



THE JOURNEY TO HEALTH EQUITY

# IMPACT REPORT 2023

# THE JOURNEY TO HEALTH EQUITY

Access to quality healthcare is essential for the physical and spiritual growth and well-being of all communities. The St. Louis Integrated Health Network, through collaboration and partnership, strives for quality, accessible and affordable healthcare services for all residents of Metropolitan St. Louis, with an emphasis on men, women, and children most affected by existing inequalities. The past, present, and future of the St. Louis Integrated Health Network (IHN) will always be rooted in community, who embody what it means to challenge systems and change structures that impede access and opportunities to wellbeing. As a trusted partner, we are mere stewards of their goodwill, holding ourselves and those with whom we partner accountable as we continue [the journey to health equity](#). IHN's members represent the

vast majority of our region's safety net healthcare providers, including the leaders of local community health centers, hospital systems, academic medical schools, public health departments, and other safety net institutions.

Through partnership and collaboration, the St. Louis IHN is a healthcare intermediary building capacity across sectors to improve wellbeing by increasing access to health and social services, with an emphasis on communities that have been historically excluded. Recently, IHN underwent a strategic planning process to refine our mission and vision statement, ensure alignment with the trajectory and foundation of the organization. Recognizing the critical importance of a clear and concise statement, IHN has engaged in an inclusive and iterative approach to develop a mission and vision that accurately represents our core values and strategic direction.



## our impactful strategy

With hearts filled with hope and minds brimming with determination, I greet you all as we stand at the threshold of an exciting new chapter in the journey of the St. Louis Integrated Health Network (IHN). Our past, present, and future will always be rooted in community, who embody what it means to challenge systems and change structures that impede access and opportunities to wellbeing.

IHN's members represent the vast majority of our region's safety net healthcare providers, including the leaders of local community health centers, hospital systems, academic medical schools, public health departments, and other safety net institutions. Our role is not only to provide access to essential healthcare services but also to address the social and structural determinants of health that contribute to avoidable adverse health outcomes and disparities. Over the next five years, our strategic plan serves as a road map to develop equitable care delivery models.

Our focus is on four innovative pillars:

- Clinical and Community Integration
- Safety Net Workforce
- Community-Driven Innovation
- Organizational Capacity Building.

As we move forward together, let us remember that every action we take and every decision we make, has the potential to transform lives and uplift our community. I am hopeful for the region, our partners, and our community as we enter the next phase of IHN's [journey to health equity](#).

With hope and determination,  
Andwele Jolly, DPT, MBA, MHA  
*President & CEO*

[Click thumbnail to view video on YouTube](#)

# WHAT IHN DOES

St. Louis Integrated Health Network (IHN) was established in 2003 as a group of safety net providers collaborating to improve access to care, enhance quality of care, achieve cost efficiencies, and optimize patient outcomes through integrated services. Over the years, IHN has evolved to become a healthcare intermediary comprised of community health centers, hospital systems, public health departments, academic medical centers, and community-based organizations, implementing numerous initiatives and strategies to improve healthcare access.

In 2017, the Board of Directors officially approved our guiding principles, which stand as a testament to our organization's core values and commitments. These principles serve as a compass, highlighting our foremost priorities and serving as a foundation for the choices, initiatives, and plans set forth by our leadership and dedicated staff members.

- Health Equity
- Patient-Centered Orientation
- Accountability
- Outcome-Focused Decision-Making
- Innovation

## our history

In October 2003, the St. Louis Regional Health Commission recommended that safety net providers form a permanent regional network to coordinate and integrate care to the medically underserved. This was followed by a federal grant from the Health Resources and Services Administration (HRSA) supporting the creation of such a network. In November 2003, administrators from the area's largest outpatient safety net providers gathered at the first organizational meeting of the St. Louis Integrated Health Network (IHN). In 2004, workgroups were established by

IHN to plan for increased coordination and integration of safety net services. The impact has been significant. Today our membership partners and collaborators include the leaders of community health centers, hospital systems, academic medical schools, public health departments, and other safety net institutions that collaborate across institutional boundaries to co-create and advance a common agenda focused on developing solutions that improve the quality, accessibility, and affordability of healthcare for St. Louis' most medically vulnerable citizens.



*"The founders of IHN were truly visionary. They created an entity with the ability to effectively advocate for the underserved in healthcare. In 2003, that idea was groundbreaking for St. Louis."*

Angela Clabon, CEO, CareSTL Health

## our mission

Through partnership and collaboration, the St. Louis Integrated Health Network is a healthcare intermediary building capacity across sectors to advance health equity and improve wellbeing by increasing access to health and social services, with an emphasis on communities that have been historically excluded.

## our vision

The St. Louis Integrated Health Network will be:

- The preferred partner for individuals, groups, and organizations seeking to advance health equity
- Recognized as a regional and national leader for increasing access to health and social services and eliminating health disparities.
- The leading incubator, conduit, and catalyst for community driven approaches that positively impacts institutional and public policy, undoing structural and systemic barriers inhibiting wellbeing.



# IHN INITIATIVES

## CARE TRANSITIONS INITIATIVE (CTI)

The Care Transitions Initiative is a three-tiered intervention for the health system. It is comprised of three components. Community Referral Coordinator (CRC) Program, P.U.L.S.E.™ Model, and Transitions of Care (TOC) Task Force.

## RE-ENTRY COMMUNITY LINKAGES (RE-LINK)

The purpose is to improve the health outcomes for minority re-entrants in transition from jail to communities utilizing collaborative community efforts through a health and social services network comprised of physical and behavioral health, and social support service partners.

## COMMUNITY HEALTH WORKER (CHW) WORKFORCE PARTNERSHIP

IHN has been leading Community Health Worker strategy in the St. Louis region since 2016. These efforts include: (1) lifting up and empowering CHW leadership and independence, (2) creating inroads for CHW reimbursement through Medicaid to sustain the workforce in a more permanent way, (3) training and developing CHWs in partnership with St. Louis Community College, and (4) proving the value of the model through a regional metrics strategy. IHN co-facilitates the HEAL partner table and intentionally serves as an allied organization supporting the CHW Coalition.

## ELEVATING VOICES ADDRESSING DEPRESSION, TOXIC STRESS AND EQUITY (ELEVATE)

Significant racial disparities exist in perinatal healthcare. The Elevating Voices, Addressing Depression, Toxic Stress and Equity (EleVATE) Women Collaborative works to establish equitable models of prenatal care.

## PIPELINE TO COMPASSIONATE CARE (P2CC)

To date, the Pipeline to Compassionate Care program (P2CC), in partnership with Washington University School of Medicine and Saint Louis University School of Medicine, has exposed 680 medical students to core concepts that integrate trauma-informed care, social and structural determinants of health, and identity exploration into their curriculum to create a pipeline of healthcare providers who matriculate to become primary care practitioners with a passion for community.

# IHN BY THE NUMBERS

IHN's [Community Health Worker Workforce Partnership](#) provided [5,304 client encounters with 774 unique clients served](#) and [1,217 service referrals](#) given.

The [Community Referral Coordinator \(CRC\) program](#) surpassed [200,000](#) total patient encounters in 2022.

The [Re-Entry Community Linkages \(RE-LINK\) Program](#) restarted the Health and Social Service Network with over [70 members](#) representing nearly [30 community-based organizations](#).

[RE-LINK](#) Community Health Workers met with over [50 potential clients](#) in St. Louis County jail through pre-release classes, Arraignment and Bond Hearings, and MAT Program participation.

The [EleVATE Collaborative](#) secured over [\\$470,000 in funding](#) from National Institute of Mental Health and Healthy Blue Missouri.

[EleVATE](#) trained [over 250 healthcare team members](#) in trauma informed care, behavioral health integration and anti-racism practices.

[IHN](#) partnered with over [20 community organizations](#), health systems, and government entities to develop and implement the [Feed the Babies project](#) with the purpose of addressing the infant formula shortage that impacted the St. Louis region during the 2022 national formula crisis.

[Feed the Babies](#) hosted events that resulted in distribution of [1,382 ounces of packaged baby formula](#) and [6,256 ounces of pasteurized donor human milk to over 60 families](#). Furthermore, over [80 families](#) received fresh groceries from Operation Food Search and St. Louis Area Foodbank, and over [15 families](#) received maternal health and infant care items.

## NEW INVESTMENTS IN IHN'S JOURNEY TO HEALTH EQUITY

IHN is off to a great start in 2023 with moving our new strategic plan forward and raising \$20 million to strengthen the safety net by providing support for new and modern primary care access points, pandemic relief, Medicaid enrollment navigation, clinically integrated reentry services, community-based workforce training, and access to specialty care services. A few examples of these exciting opportunities include:

In partnership with WashU, Nutribile, and Trailnet, we were awarded [\\$3.8M by the CDC Racial and Ethnic Approaches to Community Health](#) to increase access to healthy foods, safe and accessible physical activity, and family for those living in the St. Louis Promise zone.

In partnership with City of St. Louis, St. Louis County, and St. Louis University, [we were awarded \\$450K to launch the region's first comprehensive transition clinic](#) to bridge the gap of health and social services between correctional facilities and permanent primary care services and stable community integration.

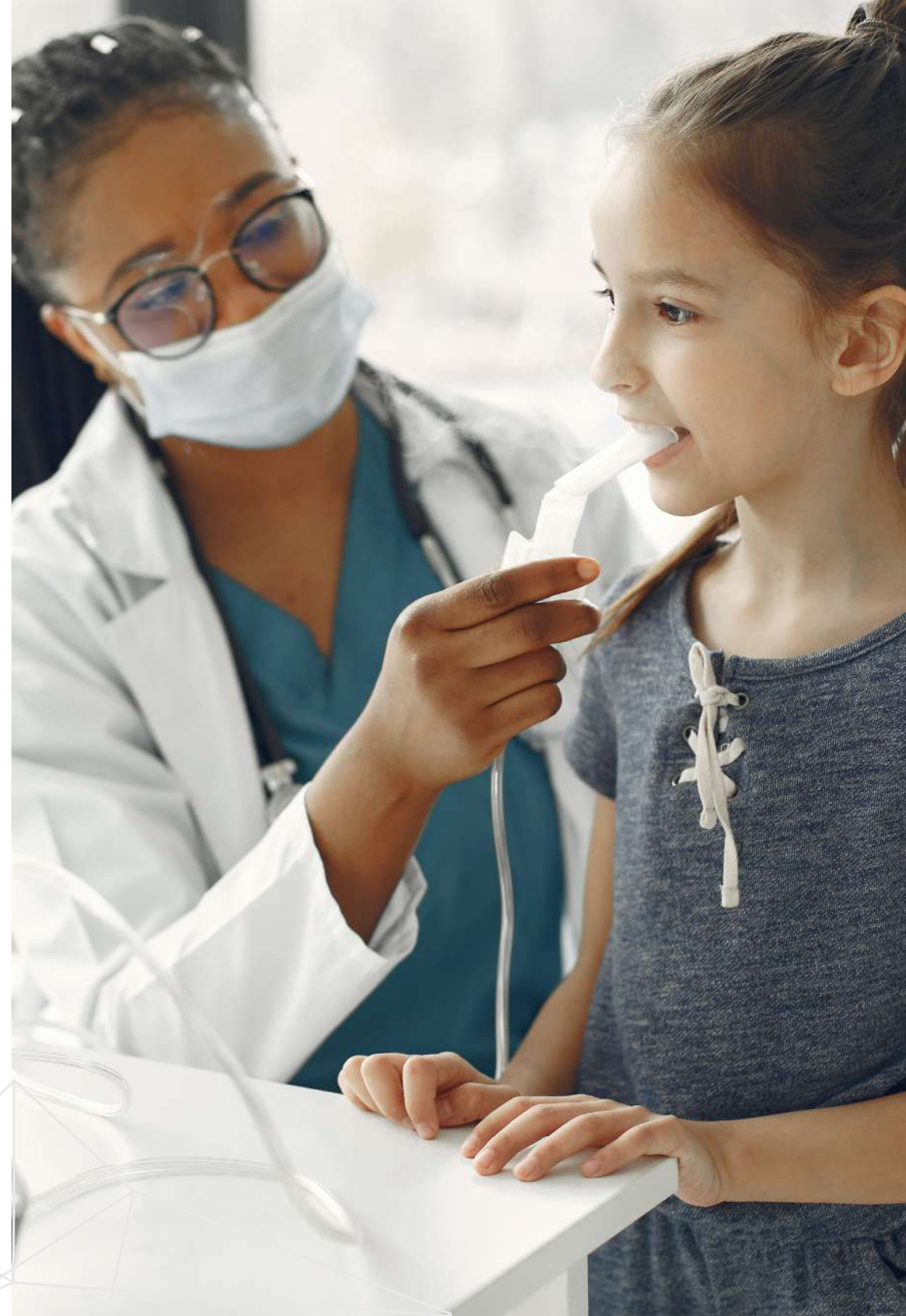
Through the City of St. Louis, [we were awarded \\$12.9M to support health center capital investments](#) in new infrastructure to transform neighborhoods and provide greater access to comprehensive and integrated primary care and behavioral health models.

## fulfilling our purpose

IHN embarked on its strategic planning journey in January 2023, partnering with Key Strategic Group (KSG), a social impact consultancy based in St. Louis, MO. The aim was to develop a deeply collaborative, comprehensive, and responsive strategic plan that addresses the dynamic and evolving needs of IHN and the communities we serve. The core of our strategy is empowering our people and teams to drive impactful change in the healthcare landscape. Our strategic process received invaluable input from internal and external contributors from IHN, various organizations, industries, and community members from across the St. Louis region. The result is a plan that will help us focus on the following as we continue [the journey to health equity](#).

- A comprehensive focus on equity and inclusion in healthcare
- Intentional and community centered partnerships and collaboration
- Fiscal stewardship for the purpose of capacity building
- Excellence in staffing, operations, and systems

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# OUR PILLARS OF PURPOSE

The culmination of this collaborative and research-driven process is IHN's strategic plan, which encompasses four strategic priorities:



#### PILLAR 1

### Clinical and Community Integration

Advance health equity by prioritizing the interconnectedness of clinical and community-based services.



#### PILLAR 2

### Safety Net Workforce

Positively impact our community partners and healthcare providers by designing and leading efforts to encourage individuals to pursue careers in health.



#### PILLAR 3

### Community-Driven Innovation

Launch the region's first Community-Based Health Equity Fellowship in partnership with local medical schools to encourage students to adopt a more holistic approach to healthcare while learning how systemic inequality contributes to disparities in healthcare.



#### PILLAR 4

### Organizational Capacity Building

Build organizational capacity for safety net providers to increase access to health and social services through fiscal sponsorship, shared services, and regional planning.



CLINICAL AND  
COMMUNITY INTEGRATION

## PILLAR 1

Advance health equity through  
Clinical and Community Integration.

*Meshing talent and passion for the same goal*

The St. Louis Integrated Health Network's Clinical and Community Integration Pillar will have a transformative impact on healthcare delivery and community well-being. By aligning partners, resources, and communities, it advances health equity, addresses social determinants of health, improves patient outcomes, and fosters collaboration to create a more inclusive and effective healthcare system.

“ I had no idea how to navigate healthcare services to get what I needed. With IHN's help, I am enjoying time with my family in better health. IHN is a blessing, and I'm truly thankful.

Byron Witherspoon, CRC PATIENT



## THE JOURNEY TO

# CLINICAL AND COMMUNITY INTEGRATION

Our purpose is to advance health equity through Clinical and Community Integration. We will achieve this by prioritizing the interconnectedness of clinical and community-based services to achieve equitable, integrated health outcomes by aligning partners, resources, and communities and co-developing shared understanding and accountability measures.



## the focus areas

### 1.1

Leverage our clinical and community-based care transition program to identify shared social determinants of health metrics and financial incentives across health systems, community health centers, academic medical centers, and managed care organizations to optimize health outcomes and eliminate health disparities.

### 1.2

Explore the feasibility of a common electronic health record platform to improve point-of-care communications and access to realtime data.

### 1.3

Establish the region's first comprehensive transitions clinic in partnership with St. Louis University School of Medicine to provide supportive reentry services.

### 1.4

Lead a community-clinical coalition to Build Resilient Inclusive Communities (BRIC) by ensuring:

- Physical activity access
- Nutrition security
- Social connectedness
- Access to health care
- Housing security





## PILLAR 2

We will positively impact our community partners and healthcare providers by designing and leading efforts to encourage individuals to pursue careers in health.

### *Reimagining the healthcare workforce*

IHN's safety net workforce pillar will have a profound impact on healthcare workforce development in the St. Louis region. By defining our role, optimizing staffing models, establishing partnerships, and implementing evidence-based initiatives, IHN will empower underrepresented individuals, enhance efficiency, and drive career advancement in collaboration with other workforce development key players. This will result in a diverse, skilled healthcare workforce, improved access to quality care, and reduced health disparities. IHN's commitment to workforce development will not only contribute to the overall health and well-being of the St. Louis community but also play a pivotal role in fostering economic mobility for individuals and families.

“Our continuing journey to transform our healthcare system includes intentional investment in our community, colleagues, and partners. I truly believe the future is bright for the people we serve when we make safety net services more efficient, effective, and equitable.”

Amanda Stoermer, COS and Vice President of Health Equity and Culture,  
St. Louis Integrated Health Network





## THE JOURNEY TO

SAFETY NET  
WORKFORCE

Our purpose is to positively impact the Safety Net Workforce by designing and leading competency and community-based curricula and practicums in collaboration with community partners and employers to provide pathways for individuals to pursue careers in the health sector.



## the focus areas

## 2.1

Launch the region's first Community-Based Health Equity Fellowship in partnership with Washington University School of Medicine, equipping providers of the future with the knowledge and skills to practice more holistically and with a deep understanding of how to address social determinants of health and transform the systems and structures that contribute to health inequities.

## 2.2

Partner with regional investors to institutions of higher education to provide training and employment career pathways in community health centers and public health departments.

## 2.3

Partner with school districts, institutions of higher education, and safety net health service providers to develop a Health Academy and provide early exposure to safety net career pathways, with an emphasis on Black youth.

## 2.4

Deepen implementation strategies to sustain and elevate the community health worker workforce.

## 2.5

Develop advanced interventions that prioritize equity and inclusivity, aiding in recruitment and retention strategies for employers serving the safety net.



COMMUNITY-DRIVEN  
INNOVATION

## PILLAR 3



By embracing Community-Driven Innovation, we will guide individuals and communities to be the architects of their own solutions. We believe that community members possess invaluable insights and creative ideas that can address real and complex challenges that are relevant to the needs of the collective.

*Shaping a new approach to care*

At IHN, we prioritize Community-Driven Innovation to empower communities, address health disparities, and advance health equity. Through collaborative partnerships, community voices amplification, leadership cultivation, human centered design, knowledge sharing, innovation ecosystems, impact measuring, and systems change influencing, we transform health systems and enable communities to shape their own well-being.

“We are at a place of leadership and love while we fight for justice, fight for a reality we truly believe in. What IHN is doing is about the restoration of humanity.”

Bethany Johnson-Javois, President and CEO, Deaconess Foundation





## THE JOURNEY TO

# COMMUNITY-DRIVEN INNOVATION

The purpose of Community-Driven Innovation is to drive our pursuit of unique solutions tackling health inequities, as we proactively and continuously involve communities and grassroots organizations to co-create initiatives based on lived expertise and relevant needs.



## the focus areas

### 3.1

Engage in policy advocacy at local, state, and national levels to promote policies that support community driven approaches, health equity, and inclusive decision-making.

### 3.2

Provide opportunities for partnership between community and academic institutions to increase the use and availability of opportunities through IHN's Network Community Academic Partnerships.

### 3.3

Partner with academic research sites to co-develop structures to inform and implement culturally responsive clinical trials. Ensuring lived-experience and local context is embedded in the framework and design.

ORGANIZATIONAL  
CAPACITY BUILDING

## PILLAR 4

Build Organizational Capacity for safety net providers to increase access to health and social services through fiscal sponsorship, shared services, and regional planning.

*Cultivating more resources for our mission*

IHN's overarching impact is to empower and strengthen our membership organizations by providing strategic support and resources that enhance their organizational effectiveness and amplify their collective impact. By investing in capacity building, IHN aims to foster a thriving ecosystem of resilient organizations working collaboratively to address community needs.

“The relationships with the people we serve are based on integrity. At the St. Louis Integrated Health Network, we are often the patient's strongest advocate. We are there when they need us.”

Joyce Driver, Referral Coordinator, St. Louis Integrated Health Network





## THE JOURNEY TO

ORGANIZATIONAL  
CAPACITY BUILDING

Our purpose is to build organizational capacity for safety net providers to increase access to health and social services through fiscal sponsorship, shared services, and regional planning.



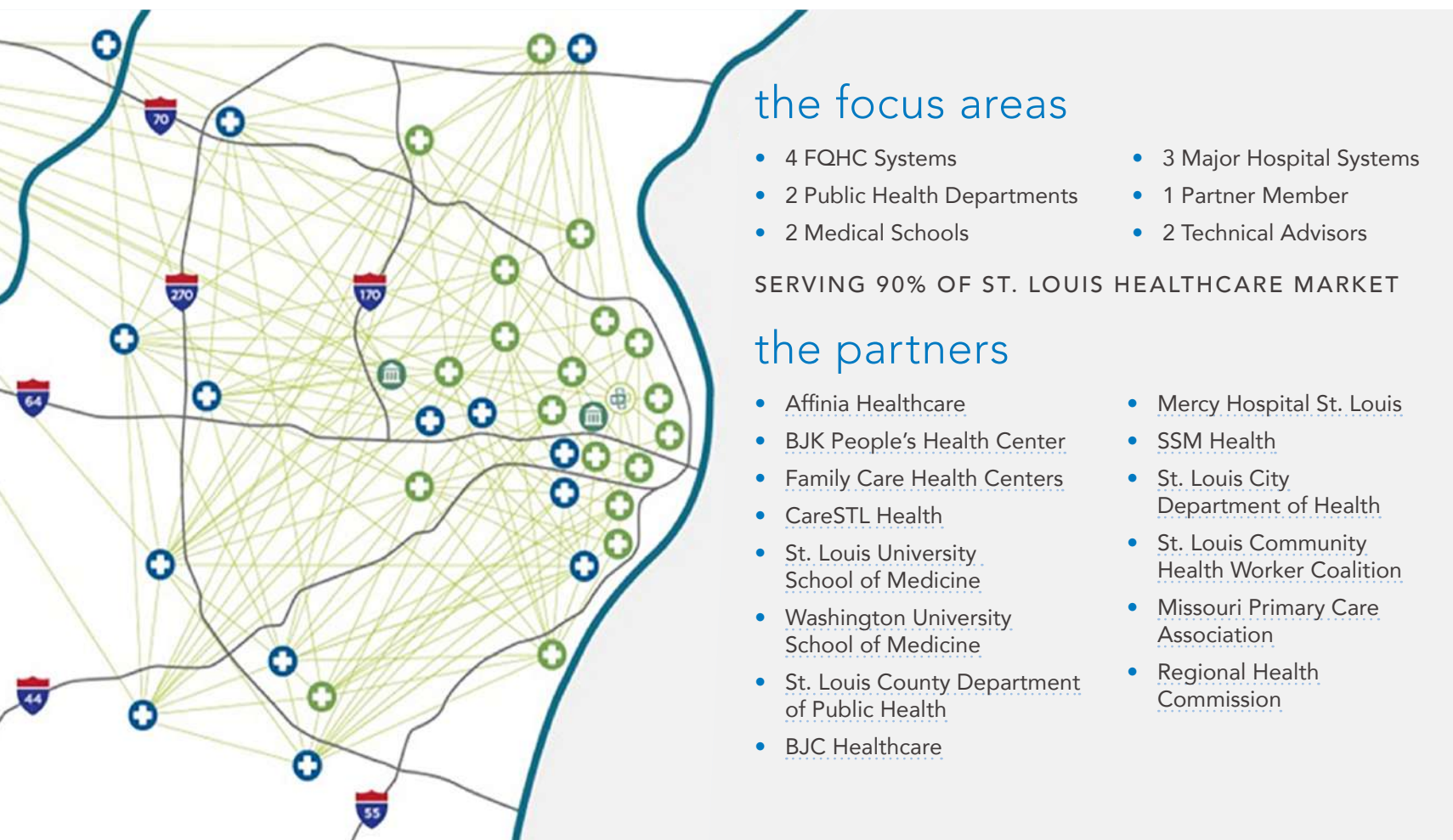
## the focus areas

## 4.1

Expand grants and contracts management infrastructure to enable IHN members in obtaining funding opportunities to protect, sustain, and transform the safety net.

## 4.2

Identify the feasibility of procuring shared services opportunities for community health centers to manage the purchasing of goods and services to reduce costs, streamline processes, and improve quality, furthering safety net capacity and financial sustainability.



JOIN US ON OUR

# JOURNEY TO HEALTH EQUITY

We are proudly nonprofit. Hundreds of people like you help us to advance health equity. Donations make it possible for us carry out our mission. Please give to IHN today.

## Support St Louis Integrated Health Network

Use your phone's camera to scan the QR code below



OR VISIT:

[givebutter.com/st-louis-integrated-health-network](https://givebutter.com/st-louis-integrated-health-network)





# THE FUTURE IS NOW

As we embark on the next phase of our journey to equity in care, we have a strategy that sets a clear destination while enhancing our ability to transform the healthcare landscape in our region and beyond. Our success, fueled by our founders and their vision, will be in no small part due to the work of our allies old and new who have encouraged, informed, and challenged IHN since its creation.

IHN stands with all of you as we continue to build partnerships and foster innovation, forging a path for systemic changes that dismantle the long existing barriers to health equity.



saint louis  
**INTEGRATED  
HEALTH NETWORK**

Your Trusted Partner in Advancing Health Equity

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