



2025-2027

Community Health Needs
Implementation Strategy

SSM Health St. Mary's Hospital - Jefferson City

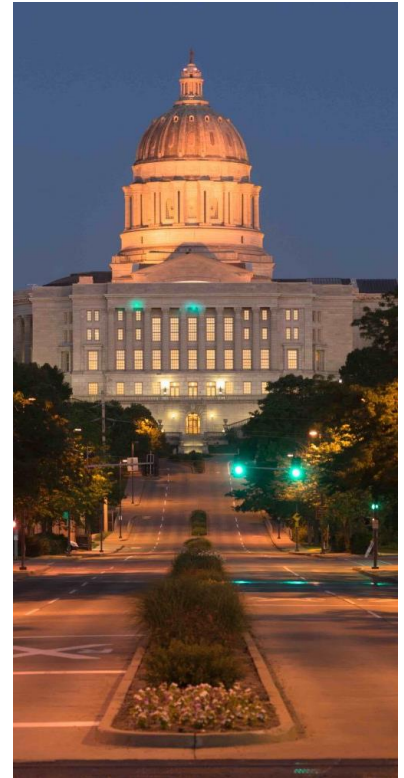
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Executive Summary

Background

SSM Health St. Mary's Hospital - Jefferson City and MU Health Care's Capital Region Medical Center engaged in joint community health needs assessment (CHNA) in 2024. The CHNA involved reviewing both quantitative and qualitative data to attain the full scope of the community's needs related to health with a focus on the economically poor and underserved populations.

The Affordable Care Act (ACA) requires 501(c)(3), tax-exempt hospitals to conduct a CHNA every three years and adopt a strategic implementation plan for addressing identified needs.



Priorities

As a result of the 2024 CHNA, SSM Health Mary's Hospital - Jefferson City determined three priorities for the 2025-2027 Community Health Needs Implementation Strategy:

- Food Insecurity
- Behavioral Health
- Access to Care

Strategies

Food Insecurity: We will work with community partners to expand access to healthy food by sustaining and expanding the Hope and Healing Food Bag Program, supporting a school-based feeding program, provide staff to help with food distributions in the community, and engaging the community to provide additional resources for our partners addressing food insecurity in Mid-Missouri. Access to healthy food will help Mid-Missourians achieve and maintain a healthy weight and live longer

Behavioral Health: We will continue to enhance access to mental health services, integrate virtual behavioral health in primary care, and provide opportunities for community members to share resources and best practices in behavioral health.

Access to Care: We will improve access to health care and social services by collaborating with community partners to sustain the HealthTran transportation program, utilizing the Unite Us platform to strategically connect patients to social resources, continuing to increase the number of primary care and specialty providers in the community, and exploring additional opportunities to fund innovative programs addressing access-related issues such as housing.

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About SSM Health and St. Mary's Hospital - Jefferson City

SSM Health

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.

St. Mary's Hospital - Jefferson City

Highlight of services

Located in Missouri's state capital for 119 years, SSM Health St. Mary's Hospital - Jefferson City is a full-service, community hospital with a strong commitment to high quality and safe health care services. Medical specialties include behavioral health, emergency care, cardiology, orthopedic, cancer, maternity and medical diagnostic services. SSM Health Medical Group provides access to primary care and specialty services throughout the Mid-Missouri region.

Community partnerships

We are proud to be part of community projects that work to improve health outcomes in the areas we serve:

- Catholic Charities of Central and Northern Missouri

- United Way of Central Missouri
- The Food Bank of Central and Northeast Missouri

Community benefit

In 2024, St. Mary's Hospital - Jefferson City provided \$7,261,756 in community benefit, comprised of charity care, community services, and unpaid costs of Medicaid and other public programs. Examples of our community benefit programs include:

- Hope & Healing food bag program
- Mental health support groups
- Social determinants of health staff training and referrals
- Community Health Improvement grants

- Jefferson City YMCA

Our progress since 2021

Following its 2021 Community Health Needs Assessment, SSM Health St. Mary's Hospital - Jefferson City developed a three-year strategy to address three health priorities identified in the assessment: mental health and substance abuse, access to care, and health literacy.

Priority 1: Mental Health and Substance Abuse

The Missouri Department of Mental Health funds a program called Emergency Room Enhancement (ERE). The program is designed to support patients in the community experiencing mental health challenges who frequently seek care through an ER and who are uninsured. Starting in 2021, St. Mary's Hospital Emergency Department periodically used the program to assist patients. St. Mary's Emergency Department has also collaborated with Compass Health to serve vulnerable patients with mental health challenges. Compass Health assists these St. Mary's patients with access to medications and primary care.

St. Mary's continued its partnership with Council for Drug Free Youth (CDFY). Through this partnership we expanded school-based education programs and increased the availability of substance use prevention, early identification, and intervention initiatives in the region. The hospital provided grant funding for CDFY, and St. Mary's Hospital Foundation Director now serves on its executive board.

St. Mary's sustained its Outpatient Brief Treatment Program for Adults and the Outpatient Transitional Care Program for Adults and Seniors. In 2024 the Brief Treatment Program census steadily increased, while the Outpatient Transitional Care Program continues to serve a sustainable number of patients.

In addition to these programs, St. Mary's also expanded access to mental health resources in the community by establishing a quarterly program to invite any mental health professionals, school counselors, pastors, and other community leaders to gather for an evening of networking, education, and increasing awareness about mental health resources available in Mid-Missouri. St. Mary's behavioral health team also continues to educate the community through presentations and articles in local media.

Our progress since 2021 (cont.)

Priority 2: Access to Care

St. Mary's leadership collaborated with area health care providers and United Way of Central Missouri to bring HealthTran to the community. HealthTran is a community-based program which offers transportation to medical appointments free of charge to patients with financial challenges. The program is supported by volunteer drivers and is funded by St. Mary's Hospital Foundation. HealthTran began serving the community in January 2024. All SSM Health Medical Group locations in Mid-Missouri have been trained to use the HealthTran portal to schedule rides for patients. Transportation for health-related needs is provided at no-cost to the patient.

In 2023, St. Mary's expanded its long-standing relationship with Catholic Charities of Central and Northern Missouri to address food insecurity for SSM Health patients in Mid-Missouri. The Hope and Healing food bag program provides an insulated reusable bag of shelf-stable food to patients experiencing food insecurity. The program's first location was at St. Mary's Hospital, where patients are screened for food insecurity during the admission process. Patients identified as food insecure are then offered a Hope and Healing food bag during discharge planning. The program has also expanded to some SSM Health Medical Group locations in Mid-Missouri. In order to help patients address their long-term food insecurity and other social needs, the Hope and Healing food bags also include information on how patients can connect with Catholic Charities for ongoing support.

Another investment SSM Health has made in addressing social needs in the community was its adoption of a referral application called Unite Us. This platform allows St. Mary's Hospital staff and other community organizations to electronically refer patients experiencing social determinants of health challenges to local agencies who can help them address their long-term needs. Starting in 2023, Unite Us and SSM Health began encouraging community organizations in Mid-Missouri to learn more about Unite Us and begin utilizing the platform to support patients in the community. Many of St. Mary's key community partners have begun using Unite Us, including Catholic Charities. SSM Health pays for Unite Us, allowing most other non-profit organizations in the community to utilize the platform free of charge.

Our progress since 2021 (cont.)

SSM Health also continued to address access to care challenges in Mid-Missouri by recruiting more primary care and specialty providers to the community, including physicians, nurse practitioners, and a licensed professional counselor to support behavioral health. During the 2022-2024 period, SSM Health Medical Group evaluated the possibility of expanding telehealth in the region. While utilization of this technology was high during the COVID pandemic, our evaluation determined that the demand for these services is low in our community. Nevertheless, telehealth remains available through our ministry as needed.

Priority 3: Health Literacy

During the 2022-2024 strategy period, SSM Health experts in Mid-Missouri provide more than 70 articles on important health topics to the News Tribune to educate their readers. Topics included diabetes, cardiovascular disease, hypertension, health behaviors, and access to care, as well as heart disease, cancer, cerebrovascular diseases, respiratory diseases, and mental health, which are leading causes of mortality in the community. Additionally, St. Mary's provided over \$160,000 in assistance to our community partners to support health education, prevention screenings, and other activities addressing health literacy.

To address health literacy for those with diabetes, St. Mary's held six diabetes support groups with 49 members of the community participating. St. Mary's also provided diabetes prevention presentations to employees of the Callaway Energy Plant and parents of children in the local Boys and Girls Club.

St. Mary's Hospital continued to support the community's health fairs and health screenings, participating in 22 events and serving over 2,094 community members over the 2022-2024 period.

The health needs of our community

SSM Health St. Mary's Hospital - Jefferson City and MU Health Care's Capital Region Medical Center engaged in joint community health needs assessment (CHNA) in 2024. The CHNA involved reviewing both quantitative and qualitative data to attain the full scope of the community's needs related to health with a focus on the economically poor and underserved populations. It focused on the six counties making up the St. Mary's primary service area: Callaway, Cole, Miller, Moniteau, Morgan, and Osage.

The top community health needs identified during the CHNA included:

1. Mental Health
2. Heart Disease & Stroke
3. Access to Health Care Services
4. Nutrition, Physical Activity & Weight
5. Substance Abuse
6. Diabetes
7. Cancer
8. Housing
9. Tobacco Use
10. Respiratory Disease
11. Disabling Conditions
12. Injury & Violence

The St. Mary's leadership team determined that the most effective way to address many of these needs is to organize the ministry's 2025-2027 Community Health Improvement Plan into three priority areas:

1. **Food Insecurity:** addressing Nutrition, Physical Activity & Weight, Heart Disease & Stroke, and Diabetes
2. **Behavioral Health:** addressing Mental Health, Substance Abuse, Housing, Tobacco Use, Disabling Conditions, and Injury & Violence
3. **Access to Care:** addressing Heart Disease & Stroke, Access to Health Care Services, Nutrition, Physical Activity & Weight, Diabetes, Cancer, and Respiratory Disease

While it is not possible to create a strategy addressing each of these needs individually due to the hospital's available resources and expertise, the hospital leadership team believes that organizing its community health strategy around these priority areas presents an opportunity to impact many of these needs due to their interconnected nature.

Other healthcare providers and social service agencies in the community may be better equipped to develop strategies to more directly address some of these needs. A list of community resources identified during the CHNA is on the following page. St. Mary's is open to exploring opportunities to deepen our partnerships with these community organizations.

Resources available to address significant health needs

The following represent potential assets and resources (such as programs, organizations, and facilities in the community) identified by key informants as available to address the significant health needs identified in the 2024 CHNA. This list only reflects input from participants in the CHNA Online Key Informant Survey and should not be considered exhaustive nor an all-inclusive list of available resources.

Access to Health Care Services

Cole County Health Department
Community Health Center
Innovative Medical Clinic
Jefferson City Medical Group
Missouri Childhood Community Leaders
Osage Ambulance District
Osage County Health Department

Diabetes

Cole County Health Department
Community Health Center
Moniteau County Health Department
Sam Cook Healthplex
YMCA

Disabling Conditions

Alzheimer's Association
Beni Births
Birthright
Eldon Fire Department
Homemaker Health Care
March of Dimes
Miller County Ambulance District
Pregnancy Help Center
SB 40 Board
Veterans Affairs

Heart Disease & Stroke

American Heart Association
Community Health Center
JCMG Weight Management Center
Miller County Ambulance District
Osage Ambulance District
Osage County Health Department
United Way
YMCA

Injury & Violence

Compass Health
Rape and Abuse Crisis Services (RACS)

Mental Health

988 Suicide & Crisis Lifeline
AA/NA
Atlas Autism Health
Burrell Health
Community Health Center
Compass Health
Council For Drug Free Youth
Department of Health and Senior Services
Department of Mental Health Senior Services
Lakeland Behavioral Health
Lincoln University
Mental Wellness Clinic
Missouri Behavioral Health Council Agencies
MO Dept of Mental Health & Substance Abuse
National Alliance on Mental Illness
New Horizons
Pathways
Preferred Family Health
Right Roads Counseling
SpringHealth Behavioral Health

Nutrition, Physical Activity & Weight

Aging Best
Catholic Charities
Community Health Center
Hy-Vee Nutritionist
JCMG Weight Management Center
Moniteau County Health Department
Osage County Health Department
Planet Fitness
Salvation Army
Sam Cook Healthplex
Samaritan Center
The Linc
University of Missouri Extension
Weight Watchers
YMCA

Social Determinants of Health

Boys and Girls Club
Buddy Pack Program
Building Community Bridges
Catholic Charities
Central Missouri Community Action
Cole County Health Department
Common Ground
Community Health Center
Fulton Housing Authority
Habitat for Humanity
Housing and Urban Development
JC Chamber of Commerce Workforce Coalition
Jefferson City Housing Authority
Jefferson City Regional Economic Partnership
MO Dept. of Health and Senior Services
ParentLink
Salvation Army
Samaritan Center
SERVE, Inc.
Transformational Housing
United Way

Substance & Tobacco Use

AA/NA
Act Missouri
Burrell Health
Community Health Center
Compass Health
Council For Drug Free Youth
Healing House
Landmark Recovery
MO Dept of Mental Health & Substance Abuse
Moniteau County Health Department
Osage Ambulance District
Osage Community Action Group
Pathways
Preferred Family Health

Strategic implementation plan

Using the data collected in the CHNA, the Community Health team worked with community partners and hospital leadership to identify the health priorities for the implementation strategy. This process included an evaluation of the assets and programs already present in the community, a determination of which needs SSM Health is best equipped to address, and the selection of evidence-based interventions that SSM Health can support to make a measurable impact in the chosen health priorities.



Priority 1

Food Insecurity



Priority 2

Behavioral Health



Priority 3

Access to Care



Priority 1:

Food Insecurity

Background

Food insecurity increased in the community from 10.4% in 2021 to 29.0% in 2024. 33.7% of the community reports they find it difficult to buy affordable fresh produce.



Action plan

- Expand and continue the **Hope and Healing Food Bag Program** (in collaboration with Catholic Charities of Central and Northern Missouri)
 - Maintain and enhance existing distribution locations at St. Mary's Hospital and within SSM Health Medical Group: Belle, Pediatrics Clinic, Spine Clinic, and Infusion Center
 - Track the number of food bags distributed at each site and assess the program's impact on food insecurity
 - Provide SSM Health staff to help pack the Hope and Healing bags at Catholic Charities monthly
 - Evaluate opportunities to expand the program to additional clinic locations
- Provide SSM Health staff to support The Food Bank for Central and Northeast Missouri's Mobile Food Pantry program 3-4 times per year
- Support a school-based feeding program at a school in SSM Health Mid-Missouri's primary service area to address childhood food insecurity (i.e. The Food Bank for Central and Northeast Missouri's "Food for Kids" program)
- Partner with the American Heart Association to conduct a "Serve Day Food Drive" to collect food resources and engage additional donors for Catholic Charities of Central and Northeast Missouri
- Provide community-based organizations with financial support for their work in addressing food insecurity in Mid-Missouri

Community Partners & Supporting Resources: Catholic Charities of Central and Northern Missouri; American Heart Association; The Food Bank for Central and Northern Missouri; SSM Health Medical Group

Health Goals: decrease the rate of food insecurity in St. Mary's primary service area; decrease the prevalence of diet-related chronic diseases

Priority 2: Behavioral Health

Background

From 2021 to 2024, the community reported significant increases in the number of people who (a) perceive most days as stressful, (b) have been diagnosed with a depressive disorder, and (c) have experienced symptoms of chronic depression. Over 26% of adults in the community report currently receiving treatment for mental health.



Action plan

- Offer the following clinical behavioral health programs at SSM Health Medical Group in Mid-Missouri:
 - Outpatient Brief Treatment Program for Adults
 - Outpatient Transitional Care Program for Adults and Seniors
 - Substance Use Disorder Group
 - Adolescent Mental Health Group
- Coordinate a quarterly program to invite mental health professionals, school counselors, pastors, and other community leaders to gather for an evening of networking, education, and increasing awareness about mental health resources available in Mid-Missouri
- Offer integrated virtual behavioral health in all SSM Health Medical Group primary care practices in Mid-Missouri
- Offer the StepOne Service™ at St. Mary's Hospital. The StepOne Service™ is a three-to-five day acute withdrawal program for adults in the impending or early stage of withdrawal from alcohol and/or opioids
- Continue SSM Health St. Mary's partnership with Council for Drug Free Youth to support school-based education and substance use prevention and early identification/intervention initiatives in Mid-Missouri
- Provide community-based organizations with financial support for their work in addressing behavioral health in Mid-Missouri

Community Partners & Supporting Resources: Council for Drug Free Youth; The United Way of Central Missouri; SSM Health Medical Group; Missouri Coalition of Behavioral Health Centers

Health Goals: improve mental health and decrease substance use and suicide rates through prevention and by ensuring access to appropriate, quality behavioral health services

Priority 3:

Access to Care

Background

In the 2024 CHNA, 52.9% of adults in the community reported encountering barriers to accessing medical care and other services within the past year – a 38.9% increase from 2021. The prevalence of chronic diseases such as heart disease increased over that period. Over 86% of community survey respondents perceive social determinants of health as a “major” or “moderate” problem in the community.

Action plan

- Collaborate with area healthcare providers, the United Way, and social service agencies to continue sustaining HealthTran, a community-based program which offers transportation to medical appointments free of charge to patients with financial challenges
- Utilize the Unite Us platform to refer patients to community partners when they screen positive for social determinants of health needs in the clinical setting
- Increase the number and capacity of health care professionals to improve access in primary care and specialty care providers in identified shortage areas
- Provide community health education, health risk and prevention screenings, chronic disease self-management and life skills education, and community and workplace health resource fairs
- Explore opportunities to provide grant funding and other support to community-based organizations working to address housing insecurity in the community
- Provide community-based organizations with financial support for their work in addressing access to care in Mid-Missouri

Community Partners & Supporting Resources: HealthTran; The United Way of Central Missouri; UniteUs; Salvation Army; Catholic Charities of Central and Northern Missouri; SSM Health Medical Group

Health Goals: increase the number of patients who receive successful referrals to social services agencies; decrease number of community members who report experiencing barriers to receiving medical care; decrease the number of community members who self-report having “fair” or “poor” overall health



Overarching priorities

Social determinants of health (SDoH)

The social determinants of health are the non-medical factors that influence health outcomes. They are the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life. Examples of these factors include safe and affordable housing, access to quality education, public safety, availability of healthy foods, accessible health care services, and positive social support systems.

Research shows that the SDoH can be more important than healthcare or lifestyle choices in influencing health. For example, numerous studies suggest that SDoH accounts for between 30-55% of health outcomes. In addition, estimates show that the contribution of sectors outside health to community health outcomes exceeds the contribution from the healthcare sector. By applying what we know about SDoH, we can not only improve individual and community health but also advance health equity.

The primary data collection tools used in the CHNA were rooted in questions regarding SDoH. This health equity lens was used when prioritizing health needs and informed the development of this implementation strategy.

Health Equity

Equity is defined as “the absence of avoidable or remediable differences among groups of people, whether those groups are defined socially, economically, demographically, or geographically” (World Health Organization, 2016). As a Catholic health ministry, we believe healthcare is a fundamental human right. Interventions to address health disparities need to be effective and sustainable, focused on empowering those experiencing inequities.

A characteristic common to groups that experience health inequities – such as poor and marginalized persons, racial and ethnic minorities, and women – is a lack of political, social, or economic power. Research indicates a strong relationship between self-reported racism and discrimination with negative mental health outcomes and negative health-related behaviors.

Research also indicates that chronic stress from experiencing discrimination, such as racism, throughout the lifespan can lead to negative health outcomes. Those outcomes are seen even after controlling for differences such as socioeconomic status and access to adequate healthcare. The effects can include:

- Higher blood pressure
- Lower immune function
- Lower rates of exercise and social support
- Higher rates of infant mortality