



2025-2027

Community Health
Improvement Plan

SSM Health St. Louis - South Market

SSM Health St. Clare Hospital - Fenton

1015 Bowles Avenue, Fenton, MO 63026

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Message to our community

SSM Health St. Clare Hospital - Fenton, a member of SSM Health, is committed to providing exceptional, compassionate care to our community. Inspired by our founding Franciscan Sisters of Mary and guided by our Mission – Through our exceptional health care services, we reveal the healing presence of God – we cherish the sacredness and dignity of each person as demonstrated through our values of compassion, respect, excellence, stewardship and community.

The health and well-being of our community is a priority for all of us at SSM Health St. Clare Hospital - Fenton and we look forward to deepening our relationships with community partners to address the pressing needs in our community including the priorities identified in our Community Health Needs Assessment process: Behavioral Health - including both Mental Health and Substance use, and Food and Nutrition Security. The Community Health Improvement strategies and partnerships outlined in this report provide a strong roadmap for our engagement on these priorities moving forward for the next 3 years and beyond.

SSM Health St. Clare Hospital - Fenton remains committed to providing exceptional care to each patient we care for and improving the health and well-being of the communities we serve.

Sincerely,



Kyle Grate
President
SSM Health - St. Clare Hospital - Fenton



Executive summary

Under the Patient Protection and Affordable Care Act, SSM Health must undertake a process every 3 years focused on engaging with the communities we serve to identify community health needs, prioritizing those needs, and ultimately designing actionable strategies to impact the named priorities. The Community Health Needs Assessment (CHNA) and Community Health Improvement Plan (CHIP) are created and published to collectively reflect these efforts and provide a roadmap for continued collaboration with community in the coming 3 years to address our shared priorities. The CHNA for the SSM Health St. Clare Hospital - Fenton was approved on November 25, 2024, is available here: [Community Health Needs Assessment](#). The CHNA Report outlines the process followed to identify community health needs and the resulting priorities to be addressed during 2025-2027:



Behavioral Health

- Mental Health/Wellbeing
- Substance Use



Food and Nutrition Security

This Community Health Improvement Plan report strives to take each of the identified priorities and create actionable strategies to continue to address the needs of the communities we serve. This CHIP report will serve as the guiding document for community health improvement efforts by SSM Health individual hospitals, collectively as a region, as well as in collaboration with regional partners including other hospitals systems, public health departments and community-based organizations and social service providers. This report was approved on February 24, 2025, and will remain in place through 2027.

The CHNA process embraced by the SSM Health St. Clare Hospital - Fenton focused on collaboration with other hospital systems in the St. Louis region to engage both community members and stakeholders. This intentional community-centered process provided a collective understanding of the needs from community as well as the clear mandate from community that community health improvement efforts are most effective when done collaboratively. In creating our Community Health Improvement Plan (CHIP), the collaboration with partner organizations and community again serves as our foundation not only continuing our efforts in partnership with regional hospital system partners including BJC Healthcare, Mercy and St. Luke's, but further expanding our collaboration for this CHIP with the City of St. Louis Department of Health and St. Louis County Public Health Department.



SSM Health St. Clare - Fenton team members distribute food to the community.

About SSM Health

Nationally recognized for quality and innovation, SSM Health is a Catholic, not-for-profit, fully integrated health system working to advance health equity and empower all people to achieve their full potential. With care delivery sites in Illinois, Missouri, Oklahoma, and Wisconsin, SSM Health provides convenient access to high-quality community-based services as well as world-class academic medicine, clinical trials, and research studies. The organization’s footprint includes hospitals, physician offices, outpatient and virtual care services, senior care, comprehensive home care and hospice services, a fully transparent pharmacy benefit company, a health insurance company, and an accountable care organization. As one of the largest employers in every community it serves, the organization’s 40,000 team members and 13,900+ providers are dedicated to fulfilling SSM Health’s Mission: “Through our exceptional health care services, we reveal the healing presence of God.” Like our founding sisters, we care deeply for our communities -- SSM Health reported \$470 million in community benefit in 2023, including the provision of more than \$346 million in uncompensated care.

SSM Health Fast Facts at a Glance

Community Benefit	\$470 million
Team Members*	40,000
Providers on Medical Staff*	13,900+
Dean Health Plan members**	485,000+
Navitus members**	14 million+ across 50 states
Inpatient Admissions	149,221
Outpatient Visits	21 million
Completed Medical Group Appointments	6.1 million
Outpatient Surgeries	94,588
Virtual Visits	229,574
Home Care Visits	240,189



*Through our exceptional healthcare services,
we reveal the healing presence of God.*

Fast Facts reflect 2023 totals, unless otherwise noted.

** Values are approximate as of April 2024*

*** Values for Dean Health Plan (including Prevea360) and Navitus as of January 2024*

SSM Health St. Clare Hospital - Fenton

Exceptional services

SSM Health Orthopedics

SSM Health Orthopedics at SSM Health St. Clare Hospital offers comprehensive treatment for patients experiencing bone or joint pain. Staffed by specially trained physicians, surgeons, therapists, and nurses, the unit specializes in knee, hip, and shoulder joint replacement surgery. We offer the Mako® robotic-arm assisted technology that enables surgeons to perform surgeries with increased precision and accuracy. In addition, the unit offers orthopedic specialists dedicated to treating soft tissue and sports-related injuries. SSM Health Orthopedics ranks at 90% for patient satisfaction and 90% for patients recommending the unit for orthopedic care.

SSM Health Heart & Vascular Care

The heart and vascular team at SSM Health St. Clare includes leading cardiologists that use advanced treatments and leading-edge techniques and have unparalleled experience. We also have a Cardiopulmonary Rehab Unit, where recovering patients can regain strength through supervised exercise.

SSM Health Women's Health (The Family Birthplace)

All phases of childbirth – labor, delivery, recovery, and postpartum – take place in the same specially designed, large private suite. Our advanced Level II nursery cares for babies born as early as 32 weeks. Maternal fetal medicine specialists and neonatologists are available as well. SSM Health St. Clare Hospital - Fenton is designated a Baby-Friendly Hospital by Baby-Friendly USA Inc.

SSM Health Neurosciences

Certified by the Joint Commission as a Primary Stroke Center and designated by the Missouri Department of Health and Senior Services as a Level II Stroke Center. Our multidisciplinary approach to care includes physician experts supported by a team of stroke coordinators, therapists and specially trained nurses and technicians. Together, they provide the full continuum of care for people with neurological disorders.

Location:

1015 Bowles Ave.
Fenton, MO 63026

Contact:

636-496-2000

Key Statistics 2024

Licensed beds: **180**
Employees: **1,100**
Admissions: **9,884**
Active physicians: **192+**
Births: **992**
Emergency visits: **36,024**
Outpatient visits: **78,873**
Surgeries: **6,326**

Outpatient services

From MRI, CT, and X-rays, imaging services at SSM Health is committed to giving you fast, accurate results, discussed with you by your doctor. You can count on SSM Health to stay ahead of the curve, continually adopting new technologies to better care for you and your family.

Comfort and safety built into each suite

- Large, private rooms
- Centralized nursing stations
- Electronic health records at patient's bedside
- Bar-coded medications are stored at each patient suite
- All patient suites are "same-handed"
- Safety features include handrails to restrooms, slip-resistant floors, oversized bathrooms
- Families are considered part of the care team
- Sound buffers

SSM Health St. Clare Hospital - Fenton awards:

- American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR) certified in 2023
- Get With The Guidelines - Stroke GOLD PLUS with Target: Stroke Honor Roll Elite and Target: Type 2 Diabetes Honor Roll from the American Heart Association and American Stroke Association in 2023
- Intersocietal Accreditation Commission Vascular Testing certified in 2023
- Recognized as a Best Hospital for 2020 by U.S. News & World Report
- Received high performing recognition in 2023-2024 for heart attack, heart failure, kidney failure, stroke, and COPD by U.S. News & World Report
- Recipient of Healthgrades Outstanding Patient Experience Award in 2020
- Time Critical Diagnosis (TCD) Unit Level II STEMI Center
- Level II Critical Diagnoses (TCD) Stroke Center
- Leapfrog Fall 2021 "A" Hospital Safety Grade
- Bronze level certification on Safe Sleep from Cribs for Kids

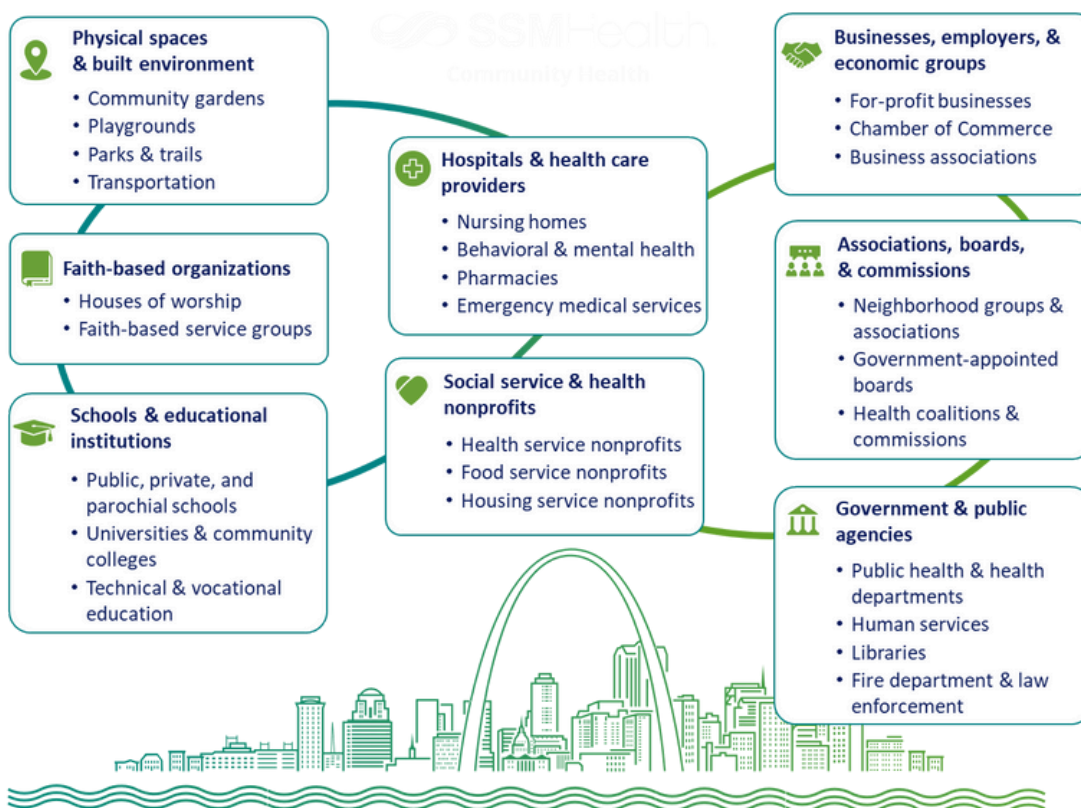
Services offered at SSM Health St. Clare Hospital

- **Emergency services**
- **SSM Health Cardinal Glennon Emergency and Pediatric Care** - on site 24/7
- **SSM Health Imaging Services** - including high-field open MRI, a digital 3T MRI, 128-slice CT scanner, and O-Arm mobile CT for real-time images in the OR
- **Procedure center** - including inpatient/outpatient cath labs and endoscopy labs
- **Surgical services** - inpatient and outpatient services
- **SSM Health Cancer Care** - comprehensive medical oncology and state-of-the-art radiation treatment, including the St. Louis CyberKnife, with individualized care coordination led by a nurse navigator
- **SSM Health Weight Management Services** - offering breakthrough bariatric surgery options and a comprehensive multidisciplinary team including dietary and counseling
- **SSM Health Heart & Vascular Care** - offering a wide array of heart disease treatment options, including minimally invasive procedures that shorten recovery times
- **St. Clare Surgical Center** - convenience of a freestanding outpatient surgery center with the full support of a hospital right next door
- **SSM Health Breast Care** - digital mammography with Computer-Aided Detector (CAD) and 3D tomography
- **SSM Health Sleep Services** - full range of sleep studies overseen by a board-certified sleep physician
- **SSM Health Behavioral Health's Adolescent Intensive Outpatient Program**

CHIP Process, Partners and Guiding Principals

Community Health, as defined by the America Hospital Association, refers to the non-clinical approaches for improving health, preventing disease, and reducing disparities through addressing social, behavioral, environmental, economic, and medical determinants of health in a geographic area.[i] The Community Health Needs Assessment (CHNA) and Community Health Improvement Plan (CHIP) are two important processes that assist SSM Health St. Clare Hospital - Fenton gain stronger understanding of the community, develop and deepen relationships with our community, as well collectively identify shared priorities and strategies to address them.

SSM Health St. Clare Hospital - Fenton's Community Health Needs Assessment was conducted in partnership with the St. Louis Regional Hospital Collaborative including BJC Healthcare, Mercy, and St. Luke's health systems. This collaboration was formed with the shared understanding that all of the regional health systems within St. Louis serve the same communities and that the process to engage with and learn from community is stronger in collaboration than when done as individual organizations. The community-centered approach embraced by the collaborative to conduct the CHNA is fully outlined in the [SSM Health's St. Clare - Fenton CHNA report](#) and the graphic below demonstrates the broad outreach engaged in both the CHNA and CHIP efforts to fully engage the expertise and experience of all of our partners.

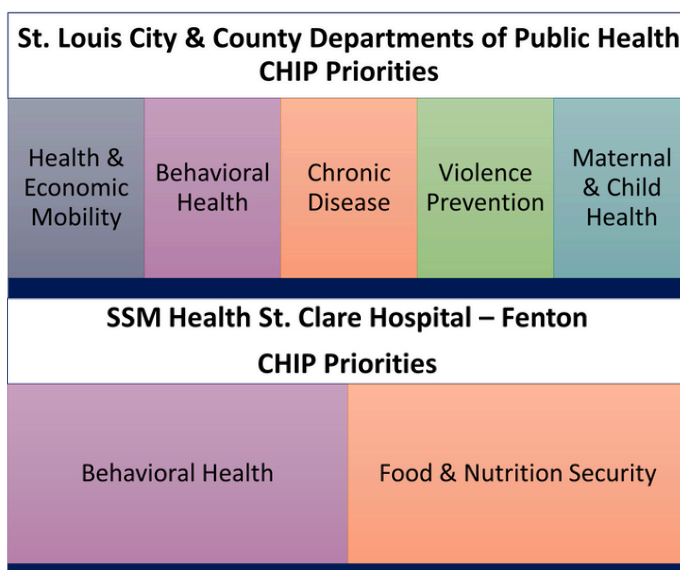


[i] <https://www.aha.org/center/community-health-well-being#:~:text=What%20is%20Community%20Health%3F,in%20a%20geographically%20defined%20population.>

CHIP Process, Partners and Guiding Principals

While the hospital and health systems in the St. Louis Regional Hospital Collaborative all conducted the information and data gathering portion of the CHNA together, our reporting timelines differ and each organization will therefore produce their own CHNA and CHIP reports. However, our shared commitment to working with community remains and all members of the collaborative remain committed to engaging in Community Health Improvement efforts collectively throughout the St. Louis region moving forward.

In addition to collaboration with hospital systems, community members and stakeholders, partners in public health were also engaged in our CHNA and CHIP processes. Public Health entities are required to conduct community health assessments and community health improvement plans every 5 years while nonprofit hospital and health systems are every 3 years. SSM Health St. Clare - Fenton is located in south St. Louis County, serving the south county community and therefore a key partner in our efforts is the St. Louis County Department of Public Health.



In 2022 the St. Louis County Department of Health collaborated with the City of St. Louis Department of Health for a first-ever combined Community Health Assessment followed by a joint Community Health Improvement Plan providing a regional plan for their identified priorities from 2023-2027.

The alignment and shared commitment of the city and county public health departments mirrors the alignment of the St. Louis region’s hospital systems: **community health improvement efforts are best done and most effective in collaboration**. Many metropolitan areas across the United States have recognized the importance of collaborative CHNAs and CHIPs and more importantly focused collaboration on shared CHNA priorities and the resulting CHIP strategies. And while St. Louis is not yet to a single CHNA and CHIP report, we do have an amazing opportunity to impact community health through collaboration. SSM Health St. Clare - Fenton is committed to aligning with the ongoing community health improvement efforts begun by the city/county CHIP process for our shared priorities moving forward.

CHIP Process, Partners and Guiding Principals

The 2 Community Health priorities identified by SSM Health St. Clare Hospital - Fenton align with 2 of the 5 priorities by the city/county collaboration. It should be noted that the outlined strategies for Chronic Disease in the city/county CHIP all relate to food/nutrition security and fundamentally align despite different naming.

The city/county public health CHIP partnership has resulted in working groups being formed for each of the identified priorities bringing together community stakeholders, service providers, hospital and health systems, as well as public health professionals to focus on each of their identified priorities for the region. Each working group is led by a community organization(s) known for their expertise and trusted leadership in that priority area and all of them are already partners of SSM Health St. Clare Hospital - Fenton. In order to streamline efforts and ensure continuity of partnerships, focus, and impact in each of our identified priorities, SSM Health St. Clare Hospital - Fenton commits to being active and engaged partners in the regional work groups for Behavioral Health and Chronic Disease/Food & Nutrition Security. This alignment allows for regional/collaborative initiatives, shared data tracking and outcomes measurement, conservation of resources, and impactful – not duplicative – engagement with community to ensure overall impact of initiatives.

Organizations leading regional work groups



Behavioral Health
• Behavioral Health Network

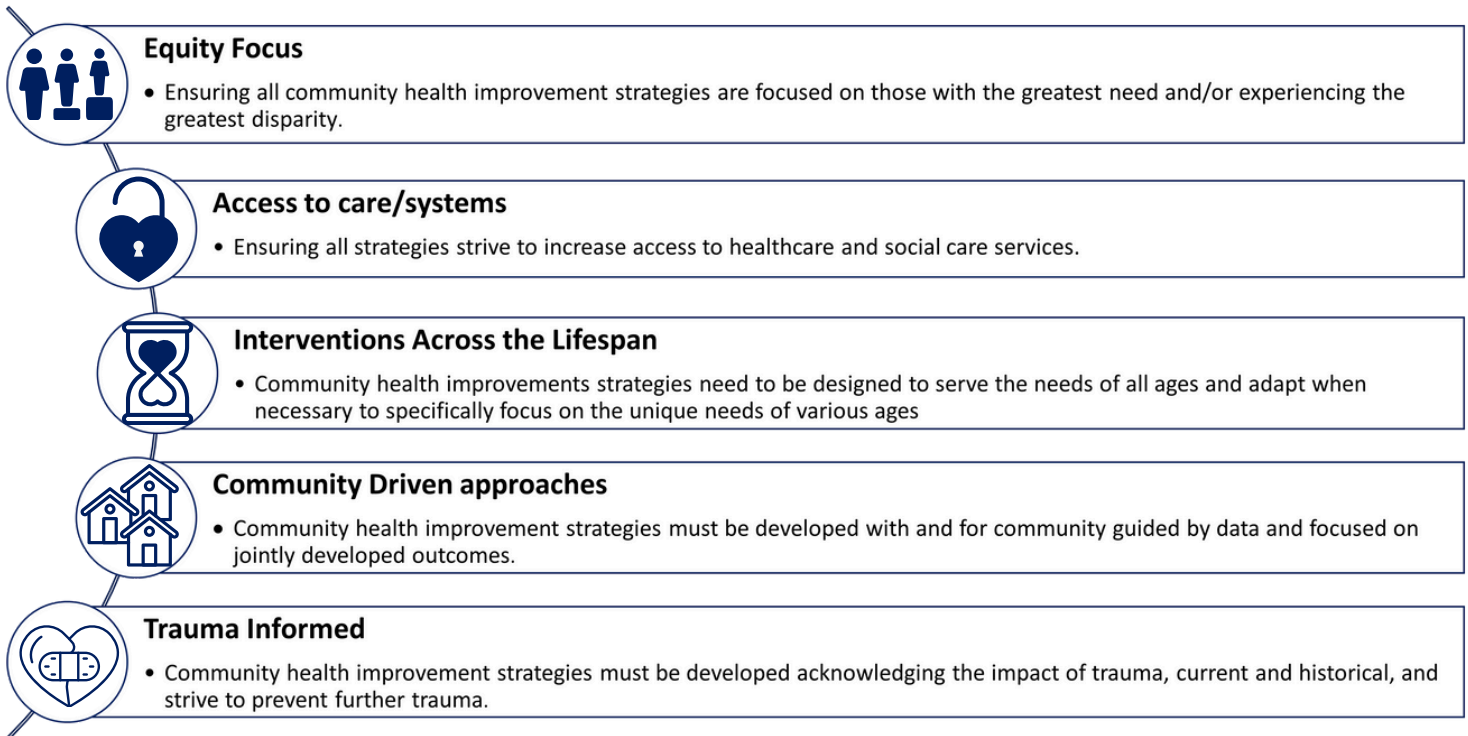


Chronic Disease
• American Heart Association

Aligning our strategies and working collaboratively broadens the impact for SSM Health St. Clare Hospital - Fenton. Not only will we continue to focus on specific hospital and SSM Health-St. Louis activities, this will allow us to share learnings with partners and work collaboratively on regional initiatives in addition to our focused hospital efforts. The timing of this alignment is also important and impactful. The urgency for improvement in all identified priorities areas is well noted and documented in each of our CHNAs. Leaning into true collaboration allows each partner entity to learn from and serve community more deeply as well as build trust with community and one another.

CHIP Process, Partners and Guiding Principals

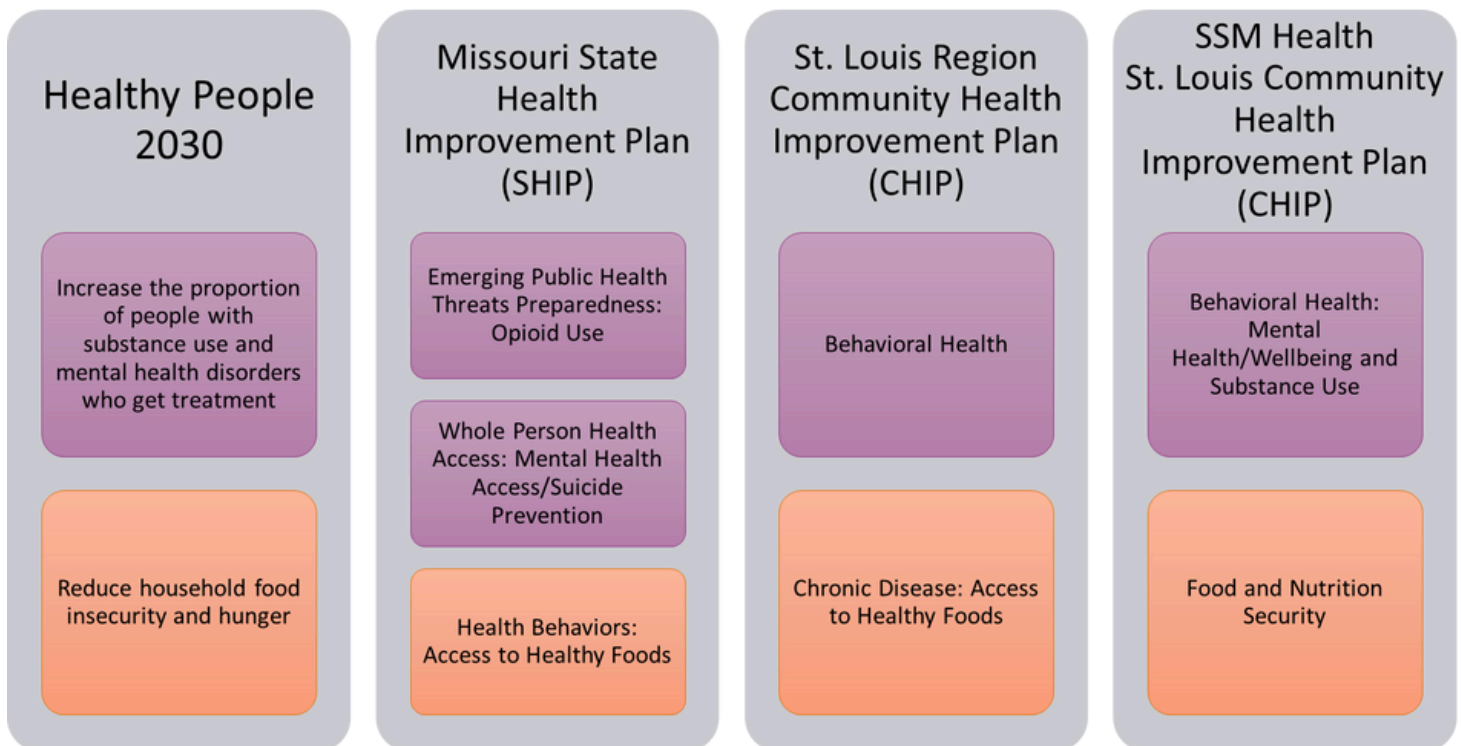
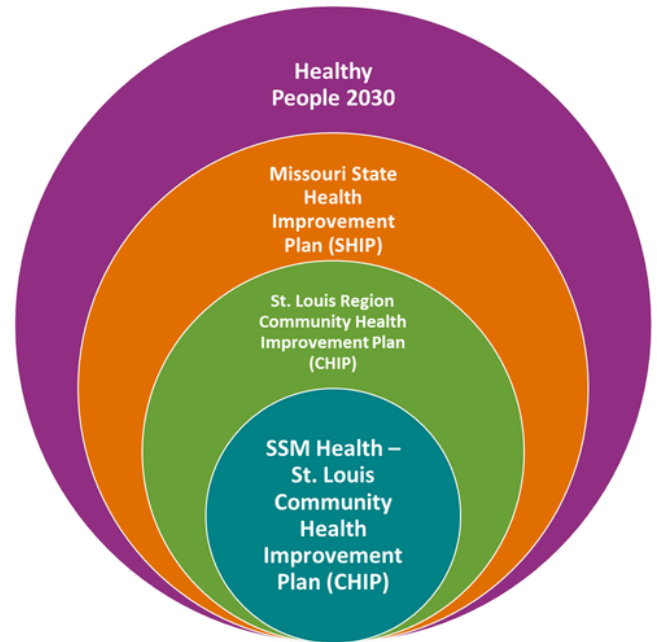
Throughout our CHNA and CHIP process, SSM Health St. Clare Hospital - Fenton has committed to a set of principles to anchor our efforts, community engagement, strategies, and collaborations. All of our partners, including the CHIP Workgroups initiated by the city/county public health collaboration have also committed to the same principles ensuring a community-centered approach to all we do to improve the health of the St. Louis community. The principles we commit to include:



The commitment to these guiding principles for CHIP strategies and initiatives is essential for our collective work and for achieving the outcomes our community deserves.

Aligning SSM Health St. Louis CHIP Efforts with National, State and Regional Initiatives

While SSM Health St. Clare Hospital - Fenton is directly partnering and aligning with the City of St. Louis Department of Health and St. Louis County Department of Public Health for the implementation of regional Community Health Improvement strategies, alignment with larger state and national plans is imperative for improving health outcomes. Healthy People 2030 strives to set data-driven national objectives to improve health and well-being over a 10 year period. In addition, each state creates a Health Improvement plan further identifying goals, objectives and activities with a specific focus on their population. By ensuring alignment with these larger national and state goals, the St. Louis community-centered initiatives embraced by the city/county regional plan and SSM Health St. Clare Hospital - Fenton strive to have deep and broad impact.



Aligning with St. Louis Public Health Partners

Below are the stated goals of the St. Louis Region Community Health Improvement Plan created collaboratively by the St. Louis County Department of Public Health and the City of St. Louis Department of Health. SSM Health St. Clare Hospital - Fenton is aligning our CHIP strategies and activities within these goals and will be active members on all regional working groups for each priority. The full outline of the city/county CHIP objectives and goals under each goal is available here: [St. Louis Region Community Health Improvement Plan](#). A full listing of the goals, objectives and activities can also be found in Appendix A.

Priorities	Goals
Behavioral Health: Mental Health/Wellbeing and Substance Use	<ul style="list-style-type: none"> • Improve behavioral health and wellness through the availability, accessibility, and affordability of integrated and consistent, coordinated, patient-centered care for our most affected populations in St. Louis County and City of St. Louis through policy changes. • Improve behavioral health and wellness among affected populations through education and community navigation. • Increase the availability and accessibility of behavioral health services by utilizing systems-level navigation and integrated, coordinated, patient-centered care in the St. Louis region.
Food and Nutrition Security	<ul style="list-style-type: none"> • Increase healthy food availability, accessibility, and utilization as measured by: <ul style="list-style-type: none"> ◦ More coordinated, unified, systemic nutrition security solutions. ◦ Increased participation in food assistance programs (SNAP, WIC, School Meals, CACFP) ◦ Food and nutrition prioritized in health care for prevention and management of chronic disease (food security screening and referral, healthy food prescription, etc.) ◦ Nutrition valued as essential in hunger relief (food pantries, food banks) and food assistance programs (SNAP, WIC, School Meals, CACFP) ◦ Reduced food desert footprint

Behavioral Health: Mental Health & Wellbeing and Substance Use



Goal:

- Improve behavioral health and wellness through the availability, accessibility, and affordability of integrated and consistent, coordinated patient-centered care for our most vulnerable populations in St. Louis County and City through policy changes.
- Improve behavioral health and wellness among vulnerable populations through education and community navigation.
- Increase the availability and accessibility of behavioral health services by utilizing systems-level navigation and integrated coordinated patient-centered care in the St. Louis region.

SSM Health St. Clare Hospital - Fenton commits to working towards the following objectives in addition to those outlined in the St. Louis Region Community Health Improvement Plan:

Objectives:	Community Partners:
Increase community awareness and utilization of SSM Health Behavioral Health Urgent care centers located at SSM Health Saint Louis University Hospital and SSM Health DePaul Hospital	BJC Behavioral Health, Places for People, City of St. Louis Department of Health - Behavioral Health Bureau
Increase community awareness and utilization of SSM Health Long Acting Injectable Clinics located at SSM Health Saint Louis University Hospital, SSM Health DePaul Hospital, and SSM Health St. Joseph Hospital - Wentzville	Community Behavioral Health providers
Actively participate in regional efforts to explore and establish Medical Respite program(s) and/or increased services for those who are unhoused and have Behavioral Health concerns	Hospital to Housing Collaborative Partners
Evaluate and optimize Hospital Navigator partnership with Compass Health and SSM Health St. Clare - Fenton. This partnership focuses on patient navigation for medical, behavioral health and dental services for patients with barriers to accessing outpatient care.	Compass Health Network

Behavioral Health: Mental Health & Wellbeing and Substance Use



Objectives:	Community Partners:
<p>Optimize participation in regional initiatives led by the Behavioral Health Network for patient navigation supports from acute to outpatient care for mental health services. Programs currently include: Adult and Youth Emergency Room Enhancement Programs and Hospital Community Linkages program.</p>	<p>Behavioral Health Network (BHN) community provider organizations, BJC Healthcare, and Mercy</p>
<p>Actively participate in regional efforts to explore and establish Mandatory Outpatient Therapy (MOT) for those who have behavioral health concerns, interactions with law enforcement and have high utilization of acute care services.</p>	<p>Community Behavioral Health providers, Law enforcement entities</p>
<p>Optimize participation in regional initiatives led by the Behavioral Health Network for patient/community navigation support for substance use services. Programs include: EPICC, Dunnica Sobering Support Center and Youth Family Treatment Enhancement and Expansion.</p>	<p>Behavioral Health Network (BHN) community provider organizations, BJC Healthcare, and Mercy</p>
<p>Increase community knowledge and utilization of drug take back bins located throughout the community and at SSM Health St. Louis hospitals</p>	<p>Community Pharmacies, Police Departments, Public Health Departments</p>
<p>Increase Behavioral Health supports within SSM Health primary care settings through the SSM Health Virtual Behavioral Health Integration program. Explore expansion from adult primary settings to additional specialty care settings including but not limited to: pediatrics, Obstetrics & Gynecology, and oncology.</p>	
<p>Strengthen regional partnership with Crisis Intervention Teams within St. Louis County and St. Charles County Police Departments by providing Behavioral Health professionals for collaborative community engagement teams.</p>	<p>St. Charles County Police Department, St. Louis County Police Department, BJH Healthcare, Compass Health Network</p>

Food and Nutrition Security

Goal: Increase healthy food availability, accessibility, and utilization measured by:

- Increased coordinated, unified, systemic nutrition security solutions.
- Increased participation in food assistance programs (SNAP, WIC, School Meals, CACFP)
- Food and nutrition prioritized in health care for prevention and management of chronic disease (food security screening and referral, healthy food prescription, etc.)
- Nutrition is valued as essential in hunger relief (food pantries, food banks) and food assistance programs (SNAP, WIC, School Meals, CACFP)
- Reduced food desert footprint

SSM Health St. Clare Hospital - Fenton commits to the following objectives in addition to those already outlined in the St. Louis Region Community Health Improvement Plan:

Objectives:	Community Partners:
Optimize SSM Health SDOH inpatient screening for food insecurity ensuring those identified are connected to community-based resources. Connecting a minimum of 50% of identified inpatients to SSM Health’s Bread Basket Program providing immediate food resources and/or direct connection to St. Louis Area Foodbank Food Resource Team.	St. Louis Area Foodbank
In partnership with the St. Louis Area Foodbank, conduct Community Food Distribution events at all SSM Health St. Louis hospitals on a yearly basis to support regional efforts to address food insecurity in community.	St. Louis Area Foodbank
Optimize partnerships with food and nutrition support organizations to increase food security and nutritional education for specific populations such as those with chronic disease, cancer or during pregnancy	Food Outreach, Operation Food Search
Explore opportunities with Supplemental Nutrition Assistance Program Education (SNAP-Ed) partnership through University of Missouri Extension to increase nutrition education security within our communities	University of Missouri Extension

Moving Forward



The partnerships, goals, objectives and activities outlined in this Community Health Improvement Plan are ambitious. The priorities identified are complex and the disparities in outcomes experienced within our communities for each priority is significant. It will take time, resources, committed partnerships and most importantly community-driven collaboration to achieve our stated goals. While this CHIP will guide our efforts through 2027, the work in each of these priority areas began years ago and will need to continue well beyond this 3-year CHNA/CHIP cycle.

The level of collaboration between health systems and with our public health entities in the area of Community Health improvement plans and their implementation has never been stronger in the St. Louis Region. The opportunity for community-centered collaborative work to truly impact health outcomes is real and SSM Health St. Clare Hospital - Fenton is ready to be active and committed partners in this work. SSM Health St. Hospital Fenton is committed to providing exceptional healthcare services to south St. Louis county and remains committed to continuing to do so for years to come. We look forward to working closely with community members, regional hospital partners, public health entities, community organizations, and service providers to earnestly strive for improved health and well-being for the St. Louis community.





SSMHealth.

2025-2027

Appendices

Appendix A:

St. Louis Region Community Health Improvement Plan: Objectives and Activities

Below is a listing of the priorities and goals included in the St. Louis Region Community Health Improvement Plan created by the City of St. Louis Department of Health and the St. Louis County Department of Public Health. The full report can be viewed [here](#).

2023 – 2027 St. Louis Regional CHIP

Overview

Priorities	Goals
Priority 1: Intersection of Health and Economic Mobility	<ol style="list-style-type: none"> 1. Build coalition infrastructure for the Intersection of Health and Economic Mobility. 2. By 2028, implement opportunities to increase overall wealth by reducing the cost of housing and improving housing-related resources. By 2028, implement opportunities to 3. increase overall income by increasing employment and education opportunities, improving wages, and reducing barriers as necessary.
Priority 2: Chronic Disease	<ol style="list-style-type: none"> 1. Increase healthy food availability, accessibility, and utilization as measured by: <ol style="list-style-type: none"> a) More coordinated, unified, systemic nutrition security solutions. b) Increased participation in food assistance programs (SNAP, WIC, School Meals, CACFP) c) Food and nutrition prioritized in health care for prevention and management of chronic disease (food security screening and referral, healthy food prescription, etc.) d) Nutrition valued as essential in hunger relief (food pantries, food banks) and food assistance programs (SNAP, WIC, School Meals, CACFP) e) Reduced food desert footprint
Priority 3: Maternal and Child Health	<ol style="list-style-type: none"> 1. Address racial disparities to reduce morbidity and mortality and improve maternal and infant health.
Priority 4: Violence Prevention	<ol style="list-style-type: none"> 1. By 2028, reduce non-fatal shooting incidents by 25% through increased coordination of community-level response, implementation of prevention practices, and increased community engagement in a holistic approach to public safety.
Priority 5: Behavioral Health	<ol style="list-style-type: none"> 1. By 2027, improve behavioral health and wellness through the availability, accessibility, and affordability of integrated and consistent, coordinated, patient-centered care for our most affected populations in St. Louis County and City of St. Louis through policy changes. 2. By 2027, improve behavioral health and wellness among affected populations through education and community navigation. 3. By 2027, increase the availability and accessibility of behavioral health services by utilizing systems-level navigation and integrated, coordinated, patient-centered care in the St. Louis region.