



WESTERN MISSOURI MEDICAL CENTER

Community Health Needs Assessment Implementation Plan FY 2025 - 2028



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Mission

The Western Missouri Medical Center (WMMC) mission is to work as one to serve its community with excellence and compassion.

This implementation plan serves a dual purpose: first, to detail how Western Missouri Medical Center plans to address the priority health issues identified through the Community Health Needs Assessment (CHNA); and second, to ensure compliance with the regulatory requirements outlined in Section 501(r)(3) of the Internal Revenue Service (IRS) code. This section mandates that nonprofit hospitals conduct a CHNA every three years and develop an implementation strategy to address the identified needs.

The CHNA conducted by WMMC focused on Johnson County, Missouri, which represents the hospital's primary service area. Through a collaborative and data-driven process, WMMC engaged community stakeholders, reviewed public health data, and gathered input from residents to identify the most pressing health concerns affecting the region. This implementation plan outlines the strategies, partnerships, and measurable objectives WMMC will pursue over the next three years to improve health outcomes and promote health for everyone in Johnson County.

2025 CHNA Priority Issues

Below is a list of the top priority issues identified by WMMC partners that were involved in the CHNA process.

1. Mental health and substance use
2. Chronic diseases (including cancer, diabetes, heart disease, and obesity)
3. Access to healthcare

CHNA Implementation Process

The Quality Works CHNA consultant presented 2022 CHNA findings, 2025 community survey results and current secondary data findings derived from the [exploreMOhealth](https://exploreMOhealth.org/) (<https://exploreMOhealth.org/>) platform and the [Health Equity Dashboard](#). WMMC staff and key partners provided updates on the actions taken and progress made toward addressing the 2022 priority areas. The table on the following page presents the methodology used to identify and prioritize the key health issues for 2025.

Examples of Prioritization Criteria	
Magnitude of the Problem	The health need affects many people within the community.
Severity of the Problem	The health need has serious consequences (morbidity, mortality and/or economic burden) for those affected.
Health Disparities	The health need disproportionately impacts the health status of one or more vulnerable population groups.
Community Assets	The community can make a meaningful contribution to addressing the health need because of its relevant expertise and/or assets as a community, and because of an organization commitment to addressing the need.
Ability to Leverage	There is opportunity to collaborate with existing community partnerships working to address the health need, or to build on current programs emerging opportunities, etc.

Western Missouri Medical Center (WMMC) held its initial implementation planning meeting on September 4, 2025, at 9:00 a.m., with 22 participants attending in person. The meeting brought together a diverse group of internal staff and external community partners to begin shaping the strategic response to the priority health issues identified through the Community Health Needs Assessment (CHNA).

To facilitate focused discussion and collaborative planning, attendees were divided into three working groups. Each group was tasked with developing key components of the implementation strategy, including defining specific goals, outlining actionable tactics, identifying measurable outcomes, and proposing strategies tailored to each priority area. This collaborative approach ensured that a broad range of perspectives and expertise were incorporated into the planning process from the outset.

During the meeting, each group engaged in collaborative dialogue, drawing on local expertise, community insights, and available data to shape actionable responses to the identified health needs. At the conclusion of the session, each group reviewed and summarized the outcomes of their discussions. To support documentation and consistency, participants were provided with CHNA Implementation Plan templates developed by the Missouri Hospital Association. These templates were used to capture the information generated during the in-person meeting.

Once completed, WMMC compiled and forwarded the filled templates to Quality Works for review, refinement, and integration into the final implementation report. It is important to note that while several health issues were identified during the CHNA process, only a subset was selected as priority areas for focused action. However, WMMC remains committed to addressing the broader spectrum of community health concerns through ongoing initiatives and partnerships.

The final implementation plan will clearly distinguish between the health needs WMMC intends to address directly and those it will support through collaboration with other community

organizations, ensuring a comprehensive and coordinated approach to improving health outcomes in Johnson County.

Under the IRS final rule, an implementation strategy is officially considered “adopted” once it receives formal approval from a hospital’s Board of Directors, a designated board committee, or another entity legally authorized to act on the board’s behalf. This approval must take place within the same taxable year in which the CHNA report is made publicly available.

To comply with these regulations, hospitals must maintain a written policy that outlines the process for adopting and executing the implementation strategy. This policy should detail the steps for approval, how the strategy will be put into practice, and how progress will be monitored.

Additionally, the IRS has expanded reporting requirements under Section 501(r), which must be addressed in the hospital’s annual filing via Schedule H of Form 990. Hospitals are now required to describe the actions taken during the taxable year to address each significant health need identified in the CHNA. If any identified needs were not addressed, the hospital must provide a clear explanation for why no action was taken—such as resource limitations or strategic alignment with other community efforts.

In alignment with IRS regulations, nonprofit hospitals are required to conduct a Community Health Needs Assessment (CHNA) and develop an implementation plan every three years to remain compliant with federal law. However, the strategies outlined in these plans may need to be revised more frequently to reflect evolving community needs, shifting priorities, changes in available resources, and insights gained through ongoing evaluation. This adaptive approach is like performance improvement models commonly used in healthcare and other industries, emphasizing continuous assessment and refinement. Maintaining this momentum is essential for ensuring that implementation efforts remain relevant and effective.

Regular evaluation is a critical component of this process. It enables the implementation team to assess progress and determine the most appropriate next steps. Based on the findings, the team may choose to continue with the current strategy, make targeted adjustments, or pivot to a new approach altogether. This flexibility ensures that the hospital remains responsive and accountable to the community it serves.

Western Missouri Medical Center (WMMC) is dedicated to investing both financial and in-kind resources to effectively address the top health priorities identified through the Community Health Needs Assessment (CHNA). These resources may include staff time, program funding, facility use, and strategic partnerships with local organizations to support implementation efforts. To ensure accountability and transparency, the implementation plan will be reviewed on a regular basis and shared with the CHNA Steering Committee. These reviews will include updates from the various workgroups leading initiatives in Johnson County, highlighting both successes and challenges encountered during execution. This ongoing feedback loop allows for real-time adjustments and fosters collaboration among stakeholders.

The Steering Committee will play a key role in monitoring progress, identifying barriers, and recommending solutions to enhance impact. By maintaining open communication and regularly evaluating outcomes, WMMC aims to ensure that the implementation plan remains responsive to community needs and aligns with its mission to improve health and well-being across the region.

Attached are the templates for the priority issues.

1. Mental health and substance use
2. Affordable health care (including access to dental care)
3. Chronic diseases (including cancer, diabetes, heart disease, and obesity)

Community Partners

The implementation plan templates include a list of key external partners who will be responsible for carrying out specific activities aligned with the three priority health areas identified through the CHNA process. These partners bring essential expertise, resources, and community connections that are critical to the success of each initiative. In addition to identifying contributing organizations, lead agencies have been designated for each priority area. These lead organizations will play a central role in coordinating efforts, convening stakeholders, and facilitating collaboration across sectors. They are also tasked with providing regular updates to their respective focus groups, ensuring transparency and accountability throughout the implementation process.

This structured approach helps maintain momentum, fosters shared ownership, and ensures that each priority area is supported by a network of committed partners working toward measurable outcomes.

Western Missouri Medical Center Community Health Improvement Plan Mental Health and Substance Use

Goal: Improve Community Awareness, Access to Mental Health, Substance Misuse, and Suicide Prevention in Johnson County by 2025.

Strategy: Education/Training/Outreach and Awareness/Health Promotion.

Activity or Action	Lead	External Partners	Key Process or Outcome Measure	Timeline
Identify additional entities/persons interested in participating in the subcommittee and increase their participation.	Dawn Morris	WMMC Compass Health Rise Local Counseling agencies Whiteman AFB *Continuing to identify partners within the community	Number of agencies added and participating in the subcommittee. Participation of members on committee.	2026-2028
Establish a member or members to act as administrator for the Facebook group to promote social media and community presence and increase followership.	Misty Miller	Same	Number of people viewing and following the media information. Number of people participating in the group to promote media and community presence.	2026-2028
Host community events and educational events focusing on the less populated areas of Johnson County to expand awareness for Mental Health.	Team	Same	Number of events held. Number of resources disseminated. Number of people participating in community events.	2026-2028
Determine statistics/data related to suicidal ideation and suicide to track and trend.	Darinda Dick	Same	Successful identification of information source	2026-2028

Connect with legislators to educate and identify areas of concern as it relates to mental health.	Darinda Dick	Same	Successful meeting with at least one legislator.	2026-2028
Continue 988 education campaign to local schools and businesses	Donovan Bock	Same	Number of educational sessions offered. Number of people attending the educational sessions.	2026-2028

Western Missouri Medical Center Community Health Improvement Plan Chronic Conditions

Vision: Address chronic diseases—including cancer, diabetes, heart disease, and obesity—by building a healthier Johnson County.

Goals:

- Reduce the heart disease diagnosis rates per 1,000 in at least five ZIP codes in Johnson County per the 2024 ZIP Health Rankings results derived from the [exploreMOhealth](#) platform.
- Reduce the cancer diagnosis rates per 1,000 in at least five ZIP codes in Johnson County per the 2024 ZIP Health Rankings results derived from the [exploreMOhealth](#) platform.
- Reduce the diabetes diagnosis rates per 1,000 in at least five ZIP codes in Johnson County per the 2024 ZIP Health Rankings results derived from the [exploreMOhealth](#) platform.
- Reduce the obesity diagnosis rates per 1,000 in at least five ZIP codes in Johnson County per the 2024 ZIP Health Rankings results derived from the [exploreMOhealth](#) platform.

Strategy: Focus on awareness, education, screening, and community outreach.

Activity or Action	Lead	External Partners	Key Process of Outcome Measure	Time line
Current Activities or Actions				
Continue UCM “Wellness Academy”	• UCM	• School district representatives • Area Agency on Aging • UCM wellness students	Number of participants, new partnerships	2026 - 2029
Continue Diabetes Education & Empowerment Program	• WMMC	• Abbott Libre vendor • Health care providers • Marketing department	Avg: 50 registered, 35 complete 8-week sessions in March-April	2026 - 2029 (March/April)
Continue Major Outreach Events • Blue Ribbon Bash (March) • Healthy Block Party (Summer) • Ladies’ Night Out (October)	• WMMC • Johnson County Community Health	• Marketing department to help with design & execution • WMMC Foundation to help with planning & execution	Maintain or increase number of: • Attendees • Mammograms performed annually at WMMC • Testimonials Spotlighted	2026 - 2029

		Johnson County Cancer Foundation		
Continue promoting heart scan awareness through distribution of WMMC outreach flyer <i>Notes: Flyer placed in clinics, community centers, and events. Includes education about risk factors and scan eligibility. Appointment line listed for direct action. Share social testimonials posts with MHA.</i>	WMMC	- Diagnostic Imaging Center - MHA	Number of flyers distributed Number of heart scan appointments scheduled Community engagement/ feedback/ testimonials	2026 - 2029
Activities or Actions to Implement/Consider				
Participate in and organize community health fairs. <i>Note: Committee has been involved in 2023-2024 JCCHS Block Party, Martin Warren Elementary health fair, Heat Wave Summer Rave, Project Community Connect, KOKO interviews, UCM/MU Extension Cooking Classes, COAG Community Connection Fair, and more</i>	TBD	- Johnson County Community Health Services - Community representatives - Additional team members to attend fairs	Number of events Participation rates Event reports	2026 - 2029
Share wellness/preventative information on KOKO radio <i>Note: Annual interviews and regular wellness messages sent by WMMC care teams</i>	TBD	KOKO	Number of annual interviews/messages	2026 - 2029
Spotlight patient & family testimonials <i>Note: Continue to encourage real stories for use in awareness campaigns and marketing</i>	TBD	All Partners	Number of campaigns; number of stories submitted/featured	2026 - 2029
Bring awareness to issues with vaping to schools and local businesses; present at schools/businesses and expand smoking cessation education. <i>Note: Smoking cessation education currently being provided in Warrensburg and Knob Noster school districts</i>	TBD	- School nurses - Wellness programs at local businesses	Number of presentations given Number of schools or businesses reached	2026 - 2029
Create resource guide with information about the different activities/programs in	TBD	Marketing department	Guide completion or distribution	2026 - 2029

the community that address chronic diseases.				
Create a centralized education/resource website landing page for chronic conditions <i>Note: All social media/resource cards and community health materials to be linked on the site</i>	• TBD	• Marketing department	Website landing page launch, tracked with web traffic and resource access	2026 - 2029
Create and distribute resource cards about chronic diseases in high-traffic areas <i>Note: Includes topics like diabetes, cancer, prevention tips. QR links to website. Cards placed in clinics, schools, and community centers. Track pick-up rates by location.</i>	• TBD	• Marketing department	Number of locations provided Cards distributed/taken QR scan analytics	2026 - 2029
Develop educational material and launch a social media campaign for chronic diseases awareness <i>Note: Education resource website page has been developed and is awaiting publication</i>	• TBD	• Marketing department	Number of materials created. Engagement data.	2026 - 2029
Rebuild relationship with American Heart Association in the community <i>Note: Partnership and project updates still pending</i>	• TBD	• American Heart Association	Partnership progress Joint events or campaigns	2026 - 2029
Bring awareness in schools/businesses to broader obesity/nutrition issues (beyond standard advice) <i>Note: Cover high fructose corn syrup, types of sugar, protein, meal planning, etc. Possible UCM student involvement with presentations</i>	• TBD	- School nurses - Wellness programs at local businesses - Possible UCM students to help with presentations	- Presentation numbers - Updated materials - Site updates	2026 - 2029
Evaluate structure of the Blue Ribbon Bash and consider transforming into an annual community event focused on the highest community health need or strategic health priority.	• WMMC	• TBD	Event participation, engagement rates, improvements over prior years	2026 - 2029

Build and promote bariatric surgery and medical nutrition services <i>Note: Prioritize as main interventions for obesity, diabetes, heart disease. Include education seminars and distribute info at outreach events.</i>	WMMC	TBD	- Seminars held - Referrals to programs - Outreach material distribution	2026 - 2029
Targeted new programs & outreach for high-need groups (first responder screenings, mobile health fairs, more cessation initiatives) <i>Note: Emphasize outreach in southeast Johnson County and underserved areas</i>	WMMC	- Johnson County Community Health Services - Johnson County Fire Departments - Johnson County School Districts	- Events/opportunities generated - Attendance - Outreach expansion	2026 - 2029
Strengthen collaboration, reporting, and accountability practices (committees/focus groups meet every 6 weeks, cross-committee sharing, minutes to leadership/board)	WMMC	Johnson County Community Health Services	Meeting frequency, minutes filed/communicated, cross-group projects	2026 - 2029
Enhance data tracking and outcome reporting (# reached by cards/social media, event attendance, completions/follow-ups, testimonials/success stories)	WMMC	Johnson County Community Health Services	- Reach (cards/social media) - Event attendance - Completions/follow-ups - Success stories/testimonials	2026 - 2029
Advocacy, policy, and employer engagement for telehealth, mental health, and preventative care coverage <i>Notes: Strategic advocacy will include escalation of persistent access barriers to MHA and regular engagement with policymakers. Employers to be educated on EAP, 988, & enhanced coverage options.</i>	WMMC	- Chamber - Main Street - CHNA Committees - JCHS - Policymakers	- Advocacy contacts/events logged - Issues documented and shared	2026 - 2029

Western Missouri Medical Center Community Health Improvement Plan Access to Healthcare

Desired Outcome: Improve access to care and affordability by implementing strategies and actions that seek to remove the barriers to achieving health and wellness for individuals, and the community at large.

Goals:

1. Reduce the percentage of uninsured adults and children in the primary service area by a specific timeframe. [exploreMOhealth.](#)
2. Decrease the percentage of individuals reporting that they were not able to see a provider in the past 12 months due to transportation. (WMMC data or other resource dataset)
3. Increase number of visitors to the JoCo Helps page by 10%.

Strategy: Education, Training/Education, Screening and Outreach

Activity or Action	Internal/External Partners	Key Process or Outcome Measure	Timeline
Launch community education. Collaborate with community schools, businesses, and organizations to educate on the available resources for affordable healthcare. Mission Statement: To inspire collaboration among community professionals for the health and well-being of the under & uninsured within Johnson County through the education, available resources, and outreach to address needs in health care and dental care.	- Johnson County Community Health Services (JCCHS) - Senior Center - WILS - Johnson County Schools - Local employers - Parks and Recreational department - Other community-based organizations - Other community-based organizations as needed	Number of educational sessions offered Number of participants to events	TBD
Host a business education event (consider a luncheon with select business insurance decision makers) to help employers educate their employees on healthcare plans.	- Hospital - JCCHS - JCEDC - School District leaders (<i>Theresa Christian, key leader</i>) - Local employers	Number of educational sessions offered Number of participants to events	TBD

Activity or Action	Internal/External Partners	Key Process or Outcome Measure	Timeline
Research and identify funding for affordable transportation for patients. Discuss options with the City Council for insurance support for churches to lend their buses. Research other funding, such as grants. Evaluate these resources https://www.newgrowthmo.org/ https://morides.org/	- WILS - Compass Health - JCCHS - Hospital - Local community resource groups	Increase number of options available in our county	
Maintain and educate the county on the county-wide resource, JoCo Helps. Develop a marketing plan for JOCO Helps resources, including creating shareable social media content	- JCCHS - Hospital - All community partner	Number of resources developed Website visits % of users who navigated to a resource page link	May 2026
Implement or actively participate in community stakeholder meetings, networks, or coalitions to share and gather information pertaining to access of care in the community	- Provider organizations such as: - Hospitals - Health departments - Community health centers - Other community-based organizations as needed	Number of stakeholder meetings, networks and coalitions organizations are engaged One stakeholder group implemented to focus efforts on access to care	Ongoing
Request information from Chronic Conditions Committee for healthcare concerns for the southeast corner of JoCo to identify a goal when developing a "Road Show" (see next activity). This would be a key action to address issues with higher incidences of chronic conditions. Obtain data from exploreMOhealth .	- Provider organizations such as: - Hospitals - Health departments - Community health centers - Other community-based organizations as needed	Number of mobile "road shows" Number of event attendees	May 2026
Investigated mobile "Road Shows," with an emphasis in the southeast corner of JoCo. This would be a key action to address issues higher incidences of chronic conditions (consider partnering with the Chronic Conditions Committee). These events would be a health fair on wheels to bring awareness to preventative screenings, resources, healthcare options and more.	- Provider organizations such as: - Hospitals - Health departments - Community health centers - Other community-based organizations as needed	Number of mobile "road shows" Number of event attendees	TBD

Activity or Action	Internal/External Partners	Key Process or Outcome Measure	Timeline
Implement innovative strategies that seek to decrease the social (drivers) determinants of health and other associated barriers to access	• Provider organizations such as: ○ Hospitals ○ Health departments ○ Community health centers • Other community-based organizations as needed	One innovative strategy implemented to target SDOHs	TBD
Expanding insurance to cover health care costs – with Medicaid expansion in Missouri, working with community partners in the primary and secondary service areas to increase the current enrollment to help coverage. Most people who qualify for the coverage may not be aware of where to start their enrollment journey	• Provider organizations such as: ○ Hospitals ○ Health departments ○ Community health centers • Other community-based organizations as needed	Number of new individuals enrolled in the Medicaid program	TBD
Provide connectivity to financial advocacy to help uninsured and underinsured patients and their families	• Provider organizations such as: ○ Hospitals ○ Health departments ○ Community health centers • Other community-based organizations as needed	Number of patients assisted with connectivity to financial advocacy	TBD