

Kansas City Orthopaedic Institute

Community Health Needs Assessment Implementation Plan

2025



Kansas City Orthopaedic Institute CHNA Implementation Strategy

Adopted by the KCOI Board of Directors on October 7, 2025.

This Implementation Strategy describes how Kansas City Orthopaedic Institute (KCOI or the hospital) plans to address significant needs described in the Community Health Needs Assessment (CHNA) published by the hospital on October 7, 2025. See the CHNA report at [Community Health Needs Assessments | Orthopaedics Near Overland Park](#). KCOI plans to implement the initiatives described during the calendar years 2026 through 2028.

Conducting the CHNA and developing this Implementation Strategy were undertaken by the hospital to assess and address significant health needs in the community served by KCOI, and in accordance with Internal Revenue Service regulations in Section 501(r) of the Internal Revenue Code.

This Implementation Strategy addresses the significant community health needs described in the CHNA report. This document identifies the significant needs the hospital plans to address through various strategic initiatives and explains why the hospital does not intend to address certain other significant needs identified in the CHNA report.

This document contains the following information:

1. About KCOI
2. Definition of the Community Assessed by KCOI
3. Summary of Significant Community Health Needs
4. Implementation Strategy to Address Significant Health Needs
5. Significant Community Health Needs KCOI Will Not Address
6. Adoption of the Implementation Strategy by KCOI's Authorized Body

1. About KCOI

KCOI is the area's first and only hospital dedicated exclusively to orthopedics. The hospital provides an array of orthopedic services including outpatient surgery, inpatient surgery (e.g., total knee and hip replacements), rehabilitation services, urgent care services, diagnostic imaging (MRIs and X-Ray), and interventional spine and pain management. Additional information about Kansas City Orthopaedic Institute is available at [About Our Orthopaedic Hospital | Orthopaedic Hospital In Kansas City](#).

KCOI is part of [Saint Luke's](#), a faith-based, not-for-profit, aligned health system committed to providing the highest levels of excellence in compassionate health care and health-related services. With 10 hospitals and campuses and more than 100 clinic locations across the Kansas City region, Saint Luke's cares for patients in 65 specialties across 67 counties in Missouri and Kansas.

Saint Luke's is the West Region of BJC Health System, one of the largest nonprofit health care

organizations in the United States and the largest in the state of Missouri, serving urban, suburban, and rural communities across Missouri, southern Illinois, eastern Kansas, and the greater Midwest region. BJC operates as [BJC HealthCare](#) in its East Region.

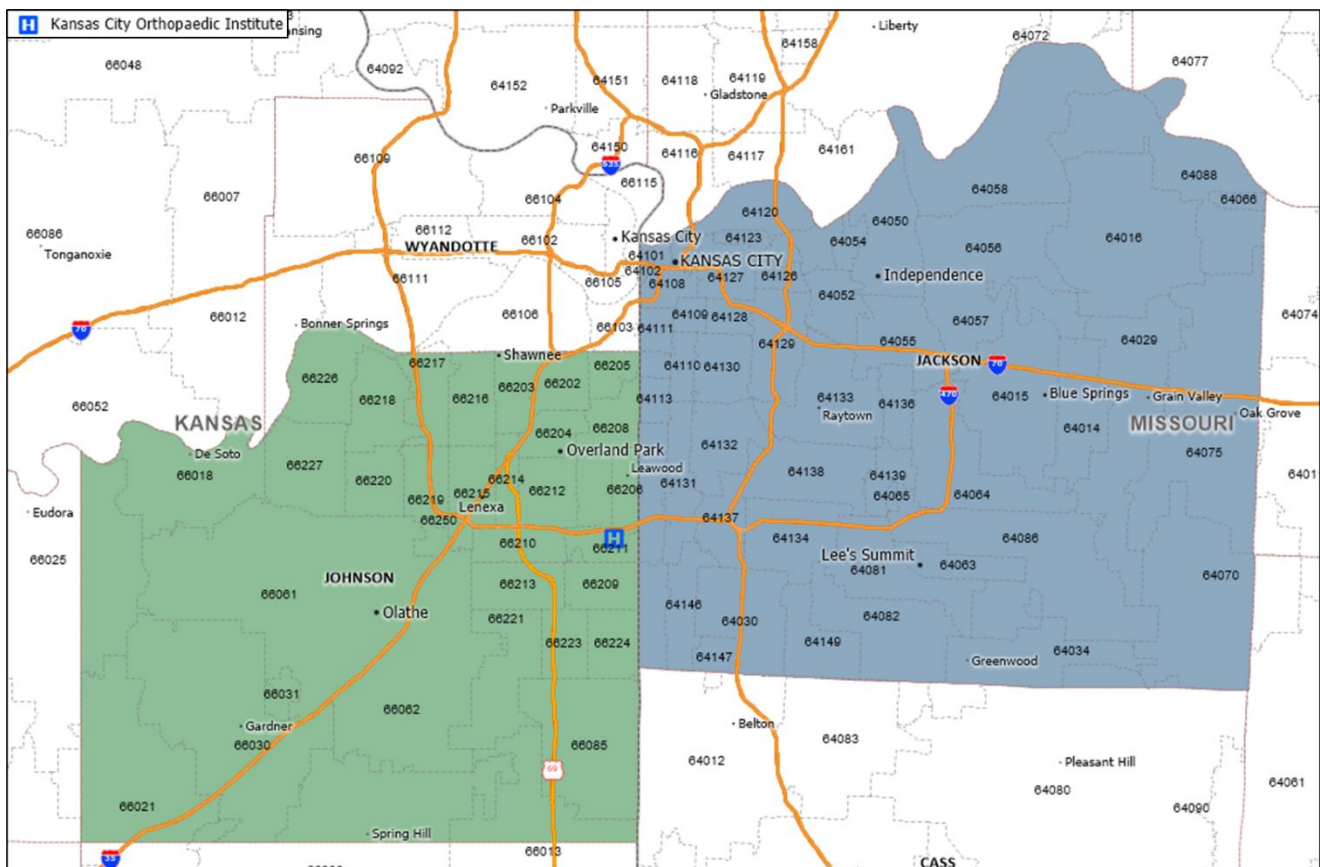
2. Definition of the Community Assessed by KCOI

For purposes of this CHNA, KCOI's community is defined as a two-county area that includes Johnson County, Kansas and Jackson County, Missouri. In the calendar year 2024, these two counties accounted for approximately 70.0 percent of the hospital's surgeries (inpatient and outpatient).

The total population of the two counties in 2023 was approximately 1.3 million people (615,000 people in Johnson County and 717,000 in Jackson County).

The following map portrays the community assessed by KCOI and the location of the hospital campus in Leawood, Kansas.

Map of Kansas City Orthopaedic Institute's Community



Source: Caliper Maptitude, 2025.

3. Significant Community Health Needs

As determined by analyses of quantitative and qualitative data, the significant health needs in the community served by Kansas City Orthopaedic Institute are (presented in alphabetical order):

- Access to Care
- Mental Health
- Needs of Older Adults
- Nutrition, Physical Activity, and Chronic Conditions
- Poverty and Social Determinants of Health

The CHNA report for KCOI describes each of the above community health needs and why they were determined to be significant.

4. Implementation Strategy to Address Significant Health Needs

This Implementation Strategy describes how KCOI plans to address the significant community health needs identified in the 2025 CHNA report. A committee consisting of KCOI and Saint Luke's staff and leadership reviewed findings in the CHNA report and identified significant community health needs that the hospital intends and does not intend to address during calendar years 2026 through 2028.

As part of that decision-making process, the committee considered criteria such as:

- Whether the need is being addressed by other organizations;
- The extent to which the hospital has expertise or competencies to address the need;
- The availability of resources and evidence-based interventions needed to address the need effectively;
- The frequency with which stakeholders identified the need as a significant priority; and
- The potential for collaborations with other community organizations to help address the issue.

By applying these criteria, KCOI determined that it will implement initiatives to address three of the five significant community health needs identified by the CHNA process.

The following pages describe the actions KCOI intends to implement to address each of the significant needs, identifies the resources the hospital plans to commit, and any planned collaborations between the hospital and other organizations.

Access to Care

To address this need, KCOI will implement the following initiatives:

- Continue supporting community members in accessing healthcare services regardless of their ability to pay by providing financial assistance (charity care) according to the KCOI Financial Assistance Policy (FAP).
- In collaboration with SLHS, continue to advocate for public policy that improves and eases community members' ability to get medical and support services when needed.
- Continue to provide access to care through the urgent care clinic with extended appointment hours, including weekends.
- Continue to collaborate with the University of Missouri Kansas City (UMKC) to train residents and fellows to create a physician workforce with the specialized skills needed to care for the population.
- Provide community benefit grants to organizations to increase access care.
- Collaborate with local university health programs to offer low and no-cost physical therapy services for qualifying community members.
- Collaborate with Performance Rehab to assist patients with benefit verification, authorization, maximizing coverage, and minimizing out-of-pocket burden.
- Collaborate with national and regional disease-specific foundations, such as Scleroderma Foundation, Arthritis Foundation, and National Multiple Sclerosis Society, to provide grants, peer support, and adaptive exercise programs.

Anticipated Impact:

The anticipated impact of these initiatives is improved access to compassionate, culturally appropriate healthcare and preventive services for all community members.

Commitment of Resources:

- Clinical and non-clinical staff time
- Resources and supplies to implement and coordinate programming
- Training, promotion, and education

Planned Collaborators:

- Arthritis Foundation
- Kansas Hospital Association
- KC CARE Health Center
- Missouri Hospital Association
- National Multiple Sclerosis Society
- Performance Rehab
- Scleroderma Foundation
- SLHS entities, including hospitals and SLPG
- UMKC

Mental Health

To address this need, KCOI will implement the following initiatives:

- Continue screening urgent care and surgery patients for suicide risks, using the Patient safety Screener (PSS-3) tool, and refer at-risk patients to mental health resources.
- Continue identifying patients who show signs of broken bones caused by domestic violence or abuse and referring them to appropriate resources such as SAFEHOME.
- Continue to collaborate with community organizations to provide staff and financial support for mental and behavioral health services.
- Continue to leverage coalition-building and partnerships by holding leadership positions in organizations such as KC CARE Health Center and Cornerstones of Care to advance mental health awareness and access to care.

Anticipated Impact:

The anticipated impact of these initiatives is improved identification of mental health concerns and provision of referrals to appropriate mental health care and treatment services.

Commitment of Resources:

- Clinical and non-clinical staff time
- Resources and supplies to implement and coordinate programming
- Training, promotion, and education

Planned Collaborators:

- Cornerstones of Care
- KC CARE Health Center
- SAFEHOME
- SLHS entities, including Crittenton

Nutrition, Physical Activity, and Chronic Conditions

To address this need, KCOI will implement the following initiatives:

- Continue strategies for optimizing patients for surgery such as incorporating nutrition and physical activity themes in preoperative education.
- Provide information on, and direct access to, Saint Luke's Community Resources via "Find Help" at www.saintlukesresources.org to connect patients to free and reduced cost resources (including healthy food, shelter, and other basic needs)
- Continue to collaborate with Performance Rehab to provide post-discharge, maintenance, and at-home exercise programs to support recovery and reduce re-injury risk.
- Continue to collaborate through Performance Rehab with community health professionals to provide free educational workshops and injury prevention talks for

- local schools, sports teams, and community organizations.
- Establish a referral process for patients with obesity to achieve a healthier weight to improve surgical outcomes.

Anticipated Impact:

The anticipated impact of these initiatives is improved health and surgical outcomes, increased quality of life, and reducing gaps in social needs.

Commitment of Resources:

- Clinical and non-clinical staff time
- Resources and supplies to implement and coordinate programming
- Educational materials

Planned Collaborators:

- Performance Rehab
- SLHS

5. Needs KCOI Will Not Address

KCOI has selected three of the five significant health needs identified in its 2025 Community Health Needs Assessment (CHNA) to focus on in this Implementation Strategy. This Implementation Strategy outlines specific initiatives set forth to address specific health needs identified in the 2025 CHNA. KCOI engages in many other community benefit, preventive, and wellness activities with the goal of improving the health and wellbeing of the diverse community served and although, some significant needs were not included in this strategy with direct initiatives, there is overlap and work being done to address these health concerns. The following provides the rationale for why certain significant needs were not selected as a focus for this Implementation Strategy.

Needs of Older Adults: KCOI recognizes that significant growth is projected for the population aged 65 years and older. SLHS already offers a wide array of acute and continuing care services for this growing population and anticipates continuing to meet its health care needs. The staff charged with developing this Implementation Strategy concluded that based on the criteria described above, the hospital's plan should focus on other, higher priority types of community health needs.

Poverty and Social Determinants of Health (SDOH): KCOI recognizes poverty and social drivers as a significant need; however, the staff charged with developing this Implementation Strategy concluded based on the criteria described above, the hospital's plan should focus on other higher priority needs, and this need is included in initiatives targeted for other priorities such as access to care, mental health, and nutrition, physical activity, and chronic conditions.

6. Implementation Strategy Adoption

The KCOI Board of Directors reviewed and adopted this Implementation Strategy on October 7, 2025.

■ Contact us

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