



Community Health Needs Implementation Plan 2026-2028



Introduction

Phelps Health is a county-owned, non-tax-supported health system overseen by a five-member elected board. Serving more than 200,000 residents in south-central Missouri, the system employs around 2,000 people, including more than 100 physicians and advanced practice providers.

Phelps Health's main campus in Rolla includes a hospital licensed for 240 patient beds, a medical office building and the Delbert Day Cancer Institute (DDCI). The health system also operates off-campus clinics in Rolla, Salem, St. James, Vienna and Waynesville. Walk-in clinics in Waynesville and Rolla provide care without an appointment and outside regular clinic hours.

The DDCI provides integrated cancer care services to patients across the region. The Institute is nationally accredited and is an official affiliate of the Siteman Cancer Center at Barnes-Jewish Hospital and Washington University School of Medicine in St. Louis, Missouri.

Phelps Health has earned The Joint Commission's Gold Seal of Approval® and the American Heart Association's Heart-Check mark for Primary Heart Attack Center (PHAC) Certification, recognizing its commitment to high-quality, lifesaving cardiac care. As part of this certification, the Hospital provides 24/7 care for severe heart attacks (STEMI), a service launched in spring 2024.

Phelps Health conducts a Community Health Needs Assessment (CHNA) at least once every 3 years and completed its most recent assessment in tax year 2025. The current CHNA was presented to and approved by the Board of Trustees on October 24, 2025.

Summary of 2025 CHNA Findings

The following community health needs were identified based on the information gathered and analyzed through the CHNA conducted by Phelps Health. These needs have been prioritized based on information gathered through the CHNA.

Identified Community Health Needs include the following:

1. Community wellness
2. Access to care
3. Health literacy

Strategies to Address Prioritized Health Needs

For each health need Phelps Health plans to address, the following implementation plan describes the following:

- Identified health need, goal and action steps
- Anticipated impact of those actions
- Planned partnerships and collaborations

Community Wellness

Identified Health Need #1: Community Wellness	
Goal	Create and establish opportunities to increase access, education and support to improve community health and wellness.
Anticipated Impact	<ul style="list-style-type: none"> • Increase community partnerships to promote and improve coordination of available services at community-based health and wellness programs and events. • Expand and enhance community awareness about available resources and access to healthcare services for vulnerable and at-risk community residents. • Increase community efforts and collaborations to address social determinants of health (SDOH), with a focus on health equity, access to care and community health.
Strategy or Program	Summary Description
Health Equity and Community Health Department	Continue to focus on Phelps Health as well as community partners to identify opportunities and strategies to address social determinants of health (SDOH) in the community.
Expand Community Partnerships	Expand coalition with community-based health organizations to coordinate and integrate an approach to address SDOH for vulnerable and underserved community members.
ToRCH Pilot Program	Continue to participate in the Transformation of Rural Community Health (ToRCH) initiative and provide recommendations to the state to address SDOH needs within our community to positively impact health outcomes.

Identified Health Need #1: Community Wellness	
Health and Wellness Awareness	Establish a plan to educate community members on health and wellness strategies to address overall community wellness.

Access to Care

Identified Health Need #2: Access to Care	
Goal	Improve access, navigation and coordination of services to reduce healthcare barriers for vulnerable and underserved community members.
Anticipated Impact	<ul style="list-style-type: none"> • Increase the availability of access to primary and preventive care services by reducing barriers. • Coordinate, integrate and streamline access to primary and behavioral healthcare for at-risk individuals. • Increase access to financial resources and education for under or uninsured community members.
Strategy or Program	Summary Description
Virtual and Telehealth Care	Increase virtual and telehealth options for children and adults to access care.
Behavioral Health	Continue to work with Compass Health Network to increase, coordinate and streamline behavioral health services for members of the community.
Financial Assistance	Increase community awareness and provide navigational support to help community members access Phelps Health financial assistance resources.
Expansion of Healthcare Plan	Promote the Phelps Health Preferred insurance plan and Medicare Advantage plan to employees, businesses and community to enhance coverage and improve access to care.

Health Literacy

Identified Health Need #3: Health Literacy	
Goal	Provide accessible resources and educational programs that empower individuals to make informed health decisions to better navigate the healthcare system.
Anticipated Impact	<ul style="list-style-type: none"> • Improve access to clear, understandable and usable information to patients and the public so community members can make well-informed healthcare decisions. • Increase individuals' confidence and ability to navigate the healthcare system and actively participate in their care.
Strategy or Program	Summary Description
Community Outreach Programs	Engage in community outreach programs to educate local communities by providing resources and support to improve public health and well-being.
Plain Language Health Literacy Material	Utilize Plain Language Health Literacy materials to communicate information clearly and simply, making it easy for everyone to understand healthcare and make better choices regarding their health and well-being.
Patient and Family Advisory Council	Utilize existing group of diverse community members to ensure health information is accessible, understandable and actionable for everyone.
Community Health Worker Outreach	Leverage CHWs as the liaisons between healthcare providers and the community to enhance health literacy and help individuals to make informed health decisions and access needed services.
Realities of Healthcare Awareness Campaign	Enhance awareness in the community about the challenges, trends and opportunities associated with today's healthcare.

Partnerships and Collaborations

The following partnerships and collaborations are in progress and is expected to expand over the next two-year community implementation cycle.

Partnerships and Collaborators	Compass Health Four Rivers Missouri Ozarks Community Action (MOCA) Phelps Connections for Seniors Phelps/Maries County Health Department Pulaski County Health Department The Centre St. James Senior Center The Community Partnership The Pregnancy Resource Center The Mission The Dream Center
---------------------------------------	--