

# IMPLEMENTATION PLAN

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*Addressing Community Health Needs*



*Cut Bank, Montana*

*2019-2022*

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## The Implementation Planning Process

The implementation planning committee – comprised of Northern Rockies Medical Center (NRM) leadership team– participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through their community health needs assessment (CHNA) process.

The CHSD community health needs assessment was performed in the summer of 2019 to determine the most important health needs and opportunities for Glacier County, Montana. “Needs” were identified as the top issues or opportunities rated by respondents during the CHSD survey process or during focus groups (see pages 10 & 11 for a list of “Needs Identified and Prioritized”). For more information regarding the needs identified, as well as the assessment process/approach/methodology, please refer to the facility’s assessment report, which is posted on the facility’s website (<http://nrmcinc.org/community-health-assessment-needs/>).

The community steering and implementation planning committees identified the most important health needs to be addressed by reviewing the CHNA, secondary data, community demographics, and input from representatives representing the broad interest of the community, including those with public health expertise (see page 8 for additional information regarding input received from community representatives).

The implementation planning committee reviewed the priority recommendations provided by the community steering committee and determined which needs or opportunities could be addressed considering NRM’s parameters of resources and limitations. The committee then prioritized the needs/opportunities using the additional parameters of the organizational vision, mission, and values, as well as existing and potential community partners. Participants then created a goal to achieve through strategies and activities, as well as the general approach to meeting the stated goal (i.e. staff member responsibilities, timeline, potential community partners, anticipated impact(s), and performance/evaluation measures).

The prioritized health needs as determined through the assessment process and which the facility will be addressing relates to the following healthcare issues:

1. Community Coordination and Collaboration
2. Health and Wellness
3. Behavioral Health
4. Senior Services-Aging in Place

In addressing the aforementioned issues, NRMC seeks to:

- a) Improve access to healthcare services
- b) Enhance the health of the community
- c) Advance medical or health knowledge

**Northern Rockies Medical Center’s Mission:** Northern Rockies Medical Center, Inc. provides quality healthcare that serves our communities in a private, safe and caring environment.

**Northern Rockies Medical Center’s Vision:** Northern Rockies Medical Center, Inc. will be the provider of choice, setting the standard for quality healthcare for our region.

**Implementation Planning Committee Members:**

- Cherie Taylor, CEO- Northern Rockies Medical Center (NRMC)
- Treasure Berkram, CFO
- Toni Altenburg, Community Health Improvement Consultant
- Michelle Rides at the Door, Financial Services Manager
- Sonja Ray, Ancillary Services Manager
- Darcy Molenda, Rural Health Clinic Manager
- Ashley Kimmet, Human Resources
- Becky Atkinson, Clinical IT
- Ryndee Hamilton, Pharmacy
- Susie Beals, CNO- NRMC
- Stephanie Eney, Quality/Risk Manager
- Crystal Losing, Director of Acute Care Services
- Alana Burtness, Executive Assistant

### Prioritizing the Community Health Needs

The steering and implementation planning committees completed the following to prioritize the community health needs:

- Reviewed the facility's presence in the community (i.e. activities already being done to address community need)
- Considered organizations outside of the facility which may serve as collaborators in executing the facility's implementation plan
- Assessed the health indicators of the community through available secondary data
- Evaluated the feedback received from consultations with those representing the community's interests, including public health

### NRMC's Existing Presence in the Community

- The facility hosts and sponsors an annual health fair that provides free screenings, educational resources, as well as an opportunity to meet the NRMC providers.
- The Rural Health Clinic offers sports physicals to the local school district.
- The facility coordinates the Worksite Wellness Program for the school district.
- The facility offers birthday labs at a discounted price to encourage yearly preventative screenings.
- The facility has a member on the County Health Board, the Board of Directors for the Chamber of Commerce, the Cut Bank Trails Committee, and the Northern Rockies Healthcare Foundation.
- The facility partners with the school to provide learning opportunities for the Health Occupations class.
- Various disease management programs: MT Journey to Wellness, Team Based Care, Lifestyles Management, MT Living Life Well, Walk with Ease, Exercise/fitness classes

### List of Available Community Partnerships and Facility Resources to Address Needs

- Cut Bank Chamber of Commerce
- Cut Bank City Council
- Glacier County Board of Health
- Glacier County Health Department
- Glacier Care Center
- Parkview Senior Center
- Glacier Community Health Center
- Cut Bank schools
- Cut Bank Sports Complex
- Joe Meagher Memorial Civic Center
- Cut Bank Center for Mental Health
- Crystal Creek Lodge Treatment Center
- Gateway Community Services
- Local Mental Health Board
- Youth Alliance Initiative
- Local addiction groups: NA, AA, GA & OA
- Montana Office of Rural Health & Area Health Education Center (MORH/AHEC)
- Montana Department of Health and Human Services (DPHHS)
- Cut Bank & Seville Head Start
- Parkview Senior Center
- Bee Hive Assisted Living
- Cut Bank VA Outpatient Clinic
- Opportunities, Inc.
- Cut Bank Trails, Inc
- MSU Extension Office
- Harvest Food Pantry
- Browning Office of Public Assistance (OPA)
- Cut Bank Food Pantry
- Local police
- Local EMS
- Indian Health Services (IHS)
- Local Ministerial Association
- Local pharmacy
- Health Tech S3

## Glacier County Indicators

### Population Demographics

- 63.3% of Glacier County's population is American Indian or Alaska Native
- 17.1% of Glacier County's population has disability status
- 10.8% of Glacier County's population is 65 years and older
- 7.4% of Glacier County's population has Veteran status

### Size of County and Remoteness

- 13,399 people in Glacier County
- 4.5 people per square mile

### Socioeconomic Measures

- 34.7% of children live in poverty
- 33.1% of persons are below the federal poverty level
- 28% of adults (age<65) are uninsured; 9% of children less than age 18, are uninsured
- 19.8% of the population is enrolled in Medicaid

### Select Health Measures

- 35% of adults are considered obese
- 28% of the adult population report physical inactivity
- 30% of the adult population report smoking
- 12.6% adult diabetes prevalence rate
- Higher Diabetes hospitalization, COPD emergency department visit, Unintentional injury death, Liver disease and cirrhosis mortality, Acute myocardial infarction hospitalization, stroke rates (all per 100,000 population) compared to Montana
- Higher (per 100,000 population) rates of Chlamydia, Hepatitis C and Pertussis compared to Montana
- Montana's suicide rate (per 100,000 population) is 22.5 compared to 13.9 for the U.S.

### Nearest Major Hospital

- Benefis Healthcare in Great Falls, MT is 110 miles from Northern Rockies Medical Center

## Public Health and Underserved Populations Consultation Summaries

### Public Health Consultation

Jenny Krapf, LPN- Glacier County Health Department; Angela Haas, CEO- Glacier Community Health Center (GCHC); Christy Branch, DON- GCHC; Betsy Seglem, COO- GCHC; Cherie Taylor, CEO- Northern Rockies Medical Center (NRMC); Toni Altenburg, Community Health Improvement- NRMC 02/05/2019

- I am surprised that the veteran clinic is so low compared to the rest of MT. It seems like we have a lot of vets here.
- The unintentional injury rate here is very high (106.1 per 100,000 population)
- We should probably combine mental health issues with depression and anxiety. People might not select mental health issues because of the stigma.
- A lot of people won't view mental health services as access to healthcare so it should be included on the survey as a variable.
- Under what people believe are the most important for a healthy community, we should ask about home health and senior services.
- There needs to be more on the survey about physical activity. We should add a walking trail as an option since the community just spent a lot of money on putting one in the community. There is a walking trail group that would be good to hold a focus group with.

### Underserved Population – Low-Income, Underinsured

Angela Haas, CEO- GCHC; Christy Branch, DON- GCHC; Betsy Seglem, COO- GCHC 02/05/2019

- Perhaps we should include a survey option about budgeting. A lot of people at the church say that they have troubles accessing healthcare services because they don't know how to budget for it.

### Underserved Population – Seniors

Ric Beals, Pastor- Cut Bank Pastoral Council; Larry Schwindt, Chair- Cut Bank Trails & NRMC Board of Directors 02/05/2019

- A focus group should be conducted at the senior center.

### Underserved Population – Youth



Rachel Kipp, Family Service Worker- Opportunities, Inc./Head Start; Caitlin Roark, Family Service Worker- Opportunities, Inc./Head Start  
02/05/2019

- A lot of parents have to travel for pediatric dentistry. We should ask how many would use this service if it was available locally.

Underserved Population – Tribal/American Indian

Angela Haas, CEO- GCHC; Christy Branch, DON- GCHC; Betsy Seglem, COO- GCHC; Jenny Krapf, LPN- Glacier County Health Department; Cherie Taylor, CEO- NRMC; Toni Altenburg, Community Health Improvement- NRMC; Crystal Losing, Director of Acute Care Services- NRMC  
02/05/2019

- The diabetes rate for our County seems very low. I wonder if it is including tribal data.
- I wonder if a lot of the data is being pulled without including the tribes because these numbers all seem really low (secondary data)
- The numbers need to include IHS data if we want to be representative of the county.

## Needs Identified and Prioritized

### *Prioritized Needs to Address*

1. 60.6% of survey respondents rated their impression of the general health of the community as “Somewhat healthy” and 15% rated it as “Unhealthy.”
2. Survey respondents indicated the three most important components of a healthy community were “Good jobs and a healthy community”, “Access to healthcare” and “Healthy behaviors and lifestyles.”
3. 38.7% of survey respondents reported they or a member of their household delayed or did not get needed healthcare services at any point in the last three years. Top reasons for delay, “It cost too much”, “It was too far to go” and “Too long to wait for an appointment”.
4. 26.8% of survey respondents rated their knowledge of local health services as “Fair” or “Poor.”
5. Top suggestions to improve the community’s access to healthcare were “More primary care providers”, “More information about available services” and “Home Health assistance.”
6. Survey respondents indicated the top health concerns for their community were “Alcohol abuse/substance abuse”, “Cancer”, “Diabetes” and “Overweight/obesity.”
7. Survey respondents indicated most interest in classes or programs becoming available related to “Wight loss”, “Fitness” and “Nutrition/healthy foods”.
8. According to the secondary data scan, 35% of Glacier County adults are considered “Obese”; 30% of County adults report “smoking”.
9. Focus group participants indicated a need/desire for “More community education on how to live a healthier lifestyle”.
10. Focus group participants indicated they felt chronic diseases were a concern- “I think chronic disease management is needed. Managing them so they don’t progress into bigger problems”.
11. According to the secondary data scan, Glacier County has high hospitalization rates for Diabetes, COPD, MI, and stroke. Additionally, rates of 2+ chronic conditions are highest in Montana frontier communities.
12. 24.5% of survey respondents reported feeling depressed on most days for at least three consecutive months in the past three years.

13. Mental health was a significant concern in all focus groups and interviews. Many individuals leave the community to receive care. “We have a lot of domestic issues both here and on the reservation. We have a hard time with pediatric mental health so much that we are sending kids out of the state.”
14. Other participants discussed concerns related to substance abuse, “I think it is affecting the youth (illegal and prescription drug use). We don’t have the services we need to address these issues.”
15. According to the secondary data scan, Glacier County has high rates of Veteran and American Indian Suicide (7.4% of County has Veteran status; 63.3% of county is American Indian or Alaska Native).
16. According to the secondary data scan of behavioral health statistics: 13% of Glacier County adults reported “Frequent Mental Health Distress”; “Poor Mental Health Days” received a 4.7 (number of days in the past 30 days); “Excessive Drinking” was reported by 21%; and the Drug Use Hospitalization Rate (per 100,000 people) was 564.8 (compared to 372.5 in Montana).
17. Top desired local healthcare services not currently available were: Dermatology (30%), ENT (28.2%), Home health assistance (21.8%), and Alternative medicine/Naturopath (21.8%).
18. Focus group attendees mentioned a need for home health, in home personal assistance, and more senior housing options. “Our County is huge; we just can’t get anyone (home health) to take it on. Home monitoring is a big need. Before our ambulance lost all its staff, they were trying to do a paramedic home monitoring program.”

### ***Needs Unable to Address***

*(See page 27 for additional information)*

1. Secondary data scan revealed the communicable disease rates (for Chlamydia, Hepatitis C, and Pertussis) in Glacier County are greater than the state.
2. 14.7% of survey respondents reported they had worried that they would not have enough food to eat within the last year.
3. Secondary data scan revealed Glacier County has higher rates of “Unintentional injury deaths” (106.1 per 100,000 compared to 41.3 for the state of Montana)

## Executive Summary

The following summary briefly represents the goals and corresponding strategies and activities which the facility will execute to address the prioritized health needs (from pages 10 & 11). For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section, which begins on page 15.

**Goal 1:** Improve Glacier County’s access to, and awareness of, available resources and services through enhanced coordination and collaboration with community partners.

**Strategy 1.1:** Expand NRMC’s coordination and collaboration efforts with area partners to enhance access to healthcare and community resources.

**Activities:**

- Conduct environmental scan to ascertain community partners and stakeholders (schools, public health, mental health, police, EMS, Chamber, senior services, etc.)
- Assess and catalogue community resources
- Create a web-based collaborative community-based resource page to highlight available resources/services
- Develop resource education and outreach plan
- Review and update resource guide semi-annually

**Goal 2:** Enhance NRMC programs and services that promote health and wellness in Glacier County.

**Strategy 2.1:** Increase knowledge and access to programs and services that improve population health

**Activities:**

- Continue to provide various chronic disease related programs for free or low-cost to community (Montana Journey to Wellness, Team Based Care (hypertension), lifestyle Management, Montana living live well, Walk with Ease, Wellness screenings (for school), Health fair, fitness classes, etc.)
- Create web-based communication and education for chronic disease and wellness classes and programs
- Continue to offer annual health fair providing education and free or low-cost screenings to community
- Continue to support/sponsor local events that promote health, wellness and healthy lifestyles in Glacier County

**Strategy 2.2:** Explore opportunities to enhance NRMC care coordination and population health efforts**Activities:**

- Explore alternative staffing plans/model to enhance care coordination services
- Research and develop staff protocol to connect chronic disease patients with telehealth and other educational services (diabetes, heart disease, etc.)
- Explore new opportunities to promote or educate community on importance of, and engaging in, healthy behaviors and lifestyles

**Goal 3:** Strengthen access to behavioral health services in Glacier County.**Strategy 3.1:** Explore opportunities to expand behavioral health resources and services at NRMC**Activities:**

- Explore feasibility of adding an integrated behavioral health program in the NRMC clinic
- Research feasibility of offering mental/behavioral services through enhanced utilization of telemedicine
- Determine behavioral health trainings available through state partners to enhance NRMC's staff and community knowledge/skills (MOAB, Mental Health 1<sup>st</sup> aid, etc.)
- Explore implementing a screening for depression in emergency department

**Strategy 3.2:** Support local behavioral and mental health services and initiatives**Activities:**

- Continue to participate and support local programs engages in behavioral health activities (Mental Health Advisory Boards, Local providers, etc.)
- Enhance community outreach/education related to substance use prevention or cessation efforts (tobacco cessation program through Journey to Wellness, Safe Medical Disposal (Pharmacy))

**Goal 4:** Enhance senior services and outreach to support Glacier County’s aging population to age in place.

**Strategy 4.1:** Determine feasibility of expanding access via alternative/remote care methodologies to reduce burden of travel and reduce isolation

**Activities:**

- Explore patient home monitoring technologies for rural/remote care
- Determine feasibility of providing remote monitoring through NRMC

**Strategy 4.2:** Enhance outreach and engagement to assist area seniors in accessing care, services and programs to assist them to age in place

**Activities:**

- Continue to provide senior education programs (fall prevention, immunizations, medication management, Medicare, etc.)

## Implementation Plan Grid

**Goal 1: Improve Glacier County’s access to, and awareness of, available resources and services through enhanced coordination and collaboration with community partners.**

**Strategy 1.1:** Expand NRMC’s coordination and collaboration efforts with area partners to enhance access to healthcare and community resources.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Conduct environmental scan to ascertain community partners and stakeholders (schools, public health, mental health, police, EMS, Chamber, senior services, etc.)	Toni Altenburg	04/21	NRMC Board of Directors	Schools, public health, mental health, police, EMS, Chamber, senior services, Glacier Care Center, Glacier Community Health Center etc.	Resource limitations
Assess and catalogue community resources	Toni Altenburg	04/21	NRMC Board of Directors		Resource limitations
Create a web-based collaborative community-based resource page to highlight available resources/services	Stephanie Eney	04/21	NRMC Board of Directors	Community stakeholders	Resource limitations
Develop resource education and outreach plan	Toni Altenburg	04/22	NRMC Board of Directors		Resource limitations
Review and update resource guide semi-annually	Stephanie Eney	09/22	NRMC Board of Directors		Resource limitations

**Needs Being Addressed by this Strategy:**

- 1. 60.6% of survey respondents rated their impression of the general health of the community as “Somewhat healthy” and 15% rated it as “Unhealthy.”
- 2. Survey respondents indicated the three most important components of a healthy community were “Good jobs and a healthy community”, “Access to healthcare” and “Healthy behaviors and lifestyles.”
- 3. 38.7% of survey respondents reported they or a member of their household delayed or did not get needed healthcare services at any

point in the last three years. Top reasons for delay, “It cost too much”, “It was too far to go” and “Too long to wait for an appointment”.

- 4. 26.8% of survey respondents rated their knowledge of local health services as “Fair” or “Poor.”
- 5. Top suggestions to improve the community’s access to healthcare were “More primary care providers”, “More information about available services” and “Home Health assistance.”

**Anticipated Impact(s) of these Activities:**

- Increase access to healthcare services
- Increased community knowledge of services
- Enhanced community collaboration
- Improved health outcomes
- Service, policy, and resources development
- Improve access to high quality, coordinated care

**Plan to Evaluate Anticipated Impact(s) of these Activities:**

- Track out-migration for health services available locally (updated annually)

**Measure of Success:** NRMC along with their community partners, create a new comprehensive, web-based resource by 09/22.



**Goal 2: Enhance NRMC programs and services that promote health and wellness in Glacier County.****Strategy 2.1: Increase knowledge and access to programs and services that improve population health**

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue to provide various chronic disease related programs at low/no cost to community (Montana Journey to Wellness, Team Based Care (hypertension), lifestyle Management, Montana living live well, Walk with Ease, Wellness screenings (for school), Health fair, fitness classes, etc.)	Toni Altenburg	09/Annually (20,21,22)	NRMC Leadership	Patient and Family Advisory Council, NRMC Medical Staff, KRH	Resource limitations Financial limitations
Create web-based communication and education for chronic disease and wellness classes and programs	Toni Altenburg, Stephanie Eney	04/20	NRMC Leadership		Resource limitations
Continue to offer annual health fair providing education and free or low-cost screenings to community	Toni Altenburg, Ashley Kimmet	09/Annually (20,21,22)	NRMC Leadership	CHSD Steering Committee, American Red Cross, Public Health	Resource limitations Financial limitations
Continue to support/sponsor local events that promote health, wellness and healthy lifestyles in Glacier County	Stephanie Eney	09/20	NRMC Board of Directors	CHSD Steering Committee	Resource limitations Financial limitations

**Needs Being Addressed by this Strategy:**

- 1. 60.6% of survey respondents rated their impression of the general health of the community as “Somewhat healthy” and 15% rated it as “Unhealthy.”
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- 5. Top suggestions to improve the community’s access to healthcare were “More primary care providers”, “More information about

available services” and “Home Health assistance.”

- 6. Survey respondents indicated the top health concerns for their community were “Alcohol abuse/substance abuse”, “Cancer”, “Diabetes” and “Overweight/obesity.”
- 7. Survey respondents indicated most interest in classes or programs becoming available related to “Weight loss”, “Fitness” and “Nutrition/healthy foods”.
- 8. According to the secondary data scan, 35% of Glacier County adults are considered “Obese”; 30% of County adults report “smoking”.
- 9. Focus group participants indicated a need/desire for “More community education on how to live a healthier lifestyle”.
- 10. Focus group participants indicated they felt chronic diseases were a concern- “I think chronic disease management is needed.

**Anticipated Impact(s) of these Activities:**

- Increase access to preventative services
- Increased community knowledge of services
- Improved health outcomes
- Service, policy, and resources development
- Reduce disease burden
- Empower community to make healthful lifestyle choices

**Plan to Evaluate Anticipated Impact(s) of these Activities:**

- Number of community members reached/participating
- Percent of patient/participant completion
- Journey to Wellness data

**Measure of Success:** Glacier County improves its position on the RWJF County Health Ranking (currently 46<sup>th</sup> in the state). NRMC sees improvement in CMS165 (HTN BP Control) by 5%.

**Goal 2: Enhance NRMC programs and services that promote health and wellness in Glacier County.****Strategy 2.2:** Explore opportunities to enhance NRMC care coordination and population health efforts

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Explore alternative staffing plans/model to enhance care coordination services	Melissa Laverdure, Toni Altenburg, Darcy Molenda	09/20	NRMC CEO	Health Tech S3	Resource limitations Workforce limitations
Research and develop staff protocol to connect chronic disease patients with telehealth and other educational services (diabetes, heart disease, etc.)	Toni Altenburg, Darcy Molenda	09/21	NRMC CEO	Health Tech S3	Resource limitations
Explore new opportunities to promote or educate community on importance of, and engaging in, healthy behaviors and lifestyles	Toni Altenburg, Stephanie Eney	04/22	NRMC CEO		Resource limitations Financial limitations

**Needs Being Addressed by this Strategy:**

- 1. 60.6% of survey respondents rated their impression of the general health of the community as “Somewhat healthy” and 15% rated it as “Unhealthy.”
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- 10. Focus group participants indicated they felt chronic diseases were a concern- “I think chronic disease management is needed. Managing them so they don’t progress into bigger problems”.
- 11. According to the secondary data scan, Glacier County has high hospitalization rates for Diabetes, COPD, MI, and stroke. Additionally, rates of 2+ chronic conditions are highest in Montana frontier communities.

**Anticipated Impact(s) of these Activities:**

- Increase access to high quality, coordinated healthcare services
- Increased community knowledge of services
- Improved health outcomes
- Reduce disease burden
- Service, policy, and resources development

**Plan to Evaluate Anticipated Impact(s) of these Activities:**

- Feasibility of alternative staffing models determined
- Number of patients involved in Care Coordination

**Measure of Success:** NRMC will have a 25% increase in the number of PCC patients from base year of 2020.

**Goal 3: Strengthen access to behavioral health services in Glacier County.****Strategy 3.1:** Explore opportunities to expand behavioral health resources and services at NRMC

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Explore feasibility of adding an integrated behavioral health program in the NRMC clinic	Ashley Kimmet, Darcy Molenda, Cherie Taylor, Treasure Berkram	10/20	NRMC Board of Directors	NMHA, Benefis	Resource limitations Financial limitations Workforce limitations
Research feasibility of offering mental/behavioral services through enhanced utilization of telemedicine	Ashley Kimmet, Cherie Taylor,	09/21	NRMC Board of Directors	NMHA, Benefis	Resource limitations Financial limitations Workforce limitations
Determine behavioral health trainings available through state partners to enhance NRMC's staff and community knowledge/skills (MOAB, Mental Health 1 <sup>st</sup> aid, etc.)	Ashley Kimmet, Cherie Taylor, Darcy Molenda	09/20	NRMC Leadership Team	DPHHS, MT AHEC	Resource limitations Financial limitations Scheduling conflicts
Explore implementing a screening for depression in emergency department	Susie Beals, Niall Atkinson, Ashley Kimmet	09/21	NRMC Medical Staff		Resource limitations

**Needs Being Addressed by this Strategy:**

- 12. 24.5% of survey respondents reported feeling depressed on most days for at least three consecutive months in the past three years.
- 13. Mental health was a significant concern in all focus groups and interviews. Many individuals leave the community to receive care. "We have a lot of domestic issues both here and on the reservation. We have a hard time with pediatric mental health so much that we are sending kids out of the state."
- 14. Other participants discussed concerns related to substance abuse, "I think it is affecting the youth (illegal and prescription drug use). We don't have the services we need to address these issues."
- 15. According to the secondary data scan, Glacier County has high rates of Veteran and American Indian Suicide (7.4% of County has Veteran status; 63.3% of county is American Indian or Alaska Native).
- 16. According to the secondary data scan of behavioral health statistics: 13% of Glacier County adults reported "Frequent Mental Health Distress"; "Poor Mental Health Days" received a 4.7 (number of days in the past 30 days); "Excessive Drinking" was reported by 21%; and the Drug Use Hospitalization Rate (per 100,000 people) was 564.8 (compared to 372.5 in Montana).

**Anticipated Impact(s) of these Activities:**

- Increase access to behavioral health services
- Decrease societal stigma associated with mental illness and substance use disorders
- Strengthen community partnerships
- Build community capacity
- Service, policy, and resources development
- Increased community knowledge of resources

**Plan to Evaluate Anticipated Impact(s) of these Activities:**

- Number of patients utilizing behavioral health services
- Number of participants completing Behavioral Health Training
- Determine feasibility of implementing screening for depression in ED

**Measure of Success:** NRMC has an integrated mental health program in the clinic by 10/20.

NRMC provides at least one training annually by 09/20-09/22.

NRMC determines feasibility of implementing a screening for depression in ED by 09/21.

**Goal 3: Strengthen access to behavioral health services in Glacier County.**

**Strategy 3.2: Support local behavioral and mental health services and initiatives**

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue to participate and support local programs engages in behavioral health activities (Mental Health Advisory Boards, Local providers, etc.)	Ashley Kimmet	Ongoing 09/21, 09/22	NRMC Leadership	Glacier Co. Mental Health Advisory Board, Local providers, Youth Alliance, etc.	Resource limitations Financial limitations Scheduling conflicts
Enhance community outreach/education related to substance use prevention or cessation efforts (tobacco cessation program through Journey to Wellness, Safe Medical Disposal (Pharmacy))	Ashley Kimmet	Ongoing 09/21, 09/22	NRMC Leadership	DPHHS, Glacier County Sherriff Office, Glacier Community Health	Resource limitations

**Needs Being Addressed by this Strategy:**

- 1. 60.6% of survey respondents rated their impression of the general health of the community as “Somewhat healthy” and 15% rated it as “Unhealthy.”
- 12. 24.5% of survey respondents reported feeling depressed on most days for at least three consecutive months in the past three years.
- 13. Mental health was a significant concern in all focus groups and interviews. Many individuals leave the community to receive care. “We have a lot of domestic issues both here and on the reservation. We have a hard time with pediatric mental health so much that we are sending kids out of the state.”
- 14. Other participants discussed concerns related to substance abuse, “I think it is affecting the youth (illegal and prescription drug use). We don’t have the services we need to address these issues.”
- 15. According to the secondary data scan, Glacier County has high rates of Veteran and American Indian Suicide (7.4% of County has Veteran status; 63.3% of county is American Indian or Alaska Native).
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**Anticipated Impact(s) of these Activities:**

- Increase access to behavioral health services
- Decrease societal stigma associated with mental illness and substance use disorders
- Strengthen community partnerships
- Build community capacity
- Service, policy, and resources development
- Increased community knowledge of resources

**Plan to Evaluate Anticipated Impact(s) of these Activities:**

- Number of patients referred to behavioral health services pre/post outreach efforts

**Measure of Success:** NRMC will increase the number of patients referred to Behavioral Health Services by 10% by September 2022.



<b>Goal 4: Enhance senior services and outreach to support Glacier County’s aging population to age in place.</b>					
<b>Strategy 4.1:</b> Determine feasibility of expanding access via alternative/remote care methodologies to reduce burden of travel and reduce isolation					
<b>Activities</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Final Approval</b>	<b>Partners</b>	<b>Potential Barriers</b>
Explore patient home monitoring technologies for rural/remote care	Becky Atkinson, Cherie Taylor	09/20	NRMC Finance Committee	Evident, CPSI	Resource limitations
Determine feasibility of providing remote monitoring through NRMC	Becky Atkinson, Treasure Berkram	09/22	NRMC Finance Committee		Resource limitations Financial limitations
<b>Needs Being Addressed by this Strategy:</b>					
<ul style="list-style-type: none"> <li>▪ 2. Survey respondents indicated the three most important components of a healthy community were “Good jobs and a healthy community”, “Access to healthcare” and “Healthy behaviors and lifestyles.”</li> <li>▪ 5. Top suggestions to improve the community’s access to healthcare were “More primary care providers”, “More information about available services” and “Home Health assistance.”</li> <li>▪ 17. Top desired local healthcare services not currently available were: Dermatology (30%), ENT (28.2%), Home health assistance (21.8%), and Alternative medicine/Naturopath (21.8%).</li> <li>▪ 18. Focus group attendees mentioned a need for home health, in home personal assistance, and more senior housing options. “Our County is huge; we just can’t get anyone (home health) to take it on. Home monitoring is a big need. Before our ambulance lost all its staff, they were trying to do a paramedic home monitoring program.”</li> </ul>					
<b>Anticipated Impact(s) of these Activities:</b>					
<ul style="list-style-type: none"> <li>▪ Increase access to healthcare services</li> <li>▪ Service, policy, and resources development</li> <li>▪ Increased community knowledge of resources</li> </ul>					
<b>Plan to Evaluate Anticipated Impact(s) of these Activities:</b>					
<ul style="list-style-type: none"> <li>▪ Number of vendors contacted</li> <li>▪ Determine feasibility of adding remote monitoring services</li> </ul>					

- **Measure of Success:** NRMC will determine if implementing remote home monitoring is feasible by September 2022.

**Goal 4: Enhance senior services and outreach to support Glacier County’s aging population to age in place.**

**Strategy 4.2:** Enhance outreach and engagement to assist area seniors in accessing care, services and programs to assist them to age in place

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue to provide senior education programs (fall prevention, immunizations, medication management, Medicare, etc.)	Toni Altenburg, Alana Burtness, Stephanie Eney	Annually 11/19, 11/20, 11/21	NRMC Leadership	Parkview Senior Center	Resource limitations

**Needs Being Addressed by this Strategy:**

- 2. Survey respondents indicated the three most important components of a healthy community were “Good jobs and a healthy community”, “Access to healthcare” and “Healthy behaviors and lifestyles.”
- 5. Top suggestions to improve the community’s access to healthcare were “More primary care providers”, “More information about available services” and “Home Health assistance.”
- 9. Focus group participants indicated a need/desire for “More community education on how to live a healthier lifestyle”.
- 17. Top desired local healthcare services not currently available were: Dermatology (30%), ENT (28.2%), Home health assistance (21.8%), and Alternative medicine/Naturopath (21.8%).
- 18. Focus group attendees mentioned a need for home health, in home personal assistance, and more senior housing options. “Our County is huge; we just can’t get anyone (home health) to take it on. Home monitoring is a big need. Before our ambulance lost its entire staff, they were trying to do a paramedic home monitoring program.”

**Anticipated Impact(s) of these Activities:**

- Increase access to health care services
- Build community capacity
- Increased community knowledge of services
- Service, policy, and resources development
- Community/patient engagement

**Plan to Evaluate Anticipated Impact(s) of these Activities:**

- Number of Seniors reached pre/post survey

**Measure of Success:** NRMC will reach 300 area seniors annually providing outreach to assist seniors to age in place.

### Needs Not Addressed and Justification

Identified health needs unable to address by FMC	Rationale
1. Secondary data scan revealed the communicable disease rates (for Chlamydia, Hepatitis C, and Pertussis) in Glacier County are greater than the state.	<ul style="list-style-type: none"> <li>NRMC will continue to work with and support community partners (Glacier County Health Department) in addressing communicable disease in Glacier County.</li> </ul>
2. 14.7% of survey respondents reported they had worried that they would not have enough food to eat within the last year.	<ul style="list-style-type: none"> <li>NRMC is working with community partners to examine food access issues in Glacier County. NRMC participates in weekly food distribution at the community Food Pantry and staff participate on the Food Pantry Board.</li> </ul>
3. Secondary data scan revealed Glacier County has higher rates of “Unintentional injury deaths” (106.1 per 100,000 compared to 41.3 for the state of Montana)	<ul style="list-style-type: none"> <li>NRMC will be utilizing media campaigns to increase awareness and support community partner efforts organizing various initiatives (i.e. law enforcement, health department, Opportunities Inc. etc.) on efforts related to this topic.</li> </ul>

## Dissemination of Needs Assessment

Northern Rockies Medical Center “NRMC” disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website (<http://nrmcinc.org/community-health-assessment-needs/>) as well as having copies available at the facility should community members request to view the community health needs assessment or the implementation planning documents.

The Steering Committee, which was formed specifically as a result of the CHSD [Community Health Services Development] process to introduce the community to the assessment process, will be informed of the implementation plan to see the value of their input and time in the CHSD process as well as how NRMC is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Glacier County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of NRMC will be directed to the hospital’s website to view the complete assessment results and the implementation plan. NRMC board members approved and adopted the plan on **December 4, 2019**. Board members are encouraged to familiarize themselves with the needs assessment report and implementation plan, so they can publicly promote the facility’s plan to influence the community in a beneficial manner.

Written comments on this 2019-2022 Northern Rockies Medical Center Community Benefit Strategic Plan can be submitted to:

Administration  
Northern Rockies Medical Center  
802 2<sup>nd</sup> Street SE  
Cut Bank, Montana 59427

Please contact Northern Rockies Medical Center’s CEO at (406) 873-2251 or [nrmc\\_ceo@nrmcinc.org](mailto:nrmc_ceo@nrmcinc.org) with any questions.