



2025

# COMMUNITY HEALTH IMPLEMENTATION PLAN (CHIP)

UnityPoint Health – Fort Dodge 2025-2027 Implementation Strategy in response to the 2025 Community Health Needs Assessment



UnityPoint Health

# Introduction/Executive Summary



This document describes work that is planned and will be executed in 2025-2027 to address the health needs identified for Webster County Iowa through the 2025 Community Health Needs Assessment (CHNA).

UnityPoint Health – Fort Dodge is a sole community hospital located in Fort Dodge, Iowa. Fort Dodge is the county seat of Webster County, population 36,500. Trinity's primary market is defined as Webster County. Patient population from Webster County is 65% inpatient and 71% outpatient.

A primary function of serving as a community hospital is participation in the process of assessing the health needs of the community. Then using the assessment to drive strategic planning. Trinity Regional Medical Center is committed to utilizing the information gathered through the CHNA, through collaboration with local agencies, organizations and health care providers to address targeted community needs and to development improvement plans to enhance healthcare in the community

A Community Health Needs Assessment and Community Health Improvement Plan (CHNA & CHIP) is required of local hospitals to obtain reimbursement under Medicare and Community Health Centers. The hospitals performed the CHNA in adherence with federal requirements for not-for-profit hospitals set forth in the Affordable Care Act and by the Internal Revenue Service. This report is intended to inform Webster County about the current status of healthcare and the services provided.

The health needs were determined in 2024 by surveys and local, state and national data. The CHNA was created in collaboration with the community's public health department, community health center and several other interested organizations. This implementation strategy is UnityPoint Health – Trinity Regional Medical Center in Fort Dodge.



# Community Health Improvement Plan (CHIP) Background



The Patient Protection and Affordable Care Act, signed into law in March 2010, requires that nonprofit hospitals conduct a Community Health Needs Assessment at least once every three years beginning in March 2012. The Iowa Department of Public Health requires local public health agencies to conduct a CHNA at least every five years.

These requirements present the opportunity for local community health leaders to join forces and identify priorities that can serve as a guide for programs, policies, and investments. Working together often creates efficiencies, new partnerships, and increased collaboration. Ultimately, Central Iowans benefit when data, resources and expertise are shared to attain the common goal of a healthier community. This CHNA was conducted in full partnership with the local health departments, hospitals, and many other community health organizations.

Conducting this comprehensive CHNA involved surveying community members and leaders as well as gathering relevant health data. The choice of our priorities reflects the idea that a high quality medical/clinic system is essential to treat people who are sick, and critical to help restore people's health; but it is not where health is created. Health is created in people's homes, workplaces, neighborhoods, and communities where people make healthy or unhealthy choices and establish healthy or unhealthy habits. The framework for those choices is the social, economic, and built environments we create. These are the Social Determinants of Health (SDoH).

The ACA also requires nonprofit hospitals to complete an **implementation strategy** in response to each CHNA. A hospital's implementation strategy must be a written plan that, for each significant health need identified, describes how the hospital facility plans to address the health need. In describing how a hospital plans to address a significant health need identified through the CHNA, the implementation strategy must:

- Describe the actions the hospital facility intends to take to address the health need and the anticipated impact of these actions.
- Identify the resources the hospital plans to commit to address the health need.
- Describe any planned collaboration between the hospital and other facilities or organizations in addressing the health need.
- Be adopted by an authorized body of the hospital facility.

# CHIP Overview Focus Areas

## Initiatives:

Mental/Behavioral Health & Substance Abuse: Page 6-7

Access to Specialty Care: Page 8

Community Safety: Page 9



## 2025-27 Initiative to Address Community Health Needs

| INITIATIVE                                                                              | PRIORITY SUPPORTED                                |                          |                  |
|-----------------------------------------------------------------------------------------|---------------------------------------------------|--------------------------|------------------|
|                                                                                         | Mental/Behavioral Health & Substance Use Disorder | Access to Specialty Care | Community Safety |
| 1 Coordinate and enhance mental health and substance use services                       | X                                                 | X                        | X                |
| 2 Provide postpartum depression and mental health screening                             | X                                                 |                          |                  |
| 3 Create community education regarding mental health services                           | X                                                 |                          | X                |
| 4 Leverage telehealth to expand access to needed services                               | X                                                 | X                        |                  |
| 5 Support programs to improve community safety                                          |                                                   |                          | X                |
| 6 Workplace violence initiatives                                                        |                                                   |                          | X                |
| 7 Create a process for continuous evaluation of access to care                          | X                                                 | X                        |                  |
| 8 Develop a strategy to sustain and grow specialty care                                 |                                                   | X                        |                  |
| 9 Improve likelihood to access mental health resources                                  | X                                                 | X                        | X                |
| 10 School based mental health strategies                                                | X                                                 | X                        | X                |
| 11 Invest in community safety and wellbeing through financial and in-kind contributions | X                                                 |                          | X                |

## Priority: Mental/Behavioral Health & Substance Use Disorder

| Initiative                                                   | Focused Tactics                                                                                                                                                                                                                                                                                                   | Anticipated Impact                                                                                                                                                                                                     | Existing/Planned collaborations                          | Resources                                                                                                                                                |
|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Increase access to mental health services</b>             | <ul style="list-style-type: none"> <li>Update intake process to improve access to appropriate level of care</li> <li>Embed mental health services in primary care clinics</li> <li>Offer telehealth mental health services</li> </ul>                                                                             | <p>Patients receive mental health services timely, at the appropriate level</p> <p>Integration of mental health services with existing health care services will increase the likelihood to access the care needed</p> | Berryhill Center<br>UnityPoint Clinic Family Medicine    | <ul style="list-style-type: none"> <li>Financial and staff support</li> <li>Promotional materials</li> <li>Education and outreach information</li> </ul> |
| <b>Increase access to substance use services</b>             | <ul style="list-style-type: none"> <li>Update intake process to improve access to appropriate level of care</li> <li>Collaboration with Community and Family Resources (CFR) for prevention and intensive outpatient services</li> <li>Provide substance use disorder services at the Berryhill Center</li> </ul> | Reduced numbers of substance use                                                                                                                                                                                       | Berryhill Center<br>Community and Family Resources (CFR) | <ul style="list-style-type: none"> <li>Financial and staff support</li> <li>Education and outreach information</li> </ul>                                |
| <b>Postpartum Depression Screenings and Support Services</b> | <ul style="list-style-type: none"> <li>Expand access to embedded mental health services in OB/GYN clinic</li> </ul>                                                                                                                                                                                               | <p>Patients with postpartum depression receive timely care and needed support</p> <p>Improved mental health outcomes for postpartum individuals and their babies</p>                                                   | Berryhill Center<br>UnityPoint Clinic OB/GYN             | <ul style="list-style-type: none"> <li>Financial and staff support</li> <li>Promotional materials</li> <li>Education and outreach information</li> </ul> |

## Priority: Mental/Behavioral Health & Substance Use Disorder (continued)

| Initiative                      | Focused Tactics                                                                                                                                                                                                                                                                                                              | Anticipated Impact                                                                                                 | Existing/Planned collaborations                                                                                                        | Resources                                                                                                                                                                                                                                                               |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Children's Mental Health</b> | <ul style="list-style-type: none"> <li>Initiate contract with Fort Dodge public school for mental health services</li> <li>Berryhill Center Child and Adolescent Psychologist</li> <li>Embed mental health services in pediatrics</li> <li>Provide Parenting Support Groups and Patient/Child Interaction Therapy</li> </ul> | Children of Webster County will receive mental health services in a location that is easily accessible             | Berryhill Center<br>Fort Dodge Community School District<br>Southeast Valley Community School District<br>UnityPoint Clinic Pediatrics | <ul style="list-style-type: none"> <li>Financial and staff support</li> <li>Promotional materials</li> <li>Education and outreach information</li> </ul>                                                                                                                |
| <b>Community Education</b>      | <ul style="list-style-type: none"> <li>Develop an educational campaign called 'No Wrong Door' encouraging community members to access any mental health services with the commitment that service will ensure the patient is connected to the appropriate service and level of care needed</li> </ul>                        | Patients will access any mental health service available in the community without concern they will be turned away | Mental Wellness Coalition<br>Berryhill Center<br>Fort Dodge Community Foundation                                                       | <ul style="list-style-type: none"> <li>Financial and staff support</li> <li>Marketing support and expertise</li> <li>Promotional materials</li> <li>Education and outreach information</li> <li>Community and individual philanthropy</li> <li>Grant support</li> </ul> |

## Priority: Access to Specialty Care

| Initiative                                                                                               | Focused Tactics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Anticipated Impact                                                                                                           | Existing/Planned collaborations                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Resources                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Increase access to specialty care in the market</b>                                                   | <ul style="list-style-type: none"> <li>Develop a comprehensive strategy to provide access to specialty care the rural market Trinity services through: <ul style="list-style-type: none"> <li>In-person physicians working at the top of their license</li> <li>Advanced practitioners</li> <li>Telehealth</li> <li>Practice partnerships</li> </ul> </li> <li>Continuous evaluation of access to specialties (not to exceed state average wait) <ul style="list-style-type: none"> <li>Implement improvement strategy when exceeding state average wait</li> </ul> </li> </ul> | <p>Improved retention and recruitment of specialty providers</p> <p>Increased access to specialty care and proceduralist</p> | <p>Berryhill Center<br/>CNOS – Neurology &amp; Orthopedics<br/>Digestive Health Center<br/>Waterloo<br/>Iowa Kidney<br/>Norma Schmoker Cancer Center<br/>UnityPoint Clinic Dermatology<br/>UnityPoint Clinic ENT<br/>UnityPoint Clinic<br/>Gastroenterology<br/>Trinity Heart Center<br/>UnityPoint Clinic Nephrology<br/>UnityPoint Clinic Neurology<br/>UnityPoint Clinic OB/GYN<br/>UnityPoint Clinic Orthopedics<br/>UnityPoint Clinic Surgery<br/>Vascular and Interventional Specialist</p> | <ul style="list-style-type: none"> <li>Specialty support</li> <li>Transfer support</li> </ul>                                                                                                        |
| <b>Invest in the surgery service line to retain current surgeons and recruit additional where needed</b> | <ul style="list-style-type: none"> <li>Surgery Center renovation and expansion</li> <li>Purchase DaVinci xi Surgery System</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                           | Improved retention and recruitment of surgeons to the Fort Dodge market                                                      | Fort Dodge Market Surgical Specialist<br>Trinity Foundation                                                                                                                                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Financial and staff support</li> <li>Marketing support and expertise</li> <li>Promotional materials</li> <li>Community and individual philanthropy</li> </ul> |

## Priority: Access to Specialty Care (continued)

| Initiative                                                                 | Focused Tactics                                                                                                                                                                                                                                                                                                                                                                                                 | Anticipated Impact                                                                                                                                                                                                                                                                                                             | Existing/Planned collaborations                                         | Resources                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Improve health outcomes through the reduction of health disparities</b> | <ul style="list-style-type: none"> <li>Pursue, advance, and sustain rural health improvements through collective impact, cross-sector coordination, and the creation of a common shared purpose to address and overcome the magnitude and complexities of rural health inequities.</li> <li>Initial focus of this work is the reduction of infant mortality and increased rate of cancer screenings.</li> </ul> | <p>Reduce identified health disparities in rural communities served by UPH by improving the care we deliver through utilizing:</p> <ul style="list-style-type: none"> <li>Rigorous data acquisition and analysis</li> <li>Quality improvement through clinical bedside intervention</li> <li>Community stakeholders</li> </ul> | Rural Healthcare Collaborative Project Team<br>Higher Education Partner | <ul style="list-style-type: none"> <li>Public Health datasets (e.g. Iowa Cancer Registry, Tableau Public, etc.)</li> <li>Wellmark Country Metrics</li> <li>County Health Rankings</li> <li>Internal UPH datasets</li> <li>Financial and staff support</li> </ul> |
| <b>Increase access to specialized rehabilitation therapy services</b>      | <ul style="list-style-type: none"> <li>Expand services in pediatric occupational therapy and pelvic floor therapy.</li> </ul>                                                                                                                                                                                                                                                                                   | <p>Patients will have access to the needed service timely and within the community.</p> <p>Improved health outcomes for pediatric and adult patients.</p>                                                                                                                                                                      | Trinity Rehabilitation Services                                         | <ul style="list-style-type: none"> <li>Financial and staff support</li> <li>Marketing support and expertise</li> <li>Promotional materials</li> </ul>                                                                                                            |

## Priority: Community Safety

| Initiative                                                                          | Focused Tactics                                                                                                                                                                                                                                                                                                                                                                                                     | Anticipated Impact                                                                                                                                                        | Existing/Planned collaborations                                                                                                                        | Resources                                                                                                                                              |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Involvement in community initiatives that focus on improved community safety</b> | <ul style="list-style-type: none"> <li>Active involvement with the Community Empowerment, Skill Building and Leadership Team</li> <li>Develop and support violence reduction strategies through educational partnerships with the local schools:               <ul style="list-style-type: none"> <li>Job Shadows</li> <li>Internships</li> <li>Pathways Program</li> <li>Mentoring Programs</li> </ul> </li> </ul> | <p>Longterm reduction of community violence</p> <p>Increased interest in higher education, specifically health careers</p> <p>Improved perception of community safety</p> | <p>City of Fort Dodge<br/>Greater Fort Dodge Growth Alliance<br/>Fort Dodge Community School District<br/>Athletics for Educational Success (AFES)</p> | <ul style="list-style-type: none"> <li>Community and individual philanthropy</li> <li>Grant support</li> <li>Organization financial support</li> </ul> |
| <b>Strategies to reduce workplace violence</b>                                      | <ul style="list-style-type: none"> <li>Body worn cameras for all public safety officers</li> <li>Evaluation of enhanced medical team defense tactics</li> <li>Enhance security incident tracking software to improve incident tracking and trending</li> <li>Fully leverage K9 program</li> </ul>                                                                                                                   | <p>Reduced workplace violence incidents that result in injury</p> <p>Reduction in incidents of disruptive person codes</p>                                                | <p>Workplace Violence Committee<br/>System Services Public Safety Team</p>                                                                             | <ul style="list-style-type: none"> <li>Financial and staff support</li> </ul>                                                                          |

# About UnityPoint Health – Fort Dodge

## Who we are

**UnityPoint Health – Fort Dodge** provides comprehensive, coordinated care to patients throughout Northwest Central Iowa through our clinics, hospitals and home care services. UnityPoint Health – Fort Dodge includes Trinity Regional Medical Center; Berryhill Center; UnityPoint Clinic; UnityPoint at Home and UnityPoint Hospice.

**UnityPoint Health** is one of the nation's most integrated health systems, providing care to both metropolitan and rural communities across Iowa, western Illinois and southern Wisconsin. Headquartered in West Des Moines, Iowa, UnityPoint Health has relationships with more than 370 physician clinics, 17 regional and 19 community network hospitals, five community mental health centers, three accredited colleges and home care services throughout its eight markets. UnityPoint Health entities employ more than 30,000 employees who are dedicated to making it easier for people to live well. More at [unitypoint.org](http://unitypoint.org).



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# CHIP Project Team

- **Executive Sponsor** | Leah Glasgo, Market President
- **CHNA Project Management Personnel**
  - Jennifer Crimmins, Regional Vice President, Clinic Operations
  - Jennifer Pullen, Executive Director, Berryhill Center
  - Shannon McQuillen, Market Vice President, Operations

This plan was reviewed and approved by the UnityPoint Health – Fort Dodge Board of Directors on September 25, 2025.



## Subject Matter Experts

### Behavioral/Mental Health & Substance Use Disorder

- Jennifer Pullen, Executive Director, Berryhill Center
- Melissa Klass, Manager, Behavioral Health Services, Berryhill Center
- Brianne Lundberg, Clinic Supervisor, Berryhill Center

### Access to Specialty Care

- Jennifer Crimmins, Regional Vice President, Clinic Operations
- Amanda Lyon, Clinic Director Operations, Surgical Specialties
- Stefanie Koenig, Clinic Director Operations, Medical Specialties
- Dena Sheffield, Clinic Director Operations, Primary Care

### Community Safety

- Shannon McQuillen, Market Vice President, Operations
- Kari Jones, Market Chief Nursing Executive
- Dan Mulder, Manager, Public Safety & Communications Center
- Ashley Edler, Manager, Emergency Department