



# Community Health Improvement Plan

2025-2028

Presented by

Citizens Memorial Hospital  
Polk County Health Center



**Polk County  
Health Center**

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# INTRODUCTION

Citizens Memorial Hospital (CMH) and the Polk County Health Center (PCHC), both in Bolivar, Missouri, collaborated to write a joint Community Health Improvement Plan (CHIP) for 2025-2028.

The process started with a regional collaboration with the Ozarks Health Commission. Hospital systems, local public health agencies (LPHAs) and other health care partners in the greater Ozarks worked together to release a comprehensive Community Health Needs Assessment (CHNA).

CMH and PCHC used the results of the CHNA to develop the CHIP. This collaborative process is representative of the broader community's cooperative efforts to address critical health needs and social determinants of health. The CHIP targets areas of health need and disparity in communities and create actionable plans to make them better over time.

The full Bolivar Community CHNA is available on the <https://www.ozarkshealthcommission.org/communities/bolivar>.



## CHIP Development Timeline

### October 2024

Ozarks Health Commission (hospital systems, local public health agencies and other healthcare partners) meets to plan the CHNA timeline and methodology.

### December 2024

Citizens Memorial Hospital (CMH) and Polk County Health Center (PCHC) meet to analyze public health data and Missouri Hospital Association (MHA) data to analyze and cross-examine top issues from each dataset.

### January 2025

CMH, PCHC and community partners review data summaries to determine top health outcomes across data sets, identifying the top three areas of focus.

### February/March 2025

CMH, PCHC, Community Outreach Ministries (COM), Bolivar Schools and other community partners gather to develop and distribute community partner surveys and community surveys.

### April/May 2025

Data from surveys, public health data and MHA data are combined to create the Community Health Needs Assessment.

### June 2025

CMH, PCHC and community partners meet to review all data sets and begin to establishing goals, objectives and activities relating to priority areas.

### September 2025

Continued work toward CHIP priority areas with partners.

### October 2025

Finalized CHIP presented to CMH, PCHC, stakeholders and the community.

## ABOUT THE PARTNERS

### Citizens Memorial Hospital

Citizens Memorial Hospital is an 86-bed hospital in Bolivar, serving over 70,000 patients a year. CMH also manages 34 clinics, including 14 certified rural health clinics. The Citizens Memorial Health Care Foundation manages seven long-term care facilities, home health and other services. CMH serves eight counties: the five counties in the Bolivar Community and Dallas, Benton and northern Greene counties. CMH's total service area is over 130,000 individuals.



### Polk County Health Center

Polk County Health Center is a local public health department located in Bolivar, Missouri serving the citizens of Polk County as well as supporting nearby counties. PCHC staff are dedicated to serving and supporting individuals by providing health care, education, and resources to build a safer and healthier community.



## PROGRESS REPORTS

### Citizens Memorial Hospital progress: 2022-2025

CMH made significant progress toward goals established in its 2022-2025 CHNA Implementation Plan:

- Began offering Tobacco Cessation classes. (Goal: Reduction in the adult smoking rate.)
- Expanded Addiction Recovery to two more communities. (Goal: Reduction in mortality rates for substance use disorder/opioid use disorder.)
- Continued programs such as the CMH Senior Fitness Center, cardio-pulmonary rehabilitation and community health events. (Goal: Reduction in adult obesity and physical inactivity rates in the service area.)
- Opened the CMH Behavioral Health Transitional Clinic (Goal: Increase in the availability of mental health providers in the service area.)

However, there is still room for improvement through the 2025-2028 CHIP.

### Polk County Health Center Progress: 2022-2025

PCHC made advancements toward goals from the CHIP completed in 2023. Actions recognized through CHIP efforts to reach these goals are:

- Implemented a social determinants of health screening with all clients to determine prevention, intervention and treatment of substance abuse. (Goal: Decrease mortality rates from substance use disorder/opioid use disorder in Polk County by 2%.)
- Participation in ToRCH leadership board to expand support for improving population health outcomes. (Goal: Decrease mortality rates from substance use disorder/opioid use disorder in Polk County by 2%.)
- Updated the Resource Guide and expanded connectivity by using the Unite Us platform. (Goal: Decrease mortality rates from substance use disorder/opioid use disorder in Polk County by 2%.)
- Updated Lunch and Learn content for improved engagement and effectiveness of the program to increase awareness and access to mental health resources. (Goal: Increase access to mental health care support services.)
- Promoted healthy lifestyle messaging through social media campaigns to reduce obesity and increase physical activity. (Goal: Reduce adult obesity and physical inactivity rates for Polk County by 2%.)

Additional actions continue toward the goals, objectives and activities identified in the CHIP.

# PROCESS USED TO DEVELOP THE CHNA

## Leadership and data collection

CMH and PCHC staff worked with the Ozarks Health Commission to gather data.

## Community Partner Survey

About 79 community partners were invited. Of those, 44 responded. Their feedback shaped the questions asked in the Community Survey.

## Community Survey

Shared through CMH, PCHC, local schools and organizations, this survey collected 394 responses from residents in the Bolivar Community.

## Public health and Missouri Hospital Association (MHA) data

Public health data helped compare local outcomes with the region, state and nation. MHA data showed diagnoses from clinics and hospitals across the five-county area.

## Review and analysis

Partners reviewed the data to see which health issues appeared across sources. In January 2025, local partners selected three priority health issues and then began creating a Community Health Improvement Plan.

# IDENTIFIED PRIORITY HEALTH ISSUES

Three health areas emerged as the top priorities for the Bolivar Community:

## Chronic disease

Chronic conditions are long-lasting illnesses that need ongoing care. Key concerns include heart disease, diabetes and cancer. Smoking, poor diet, lack of exercise and alcohol use contribute to these problems. Many residents living in poverty face extra challenges in managing these conditions.

## Mental health

Mental health affects, and is affected by, physical health. Adults report high levels of poor mental health. Youth face long wait times and limited access to therapy. Behavioral and anxiety disorders are higher here than in the region, though lower than at the state level. Poverty and lack of providers make access even harder.

## Access to care

Access issues were common across all data sources. People face high costs for insurance, health care and healthy food. Provider shortages, especially in primary care, dental, mental health and addiction treatment, are serious. Travel, work schedules, motivation and low energy also reduce access to healthy options.

# COMMUNITY HEALTH IMPROVEMENT PLAN (CHIP)

Citizens Memorial Hospital and Polk County Health Center staff collaborated with other community partners to develop a Community Health Improvement Plan.

As leaders in the local healthcare community, CMH and PCHC are the most significant contributors to the CHIP. However, collaboration with other community partners is necessary to ensure all segments of the population will be positively impacted by the objectives and activities identified and implemented in the CHIP.

We would like to recognize the organizations and individuals identified below as well as all those that provided responses to surveys and data to provide an accurate CHNA and CHIP.

## CHIP Partners

**Citizens Memorial Hospital** — Charlotte Marsch, Jenna Hicks, Kacey Pearman

**Polk County Health Center** — Michelle Morris

**Community Outreach Ministries** — Micah Titterington

**Burrell Behavioral Health** — Alex Gerry

**Ozarks Area Community Action Corporation** — Michelle Bliss

**City of Bolivar** — Ashley Raines, Alderman

**Medical Reserve Corps** — John Brandt

**Hickory County Health Department** — Dawn Vader

**Dade County Health Department** — Pamela Cramer

CMH and PCHC's goal is to leverage the combined resources of CMH, PCHC and community partners to prevent disease, promote wellness and protect the physical and mental health of all residents.

## PRIORITY HEALTH ISSUE: CHRONIC DISEASE

**Objective:** Decrease the long-term incidence of chronic diseases using strategies that promote healthier lifestyles.

**Activity 1:** Provide medically tailored home-delivered meals for residents with chronic diseases.

**Timeframe:** October 2025-October 2028.

Anticipated Result	Resources Needed	Lead/Partners
Increased availability of home-delivered medically tailored meals for residents with chronic diseases.	<ul style="list-style-type: none"><li>Increased staffing</li><li>Funding</li><li>Distribution partners</li></ul>	<ul style="list-style-type: none"><li>Citizens Memorial Hospital</li><li>Community Outreach Ministries</li><li>Polk County Senior Center</li><li>ToRCH Leadership Board</li></ul>

### Annual Reporting

Measure	October 2025	October 2026	October 2027	October 2028
Number of medically tailored home-delivered meals served annually. <b>Goal: 500</b>	0	-	-	-

**Activity 2:** Continue nutrition education classes to low-income individuals and families to increase their knowledge of healthier food choices.

**Timeframe:** October 2025-October 2028.

Anticipated Result	Resources Needed	Lead/Partners
Increased knowledge for healthier food choices, as measured by pre-event and post-event assessments.	<ul style="list-style-type: none"><li>Staff time preparing curriculum and teaching classes</li><li>Literature for participants</li><li>Funding</li></ul>	<ul style="list-style-type: none"><li>Polk County Health Center</li><li>Community Outreach Ministries</li><li>TOPS</li><li>Polk County Library</li><li>Ozarks Area Community Action Corporation</li></ul>

### Annual Reporting

Measure	October 2025	October 2026	October 2027	October 2028
Percentage increase of knowledge from the pre-event assessment to the post-event assessment, reported on an annual basis. <b>Goal: Increase by 2% annually.</b>	0	-	-	-

**Activity 3:** Increase participation in tobacco and vaping cessation classes and increase the distribution of substance abuse resources.

**Timeframe:** October 2025-October 2028.

Anticipated Result	Resources Needed	Lead/Partners
Increased number of participants in tobacco and vaping cessation classes.	<ul style="list-style-type: none"> <li>Staff time</li> <li>Literature for patients</li> </ul>	<ul style="list-style-type: none"> <li>Citizens Memorial Hospital</li> <li>Polk County Health Center</li> <li>Community Outreach Ministries</li> <li>Polk County Cares</li> <li>City of Bolivar</li> <li>Polk County</li> </ul>

### Annual Reporting

Measure	October 2025	October 2026	October 2027	October 2028
Number of participants who complete tobacco cessation classes annually through Stephens Pharmacy at CMH. <b>Goal: 6</b>	3	-	-	-
Increase the number of clients who receive substance abuse resources annually. <b>Goal: 100% of WIC clients who indicate tobacco or vape use receive education on available resources.</b>	N/A			

**Activity 4:** Maintain resources available to residents for substance and alcohol abuse recovery.

**Timeframe:** October 2025-October 2028.

Anticipated Result	Resources Needed	Lead/Partners
Maintain the currently available support and treatments for substance and alcohol abuse recovery.	<ul style="list-style-type: none"> <li>Funding</li> <li>Volunteer and staff time</li> <li>Locations for meeting</li> </ul>	<ul style="list-style-type: none"> <li>Citizens Memorial Hospital</li> <li>Polk County Health Center</li> <li>Sling-N-Stones Ministry</li> <li>Community Outreach Ministries</li> <li>City and county governments</li> <li>Polk County Court</li> <li>Law enforcement</li> <li>Legal counsel</li> </ul>

### Annual Reporting

Measures	October 2025	October 2026	October 2027	October 2028
<ul style="list-style-type: none"> <li>No. of support groups (<b>Goal: 3</b>)</li> <li>No. of Medication Assisted Treatments (<b>Goal: 1</b>)</li> <li>No. of Treatment Courts (<b>Goal: 1</b>)</li> </ul>	3 Support groups 1 Medication Assisted Treatment 1 Treatment Court			



**Activity 5:** Establish a process to promote available physical activities.

**Timeframe:** October 2025-October 2028.

Anticipated Result	Resources Needed	Lead/Partners
An established process to promote available physical activities in the Bolivar area.	<ul style="list-style-type: none"><li>• Staff time</li><li>• Communication between partner organizations</li></ul>	<ul style="list-style-type: none"><li>• Citizens Memorial Hospital</li><li>• Polk County Health Center</li><li>• School districts</li><li>• Bolivar Parks &amp; Recreation</li><li>• Private businesses</li></ul>

**Annual Reporting**

Measure	October 2025	October 2026	October 2027	October 2028
An established communication hub to educate the community regarding physical activity events. <b>Goal: Yes</b>	No	-	-	-

## PRIORITY HEALTH ISSUE: MENTAL HEALTH

**Objective:** Increase access to mental health services.

**Activity 1:** Implement a system to track whether individuals in a mental health crisis are successfully connected with resources for timely care.

**Timeframe:** October 2025-October 2028.

Anticipated Result	Resources Needed	Lead/Partners
Implementation of a centralized tracking system utilized by community partners.	<ul style="list-style-type: none"><li>Tracking mechanism and data</li><li>Staff time</li></ul>	<ul style="list-style-type: none"><li>Citizens Memorial Hospital</li><li>Polk County Health Center</li><li>Burrell Behavioral Health</li><li>Community resource specialist</li><li>Local law enforcement</li></ul>

### Annual Reporting

Measure	October 2025	October 2026	October 2027	October 2028
Centralized tracking system is in place. <b>Goal: Yes</b>	No	-	-	-

**Activity 2:** Establish educational opportunities to empower people to help others in a mental health crisis.

**Timeframe:** October 2025-October 2028.

Anticipated Result	Resources Needed	Lead/Partners
Provide at least four trainings per year in the areas of mental health first aid, spiritual first aid and/or Crisis Intervention Team.	<ul style="list-style-type: none"><li>Trainers</li><li>Location for education</li></ul>	<ul style="list-style-type: none"><li>Citizens Memorial Hospital</li><li>Polk County Cares</li><li>Polk County Health Center</li><li>Bolivar Police Department</li><li>Private businesses</li><li>Churches</li></ul>

### Annual Reporting

Measure	October 2025	October 2026	October 2027	October 2028
Number of annual trainings. <b>Goal: 4</b>	1	-	-	-

### Activity 3: Provide mental health services to inmates in Polk County Jail.

**Timeframe:** October 2025-October 2028.

Anticipated Result	Resources Needed	Lead/Partners
Improved mental health of jail inmates- by conducting psychiatric assessments and initiating treatment plans.	<ul style="list-style-type: none"><li>• Staff</li><li>• Funding</li><li>• Space for providing the service</li></ul>	<ul style="list-style-type: none"><li>• Citizens Memorial Hospital</li><li>• City of Bolivar</li><li>• Polk County</li></ul>

#### Annual Reporting

Measure	October 2025	October 2026	October 2027	October 2028
Number of psychiatric assessments conducted annually. <b>Goal: 120</b>	N/A	-	-	-
Number of inmates starting mental health treatment. <b>Goal: 60</b>	N/A			

## PRIORITY HEALTH ISSUE: ACCESS TO CARE

**Objective:** Increase access to needed healthcare services.

**Activity 1:** Educate community policy makers and lawmakers regarding the allocation of funding for medical transportation access.

**Timeframe:** October 2025-October 2028.

Anticipated Result	Resources Needed	Lead/Partners
Increased knowledge of policy makers and lawmakers in an effort to stabilize funding streams to support local transportation resources.	<ul style="list-style-type: none"><li>Tracking mechanism and data</li><li>Staff time</li></ul>	<ul style="list-style-type: none"><li>Citizens Memorial Hospital</li><li>Polk County Health Center</li><li>Burrell Behavioral Health</li><li>Ozarks Community Health Center</li><li>Community resource specialist</li><li>Local law enforcement</li></ul>

### Annual Reporting

Measure	October 2025	October 2026	October 2027	October 2028
Number of outreach/education events annually. <b>Goal: 12</b>	N/A	-	-	-

**Activity 2:** Meet with local school districts to identify training opportunities within the school day to promote healthcare professions.

**Timeframe:** October 2025-October 2028.

Anticipated Result	Resources Needed	Lead/Partners
Policy changes within schools to offer healthcare career opportunities to students during the school day.	<ul style="list-style-type: none"><li>Funding</li><li>Communication</li><li>School board support</li></ul>	<ul style="list-style-type: none"><li>Citizens Memorial Hospital</li><li>Polk County Health Center</li><li>Local school districts</li><li>Higher education institutions</li></ul>

### Annual Reporting

Measure	October 2025	October 2026	October 2027	October 2028
Number of schools offering healthcare career opportunities. <b>Goal: 3</b>	1	-	-	-

**Activity 3:** Utilize Mobile Integrated Healthcare (MIH) to aid qualifying residents, including services that address behavioral health and chronic diseases.

**Timeframe:** October 2025-October 2028.

Anticipated Result	Resources Needed	Lead/Partners
Continue the Mobile Integrated Healthcare (MIH) program.	<ul style="list-style-type: none"> <li>Funding</li> <li>Staffing</li> </ul>	<ul style="list-style-type: none"> <li>Citizens Memorial Hospital</li> <li>Unite Us referral network</li> <li>Community resource specialist</li> </ul>

### Annual Reporting

Measure	October 2025	October 2026	October 2027	October 2028
Number of annual MIH visits. <b>Goal: 1000</b>	990	-	-	-
Number of patients served by MIH annually. <b>Goal: 275</b>	270	-	-	-

**Activity 4:** Increase the number of people trained to assist residents with health insurance, Medicare, Medicaid and other financial resources for accessing healthcare.

**Timeframe:** October 2025-October 2028.

Anticipated Result	Resources Needed	Lead/Partners
Training professionals to enroll in Medicare, Medicaid and health insurance programs.	<ul style="list-style-type: none"> <li>Staff time</li> </ul>	<ul style="list-style-type: none"> <li>Citizens Memorial Hospital</li> <li>Polk County Health Center</li> <li>Polk County Senior Center</li> <li>Ozarks Area Community Action Corporation</li> <li>Family Support Division Office</li> </ul>

### Annual Reporting

Measure	October 2025	October 2026	October 2027	October 2028
Determine the current number of available professionals. Then determine how many are needed and which organizations can provide them. <b>Goal: To be set after completing the first step.</b>	N/A	-	-	-

# ACCESSING THE REPORTS

## Community Health Needs Assessment

<https://www.ozarkshealthcommission.org/communities/bolivar>

## Community Health Improvement Plan

<https://www.citizensmemorial.com/about/community-health-needs.html>

<https://polkcountyhealthcenter.org/community-health/>

Full printed copies of the Community Health Needs Assessment and Community Health Improvement Plan are available upon request. Send an email to [marketing@citizensmemorial.com](mailto:marketing@citizensmemorial.com).

## ANNUAL REPORTING

The Community Health Improvement Plan report is a living document that will be reviewed and revised annually. As the needs of our residents change, the goals, objectives and activities to address these needs must adjust as well. An annual review of each of these activities will provide insight into successes and obstacles, allowing updates in action plans through the process.

CMH, PCHC and all stakeholders remain committed to a healthier community.

## SEMI-ANNUAL REVIEW

Staff from Citizens Memorial Hospital and the Polk County Health Center will meet in April and September of each year to review the progress toward meeting the goals set for each activity.