



# 2022-2024

## Community Health Needs Implementation Strategy

**SSM Health St. Mary's Hospital – Jefferson City**

2505 Mission Drive | Jefferson City, MO 65109

# Message to our community

SSM Health St. Mary's Hospital – Jefferson City, a member of SSM Health, has delivered exceptional, compassionate care to mid-Missouri communities for 116 years. 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.

Our sustained community commitment can be seen through our collaborative partnerships with residents and organizations. We rely on these relationships to help us identify and develop plans to address high-priority community health needs. We are grateful for the opportunity to partner with the following organizations: Catholic Charities of Central and Northern Missouri, Community Health Center of Central Missouri, Compass Health Network, County Public Health Departments, Missouri Coalition for Community Behavioral Health, and United of Central Missouri.

Over the last 12 months, in collaboration with our community partners, we have conducted a community health needs assessment by gathering health-related information from Healthy Communities Institute (HCI) regarding the counties of Callaway, Cole, Moniteau, Miller and Osage. We have interviewed key community health officials and surveyed others who live, work or learn in central Missouri to identify concerns about the health of these communities and the number of area-based programs and organizations that exist to address their needs. These discussions identified needs that were prioritized based on the level of importance to community members and the hospital's ability to truly make an impact.

The priorities we will address over the next three years:

- Mental Health and Substance Abuse
- Specialty Medical Care
- Health Literacy

During this time, SSM Health St. Mary's Hospital – Jefferson City will further develop its community partnerships and deliver an exceptional experience through high-quality, accessible and affordable care to all residents. Please visit our website [ssmhealth.com](http://ssmhealth.com) to learn more about how we will continue to make a difference in our community.

I welcome your thoughts on how we can create a healthier mid-Missouri region.

Sincerely,

George Hayes  
Regional President  
SSM Health Mid-MO Region



# Executive summary

## Background

SSM Health St. Mary's Hospital – Jefferson City is pleased to present the 2022-2024 Community Health Needs Assessment (CHNA). This CHNA report provides an overview of the health needs and priorities associated with our service area. The goal of this report is to provide persons with a deeper understanding of the health needs in their community, as well as to help guide the hospital in its community benefit planning efforts and development of an implementation strategy to address evaluated needs the SSM Health Mid-Missouri Regional Board approved this CHNA on December 1, 2021.

SSM Health St. Mary's Hospital – Jefferson City last conducted a CHNA in 2018 for the 2019-2021 CHNA. The Affordable Care Act (ACA) requires 501(c)(3) tax-exempt hospitals to conduct a CHNA every three tax years and adopt a strategic implementation plan for addressing identified needs.



## Priorities

SSM Health St. Mary's Hospital - Jefferson City determined priorities for the 2022-2024 CHNA and strategic implementation plan. Priorities chosen include:

- Mental Health and Substance Abuse - Mental health issues, such as anxiety, depression and risk of suicide, are prevalent.
- Specialty Medical Care - Access to specialty, primary and preventive health care services is an important element of a community's health care system.
- Health Literacy - Health literacy, including chronic disease self-management, preventative care, and life skills education, stress management and coping are needed to improve health and wellness decisions.

## Strategies

SSM Health St. Mary's Hospital – Jefferson City will collaborate with its community partners to leverage existing and new resources available in Mid-Missouri to address access to care and mental health services.

Through these partnerships we will work to improve coordination of health and social services that address barriers to access to specialty, primary and preventative care, including transportation.

Support community-based mental health efforts taking an upstream approach through early identification, education to reduce stigma, and work to increase mental health services through partnerships.

Improve health literacy by promoting chronic disease prevention and self-management in both clinical and community settings.

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

## SSM Health

SSM Health is a Catholic not-for-profit health system serving the comprehensive health needs of communities across the Midwest through a robust and fully integrated health care delivery system. Headquartered in St. Louis, SSM Health has care delivery sites in Missouri, Illinois, Oklahoma, and Wisconsin.

The health system includes 24 hospitals, more than 300 physician offices and other outpatient care sites, 10 post-acute facilities, comprehensive home care and hospice services, a pharmacy benefit company, an insurance company, a technology company and an Accountable Care Organization.

With more than 10,000 providers and 40,000 employees in four states, SSM Health is one of the largest employers in every community it serves. An early adopter of the electronic health record (EHR), SSM Health is a national leader for the depth of its EHR integration.

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Through our exceptional health care services,  
we reveal the healing presence of God.

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## SSM Health St. Mary's Hospital – Jefferson City, MO

### Highlight of services

Located in Missouri's state capitol for 116 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. The SSM Medical Group provides access to primary care and specialty services throughout the mid-Missouri region.

### Community benefit

In 2020, SSM Health St. Mary's Hospital - Jefferson City provided \$3.5M in community benefit,

comprised of charity care and costs of other government assistance programs; and \$600K in community health improvement services.

### Community partnerships and affiliations

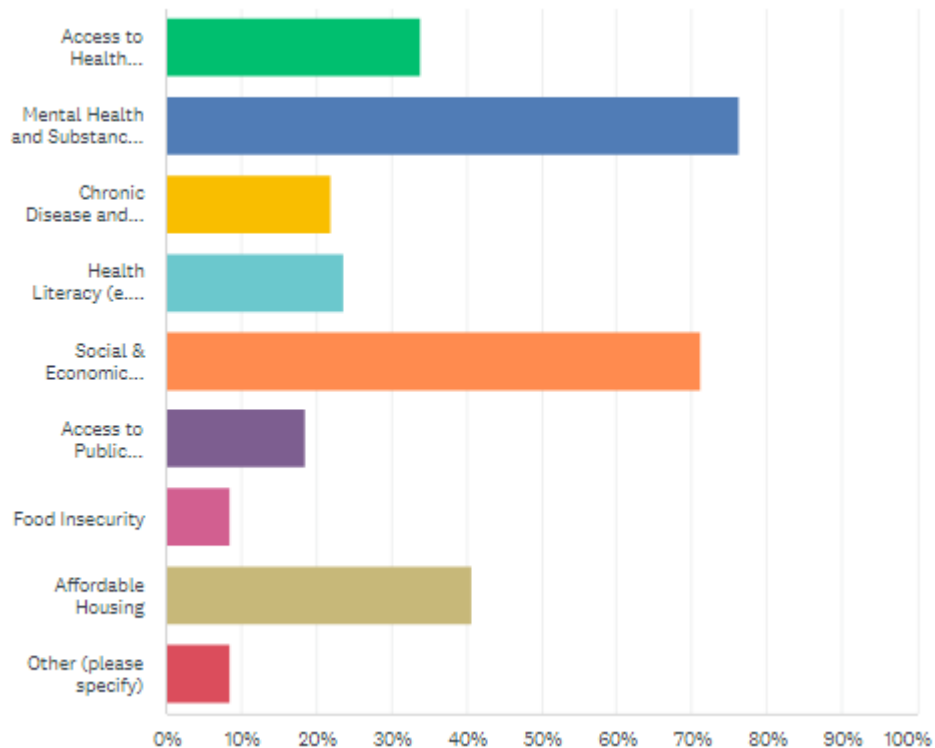
We are proud to be part of community projects that work to improve health outcomes in the areas we serve with partners that include but are not limited to Catholic Charities of Central and Northern Missouri, Community Health Center of Central Missouri, Compass Health Behavioral Health and Crisis Access, Jefferson City YMCA, Missouri Food Bank Mobile Pantry, and United Way of Central Missouri Unmet Needs Committee.

## Hospital at a glance

# The health needs of our community

## Community health survey

A community perception survey of individuals who live, work or learn in central Missouri was conducted during October 2021 with 59 responses received from key informants. The survey consisted of 10 questions designed to gain insight into how community members perceive the overall health of the community. One of the questions, with results below – *As you think about key health indicators and social determinants of health, please identify your top three (3) concerns in the community* – was intended to identify the top health concerns in the community.



Based on the survey responses received, the top health concerns in the community are:

- Mental Health and Substance Abuse
- Social and Economic Factors (e.g., poverty, uninsured, level of education, rural isolation)
- Affordable Housing
- Access to Health Care/Specialty Medical Care
- Health Literacy (e.g., chronic disease self-management, preventative care and screenings, health education)

It is also important to note that while community members and the SSM Health St. Mary's Hospital - Jefferson City CHNA Steering Committee identified access to affordable housing as a priority in the service area due to recent natural disasters, it was determined that this health need is not part of hospital mission of critical operations. Will partner with others as appropriate.

A health equity lens will be applied throughout the development of the 2022-2024 Community Health Improvement Plan (CHIP) which will influence health outcomes among the three priority health areas.

# The health of our community

## Priority 1

# 76%

of survey respondents identified Mental Health and Substance Abuse as a top health concern in the mid-MO region.

## Priority 2

# 30%

of patients leave the service area for specialty medical care

## Priority 3

# 57.2%

of Medicare Beneficiaries with High Blood Pressure

## Mental Health

Mental health needs in Central Missouri may include, but are not limited to needs, barriers and challenges that relate to provider availability, affordability, insurance, stigma, substance use, stress, and suicide. Substance abuse needs in Central Missouri may include, but are not limited to needs, barriers and challenges that relate to tobacco, vaping, drugs (narcotics, marijuana, etc.), prescription medications, and alcohol use and overuse, mental health treatment services and access to care.

## Access to Care

The percentage of population in the report area living in a designated Health Professional Shortage Area (HPSA) is 100%. Access to specialty health care services through a doctor's office, clinic or other appropriate provider is an important element of a community's health care system and is vital for helping the community's residents to be healthy. The ability to access specialty care is influenced by many factors, including:

- insurance coverage and the ability to afford services;
- long waits for appointments or treatments;
- the availability and hours of operation;
- an understanding of where to find services when needed;
- a lack of specialty; and
- a lack of reliable personal or public transportation.

## Health Literacy

Health literacy, primarily focused on chronic disease management. Chronic disease needs in Central Missouri may include, but are not limited to needs, barriers and challenges that relate to diabetes, cardiovascular disease, obesity, hypertension, food accessibility, health behaviors and access to care. Heart disease, cancer, cerebrovascular diseases, respiratory diseases are in the top ten leading causes of death in Central Missouri.

# 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 is best equipped to address, the selection of evidence-based interventions that SSM can support to make a measurable impact in the selected health priorities.





# Mental Health and Substance Abuse



## Background

Mental health needs in Central Missouri may include, but are not limited to needs, barriers and challenges that relate to provider availability, affordability, insurance, stigma, substance use, stress, and suicide. Substance abuse needs in Central Missouri may include, but are not limited to needs, barriers and challenges that relate to tobacco, vaping, drugs (narcotics, marijuana, etc.), prescription medications, and alcohol use, mental health treatment services and access to care. Many community perception survey participants and steering team members expressed concern about mental health issues in the community. Mental health issues, such as anxiety, depression and risk of suicide, are prevalent concerns. There are limited mental health providers in the area in general but especially noted was the gap in providers for youth and families in distress. Long wait lists for treatment or counseling were often noted. Additionally, many feel that mental health is intertwined with other key health issues such as substance abuse, addiction, and overall good physical health. Regarding substance abuse, it was noted that individuals may be using drugs/alcohol as a mechanism to cope with mental health issues stemming from toxic stress they have experienced. Poor mental or behavioral health frequently contributes to or exacerbates problems with physical health and illness. An additional concern reported was related to connecting patients with services needed, especially coordination of care for patients with co-occurring or dual diagnosis conditions. A concern that social stigmas around mental health are widespread in our communities and may play a key role in whether

## Action plan

- Participate in Emergency Room Enhancement (ERE) Program and evaluate implementation of Peer Support for mental health patients in the ER.
- Collaborate with and support Catholic Charities of Central and Northern to evolve mental health screenings and therapy services at the Catholic Charities Center in Jefferson City
- Enhance partnership with Council for Drug Free Youth to expand school-based education and increase availability of substance use prevention and early identification/intervention initiatives in the region
- Sustain SSM Health Outpatient Brief Treatment Program for Adults and the Outpatient Transitional Care Program for Adults and Seniors
- Increase access by working to enhance mental health resources and or teletherapy services in the clinical and community-based settings

## Community partners & supporting resources

Catholic Charities of Central and Northern Missouri; Compass Health; Council for Drug Free Youth; SSM Medical Group; SSM Health Behavioral Services; Compass Health; Catholic Charities; Missouri Mental Health Foundation; and Missouri Coalition of Behavioral Health Centers

## Evidence-based interventions

<http://www.samhsa.gov/data/sites/default/files/NSDUH-FRR1-2014/NSDUH-FRR1-2014.htm>

[Mental Health and Mental Illness: Collaborative Care for the Management of Depressive Disorders | Healthy People 2020 Front Matter | Preventing Mental, Emotional, and Behavioral Disorders Among Young People: Progress and Possibilities | The National Academies Press](#)

## Health goal(s)

- Improve mental health through prevention and by ensuring access to appropriate, quality mental health services.

## Objective(s) with performance measures

- Baselines and performance measures to be identified in 2022-2023 implementation period

# Access to Care

## Background

Access to specialty health care services through a doctor's office, clinic or other appropriate provider is an important element of a community's health care system and is vital for helping the community's residents to be healthy. The ability to access specialty care is influenced by many factors, including:

- insurance coverage and the ability to afford services;
- long waits for appointments or treatments;
- the availability and hours of operation;
- an understanding of where to find services when needed;
- a lack of specialty; and
- a lack of reliable personal or public transportation.



## Action plan

- Collaborate with area health care providers, United Way and social service agencies to establish a community-based solution to health-related transportation, i.e., HealthTran
- Continue to evolve partnership with Catholic Charities of Central and Northern Missouri to expand health and human service outreach programs, including integration with Catholic Charities Health and Nutrition services to coordinate health screenings, wellness and chronic disease self-management programs, and on-line food ordering for at-risk patients at discharge to address social determinants of health.
- Increase number and capacity of health care professionals to improve access in primary and specialty care providers in identified shortage areas
- Evaluate expansion and implementation of telehealth/telemedicine offerings in region

## Community partners & supporting resources

Catholic Charities of Central and Northern Missouri; Missouri Rural Health Association; United Way of Central Missouri; Community Health Center of Central Missouri; Jefferson City Medical Group; SSM Health Medical Group; United Way of Central Missouri

## Evidence-based interventions

- [Improving Transportation Access to Health Care Services – National Center for Transit Research \(usf.edu\)](#)
- [Meeting-the-needs.pdf \(mrhassociation.org\)](#)
- [Access to Health Services | Healthy People 2020](#)

## Health goal(s)

- Increase the proportion of persons of all ages who have a specific source of ongoing care

## Objective(s) with performance measures

- Baselines and performance measures to be identified in 2022-2023 implementation period

# Health Literacy

## Background

Chronic disease needs in Central Missouri may include, but are not limited to needs, barriers and challenges that relate to diabetes, cardiovascular disease, obesity, hypertension, food accessibility, health behaviors and access to care. Heart disease, cancer, cerebrovascular diseases, respiratory diseases are in the top ten leading causes of death in Central Missouri.

Health literacy, including chronic disease self-management, preventative care, and life skills education, stress management and coping are needed to improve health and wellness decisions. Primary data suggests that health education, preventative screenings, and social and emotional support services should be delivered differently throughout communities rather than in the traditional class offerings or group settings. Expanding the opportunities for education of consumers through digital media, health kiosks, providing more mobile health care options, and using community health workers and case managers in a variety of settings, including churches, schools and colleges, to encourage and link individuals to health care or support services. In addition, it was noted that health literacy is a concern that cuts across the other priority areas as well, income and educational disparities, language barriers, lack of insurance and/or understanding of how to use the health care system are some of the issues that undermine health and wellness.



## Action plan

- Provide community health education, health risk and prevention screenings, chronic disease self-management and life skills education to improve health and wellness decision such as, blood pressure self-monitoring program
- Provide community and workplace health resource fairs and screenings
- Evaluate implementation of evidenced-based Diabetes Prevention Program (DPP) with key partners, YMCA, Catholic Charities, and SSM Health Medical Group

## Community partners & supporting resources

- Catholic Charities self-monitoring blood pressure program
- Central Missouri SMBP Task Force
- Aging Best
- Jefferson City YMCA

## Evidence-based interventions

[Self-Measured Blood Pressure Monitoring | Million Hearts® \(hhs.gov\)](#)

[Evidence-Based Program: Health Coaches for Hypertension Control \(ncoa.org\)](#)

[National Diabetes Prevention Program | Diabetes | CDC](#)

[Self-Management Education: The Chronic Disease Self-Management Program | Healthy People 2020](#)

[Educational and Community-Based Programs | Healthy People 2020](#)

## Health goal(s)

- Increase the proportion of persons who report their health care provider always gave them easy-to-understand instructions about what to do to take care of their illness or health condition

## Objective(s) with performance measures

- Baselines and performance measures to be identified in 2022-2023 implementation period

# Overarching priorities

## **Equity and empowerment lens**

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). Health is a fundamental human right, therefore, to address health inequities interventions need to be effective and sustainable, focused on empowering those experiencing inequities (WHO, 2016).

A characteristic common to groups that experience health inequities—such as poor or marginalized persons, racial and ethnic minorities, and women—is 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. These outcomes are seen even after controlling for differences such as socio-economic status and access to adequate health care. The effect can include the following:

- Higher blood pressure
- Lower immune function
- Higher rates of nicotine and alcohol use and poor nutritional intake
- Lower rates of exercise and social support
- Higher rates of infant mortality

## **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 social determinants can be more important than health care or lifestyle choices in influencing health. For example, numerous studies suggest that social determinants account 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 health sector. By applying what we know about SDOH, we can not only improve individual and community health but also advance health equity.

# Community partners and roles

SSM Health St. Mary's Hospital – Jefferson City works with numerous community partners in Jefferson City, Columbia and Mid-Missouri to identify and prioritize health improvement needs and develop programming to support the meeting of those needs. SSM Health St. Mary's Hospital – Jefferson City community partners include:

**Catholic Charities of Central and Northern Missouri** - Tasked with assisting Bishop W. Shawn McKnight with making sure the Catholic Church in Central and Northern Missouri is fulfilling its mission to reach out to those on the margins and serve those in need.

**Community Health Center of Central Missouri (CHCCMO)** - CHCCMO is a Federal Tort Claims Act (FTCA) deemed facility that emphasizes providing access to primary care services to everyone, regardless of their ability to pay and works with community partners to achieve a vision of "embracing people, inspiring health".

**Compass Health Network** - Compass Health Network is a nonprofit health care organization that provides a full continuum of behavioral health services as well as primary and dental health services throughout Missouri.

**Local public health departments, including:**

Health Departments of Callaway County;  
Cole County;  
Miller County;  
Moniteau County; and  
Osage County.

**Missouri Coalition for Community Behavioral Healthcare** - The Council actively leads the development and implementation of programs, systems, and resources that unify and support the statewide providers which improve access to appropriate behavioral healthcare for all Missourians.

**Missouri Rural Health Association** – MRHA administers HealthTran, a volunteer driver network program with the mission to safeguard and improve the health of rural Missourians. MRHA works to close the rural health transportation gap and empowers communities by allowing rural Missourians to improved access to health services. HealthTran was designed to address rural transportation limitations and barriers, with a primary focus on health and social determinants of health that affect rural Missourians and their communities.

**United Way of Central Missouri** - United Way of Central Missouri fights for the health, education, financial stability and basic needs of every person in central Missouri, serving Camden, Cole, Maries, Miller, Moniteau, Morgan, Osage, Phelps and southern Callaway Counties.



# Community assets

## Behavioral Health

Alcoholics Anonymous  
Burrell Health  
Capital Region Physicians - Mental Wellness  
Catholic Charities Center of Central Missouri  
Compass Health  
Community Health Center of Central Missouri  
County for Drug Free Youth  
Family Counseling Center of Missouri  
Missouri Mental Health Foundation  
Missouri Recovery Network  
Pathways Community Behavioral Health Care  
SSM Health St. Mary's Hospital - Jefferson City  
SSM Health Outpatient Behavioral Health Services

## County Health Departments

Callaway County Health Department  
Cole County Health Department  
Miller County Health Center  
Moniteau County Health Department  
Osage County Health Department

## Federally Qualified Health Center

Community Health Center of Central Missouri  
Central Ozark Medical Center

## Free/Sliding Scale Community Clinics & Health Services

Capital Region Physicians Resident Clinic  
Community Health Center of Central Missouri  
County Public Health Centers in Callaway, Cole,  
Miller, Moniteau, Osage  
Samaritan Center  
Dental, Eye and Shoe Program

## Hospitals

Callaway Community Hospital – Fulton  
Capital Region Medical Center – Jefferson City  
SSM Health St. Mary's Hospital -- Jefferson City

## On-Line Resource Directories

<http://www.211.org/>  
<https://www.alz.org/help-support/resources>  
<https://dmh.mo.gov/mentalillness/helpinfo/adminagents.html>  
<http://resource.showmeaction.org>

## Primary Care/Urgent Care

Capital Region Physicians & Clinics  
Community Health Center of Central Missouri  
Jefferson City Medical Group (JCMG)  
SSM Health Medical Group

## Specialty Care

Capital Region Physicians  
Community Health Center of Central Missouri  
Goldschmidt Cancer Center  
Jefferson City Medical Group (JCMG)  
MU Health Care  
SSM Health Medical Group  
SSM Health Cancer Center at JCMG

## Social Services Agencies & Supportive Resources

Aging Best  
Alzheimer's Association  
American Red Cross, Heart of Missouri Chapter  
Boys and Girls Club  
Building Community Bridges  
Catholic Charities of Central and Northern Missouri  
El Puente Hispanic Ministry of Mid Missouri  
Food Bank for Central Missouri  
Homemaker Health Care  
Missouri Rural Health Association  
Pregnancy Health Center  
RACS (Rape and Abuse Crisis Center)  
Salvation Army  
Senior Nutrition Center  
United Way of Central Missouri  
Transportation Assistance Services  
<https://health.mo.gov/atoz/pdf/transportationservices.pdf>