding network of partnerships with our neighbors. We welcome any thoughts you may have on ways to achieve our goal for a healthier community.

Improvement Plan by Prioritized Health Need



Community Health Improvement Plan | 2026





Prioritized Need #1: Housing Insufficiency

GOAL 1

Identify and support community resources that increase access to low- income housing opportunities in Lincoln County. With a focus for development of wrap around supportive programs and creation of emergency weather shelter for at-risk and unhoused populations.



Prioritized Need #1: Housing Insufficiency

Program 1 of 3: Bridge of Hope

PROGRAM DESCRIPTION:

Improve partnership and data collection from Bridge of Hope.

ACTIONS MERCY INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:

Expand partnership with Mercy IHSC leader and Bridge of Hope board. Invite Bridge of Hope program director to attend CCOB meetings at Mercy. Continue to collect and report data and metrics on dashboard for understanding of Bridge of Hope populations. Support exploration of alternative community partners that can increase effectiveness and efficiency of operations.

ANTICIPATED IMPACT OF THESE ACTIONS (OBJECTIVES):

Bridge of Hope will increase number of families served and improve successful transition to exit homelessness

PLAN TO EVALUATE THE IMPACT:

Monthly metrics collected from Bridge of Hope director to demonstrate achieved objectives

PROGRAMS AND RESOURCES MERCY PLANS TO COMMIT:

Professional development, continuing education programs for staff and volunteers. Leadership involvement at Board level and commitment of volunteers from Mercy utilizing VTO benefits

COLLABORATIVE PARTNERS:

Catholic Charities, Compass Health Network



Prioritized Need #1: Housing Insufficiency

Program 2 of 3: United Way 211

PROGRAM DESCRIPTION:

United Way reporting from 211 database

ACTIONS MERCY INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:

IHSC leader to drilldown into dashboard to determine number of calls received for relevant area (ie: Lincoln, Montgomery, St. Charles and Warren Counties)

ANTICIPATED IMPACT OF THESE ACTIONS (OBJECTIVES):

Collection of data from sources, shared on federal and regional accesses and partners to expand services and funding

PLAN TO EVALUATE THE IMPACT:

Utilize data to increase funding and or partnerships to meet this prioritized need

PROGRAMS AND RESOURCES MERCY PLANS TO COMMIT:

Regular scheduled Care Coordination meetings, commitment to gather and share relevant data at Coordination of Care Meetings.

COLLABORATIVE PARTNERS:

United Way, Lincoln Co Care Coordination, Health Department, Bridge of Hope



Prioritized Need #1: Housing Insufficiency

Program 3 of 3: Coordinated Entry

PROGRAM DESCRIPTION:

Coordinated Entry Council for the Homeless: serves as a centralized process that assesses and matches individuals and families experiencing homelessness to appropriate housing opportunities such as rapid re-housing and supportive housing.

ACTIONS MERCY INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:

IHSC will explore educational opportunities and evaluate access and implementation of Coordinated Entry services for the unhoused populations in Lincoln County

ANTICIPATED IMPACT OF THESE ACTIONS (OBJECTIVES):

Streamline access to shelters and housing resources for unsheltered populations. Locate and provide individuals with a single point of contact ensuring they receive the most suitable support as quickly and efficiently as possible.

PLAN TO EVALUATE THE IMPACT:

Collect and utilize data provided by Coordinated entry council to increase housing accessibility for unsheltered populations in Lincoln County.

PROGRAMS AND RESOURCES MERCY PLANS TO COMMIT:

Regular scheduled CCOB meetings, commitment to gather and share relevant data at Care Coordination committee.

COLLABORATIVE PARTNERS:

Compass Housing Supervisor, NECAC, HUD, Bridge of Hope, Lincoln County Health department



Prioritized Need #2: Transportation

GOAL 1

Identify transportation services to decrease non-emergent transportation barriers for Mercy Clinic patients with a focus on development of services to provide access to medical care and personal needs



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Prioritized Need #2: Transportation

Program 1 of 2: Non-Emergent Transportation services

PROGRAM DESCRIPTION:

Non-emergent transportation services for all our patient population to provide needed transport for day-to-day needs

ACTIONS THE HOSPITAL INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:

Promote community awareness, evaluate gap of resources for service area, and identify potential partners to address the need.

ANTICIPATED IMPACT OF THESE ACTIONS (OBJECTIVES):

Decrease patients terminated from clinic and healthcare services due to transportation barriers, decrease missed appointment and decrease ED over-utilization

PLAN TO EVALUATE THE IMPACT:

Gathering metrics from clinics and Emergency Room to demonstrate the volume of patient need

PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT:

Exploration and collaboration with existing transportation services (ie: 360 Transport or EMS) for commitment and contracting

COLLABORATIVE PARTNERS:

OATS, NECAC, LINC, LCEMS, 360 Transport



Prioritized Need #2: Transportation

Program 2 of 2: Discharge Transportation

PROGRAM DESCRIPTION:

non-emergent transportation services provided for discharged patients from Mercy facility with identified transportation barriers

ACTIONS THE HOSPITAL INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:

Identify and evaluate gap of available service providers. Steward development of additional services available for service area.

ANTICIPATED IMPACT OF THESE ACTIONS (OBJECTIVES):

Reduction of length of stay, reduction in ED overutilization,

PLAN TO EVALUATE THE IMPACT:

Evaluate daily length of stay and ED utilization reports

PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT:

House Supervisors, Care Managers and ED Social Workers

COLLABORATIVE PARTNERS:

Motivecare, Local Cab Companies, OATS, LINC and LCEMS



Prioritized Need #3: Safe Affordable Childcare

GOAL 1

Identify and steward programs that increase access to childcare for low-income and at-risk families.





Prioritized Need #3: Safe, Affordable Childcare

Program 1 of 2: YMCA “after school care”

PROGRAM DESCRIPTION:

YMCA before and after school care program

ACTIONS THE HOSPITAL INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:

Increase knowledge and promotion of available services and programming offered by YMCA in service area.

ANTICIPATED IMPACT OF THESE ACTIONS (OBJECTIVES):

Reduce turnover of Mercy caregivers due to lack of childcare, increase available childcare spots for identified families including Mercy caregivers.

PLAN TO EVALUATE THE IMPACT:

HR reports for retention and turnover of Mercy caregivers citing childcare barriers. Collection and evaluation of YMCA enrollment rates provided and reported at CCOB meetings

PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT:

Engage YMCA administration, promotion of programming in conjunction with caregiver pantry and Mercy caregiver crisis committee

COLLABORATIVE PARTNERS:

YMCA, School Districts of Troy, Winfield, Silex, HR



Prioritized Need #3: Safe, Affordable Childcare

Program 2 of 2: St. Louis Crisis Nursery

PROGRAM DESCRIPTION:

The Saint Louis Crisis Nursery provides a short-term refuge for over 4,000 children every year whose families face an emergency caused by illness, homelessness, domestic violence, or overwhelming parental stress.

ACTIONS THE HOSPITAL INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:

Increase knowledge and promotion of available services and programming offered by Crisis Nursery in service area.

ANTICIPATED IMPACT OF THESE ACTIONS (OBJECTIVES):

Streamline access to comprehensive support system to support families in service area and reduce risk of child abuse and neglect during times of crisis.

PLAN TO EVALUATE THE IMPACT:

Collect and utilize data provided by St. Louis Crisis Nursery to increase accessible services for identified populations in Lincoln County.

PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT:

Regular scheduled Coordination meetings with Crisis Nursery leaders. IHSC leader commitment to gather and share relevant data at Community Committee of the Board meetings.

COLLABORATIVE PARTNERS:

Oasis, St. Louis Crisis Nursery, Local Daycare providers, HeadStart, Lincoln Co Children's services

Other Community Health Programs

Mercy Hospital Lincoln conducts other community health programs not linked to a specific prioritized health need. These programs address a community health need and meet at least one of the following community benefit objectives: improve access to health care services, enhance the health of the community, advance medical or health care knowledge or relieve or reduce government burden to improve health. The need for these programs was identified through documentation of demonstrated community need, a request from a public health agency or community group, or the involvement of an unrelated, collaborative tax-exempt or government organization as partners in the activity or program carried out for the express purpose of improving community health. Although this is not an exhaustive list, many of these programs are listed on the next page.

Other Community Health Programs (Continued)

Community Benefit Category	Program	Outcomes Tracked
Community Health Improvement Services	DART	Number of persons served
	Addiction Awareness Rally	Number of persons served
	Breast Cancer Walk	Number of Persons served
Community Building/Community Support	Salvation Army Bell Ringing	Numbers of persons served
	Adopt-A-Soldier	Number of Persons served
	Elsberry Trunk or Treat	Number of persons served
	Back to School Fair	Number of persons served and cost of services provided
	Lincoln ReStore	Numbers of persons served



Other Community Health Programs (Continued)

Community Benefit Category	Program	Outcomes Tracked
Financial & In-Kind Contributions	First Christian Church Fall Auction	Cost of services provided
	Emergency Dept Transportation assistance	Number of persons served, cost of services
	Troy Police dept Med Kits	Cost of services provided
Community Building/ Coalitions and Board Membership	United Way and WashU events	Number of persons served
	Poverty Simulation	Number of persons served
	Lincoln Co Opioid Task Force	Number of Persons served
Health Professions Education	Health professions student education nursing, imaging, therapy, pharmacy, medical student, lab, emergency medical technician and advanced practice nursing	Number of persons served



Significant Health Needs Not Being Addressed

In any case of prioritization, there will be some areas of needs that are identified that are not chosen as a priority. Because MHL has limited resources, not every community need will be addressed. Throughout the CHNA process, the following need arose as a community concern. However, it will not be addressed as a top priority because other organizations are more appropriate to address this need.

- Food Insecurity
- Mental/ Behavioral Health
- Chronic Disease Management
- Access to Primary and Specialty Care
- Cost of Prescriptions

Now What

Next Steps

After carefully reviewing the data and mapping existing resources, Mercy Hospital Lincoln is developing an implementation plan with evidence-based strategies. The plan will be submitted to a committee of executive leadership from Mercy Hospital Lincoln, for their approval. The final version of the CHNA and Implementation Plan will be available to the public on the Mercy Hospital Lincoln website, **www.mercy.net/communitybenefits**.



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