OhioHealth Marion General Hospital

At Marion General Hospital, every achievement is the result of teamwork and the understanding that each member of our team — from our staff to physicians to volunteers to board members — plays an integral role in making our hospital your preferred choice.

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Introduction

MARION GENERAL HOSPITAL
OhioHealth Marion General Hospital is affiliated with OhioHealth, a faith-based, not-for-profit healthcare system based in central Ohio. OhioHealth Marion General is a 170-bed general, medical and surgical hospital located at 1000 McKinley Park Drive, Marion, Marion County, Ohio 43302 [7, 29]. In 2012, the hospital had 8,489 admissions; 87,338 outpatient visits; 1,004 births; 2,671 inpatient surgeries; and 49,606 emergency room visits [29]. The hospital is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF).

In October 2012, Marion General was named as 50 Top Cardiovascular Hospitals (community hospital category) in the United States by Truven Analytics [27]. The recognition was based on outcomes for patients with heart failure and heart attacks, and patients who received coronary bypass surgery and angioplasties. These outcomes include (a) better risk-adjusted survival rates, (b) lower complication indices, (c) fewer patients readmitted within 30 days of last admission, (d) shorter hospital stays and (e) lower costs [27].

FEDERAL TAX-EXEMPT STATUS REQUIREMENTS FOR NONPROFIT HOSPITALS
The Patient Protection and Affordable Care Act (PPACA), Section 9007 requires nonprofit hospitals to conduct a Community Health Needs Assessment (CHNA) every three years and to adopt an implementation strategy to address the needs identified [21]. This federal tax-exempt status requirement was targeted to guarantee “nonprofit hospitals’ community benefit investments are transparent, concrete, measurable, and both responsive and accountable to identified community need” [21].

To meet this federal requirement, and to fulfill OhioHealth’s mission of “to improve the health of those we serve,” Marion General successfully completed the CHNA in collaboration with Marion Public Health and other nonprofit agencies in Marion County, Ohio.

Community Served

Marion General is located at 1000 McKinley Park Drive, Marion, Marion County, Ohio 43302. In developing this CHNA, we identified the “community served” by Marion General as the residents of Marion County, Ohio. (To see the ZIP codes and communities considered within Marion County, see: http://www.zip-codes.com/search.asp?fld-zip=&fld-city=&fld-state=OH&fldcounty=Marion&fld-areacode=&Submit=Search+for+ZIP+Codes.)

We believe that defining the community we serve in this way is supported by where our patients reside. The Ohio Department of Health requires each hospital that is registered in Ohio to file an Annual Hospital Registration and Planning Report by March 1 of each calendar year. A review of the patient origin data from the Annual Hospital Registration and Planning Report for Marion General for 2011 supports the definition of the “community served” as being the residents of Marion County, Ohio. For 2011, 76.55 percent of all persons admitted to the hospital reside in Marion County at the time of admission.
Demographics of the Community

In 2010, Marion County had a total population of 66,501. In 2020, the population is projected to reach 67,190 [22]. In 2010, it is comprised of 90.9 percent Caucasian, 4.3 percent African American, 0.6 percent Asian, 0.4 percent Native American, 0.6 percent other races and 3.2 percent two or more races [22]. Hispanics comprised 2.1 percent of the total population [22]. The median household income is $40,511 [22]. In 2010, the population was comprised of 5.7 percent under five years old, 16.8 percent 5 to 17 years old, 8.8 percent 18 to 24 years old, 26.8 percent 25 to 44 years old, 28 percent 45 to 64 years old, and, 13.9 percent 65 years and older [22]. In Marion County, the ratio of income-to-poverty level is as follows: (a) below 100 percent of poverty level: 17.3 percent, (b) 100 to 199 percent of poverty level: 22.2 percent, (c) 200 percent of poverty level or more: 60.4 percent [16]. Among adults, the estimated payor mix is as follows: (a) 12 percent uninsured, (b) 13 percent with Medicaid, (c) 29 percent with Medicare and (d) 52 percent with private insurance [16].

Health Needs of the Community

Three priority health needs were identified for Marion County:

1. **Obesity**
2. **Tobacco use/second-hand smoke exposure**
3. **Alcohol/substance abuse**

Primary and Chronic Disease Needs and other Health Issues of Uninsured Persons, Low-Income Persons and Minority Groups

The three priority health needs identified in the Marion Public Health’s 2010-2011 Community Needs Assessment also represent the primary and chronic disease needs of uninsured persons, low-income and minority groups.

Process of Obtaining Data

Marion General participated in various meetings coordinated by Marion Public Health to facilitate the 2010-2011 Community Needs Assessment. During these meetings, Marion General interacted with persons representing broad interests of the communities served, and/or leaders and representatives of persons with chronic disease needs, uninsured persons, low-income persons and minority groups. Health indicator and demographic data were obtained from (a) the 2010-2011 Marion Community Assessment, (b) Ohio Development Services Agency and (c) meetings with persons representing these disadvantaged and vulnerable groups [See Appendix A].

Available Healthcare Facilities and Resources to Respond to Health Needs of the Community

**NEED: OBESITY**

**A. HEALTHCARE FACILITIES**

**A1. Center Street Community Health Center**

The Center Street Community Health Center is a nonprofit organization that provides patient care and laboratory services to uninsured and underinsured residents of Marion County and neighboring areas based on a sliding fee scale [10]. It is a federally qualified health center. The Center Street Community Health Center, in collaboration with Marion Public Health and United Way of Marion County, is developing a Community Health Plan that addresses obesity [1]. The facility has 15 examination rooms; 35 staff, including three physicians; a nurse practitioner; and a licensed independent social worker [8]. It also has a dental clinic staffed by one dentist, a dental hygienist and a receptionist. It accepts private insurance, Medicaid, Medicare and managed care programs under Medicaid (Care Source, Molina and Buckeye). In 2011, it served 4,000 unduplicated patients and 16,000 patient visits [8]. As part of the Center’s obesity efforts, clinicians measure body mass index of patients from all age groups and offers educational brochures and counseling about healthy lifestyles and weight management.

**A2. Marion Public Health**

Marion Public Health’s Creating Healthy Communities partnered with YMCA’s (Young Men’s Christian Association) “Pioneering Healthier Communities” and aligned objectives such as:

(a) school wellness policies, (b) healthy food access, (c) environmental changes, (d) improved healthcare practices, (e) community health education and (f) mass marketing of messages [5]. These collaborative efforts led to a $550,000 funding for joint projects such as Safe Routes to School, development of four community gardens, and Healthy Ohio recognition [5].

Marion Public Health is also involved with the following:

a. Provides nutrition education to 5th graders and Head Start students
b. Coordinates the summer food program
c. Determines the body mass index of kindergarten, 3rd grade, 5th grade and 9th grade students from all school districts
d. Collaborates with YMCA’s “Pioneering Healthier Communities” program [5]
   i. Initiates projects that improve food selection in vending machines at worksites and schools and school meals
   ii. Provides training about healthy cooking
   iii. Implements wellness policies
   iv. Provides the “Ounce of Prevention” training

e. Marion Public Health’s Women, Infants and Children (WIC) program provides nutritious foods for pregnant women, postpartum women, breastfeeding mothers, infants and children up to 5 years old [17]. WIC sponsored the Farmer’s Market Nutrition Program at the Marion County Fairgrounds. The WIC Farmer’s Market gave WIC participants (women and children 12 months to five years old) up to five coupons worth $15.00 [2]. It offers breastfeeding programs and offers its clients consultations with a nutritionist, if persons have a BMI greater than 30 [17].

A3. Marion General

a. Provides yearly diabetes and cholesterol screenings
b. Provides cholesterol and blood pressure screenings (six to seven times per year) at community health fairs
c. Offers diabetes education to the public
d. Promotes healthy eating by providing low-cost evening meals
e. Provides spousal or significant other cardiac program: if a patient enrolls in the cardiac rehabilitation program, their spouse or significant other can also join for $25, which is half the regular price

B. COMMUNITY RESOURCES


a. Responsible for the Marion Senior Nutrition Program, which includes onsite congregate meals and home-delivered meals for seniors over 60 years old
b. Offers the Head Start program [6], which is a federally funded early childhood development program for low-income foster children and children with special needs, ages 3 to 5 years old and their families. The program also offers healthy meals, snacks and opportunities for children to play indoors and outdoors. In addition, the program offers dietician consult, information on preparing healthy foods on a limited budget and measures body mass index of children, in order to share with parents to encourage health promotion activities for the children

B2. Marion City Schools [12]

a. Administers the National School Lunch Program, which provides the Universal Lunch Program to students in which every student will be eligible for free breakfast and free lunch. Marion City Schools qualified for the new program to allow universal access to school meals in impoverished communities. The program is made possible by the Healthy, Hunger-Free Kids Act of 2010, which is a nationwide effort to tackle childhood obesity and hunger. As part of this initiative, schools must offer more dark green vegetables (spinach, bokchoy, broccoli), and more red and orange vegetables (carrots, red and orange peppers, sweet potatoes and tomatoes) [19, 20]
b. Offers the Fresh Fruit and Vegetable Program every Tuesday and Thursday [12]
B3. Neighborhood Restaurants
a. Restaurants in Marion County that offer low fat menu options and provides total calories, fat, carbohydrate and protein content of each menu item
b. In 2010, Marion Public Health awarded six Marion restaurants as GOLD Plate restaurants, which signifies that these places offer healthy menu options [3].

B4. The Ohio State University Extension
c. The Family Nutrition Program, led by Jessica Reed, comes to Turning Point, a domestic violence shelter, to provide education on food safety, cooking, food storage, healthy eating, smart snacking and portion control [28].

B5. Marion Family YMCA (Young Men’s Christian Association)
a. Pioneering Healthy Communities: focuses on policy, system and environmental change in communities to promote healthy lifestyles. Funding came from the Robert Wood Johnson Foundation to address childhood obesity [13, 14]
b. Provides obesity education and awareness through vehicles such as video and speakers bureau, through Pioneering Healthier Communities [14]
c. Enables access to healthy foods by developing an onsite garden in collaboration with Boys and Girls Club [4]
d. Initiates improvement in school health initiatives (school celebrations and before- and after-school activities) [5]
e. Superkids Program: offers reduced YMCA memberships and nutritional counseling to families. The nutritional counseling focuses on children 9 to 14 years old [14]
f. Provides financial assistance for swimming lessons [13]

NEED: TOBACCO USE/SECOND-HAND SMOKE EXPOSURE

A. HEALTHCARE FACILITIES

A1. Marion General
a. The Pulmonary Services and Pulmonary Rehabilitation Unit at Marion General provides inpatient smoking cessation counseling. Clinicians from Marion General make follow-up telephone calls to inpatients, who said they wanted to quit smoking approximately 30 days after discharge. Outpatients are referred to Ohio Tobacco Quit Line, 1-800-QUIT-NOW [25]. During GRADS (Graduation, Reality and Dual-Role Skills) Day, Marion General associates give presentations about the effects of smoking on the developing fetus, and on the health of infants exposed to second-hand smoke. The GRADS Program is an educational seminar for teen mothers, 12 to 18 years old, about perinatal issues such as shaken-baby syndrome, hazards of smoking, breastfeeding and bottle-feeding. An annual presentation is given to inmates on the effects of smoking and cessation counseling.
b. The Partial Hospitalization Program offers inpatients (i) nicotine replacement therapies, (ii) “Kick The Habit” patient education weekly support group, and (iii) patient education on the negative effects of tobacco on the effectiveness of psychiatric medications.
c. Marion General has been a tobacco-free healthcare facility since 2010.
A2. Marion Public Health

The program manager for Creating Healthy Communities at Marion Public Health provides education and assistance in locating resources related to smoking cessation and second-hand smoke exposure. As part of the “Creating Healthy Communities” interventions, Marion Public Health conducts “Healthy Smoke Free Worksite Wellness” training for all city and county worksites, regarding smoke-free policies and guidelines [4].

B. COMMUNITY RESOURCES

B1. United Way of Marion County

a. The United Way of Marion County is working closely with Marion Public Health to develop a Community Health Plan that will include smoking cessation interventions [1].

B2. Tobacco Use Prevention and Cessation Program, Ohio Department of Health

The program goals include (a) prevent initiation of tobacco use among youth, (b) promote tobacco cessation, (c) eliminate second-hand smoke exposure for Ohioans and (d) eliminate disparities affected by tobacco use. The program administers the Ohio Tobacco Quit Line [25].

NEED: ALCOHOL AND SUBSTANCE ABUSE

A. HEALTHCARE FACILITIES

A1. Marion General

Marion General provides mental and drug rehabilitation services. It provides dual-diagnosis treatment, outpatient substance abuse treatment, drug rehabilitation program, and mental health services for bipolar, anxiety, manic depression, attention deficit hyperactivity disorder and other mental health disorders.

Marion General’s Partial Hospitalization Program and the Intensive Outpatient Program provide services to patients with dual diagnosis of mental illness and substance abuse. Inpatients and outpatients are assessed, their history of substance abuse and alcohol abuse determined, and they are provided with education materials and list of resources. Some of the patient education opportunities and linkages to community resources include:

a. Education and support group on relapse prevention

b. The hospital provides a meeting place in the unit for the Narcotics Anonymous group to hold weekly meetings, attended by inpatients and outpatients, and enables persons to meet others who are experiencing similar issues

c. Referral and linkages to Alcoholics Anonymous, Narcotics Anonymous and Alateen (kids living in families with alcoholics), inpatient treatment programs, and outpatient agencies that provide alcohol and drug follow-up

d. The hospital provides opportunities for inpatients and outpatients to listen to speakers from Alcoholics Anonymous, Narcotics Anonymous, Marion County Job and Family Services and Crawford-Marion Board of Alcohol, Drug Addiction, and Mental Health Services. Speakers offer an overview of the services they provide to the community and how the patients could benefit from their services

e. The Partial Hospitalization Program and the Intensive Outpatient Program track drug usage on a daily basis and assist patients in developing strategies to reduce drug use while enrolled in the program
Marion General has specially trained doctors who provide suboxone treatments to ease withdrawal symptoms associated with addiction to opiate-based drugs. Suboxone treatment is a detoxification treatment that is provided in an outpatient setting. Suboxone is part of a complete treatment plan that includes behavioral therapy, support groups and individual counseling.

**A2. Foundation Recovery Center of Marion, Ohio**

The Foundation Recovery Center of Marion, Ohio, provides residential long-term treatment and outpatient visits for women and those with Driving Under the Influence (DUI) and Driving While Intoxicated (DWI) offenses. Payments on a sliding fee scale can be made through self-payments, Medicaid and private health insurance [11].

**A3. Marion Area Counseling Center Inc. [11]**

The Marion Area Counseling Center Inc. is a full-service, private, nonprofit community mental and behavioral health center, which serves residents of Marion and Crawford Counties. It provides the following services:

- **Drug and alcohol counseling** — are provided at the Foundation Recovery Center, Crossroads Recovery Center (an intensive outpatient day treatment program) and Professional Treatment Systems.

- **Individual, family and group therapy services** — involves face-to-face contact with individuals or family members, or with two or more non-family members, and face-to-face therapeutic intervention by a psychiatrist with an individual or family or in a group setting for evaluation, monitoring of medications, stabilization, and crisis intervention or treatment.

- **Crisis intervention services** — provides immediate clinical intervention or pre-hospitalization screening of individuals in crisis.

- **Community support** — helps clients avail themselves of community resources and support services as they return to their home environment.

- **CONTACT CareLine** — serves as a 24-hour crisis intervention program and provides education and referral services to clients.

- **Supervised apartments** — help clients who are in need of independent living skills on short-term or long-term basis. The long-term program serves clients who need daily supervision and structure.

- **Victim Assistance Program** — help minimize the effects of crime and enhance prosecutorial effectiveness for victims. The program serves victims and families of Drinking Under the Influence (DUI) accidents and attempted homicide survivors.

- **Kinship Caregiver Connections** — provides a caregiver, not the biological parent, who has the primary responsibility of caring for the child.

- **Program Encouraging Employment and Recovery (PEER)** — provides employment specialists who work with individuals to develop an employment priority and support to find a job that matches the client’s interest, preference, ability and choice.

- **Employee Assistance Programs** — confidentially assist individuals whose personal problems may be affecting their job performance and job safety
  - **Drug-Free Workplace Training** discusses drug-free workplace policies, recognizing alcohol and drug problems, confronting employees, understanding reasonable suspicion, documentation, types of drugs, referrals for assessment and assistance and follow-up.
  - **Employee Orientation** discusses the drug-free workplace program, stress management programs, disease model for alcohol and other drugs, signs and symptoms of drug abuse, effects of commonly used drugs in the workplace and information about community resources.
B. COMMUNITY RESOURCES

B1. Alcohol, Drug Addiction and Mental Health Boards (Marion-Crawford ADAMH Board)

The Marion-Crawford ADAMH Board leads the Marion-Crawford Opiate Task Force, which is designed to (a) bring together all sectors of the community impacted by opiate issues, (b) provide a structure for community-wide response to the opiate epidemic and (c) engage the community to pursue a unified goal [23]. The Opiate Task Force will coordinate and facilitate local community prevention and education activities, and education of medical professionals.

B2. Boys and Girls Club of Marion County [15]

The Boys and Girls Club implements the SMART Moves program, which targets the problems of drug and alcohol use. SMART Moves teaches young people 6 to 15 years old how to “say no” by involving them in discussion and role-play. The program raises the children’s decision-making skills and understanding of the impact of media and peers on drug and alcohol use.

B3. Journey Offender Services, LLC [9]

Journey Offender Services, LLC offers outpatient alcohol and drug counseling; domestic violence intervention; assessments and education; thinking for a change; money management; and anger management programs.

B4. Marion-Crawford Teen Institute [18]

The Marion-Crawford Teen Institute is a leadership organization that promotes making positive, drug-free choices among high school students. A leader in Teen Institute commits to being alcohol-, tobacco- and drug free.
Process for Identifying and Prioritizing Community Health Needs and Services to Meet Community Health Needs

A. PROCESS FOR IDENTIFYING AND PRIORITIZING COMMUNITY HEALTH NEEDS

Marion General collaborated with Marion Public Health in conducting the Marion General CHNA. Marion Public Health received funding from the following: (a) Marion Community Foundation, (b) Crawford-Marion ADAMH Board, (c) Center Street Community Health Center, (d) Junior Service Guild, (e) Marion Area Chamber of Commerce, (f) Marion County Children’s Services Board, (g) Marion County Family and Children First Council, (h) Marion General and (i) United Way of Marion County.

In Marion Public Health’s 2010-2011 Marion Community Assessment, health needs were identified using primary and secondary data collection and analysis, and through a series of community meetings held on March 21, 2012; April 19, 2012; May 17, 2012; June 21, 2012; August 13, 2012; and August 16, 2012 (Appendix A). The health needs identified from the adult, youth and child surveys were prioritized based on a scoring system that was recommended by the Association of State and Territorial Health Officials State Health Improvement Plan to Ohio Department of Health to be used as a tool for health improvement planning sessions. Each participant scored all the health needs identified in the **2010-2011 Marion Community Assessment**, which were categorized per age group (adult, youth, and child). The scoring was based on the following:

a. Identify whether the need is a local health need or not (Yes or No)
b. Thereafter, each health indicator that was identified as a local health need was scored from 1 to 3 (1 being low; 3 being high) based on the following criteria:
   i. Are the results worth the financial investment?
   ii. Is the issue worse here than elsewhere?
   iii. Are there federal/state laws that prohibit or require addressing issue?
   iv. Is there a valid intervention to positively impact the issue?
   v. Is a sizeable percentage of the population affected by issue?
   vi. Does intervention keep people well?
   vii. Does the affliction impede ability to work, attend school, function?
   viii. Does the affliction cause severe illness and/or premature death?
   ix. Has the problem worsened in the last five years?

The needs with the highest average score include the following:

a. **Adult** – alcohol/substance abuse, obesity, tobacco use
b. **Youth** – obesity, substance/alcohol abuse and tobacco use
c. **Child** – obesity and second-hand smoke exposure
The Marion County Community Needs Assessment Committee decided to focus on three priorities regardless of age groups, based upon the limited available resources to positively impact each area. Hence, the three priority health needs are obesity, tobacco use/second-hand smoke exposure and alcohol/substance abuse.

Primary data collection was led by the Community Advisory Committee and data was analyzed by Rosemary Chaudry, PhD, RN, MPH, MHA (previously affiliated with The Ohio State University College of Nursing; currently affiliated with the Delaware General Health District), and Steven Naber, PhD (The Ohio State University). Secondary data was collected by the Hospital Council of Northwest Ohio.

**A1. Primary Data Collection**

The process of primary data collection and analysis that was used in Marion Public Health’s [2010-2011 Marion Community Assessment](#) stated:

“Primary health-related data for Marion County adults (18 years old and older), youth (12 to 18 years old), and children (birth to 6 years old) were collected and analyzed from three county-wide health assessment surveys conducted during 2010-2011. The findings are based on self-administered surveys using a structured questionnaire. The questions were developed through a collaborative effort of members of the Community Advisory Committee (CAC) beginning in early 2010. The CAC was divided into three separate committees (adult, youth and young children) based upon area of expertise and interest. Members of the three committees reviewed and revised survey questions that were used during the 2006 Marion County Community Assessment. Final survey tools were developed after multiple revisions and additions to the tools used in 2006, and consensus was reached among committee members. Administration of the three surveys was conducted by Marion Public Health.”

“Adult surveys were mailed in January 2011 to 3,002 random residences in Marion County, based upon statistical representation of the population, according to zip code. Surveys were returned through April 2011, after reminder postcards were mailed in March. An over-sampling of 21 Hispanic, 59 African-American and 22 homeless shelter residents was also conducted. A total of 594 surveys was returned, for a response rate of 19 percent.”

“Youth surveys were administered via Survey Monkey to all 8th and 11th grade classes in Marion County. The students surveyed were from the following schools: (a) Elgin Local School, (b) Marion Catholic School, (c) Marion City/Harding School, (d) Pleasant Local School, (e) Ridgedale Local School, (f) River Valley Local School and (g) Tri-Rivers Career Center. These surveys were conducted December 2010 through February 2011. A total of 931 out of 1,102 total 8th grade students answered the survey, for a response rate of 84 percent. The response rate for 11th grade students was 81 percent, with 536 out of 665 students answering the survey. Students not included in the survey process were those not present on the day of the survey, and those excluded by their parents. Students of River Valley 11th grade are not included, as the response rate was insufficient.”

“Parents of young children were surveyed between January and March 2011 through surveys distributed to all day cares, pre-schools and kindergartens in the county. A total of 1,797 surveys was distributed, with 535 surveys returned, for a response rate of 29.8 percent.”
“Rosemary Chaudry, PhD, RN, MPH, MHA, performed data collection and analysis for the parents of young children and youth surveys in June 2011. Steven Naber, PhD, led data collection and analysis for the adult survey, which was performed by The Ohio State University Statistical Consulting Service through July 2011. Prior to performing the analysis of the adult survey, responses to the survey were examined against U.S. Census Bureau data to determine whether there were any significant differences in the response rates as compared to the associated proportions in the population. The factors of race, gender, age and zip code were examined. The analysis showed no significant differences between the proportion of survey responses and the population proportion. As a result, survey weights were bypassed, which would all be approximately equal.”

A2. Secondary Data Collection

Secondary data and report development of the Marion Public Health’s 2010-2011 Marion Community Assessment were completed by the Hospital Council of Northwest Ohio in January 2012.

B. PROCESS FOR IDENTIFYING SERVICES TO MEET COMMUNITY HEALTH NEEDS

Marion General conducted a comprehensive inventory of its community outreach programs that were carried out in Fiscal Year 2012 (FY 2012) to determine which health needs these programs address, and whether these programs will be budgeted for the next three fiscal years. After conducting the program inventory, Marion General also reviewed the available healthcare facilities and community resources that are available to meet the health needs. Services that are provided at Marion General, which are not complemented by other healthcare facilities and community organizations, will be expanded to better serve the community needs.

Process for Consulting with Persons Representing the Community’s Interests

A. PARTICIPATION IN THE CHNA FOR MARION COUNTY

Marion General and OhioHealth representatives participated in several meetings coordinated by Marion Public Health to prepare the 2010-2011 Marion Community Assessment. The list of meetings and topics discussed during these meetings are shown in Appendix A. The organizations that participated in Marion Public Health’s 2010-2011 Marion Community Assessment are listed in Appendix C.

The following community representatives have significant public health knowledge and experience:

1. Gwen Janeczek, RN, BSN
   Director of Nursing, Marion Public Health
   Marion, Ohio 43302
   (740) 692.9123
   FAX: (740) 383.2546
   Email: gwen.janeczek@odh.ohio.gov
Qualifications:
Bachelor of Science in Nursing, The Ohio State University, 1982; Registered Nurse

Brief Description of Special Knowledge and Expertise in Public Health
Ms. Gwen Janeczek is the facilitator of Marion Public Health's 2010-2011 Marion Community Assessment. She also is the author and project director for local and state-funded grants focused on:
+ Performing Marion County CHNA (Child and Family Health Services, Ohio Department of Health; Marion Community Foundation)
+ Reducing childhood obesity (Child and Family Health Services, Ohio Department of Health)
+ Improving immunization rates among children up to 2 years old (Immunization Action Plan, Ohio Department of Health)
+ Performing body mass index measurements of children enrolled in after-school and summer programs, and report collected data to the Ohio Department of Health (American Recovery and Reinvestment Act, Ohio Department of Health)

Ms. Janeczek also monitors and investigates communicable diseases and oversees the immunization program. She provides direction to the school nurse program. She represents Marion Public Health as the vice-chairman of the Marion County Family and Children First Council, as well as the board of directors of Marion Area Counseling Center.

2. Rosemary Chaudry, PhD, RN, MHA, MPH
Associate Clinical Professor, The Ohio State University College of Nursing (retired); Assessment and Accreditation Coordinator, Delaware General Health District (current position)

Qualifications:
+ Doctor of Philosophy, Nursing, The Ohio State University
+ Master of Science, Nursing, The Ohio State University
+ Master of Health Administration, The Ohio State University
+ Master of Public Health, The Ohio State University

Brief Description of Special Knowledge and Expertise in Public Health
+ Dr. Rosemary Chaudry's postdoctoral work was in Medicaid managed care program evaluation. She has been involved with research on public health infrastructure and performance improvement, community health and environmental health assessment, public health nursing workforce development and health outcomes and community-based services for vulnerable populations.
+ Dr. Chaudry coordinated the 2006-2007 Marion County Community Assessment and was a consultant for data collection and analysis and a steering committee member of Marion Public Health's 2010-2011 Marion Community Assessment.
B. CONSULTATIONS WITH MARION PUBLIC HEALTH’S DIRECTOR OF NURSING, AND THE OHIO STATE UNIVERSITY EXTENSION FAMILY NUTRITION PROGRAM ASSISTANT

On August 13, 2012, Marion General consulted with Gwen Janeczek, BSN, RN, director of nursing for Marion Public Health, regarding efforts to prepare Marion General’s CHNA. Findings from the 2010-2011 Marion Community Assessment, including demographic and health indicator data, were used and referred to in this document.

OhioHealth representatives also consulted with The Ohio State University Extension Family Nutrition Program regarding their efforts toward preventing obesity. The Family Nutrition Program is sponsored by the United States Department of Agriculture. The program teaches basic nutrition, food safety and thrifty shopping to people who either (a) live in public housing and shelters, (b) participate in pantries or community meal sites, or (c) receive WIC benefits and other government programs (J. Reed, personal communication, October 15, 2012).

Information Gaps that Limit the Hospital Facility’s Ability to Assess the Community Health Needs

Marion General did not find any information gaps that limit the hospital facility’s ability to assess the community health needs. Marion Public Health also did not find information gaps when conducting the 2010-2011 Marion Community Assessment.

Collaborating Partners

Marion General collaborated with Marion Public Health located at 181 South Main Street, Marion, Ohio 43302, that coordinated the 2010-2011 Marion Community Assessment. Apart from Marion General and OhioHealth, other community organizations that were involved with the CHNA include:

1. American Cancer Society Central Regional Office – 5555 Frantz Road, Dublin, Ohio 43017
2. American Red Cross – 1849 Summerset Drive, Marion, Ohio 43302
3. Boys and Girls Club – 370 E. Mark Street, Marion, Ohio 43302
4. Center Street Community Health Center – 136 West Center Street, Marion, Ohio 43302
5. City of Marion – 233 West Center Street, Marion, Ohio 43302
6. Crawford-Marion Board of Alcohol, Drug Addiction and Mental Health Services – 142 South Prospect Street, Marion, Ohio 43302
7. Delaware General Health District – 1 W. Winter Street, Delaware, Ohio 43015
8. Elgin Local Schools – 4616 LaRue Prospect Road, Marion, Ohio 43302
9. Hospital Council of Northwest Ohio – 3231 Central Park West, Toledo, Ohio 43617
10. Junior Service Guild – 302 West Center Street, Marion, Ohio 43302
11. Legal Aid Society of Columbus – 1108 City Park Avenue #100, Columbus, Ohio 43206
12. Ohio Heartland Community Action Commission – 372 E. Center Street, Marion, Ohio 43302
13. Ohio Heartland Community Action Commission Head Start – 372 E. Center Street, Marion, Ohio 43302
14. Marion Adolescent Pregnancy Program – 498 North Main St., Marion, Ohio 43302
15. Marion Area Chamber of Commerce – 205 West Center Street, Marion, Ohio 43302
16. Marion Area Counseling Center Inc. – 320 Executive Drive, Marion, Ohio 43302
17. Marion Area Transit – 37 South State Street, Marion, Ohio 43302
18. Marion Catholic High School – 1001 Mt. Vernon Avenue, Marion, Ohio 43302
19. Marion City Schools – 420 Presidential Drive Suite B, Marion, Ohio 43302
20. Marion Community Foundation – 504 South State St., Marion, Ohio 43302
21. Marion County Board of Developmental Disabilities – 2387 Harding Hwy E, Marion, Ohio 43302
22. Marion County Children Services – 1680 Marion-Waldo Road, Marion, Ohio 43302
23. Marion County Children Services Board – 1680 Marion-Waldo Road, Marion, Ohio 43302
24. Marion County Commissioners – 222 West Center Street, Marion, Ohio 43302
25. Marion County Council on Aging – 125 Executive Drive, Marion, Ohio 43302
26. Marion County Family and Children First Council – 125 Executive Drive, Suite 100, Marion, Ohio 43302
27. Marion County Job and Family Services – 363 West Fairground Street, Marion, Ohio 43302
28. Marion-Crawford Teen Institute – 142 S. Prospect St., Marion, Ohio 43302
29. Marion Family Young Men’s Christian Association – 645 Barks Road East, Marion, Ohio
30. Marion Matters – 790 Kenton Avenue, Marion, Ohio 43302
31. Marion Shelter Program – 498 N. Main St., Marion, Ohio 43302
32. Marion Technical College – 1467 Mt. Vernon Avenue, Marion, Ohio 43302
33. Pleasant High School – 1101 Owens Road West, Marion, Ohio 43302
34. Pleasant Local Schools – 1107 Owens Road West, Marion, Ohio 43302
35. Prospect Lion’s Club – 318 N. Elm Street, Prospect, Ohio 43342
36. Ridgedale Local Schools – 3103 Hillman Ford Road, Morral, Ohio 43337
37. River Valley Local Schools – 197 Brocklesby Road, Caledonia, Ohio 43314
38. St. Mary Church – 251 North Main Street, Marion, Ohio 43302
39. Tri-Rivers Career Center – 2222 Marion-Mt Gilead Rd, Marion, Ohio 43302
40. Tri-Rivers Career Center Early Childhood Learning Center – 2222 Marion-Mt Gilead Road, Marion, Ohio 43302
41. United Way of Marion County – 125 Executive Drive, Suite 100, Marion, Ohio 43301
42. The Ohio State University Extension-Marion County – 222 West Center Street, Marion, Ohio 43302
43. The Ohio State University at Marion – 1465 Mount Vernon, Marion, Ohio 43302
44. Turning Point – 330 Bards Road West, Marion Ohio 43302
Third party consultant for preparation of CHNA report:
Bricker & Eckler LLP /Quality Management Consulting Group, 100 South Third St. Columbus, Ohio 43215

Qualifications:
Jim Flynn is a partner in the Bricker & Eckler Health Care group where he has practiced for 21 years. His general healthcare practice focuses on transactional, reimbursement-related and health planning matters, including experience in Medicare and Medicaid reimbursement, certificate of need, non-profit and tax-exempt healthcare providers, federal and state administrative appeals, federal and state regulatory issues, fraud and abuse, False Claims Act, physician recruitment, corporate compliance, corporate organization and structure, public hospitals, and long-term care issues. Mr. Flynn has provided consultation to healthcare providers, including non-profit and tax-exempt healthcare providers and public hospitals, on community health needs assessments.

Chris Kenney is the director of Regulatory Services with the Quality Management Consulting Group of Bricker & Eckler LLP. Ms. Kenney has over 30 years experience in healthcare planning and policy development, federal and state regulations, certificate of need regulations, state licensure, and Medicare and Medicaid certification. She provides expert testimony on community need and offers presentations and educational sessions regarding community health needs assessments. As Director of Ohio's Certificate of Need Program from 1997-2009, she prepared legislation and developed policy directives to address community needs including the development and introduction of the long-term care bed need methodology currently in use in Ohio. Ms. Kenney works with provider associations, industry groups, state agencies and providers on various healthcare delivery related issues. She has provided consultation to various state agencies on healthcare matters, healthcare providers on planning and regulatory matters, and Ohio’s Executive Branch on state long-term care policy matters.
References


Appendix A

Marion County Community Health Needs Assessment Meetings Participated in by Marion General Hospital and OhioHealth

During these meetings, Marion General and OhioHealth representatives learned from the discussions about the specific health needs of persons served by the organizations represented in the meetings.

<table>
<thead>
<tr>
<th>Date</th>
<th>Attendees</th>
<th>Output</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 21, 2012</td>
<td><strong>Bradley C. Bebout</strong>: president/chief executive officer, Marion Community Foundation</td>
<td>+ Provided an overview of the 2010-2011 Marion Community Assessment process.</td>
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<tr>
<td></td>
<td><strong>Gary Blair</strong>: director, Growth and Business Development, Marion General Hospital Foundation</td>
<td>+ Discussed an overview of the Community Health Improvement Cycle and the development of a Community Health Improvement Plan.</td>
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<td></td>
<td><strong>Chuck Bulick</strong>: executive director, Marion Shelter Program</td>
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<td></td>
<td><strong>Rosemary Chaudry, PhD, RN, MPH, MHA</strong>: associate clinical professor, The Ohio State University (currently with the Delaware General Health District)</td>
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<td></td>
<td><strong>Erin Creeden, RN</strong>: public health nurse, Marion Public Health</td>
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<td></td>
<td><strong>Jodi Galloway</strong>: coordinator, Marion-Crawford Teen Institute</td>
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<td></td>
<td><strong>Roger George</strong>: assistant superintendent, Marion City Schools (retired)</td>
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<tr>
<td></td>
<td><strong>Amy Gorenflo</strong>: “Creating Healthy Communities” grant coordinator, Marion Public Health; currently affiliated with Ohio Department of Health</td>
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<td></td>
<td><strong>Pam Hall</strong>: president, Marion Area Chamber of Commerce</td>
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<td></td>
<td><strong>Kattie Harmon</strong>: director, Tri-Rivers Early Childhood Learning Center</td>
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<td></td>
<td><strong>Gwen Janeczek, BSN, RN</strong>: director of nursing, Marion Public Health</td>
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<td></td>
<td><strong>Jennifer Johnson</strong>: director, Marion County Family and Children First Council</td>
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<td></td>
<td><strong>Shawn Kitchen</strong>: coordinator, Business Development and Marketing, Marion General Hospital</td>
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<td></td>
<td><strong>Teresa Lubke</strong>: executive director, Marion Family YMCA (Young Men’s Christian Association)</td>
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</tbody>
</table>
Discussed the tools for prioritizing health needs. The topics identified from each of the three age group surveys were rated as 0=low to 3=high based on how each topic affected mortality, morbidity or quality of life. The prioritization was based on the method used by the Ohio Department of Health.

<table>
<thead>
<tr>
<th>Date</th>
<th>Attendees</th>
<th>Output</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 21, 2012</td>
<td>Jane Manley: director, WIC (Women, Infants and Children), Marion Public Health</td>
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<td></td>
<td>Karen McLeary: adolescent health coordinator, Marion Adolescent Pregnancy Program</td>
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<td></td>
<td>Laura Piro: coordinator, Marion Junior Teen Institute</td>
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<td></td>
<td>Elaine Ring: associate director of outpatient services, Marion Area Counseling Center Inc.</td>
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<td></td>
<td>Jacqueline Ringer: director, Marion County Children’s Services</td>
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<td></td>
<td>Paula Roller: executive director, Turning Point</td>
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<td>Joey Sink-Oiler: executive director, Marion Matters</td>
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<td></td>
<td>Brian Sparling: principal, Pleasant High School</td>
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<td>Pam Stone: executive director, United Way of Marion County</td>
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<td>Lynn Thomas: president, Prospect Lion’s Club</td>
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<td></td>
<td>Kris Webb: guidance counselor, Pleasant Local Schools</td>
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<td></td>
<td>Linda Wilson: operations manager, Center Street Community Health Center</td>
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<td></td>
<td>Bev Young: executive director, Marion Area Counseling Center</td>
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<tr>
<td>April 19, 2012</td>
<td>Lea Blackburn: system director of Community Partnerships, OhioHealth (resigned)</td>
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<td></td>
<td>Erin Creeden, RN: public health nurse, Marion Public Health</td>
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<tr>
<td></td>
<td>Amy Gorenflo: “Creating Healthy Communities” grant coordinator, Marion Public Health; currently affiliated with Ohio Department of Health</td>
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</tr>
<tr>
<td></td>
<td>Gwen Janeczek, BSN, RN: director of nursing, Marion Public Health</td>
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<tr>
<td></td>
<td>Jane Manley: director, WIC, Marion Public Health</td>
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<tr>
<td></td>
<td>Viki Midlam: administrative Assistant, Marion Public Health</td>
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<tr>
<td></td>
<td>Linda Wilson: operations manager, Center Street Community Health Center</td>
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<td></td>
<td>Frederick Winegarner, MD: health commissioner, Marion Public Health</td>
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<td></td>
<td>Bev Young: executive director, Marion Area Counseling Center</td>
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</table>
Health priority needs based on the adult survey results were identified. The top three health priority needs were (a) alcohol/substance abuse, (b) obesity and (c) tobacco use/second-hand smoke exposure.

Health priority needs for the youth survey administered to 8th and 11th graders were identified. The top three health priority needs were: (a) obesity, (b) substance and alcohol abuse/tobacco use and (c) depression/suicide.
**Appendix A (continued)**

<table>
<thead>
<tr>
<th>Date</th>
<th>Attendees</th>
<th>Output</th>
</tr>
</thead>
</table>
| August 13, 2012 | **Mary Ann Abiado, PhD, MSN, RN:** data management and evaluation specialist, OhioHealth  
**Lea Blackburn, MSW, LISW:** system director of Community Partnerships, OhioHealth (Resigned)  
**Gary Blair:** director, Growth and Business Development, Marion General Hospital  
**Gwen Janeczek, BSN, RN:** director of nursing, Marion Public Health  
**Shawn Kitchen:** coordinator, Business Development and Marketing, Marion General Hospital | + Discussed updates of the priority health needs identified for adults, youth, and young children.  
+ Learned from the Marion Public Health director of Nursing that the community stakeholders decided to focus on only three priority health needs for all the age groups: (a) obesity, (b) tobacco use, second-hand smoke exposure and (c) alcohol and substance abuse. |
| August 16, 2012 | **Erin Creeden:** public health nurse, Marion Public Health  
**Amy Gorenflo:** “Creating Healthy Communities” grant coordinator, Marion Public Health; currently affiliated with Ohio Department of Health  
**Gwen Janeczek, BSN, RN:** director of nursing, Marion Public Health  
**Jennifer Johnson:** director, Marion County Family and Children First Council  
**Shawn Kitchen:** coordinator, Business Development and Marketing, Marion General Hospital  
**Theresa Lubke:** executive director, Marion Family YMCA  
**Viki Midlam:** administrative assistant, Marion Public Health  
**Kathy Neff:** Affiliate, Ohio Heartland Community Action Commission Head Start  
**Pam Stone:** executive director, United Way of Marion County  
**Linda Wilson:** operations manager, Center Street Community Health Center  
**Frederick Winegarner, MD:** health commissioner, Marion Public Health  
**Bev Young:** executive director, Marion Area Counseling Center | + Updated the community resource list that addresses the identified priority health needs.  
+ Discussed steps in developing the Community Health Improvement Plan.  
+ Planned that the group will work together to develop goals and objectives for the priority health needs. |
Appendix B

The key findings from the 2010-2011 Marion Community Assessment [16] are summarized below.


A. Health Perceptions

“In 2011, almost half (48 percent) of the Marion County adults rated their health status as excellent or very good. Conversely, 18 percent of the adults, increasing to 24 percent of those over the age of 65, described their health as fair or poor.”

B. Healthcare Coverage

“The 2011 health assessment data has identified that 12 percent of Marion County adults were without healthcare coverage. In Marion County, 17.3 percent of residents live below the poverty level.”

C. Healthcare Access

“The 2011 health assessment project identified that 97 percent of Marion County adults reported they had one particular place they usually went if they were sick or needed advice about their health. About 31 percent of Marion County adults have between one and two prescription drugs.”

D. Cardiovascular Health

“Heart disease (27 percent) and stroke (5 percent) accounted for 32 percent of all Marion County adult deaths from 2006-2008 (Source: ODH Information Warehouse). The 2010-2011 Marion Community Assessment Marion County health assessment found that 19 percent of adults had heart disease. Almost half (46 percent) of Marion County adults have been diagnosed with high blood pressure. Fifty-six percent of adults described themselves as either overweight or obese. These are all known risk factors for heart disease and stroke.”

E. Adult Weight Status

“The 2010 CDC’s Behavioral Risk Factor Surveillance System indicates that 30 percent of Ohio and 28 percent of U.S. adults were obese by BMI. Fifty-six percent of Marion County adults described themselves as either overweight or obese. 38 percent of adults had not been participating in any physical activities or exercise in the past week.”

F. Adult Tobacco Use

“In 2011, 22 percent of Marion County adults were current smokers and 15 percent were considered former smokers. In 2011, the American Cancer Society (ACS) stated that tobacco use was the most preventable cause of disease and early death in the world, accounting for approximately 5.4 million premature deaths each year. ACS estimated that tobacco use would be linked to approximately one in five deaths in the U.S.”

G. Adult Alcohol Consumption

“The 2010-2011 Marion Community Assessment indicated that almost half (45 percent) of Marion County adults had at least one alcoholic drink in the past month. Thirty-one percent of adults had their first drink of alcohol when they were between 13 and 17 years old. Seven percent of adults drove after drinking alcohol or after using illicit drugs.”
H. Adult Marijuana and Other Drug Use

“In 2011, 4 percent of Marion County adults had used marijuana during the past month, increasing to 9 percent of those 18 to 34 years old.”

I. Marion County Perceptions

“The 2010-2011 Marion Community Assessment identified that 56 percent of Marion County adults were very concerned about poverty. Eighty-seven percent of adults reported education was very important to them.”

J. Social Context

“In 2011, 5 percent of Marion County adults have been frightened, harassed, bullied, or physically abused by someone they did not know and 4 percent by someone they did know. Six percent of adults have been forced to engage in sexual activity when they did not want to, increasing to 9 percent of females.”

K. Preventive Measures and Health Screenings

“Eighty-eight percent of Marion County adults use a seatbelt when driving or have a passenger in the car. Thirty-four percent of adults ages 50 and older have a colonoscopy or sigmoidoscopy as recommended for colon cancer.”

L. Quality of Life

“The 2010-2011 Marion Community Assessment identified that 37 percent of Marion County adults kept a firearm in or around their home. More than one-fourth (29 percent) of Marion County adults currently provide some type of regular help or assistance to another adult who has a health problem such as a physical, emotional or developmental problem. Seventy-four percent reported that they enjoy their life.”

M. Mental Health and Suicide

“In 2011, 17 percent of Marion County adults were diagnosed with depression. The 2010-2011 Marion Community Assessment results indicated that 15 percent of Marion County youth had seriously contemplated suicide in the past year and 10 percent admitted actually attempting suicide in the past year.”

N. Oral Health

“The 2010-2011 Marion Community Assessment has determined that almost two-thirds (64 percent) of Marion County adults had visited a dentist or dental clinic in the past year. The 2010 BRFSS reported that 70 percent of U.S. adults and 72 percent of Ohio adults had visited a dentist or dental clinic in the previous twelve months. Just over three-fourths (76 percent) of Marion youth had visited the dentist for a check-up, exam, teeth cleaning, or other dental work in the past year.”

O. Youth Weight Status

“When asked how they would describe their weight, 27 percent of Marion County 8th graders reported that they were slightly or very overweight. 54 percent of 11th graders were exercising for at least 20 minutes on three or more days per week.”

P. Youth Tobacco Use

“The 2010-2011 Marion Community Assessment identified that 16 percent of Marion County 8th graders were tobacco users, increasing to 31 percent of 11th graders. Of those 8th graders who currently use tobacco, 67 percent had tried to quit. 61 percent of 11th graders had tried to quit.”
**Q. Youth Alcohol Consumption**

“The 2010-2011 Marion Community Assessment results indicated that 47 percent of Marion County 8th graders had at least one drink of alcohol in their life increasing to 72 percent 11th graders. 25 percent of those 8th graders who drank took their first drink before 9 years old. More than one-fifth (21 percent) of all Marion County 8th graders and 34 percent of 11th graders had at least one drink in the past 30 days. Forty-nine percent of the 8th graders who reported drinking in the past 30 days had at least one episode of binge drinking.”

**R. Youth Marijuana and Other Drug Use**

“In 2011, 11 percent of Marion County 8th graders had used marijuana at least once in the past 30 days, increasing to 18 percent of 11th graders. Six percent of Marion County 8th graders used medications that were not prescribed for them in the past year, increasing to 9 percent of 11th graders.”

**S. Youth Sexual Behavior and Pregnancy Outcomes**

“In 2011, almost one in four (24 percent) of Marion County 8th graders have had intimate sexual contact or sexual intercourse, increasing to 65 percent of 11th graders.”

**T. Youth Safety and Community**

“In 2011, more than two-fifths (41 percent) of Marion County 8th graders self-reported that they always wore a seatbelt when riding in a car driven by someone else, increasing to 56 percent or 11th graders.”

**U. Youth Violence**

“In Marion County, 17 percent of 8th graders had carried a weapon in the past month, decreasing to 14 percent of 11th graders. 6 percent of 8th graders had been threatened or injured by a weapon on school property. Fifteen percent of 8th graders had purposefully hurt themselves at some time in their life, decreasing to 12 percent of 11th graders.”

**V. Children’s Health Insurance, Access and Utilization**

“In 2011, 9 percent of Marion County parents reported there was a time in the past year their child, birth to 11 years old, was not covered by health insurance. Ninety-two percent of Marion County children had some type of health insurance or health plan, such as private insurance, HMO, government plan such as Medicaid, Healthy Families or Healthy Start.”

**W. Children’s Health and Functional Status**

“In 2011, 52 percent of Marion County parents rated their child’s health as excellent. Ten percent of parents reported their child had respiratory problems. Thirty-seven percent of parents reported their child had the flu shot in the past year.”

**X. Family Functioning, Neighborhood and Community Characteristics**

“91 percent of parents reported their neighborhood was always or usually safe. Twenty-two percent of parents reported someone smoked in their home.”
Appendix C

Organizations Involved in the 2010-2011 Marion Community Assessment Coordinated by Marion Public Health

+ American Cancer Society, Marion Chapter
+ American Red Cross, Marion Chapter
+ Boys and Girls Club
+ Center Street Community Health Center
+ City of Marion
+ Crawford-Marion Board of Alcohol, Drug Addiction, and Mental Health Services
+ Delaware General Health District
+ Elgin Local Schools
+ Hospital Council of Northwest Ohio
+ Junior Service Guild
+ Legal Aid Society
+ Marion Adolescent Pregnancy Program
+ Marion Area Counseling Center
+ Marion Area Transit
+ Marion Catholic High School
+ Marion Area Chamber of Commerce
+ Marion City Hall
+ Marion City Schools
+ Marion County Job and Family Services
+ Marion Community Foundation
+ Marion County Board of Developmental Disabilities
+ Marion County Children’s Services Board
+ Marion County Children’s Services
+ Marion County Commissioners
+ Marion County Council on Aging
+ Marion County Family and Children First Council
+ Marion County Head Start
+ Marion County Ministerial Association
+ Marion Family YMCA
+ Marion General Hospital
+ Marion Matters
+ Marion Public Health
+ Marion Recreation Department
+ Marion Senior Center
+ Marion Shelter Program
+ Marion Public Health WIC
+ Marion Technical College
+ Ohio Heartland Community Action Commission
+ Prospect Lion’s Club
+ The Ohio State University Extension — Marion County
+ The Ohio State University at Marion
+ Pleasant High Schools
+ Prospect Lion’s Club
+ Ridgedale Local Schools
+ River Valley Local Schools
+ St. Mary Catholic Church
+ Teen Institute
+ The Ohio State University
+ Tri-Rivers Career Center
+ Tri-Rivers Pre-School
+ Turning Point
+ United Way of Marion County