CHI Health
A member of CommonSpirit

Community Health Improvement

Strategic Action Plan

Fiscal Year 2026 - 2028

CHI Health Missouri Valley – Missouri Valley, IA

Board Approved October 2025

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At-a-Glance Summary

Community Served 	For the purposes of the CHI Health Missouri Valley Community Health Needs Assessment (CHNA) and Implementation Strategy Plan (ISP), the primary service area was defined as Harrison County, Iowa based on hospital admissions data and overlapping service areas with CHNA collaborators.
Significant Community Health Needs Being Addressed 	The significant community health needs the hospital intends to address and that form the basis of this document were identified in the hospital's most recent CHNA. Needs the hospitals intends to address with strategies and programs are: ● **Behavioral Health** ● **Social Drivers of Health (SDOH)**
Strategies and Programs to Address Needs 	The hospital intends to take actions and to dedicate resources to address these needs, including: ● **Behavioral Health** ○ Increase access to behavioral health services by expanding modes of delivery ○ Improve capacity to respond mental health crises, including substance abuse, by supporting community trainings ● **Social Drivers of Health (SDOH)** ○ Reduce food insecurity and increase the consumption of fresh fruits and vegetables by supporting food subsidy and incentive programs ○ Increase access to SDOH resources by supporting community organizations and groups working to develop, identify, and establish referral pathways to them

This document outlines CHI Health Missouri Valley's ISP to address community health needs, as determined by the 2025 CHNA, adopted by the Board in April 2025. Planned resources and collaborators to help address these needs, as well as anticipated impacts of the strategies and programs, are described in the "Strategies and Program Activities by Health Need" section of the document.

This document is publicly available online at the hospital's website. Written comments on this strategy and plan can be submitted via mail to CHI Health - The McAuley Fogelstrom Center (12809 W Dodge Red, Omaha, NE 68154 attn. Healthy Communities); electronically https://forms.gle/KGRq62swNdQyAehX8 or by calling Ashley Carroll, Market Director, Healthy Communities & Population Health, at: (402) 343-4548.

Our Hospital and the Community Served

About the Hospital

CHI Health Missouri Valley is a part of CommonSpirit Health, one of the largest nonprofit health systems in the U.S., with more than 2,200 care sites in 24 states coast to coast, serving patients in big cities and small towns across America.

CHI Health Missouri Valley, located in Missouri Valley, Iowa, is a nonprofit, faith-based healthcare provider. It offers technologically advanced medical services, high- quality health education, screenings and more. Beyond the hospital walls, CHI Health Missouri Valley works closely with businesses, community groups, churches, schools, social service agencies, and others to build a healthier community. CHI Health Missouri Valley has received the following certifications and distinctions:

- Top 20 Critical Access Hospital for Quality by the Chartis Center for Rural Health Quality (2025)
- Performance Leadership Award for Excellence in Quality and Outcomes by the Chartis Center for Rural Health (2022)
- Five Star Rating for Overall Hospital Quality Ratings from the Centers for Medicare & Medicaid Services (CMS) (2021)

Our Mission

The hospital's dedication to assessing significant community health needs and helping to address them in conjunction with the community is in keeping with its mission. As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

Financial Assistance for Medically Necessary Care

It is the policy of CommonSpirit Health to provide, without discrimination, emergency medical care and medically necessary care in CommonSpirit hospital facilities to all patients, without regard to a patient's financial ability to pay.

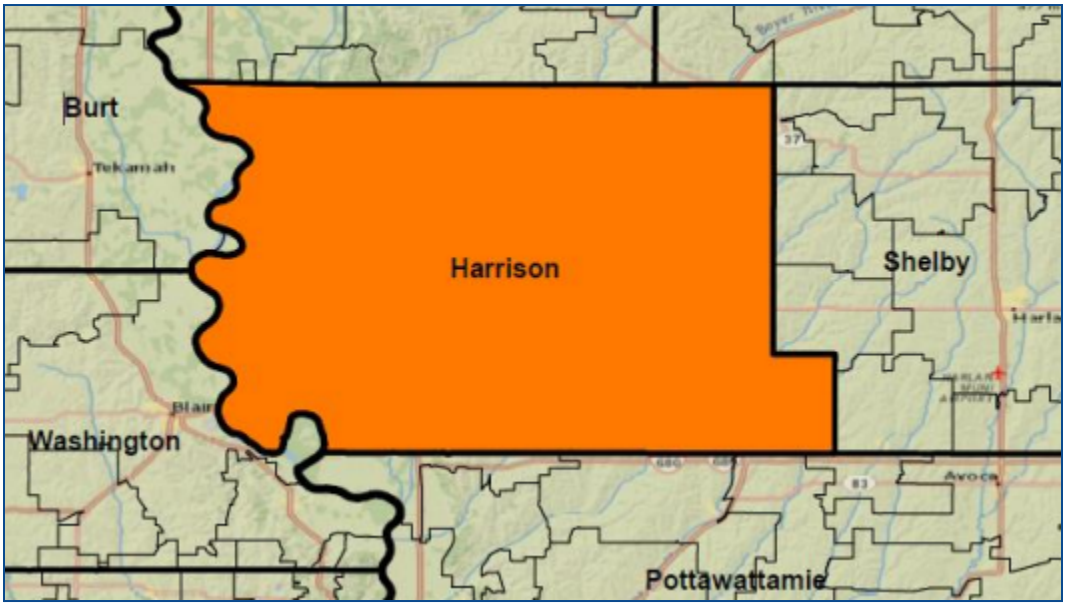
This hospital has a financial assistance policy that describes the assistance provided to patients for whom it would be a financial hardship to fully pay the expected out-of-pocket expenses for such care, and who meet the eligibility criteria for such assistance. The financial assistance policy, a plain language summary and related materials are available in multiple languages on the hospital's website.

Description of the Community Served

For the purposes of the CHI Health Missouri Valley Community Health Needs Assessment (CHNA) and Implementation Strategy Plan (ISP), the primary service area was defined as Harrison County, Iowa based on hospital admissions data and overlapping service areas with CHNA collaborators.

Harrison County was home to 14,645 people in 2025.[1] Harrison County has a primarily Non-Hispanic White population and a higher percentage of residents over 65 years of age compared to the state (Harrison - 20% , Iowa - 19%). The county has a lower percentage of residents with Bachelor's degrees compared to the state (Harrison - 21%, Iowa - 31%), but a higher median household income (Harrison - $77,027, Iowa - $71,433).[2] Harrison County has 12 Health Professional Shortage Areas across primary care, dental health, and mental health disciplines.[3]

Figure 1: CHI Health Missouri Valley Market Primary Service Area and CHNA Community (Harrison County)



Community Assessment and Significant Needs

The health issues that form the basis of the hospital's community health implementation strategy and plan were identified in the most recent CHNA report, which was adopted in April 2025. The CHNA report includes:

- description of the community assessed consistent with the hospital's service area;
- description of the assessment process and methods;
- data, information and findings, including significant community health needs;

[1] U.S. Census Bureau. American Community Survey 5-year estimates.
[2] U.S. Census Bureau. Census Reporter. Accessed September 2025. https://censusreporter.org/.
[3] Health Resources and Services Administration. HPSA Find. Accessed September 2025. https://data.hrsa.gov/topics/health-workforce/shortage-areas/hpsa-find.

- community resources potentially available to help address identified needs; and
- impacts of actions taken by the hospital since the preceding CHNA.

Additional details about the needs assessment can be found in the CHNA report, which is publicly available on the hospital's website or upon request from the hospital, using the contact information in the At-a-Glance Summary.

Significant Health Needs

The CHNA identified the significant needs in the table below, which also indicates which needs the hospital intends to address. Identified needs may include specific health conditions, behaviors or health care services, and also health-related social and community needs that have an impact on health and well-being.

Significant Health Need	Description	Intend to Address?
Access to Health Care Services	Existing data revealed a relatively low ratio of primary care physicians for the population size.	•
Behavioral Health	Key informants identified both Mental Health and Substance Use as top concerns in the community. Existing data also a revealed a relatively high suicide mortality rate and a relatively low ratio of mental health providers in the county.	•
Cancer	Existing data revealed high cancer mortality and cancer incidence (including for prostate cancer and female breast cancer).	
Injury & Violence	Mortality associated with unintentional injury (including motor vehicle crashes) is high in Harrison County.	
Nutrition, Physical Activity & Weight	This was a top concern among participating local key informants.	
Oral Health	Oral health was among the top concerns expressed by local key informants. Existing data show a relatively low number of dentists for the population size.	
Respiratory Disease	Existing data revealed high lung disease mortality, as well as a high prevalence of chronic obstructive pulmonary disease (COPD).	
Tobacco Use	Key informants identified this as a top concern in the community. Existing data revealed a high prevalence of cigarette smoking.	•

Significant Needs the Hospital Does Not Intend to Address

In acknowledging the range of priority health needs that emerged from the CHNA process, CHI Health Missouri Valley has prioritized the health need areas above in order to most

effectively focus resources and produce a positive impact. As described in the process above, the hospital took into consideration existing partnerships, available resources, the hospital's level of expertise, existing initiatives (or lack thereof), potential for impact, and the community's interest in the hospital engaging in that area in order to select the priorities. CHI Health Missouri Valley, recognizing that Tobacco Use is an addiction, will be addressing this health need through Behavioral Health activities. The hospital also recognizes that Access to Care is a cross-cutting significant health need, therefore, activities to address Access to Care will be included throughout the two priorities: Behavioral Health and SDOH.

The following identified needs were not explicitly prioritized in this ISP, but are being addressed through cross-cutting strategies within other priorities as described below.

Cancer. Cancer will be indirectly addressed through Behavioral Health strategies that address tobacco use. Additionally, CHI Health continues to perform cancer outreach throughout the community and to financially support community partners such as the American Cancer Society, the Nebraska Cancer Coalition, and Project Pink'd. CHI Health Clinics are working to increase uptake of the HPV vaccine. CHI Health Missouri Valley hosts a cancer support group and smoking cessation services.

Injury & Violence. CHI Health maintains and continues to expand a strong Forensic Nurse Examiner program. Additionally, CHI Health is dedicated to improving internal capacity for identifying and supporting victims of human trafficking. All staff complete annual human trafficking training.

Nutrition, Physical Activity & Weight. CHI Health Missouri Valley continues to provide financial support for the fresh fruit and vegetable voucher program for the Harrison County Historical Village & Iowa Welcome Center's Farmers Market.

Oral Health. Oral Health will be indirectly addressed through Behavioral Health strategies that address tobacco use. Tobacco use is a top risk factor for poor oral health.

Respiratory Disease. Respiratory Disease will be indirectly addressed through Behavioral Health strategies that address tobacco use. Tobacco use is a top risk factor for lung disease.

2025 Implementation Strategy and Plan

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others to address significant community health needs over the next three years, including resources for and anticipated impacts of these activities.

Planned activities are consistent with current significant needs and the hospital's mission and capabilities. The hospital may amend the plan as circumstances warrant, such as changes in community needs or resources to address them.

Creating the Implementation Strategy

The hospital is dedicated to improving community health and delivering community benefit with the engagement of its staff, clinicians and board, and in collaboration with community partners.

CHI Health and our local hospitals make significant investments each year in our local community to ensure we meet our Mission of creating healthier communities. The Implementation Strategy Plan (ISP) is a critical piece of this work to ensure we are appropriately and effectively working and partnering in our communities.
The goals of this ISP are to:

1. Identify strategies that will meaningfully impact the areas of high need identified in the CHNA that affect the health and quality of life of residents in the communities served by CHI Health.
2. Ensure that appropriate partnerships exist or are developed and that resources are leveraged to improve the health of the most vulnerable members of our community and to reduce existing health disparities.
3. Identify core measures to monitor the work and assure positive impact for residents of our communities.
4. Ensure compliance with section 501(r) of the Internal Revenue Code for not-for-profit hospitals under the requirements of the Affordable Care Act.

The significant health needs were determined after consideration of various criteria, including: standing in comparison with benchmark data (particularly national data); the preponderance of significant findings within topic areas; the magnitude of the issue in terms of the number of persons affected; and the potential health impact of a given issue. The significant health needs also take into account those issues of greatest concern to the key informants giving input to this process. Prioritization of the health needs identified in this assessment ("Significant Health Needs" above) was determined based on a prioritization exercise conducted among providers and other community leaders (representing a cross-section of community-based agencies and organizations) as part of the Online Key Informant Survey. In this process, these key informants were asked to rate the severity of a variety of health issues in the community. This process can be reviewed in more detail in the CHNA posted at www.chihealth.com/chna.

In order to select priority areas and design meaningful, measurable strategies, hospital leadership (which included the Clinic Administrator, Critical Access Hospital Market Chief Nursing Officer, Diabetes Educator, Foundation Development Coordinator, Market Vice President of Mission Integration, Nursing Supervisor, President, and Psychologist) reviewed data and top health needs from the 2025 CHNA alongside community partners during a Healthy Harrison Coalition meeting. They considered:

- Severity and impact on other health need areas
- Hospitals' expertise and ability to make impact
- Community's interest in the hospital engaging in this work
- Existing work engaging various community partners
- Political will to address systemic barriers

Throughout development of the ISP, internal and community partners were consulted to ensure the most appropriate strategies were selected, the right partners were engaged, and resources were best leveraged.

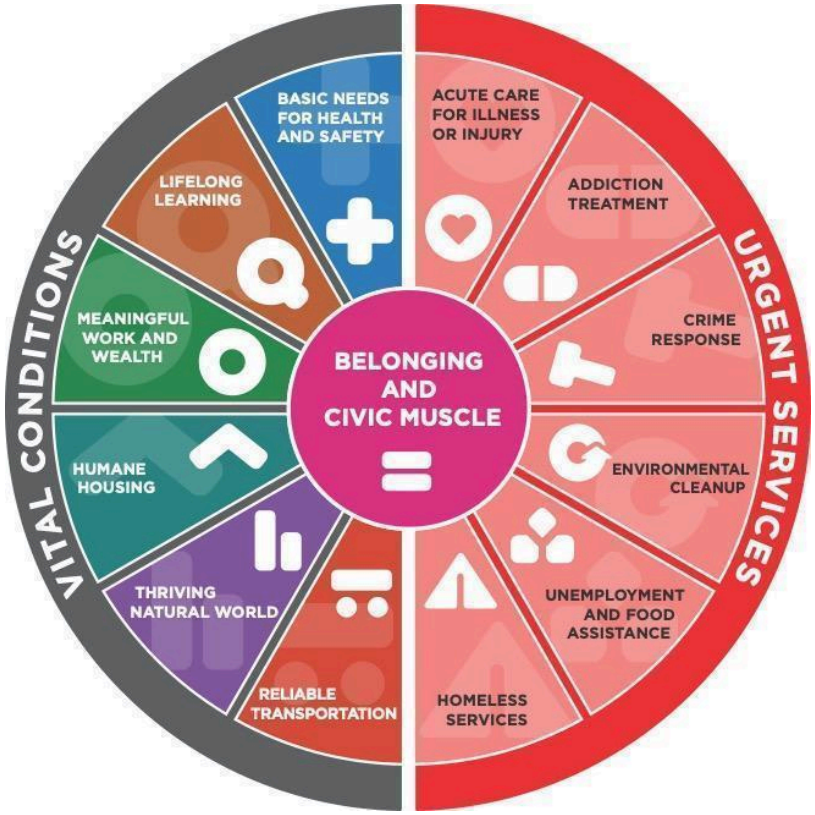
Community Health Core Strategies

The hospital believes that program activities to help address significant community health needs should reflect a strategic use of resources. CommonSpirit Health has established three core strategies for community health improvement activities. These strategies help to ensure that program activities overall address strategic aims while meeting locally- identified needs.

- **Core Strategy 1**: Extend the care continuum by aligning and integrating clinical and community-based interventions.
- **Core Strategy 2**: Implement and sustain evidence-informed health improvement strategies and programs.
- **Core Strategy 3**: Strengthen community capacity to achieve equitable health and well-being.

Vital Conditions and the Well-Being Portfolio

Community health initiatives at CommonSpirit Health use the Vital Conditions framework and the Well-Being Portfolio[4] to help plan and communicate about strategies and programs.



Investments of time, resources, expertise and collaboration to improve health and well-being can take different approaches. And usually, no single approach can fully improve or resolve a given need on its own.

One way to think about any approach is that it may strengthen "vital conditions" or provide "urgent services," both of which are valuable to support thriving people and communities. A set of program activities may seek to do one or both. Taken together, vital conditions and urgent services compose a well-being portfolio.

[4] The Vital Conditions framework and the Well-Being Portfolio were created by the Rippel Foundation, and are being used with permission. Visit https://rippel.org/vital-conditions/ to learn more.

What are Vital Conditions?
These are characteristics of places and institutions that all people need all the time to be healthy and well. The vital conditions are related to social determinants or drivers of health, and they are inclusive of health care, multi-sector partnerships and the conditions of communities. They help create a community environment that supports health.

What are Urgent Services?
These are services that anyone under adversity may need temporarily to regain or restore health and well-being. Urgent services address the immediate needs of individuals and communities, say, during illness.

What is Belonging and Civic Muscle?
This is a sense of belonging and power to help shape the world. Belonging is feeling part of a community and valued for what you bring. Civic muscle is the power of people in a society to work across differences for a thriving future.

Well-Being Portfolio in this Strategy and Plan

The hospital's planned strategies and program activities that follow are each identified as aligning with one of the vital conditions or urgent services in this figure.

This helps to identify the range of approaches taken to address community needs, and also acknowledges that the hospital is one community resource and stakeholder among many that are dedicated to and equipped for helping to address these needs and improve health.

Strategies and Program Activities by Health Need

Health Need:	**Behavioral Health**				
Population(s) of Focus:	Harrison County				
Strategy or Program	Summary Description	Strategic Alignment			
		Strategy 1: **Extend care continuum**	Strategy 2: **Evidence-informed**	Strategy 3: **Community capacity**	**Vital Condition (VC) or Urgent Service (US)**
Increase access to behavioral health services by expanding modes of delivery	Expand telepsychiatry services currently offered in the emergency room and Senior Life Solutions	•	•	•	VC + US
Improve capacity to respond to mental health crises, including substance abuse, by supporting community trainings	Provide financial and in-kind support to expand opioid response training offerings. These trainings include, but are not limited to: Stigma Associated with Substance Use Disorder, Substances of Abuse 101, Trauma-informed Care, Behavioral Health Equity Training. Trainees receive a free narcan kit.	•	•	•	VC + US
	Provide financial and in-kind support to expand school-based mental health programs and training offerings. Trainings include Youth Mental Health First Aid (MHFA), Question. Persuade. Respond. (QPR), and other programming offered through Heartland Family Service's Resilience Initiative.	•	•	•	VC + US

Health Need:	**Behavioral Health**
Planned Resources:	The hospital will provide staff time, grants, outreach communications, and program management support for these activities.
Planned Collaborators:	Harrison County Home & Public Health, Harrison County Schools, Heartland Family Service, Healthy Harrison Coalition, Mercy Psychiatric Associates, Senior Life Solutions, Southwest Iowa Mental Health and Disability Services Region

Anticipated Impacts (overall long-term goals)	Measure	Data Source
Decreased suicide mortality	Average deaths due ot suicide per 100,000 population	Centers for Disease Control and Prevention (CDC) WONDER/CHNA
Decreased prevalence of cigarette smoking	Percent of residents who smoke cigarettes	Centers for Disease Control and Prevention (CDC) WONDER/CHNA

Health Need:	**Social Drivers of Health (SDOH)**				
Population(s) of Focus:	Harrison County				
Strategy or Program	Summary Description	Strategic Alignment			
		Strategy 1: **Extend care continuum**	Strategy 2: **Evidence-informed**	Strategy 3: **Community capacity**	**Vital Condition (VC) or Urgent Service (US)**
Reduce food insecurity and increase the consumption of fresh fruits and vegetables by supporting food subsidy and incentive programs	Provide financial and in-kind support for the Harrison County Historical Village & Iowa Welcome Center's Farmers Market fresh fruit and vegetable voucher program	•	•	•	VC
Increase access to SDOH resources by supporting community organizations and groups working to develop, identify, and establish referral pathways to them	Engage with community groups such as the Healthy Harrison Coalition and HMS Hubs's Food Insecurity and Employment/Lack of Income workgroups	•	•	•	VC
Planned Resources:	The hospital will provide staff time, grants, outreach communications, and program management support for these activities.				
Planned Collaborators:	Harrison County Home & Public Health, Harrison County Historical Village & Iowa Welcome Center, Harrison, Monona, and Shelby (HMS) County Hub, Heartland Family Service, Healthy Harrison Coalition				

Anticipated Impacts (overall long-term goals)	Measure	Data Source

Decrease food insecurity	Number of individuals experiencing food insecurity	Harrison County Health and Human Services System Snapshots