



Community Health Needs Assessment (CHNA) Implementation Strategy

Fiscal Years FY26-28



Mercy Medical Center
Trinity Health

Mercy Medical Center completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Trinity Health Of New England Board, Mission Integration Committee, on April 24, 2025. Mercy Medical Center 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.

The complete CHNA report is available electronically at:

<https://www.trinityhealthofne.org/about-us/community-benefit>

or printed copies are available upon request at:

Department of Community Health and Well Being, Trinity Health Of New England, 659 Tower Avenue, Hartford, CT 06112

Our Mission and Core Values

To serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities. Guided by our charitable mission and core values, our work extends far beyond hospital or clinic walls. We continually invest resources into our communities to meet the health needs of underserved and vulnerable community members, bringing them healing, comfort, and hope. Through our community benefit initiatives, we help to make our communities healthier places to live.

Our Core Values:

- **Reverence** - We honor the sacredness and dignity of every person.
- **Commitment to Those Who are Poor** - We stand with and serve those who are poor, especially those most vulnerable.
- **Safety** - We embrace a culture that prevents harm and nurtures a healing, safe environment for all.
- **Justice** - We foster the right relationships to promote the common good, including sustainability of Earth.
- **Stewardship** - We honor our heritage and hold ourselves accountable for the human, financial, and natural resources entrusted to our care.
- **Integrity** - We are faithful to who we say we are.

Our Hospital

Founded in 1873, Mercy Medical Center has been a provider of health care services in Western Massachusetts for over 150 years. In 2015, Mercy Medical became part of Trinity Health Of New England which includes the Connecticut hospitals of Mount Sinai, Saint Mary's, Johnson Memorial and Saint Francis. This integrated health care delivery system is a member of Trinity Health based in Livonia, Michigan and one of the largest, multi-institutional Catholic health care delivery systems in the nation serving communities in 26 states. Mercy Medical Center is a 182-bed acute care hospital in Springfield. Other facilities include Mercy's Rehabilitation Hospital, a comprehensive hospital-based rehabilitation center on the campus of Mercy Medical Center and Brightside for Families and Children, an outpatient service offering counseling and family support programs.



Our Community Based Services

Mercy's actions to support the community's health and well-being include:

Health Care for the Homeless

For over 30 years this ongoing initiative identifies and helps those experiencing homelessness in Western Massachusetts. The clinically integrated primary care program provides health care and social services to patients who are uninsured or on state health insurance. The clinical team comprised of APPs, Medical Assistants, Behavioral Health and Psychiatry and Community Health Workers who support population covers Hampden, Hampshire and Franklin counties. Services are offered onsite at shelters, soup kitchens, job placement sites, and transitional programs.

Emergency Services Grant (ESG)

Mercy supports salaries for a Community Outreach Nurse (RN), Social Services Counselor and two Community Health Workers. Services offered to "rough sleepers" in Springfield and Hampden County include health education and assessments, social care screenings, employment assistance and life skills training. Referrals are made on behalf of clients that require mental health services, substance abuse treatment services and shelter.

Transforming Communities Initiative

An internally funded grant award is designed to engage community residents using a policy, systems, and environmental approach to health equity. The project will use the funding to develop a process for prioritizing an issue identified in the CHNA that will be worked on by a coalition of local community-based organizations and residents to create system change.

Our Community

This implementation strategy covers Mercy's service area, which includes the 23 communities in Hampden County and Granby, a city in Hampshire County. For reporting data related to prioritized needs, Hampden County serves as the defined service area. This geographically diverse county with big cities and small communities is home to many corporate, healthcare, and educational institutions that anchor the region economically and collaborate extensively. The nonprofit sector and community-based organizations are also very collaborative, along with a vibrant arts and culture scene; a strong philanthropic network; and other assets that contribute to the region's status as a destination to live, work, and play.

Since 2022 CHNA, the population of the service area has declined slightly, has aged slightly, and has become slightly more diverse. Hampden County's population is 464,575, which is 3,296 fewer than the 2022 CHNA. The median age of Hampden County is 40, comparable to the state and Hampshire County (39), and much lower than Berkshire (48) and Franklin (47) counties.²⁸ Regionally, Hampden County has the highest proportion of children under 18 in the region (21%), and the lowest proportion of residents over 65 (17%).

According to 2018–2022 five-year estimates, the service area continues to have the most diverse population in western Massachusetts, with 9% of Hampden County residents reporting being foreign born and 27% identifying as Latine, 8% as Black, 3% as Asian, and 60% as White.²⁸ The county's proportion of residents with a disability is 16%, an increase of 4 percentage points since the last CHNA, and still higher relative to the state overall (12%).²⁸ Springfield's proportion of residents with a disability is 18%.²

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 their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care." Everyone deserves to live their healthiest life. And a healthy life means so much more than the fraction of time spent receiving needed care in a healthcare facility. Trinity Health's Community Health & Well-Being focuses on the combination of social, economic, environmental, and cultural, conditions people need, within their communities, to thrive and live their best lives.

We understand not all communities are created equal. That's where we step in and step up. We do what is necessary to promote good health for everyone. It's not just our job, it's our calling.

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 2025 CHNA used the 2022 CHNA priorities as a baseline, then reprioritized needs where quantitative and qualitative data, including community feedback, warranted changes. Among the prioritized needs common across Western Massachusetts Coalition of Hospitals/Insurer CHNAs, we used preliminary data and community input to identify several prioritized needs and populations of focus for qualitative data collection and more in-depth assessment for all of the Coalition's 2025 CHNAs (regional focus area). Mercy Hospital also selected issues and populations for deeper focus in its CHNA as described below (Mercy focus area).

The prioritized health needs for the Mercy service area are:

- Social and economic factors or "determinants" that influence health
 - Housing and Homelessness (Mercy focus area)
 - Lack of Access and Affordability of Basic Needs
 - Educational Attainment
 - Employment and Income
 - Violence and Trauma
 - Environmental Exposures and Climate Crisis
- Barriers to healthcare access that influence health behaviors and outcomes
 - Maternal Health and Birth Equity (regional focus area)
 - Mental Health and Substance Use (regional focus area)
 - Chronic Conditions and Other Health Outcomes
- Priority populations
 - Young Children and Their Parents/Caregivers (regional focus)
 - Older Adults (regional focus)
 - Immigrants and Refugees (regional focus)
 - People Experiencing Poverty (Mercy focus)

Hospital Implementation Strategy

Significant health needs to be addressed

Mercy Medical Center, in collaboration with community partners, will focus on developing and/or supporting initiatives and measure their effectiveness to improve the following health needs:

- 1 [Housing and Homelessness] – CHNA pages 20 and 23

Significant health needs that will not be addressed

Mercy Medical Center 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. Mercy Medical Center does not intend to address the following health needs:

- **[Maternal Health and Birth Equity]- CHNA pages 25,26,28,31** Mercy Medical Center is actively engaged in initiatives such as the Blue Distinction Centers for Maternity Care program, which aims to reduce disparities in maternal health and improve outcomes through evidence-based practices. Across the region, momentum is being built around advocacy efforts that are driving meaningful changes in state and local policies and systems to support maternal health equity.
- **[Lack of Access and Affordability of Basic Needs] – CHNA pages 11,15,17,18** there are several community-based organizations within Springfield and the surrounding communities that have well established social care services that can support this need such as 413CARES
- **[Educational Attainment] – CHNA pages 13,**Mercy Medical Center has established partnership with Elms College to support the education and advancement of Trinity Health-Mercy employees who are in underpaying positions to attain graduate and certifications which will increase economic mobility.
- **[Violence and Trauma] – CHNA page 14** There are several advocacy and trauma programs within the Springfield area including a robust program at a neighboring health system.
- **[Environmental Exposures and Climate Crisis] – CHNA page 15** Springfield has a strong climate coalition that continues to work on this issue inclusive of recent funding to the Public Health Institute of Western Mass for on-going activities
- **[Youth Mental Health & Substance Use]- pages 41,42,44,45** There are a number of community-based agencies providing intervention and prevention services

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 a circumstances warrant. For example, certain needs may become more pronounced and require enhancements to the strategic initiatives described. 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.

1

Housing and Homelessness



Goal: Build on the advocacy and policy achievements of the 2022–2024 Transforming Communities Initiative by engaging new and existing stakeholders to invest in the Springfield Housing Trust and Tenant Support Office over the next three years, strengthening efforts to expand safe, affordable housing and tenant protections.

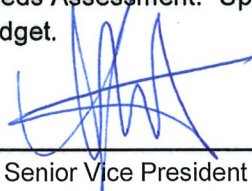
CHNA Impact Measures	2025 Baseline	2028 Target
Activation of Advisory Committee members to develop advocacy strategies around TCI priorities (Empowering residents)	10	20
Increased resources dedicated to the need identified. (Increase Capacity)	\$753k	\$1Mil

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Advocate for an act promoting ACCESS TO COUNSEL AND HOUSING STABILITY in MA that will support low-income families and communities of color facing eviction	X			Mercy Medical Center	Trinity Health investment up to \$300k per year Mercy Medical Center up to \$10k per year
	X			City of Springfield Housing Authority	Collaborate on policy and systems change
	X			Public Health Institute of Western Mass	Lead convener of TCI Collaborative
	X			Neighbor to Neighbor	Grassroots advocacy and community engagement
	X			Wayfinders	Community resources and direct services
	Focus location(s)				Focus Population(s)
	Zip codes 01103, 01105, 01107, 01108, 01109				Low/moderate income residents of the targeted zip codes

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Establish a Tenant Support Office in Springfield		X		Mercy Medical Center	Trinity Health investment up to \$300k per year Mercy Medical Center up to \$10k per year
		X		City of Springfield Housing Authority	Develop policies that hold landlords accountable.
		X		Public Health Institute of Western Mass	Advocacy and community convening
		X		Neighbor to Neighbor	Resident engagement
		X		Wayfinders	Resident engagement
	Focus location(s)				Focus Population(s)
	Zip codes 01103, 01105, 01107, 01108, 01109				Low/moderate income residents of the targeted zip codes
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Advocate for the city to secure funding for the SPRINGFIELD HOUSING TRUST FUND through local and state level resources; and align it with statewide policy, allocating funds for middle- and low-income homeowners			X	Mercy Medical Center	In kind advocacy support
			X	Public Health Institute of Western Mass	Convening partner
	Focus location(s)				Focus Population(s)
	Zip codes 01103, 01105, 01107, 01108, 01109				Low/moderate income residents of the targeted zip codes

Adoption of Implementation Strategy

On 10/9/2025 the authorized body of the Trinity Health Of New England Board reviewed the Mercy Community Health Needs FY 26-28 Implementation Strategy for addressing the community health needs identified in the 2025 Community Health Needs Assessment. Upon review, the authorized body approved this Implementation Strategy and the related budget.



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