

CHCM 2026 Strategic Plan

Vision

The Community Health Commission of Missouri envisions achieving zero health disparities through community and health system partnerships.

Mission

We power the connection of community and systems to co-create innovative solutions that yield health equity in all policies and outcomes.

Who We Are

The Community Health Commission of Missouri (CHCM) was created through the merger of two legacy organizations that shaped Missouri's health equity landscape—the St. Louis Regional Health Commission (RHC) and Alive and Well Communities (AWC).

- RHC earned statewide and national recognition through demonstration projects and federal waivers that expanded access to care for uninsured and underinsured residents, building credibility as a policy and systems leader.
- AWC, birthed from RHC's listening and partnership work, mobilized communities to address trauma and inequity. Its evolution connected efforts in St. Louis and Kansas City and expanded into Southeast Missouri at the invitation of rural partners seeking to address historic disinvestment.

Together, these organizations defined what it means to center community voice in systems change.

CHCM now carries this legacy forward—moving beyond programs to unify Missouri's communities and systems leaders in pursuit of one bold vision: zero health disparities.



Our Strategy

Missouri's persistent health disparities demand a new kind of infrastructure: one that connects people and policy, integrates data and story, and moves beyond pilots to sustained, systemic change.

CHCM serves as that bridge—a statewide public health intermediary that brings together the trust of community with the authority of systems.

Grounded in four areas of impact:

1. Community-led Equity and Healing
2. Policy and Systems Transformation,
3. Workforce and Capacity Building, and
4. Data, Accountability, and Collaboration

CHCM advances initiatives that improve access to high-quality health care, increase public trust, and enhance health outcomes across Missouri.

We bring impact areas to life through our 6Ps of Practice:

- Centering community voice through a **Participatory** framework,
- Applying an equity-centered **Policy** screen to all initiatives,
- Investing in **Pipeline** programs to cultivate diverse leadership,
- Empowering **People** in our communities to heal and thrive,
- Advancing **Place-based** strategies that strengthen community health, and
- Sustaining strong **Partnerships** to drive collective impact.

Areas of Impact

Community-led Equity and Healing



Goal: Increase the number of community-led initiatives and solutions grounded in lived experience, equity, healing, and resiliency through facilitating convenings, expanding participatory budgeting, and implementing participatory research (Community-IRB).

How we'll measure:

- % of community-led programming and initiatives
- Increase in geographic spread of community initiatives
- Scale participatory budgeting efforts (increase total number of funds provided annually, fund type diversification, number of trained community members)
- Implementation status for participatory research



Goal: Advance the adoption of the Missouri Model for Equity-Centered Trauma-Informed Healthcare Institutions and the Missouri Model for Equity-Centered Trauma-Informed Schools.

How we'll measure:

- Increase the number of systems and institutions adopting the model
- Increase the number of contracts in education, health, and philanthropic partners
- Increase in the number of individuals who are trained

Workforce and Capacity Building



Goal: Cultivate a diverse, equity-centered, and trauma-informed public health and healthcare workforce through pipeline programs, capacity-building trainings, and establishing formalized fellowships.

How we'll measure:

- Number of youth and individuals engaged in pipeline programs
- Number of organizations and contracts facilitated for capacity-building
- Number of formalized fellowships sustained

Policy and Systems Transformation



Goal: Strengthen CHCM's capacity to influence state and local policy by developing internal advocacy infrastructure, providing board and staff training, engaging with state and local government, including the Missouri legislative process.

How we'll measure:

- Number of individuals, team members, and BOCs attending policy trainings
- Number of meetings with legislators, action alerts, testimonies, and policy recommendations introduced
- Number of individuals engaged in town halls and events



Goal: Advance health equity through community-informed policy solutions through Medicaid protection, statewide coalition building, and health equity planning.

How we'll measure:

- Number of coalitions built and Medicaid-related actions
- Number of organizations and systems engaged in health equity planning
- % of Board of Commissioners supporting development activities (trainings, contacts shared, events, campaigns, etc.)

Data, Accountability, & Collaboration



Goal: Strengthen trust-based partnerships across all sectors with community-led narrative campaigns, health equity dashboards, and cross-sector data-sharing systems/community partnerships to inform decision-makers.

How we'll measure:

- Number of storytelling and community-led narratives completed annually
- % demographic representation of stories
- Number of data sharing agreements and partnerships