

# IMPLEMENTATION PLAN

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## *Addressing Community Health Needs*

### *Liberty Medical Center ~ Chester, Montana*

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*Disclaimer: The Montana Office of Rural Health and the National Rural Health Resource Center strongly encourage an accounting professional's review of this document before submission to the IRS. As of this publishing, this document should be reviewed by a qualified tax professional. Recommendations on its adequacy in fulfillment of IRS reporting requirements are forthcoming.*

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## The Implementation Planning Process

The implementation planning committee – comprised of Liberty Medical Center’s leadership team – participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through the Community Health Services Development (CHSD) needs assessment process. The facility conducted the CHSD process in conjunction with the Montana Office of Rural Health (MORH).

The CHSD community health needs assessment was performed September 2014-June 2015 to determine the most important health needs and opportunities for Liberty County, Montana. “Needs” were identified as the top issues or opportunities rated by respondents during the CHSD survey process or during focus groups (see page 8 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://www.libertymedicalcenter.org/>).

The implementation planning committee 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 7 for additional information regarding input received from community representatives).

The implementation planning committee determined which needs or opportunities could be addressed considering Liberty Medical Center’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. Increasing awareness of new and existing services
2. Increasing community education and outreach surrounding health and wellness, Alzheimer’s disease/ dementia, and alcohol/substance abuse and cancer education
3. Improving access to healthcare services

In addressing the aforementioned issues, Liberty Medical Center seeks to:

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

**Liberty Medical Center's Mission:**

- Liberty Medical is in business to improve the health and quality of life of our community.

**Liberty Medical Center's Vision:**

- As a progressive healthcare facility that actively promotes community health, Liberty Medical Center will be thriving and financially stable, and will provide the best quality of care, patient safety, and customer service in the state of Montana.

**Liberty Medical Center's Values:**

- **Excellence:** We are committed to providing the highest standards and best practices in quality of care, patient safety, and customer service. **Fiscal Responsibility:** We remain mindful of our responsibility to the taxpayers of Liberty County to operate in an efficient and effective manner in order to safeguard Liberty Medical Center as an asset to the Community. **People:** We recognize that our greatest asset is our staff and providers. We respect and value each individual and serve our customers as well as each other with kindness and compassion. **Integrity:** We take responsibility for our actions and communicate honestly and openly with each other and our community while respecting the privacy of the people we serve. **Teamwork:** as a team we can accomplish more than each of us individually. We work together to promote and improve the health of our community and to provide the best possible care for every individual we serve. **Leadership:** leading by example, we help ourselves and others do the right things for our patients and our community.

**Implementation Planning Committee Members:**

1. Karen Shaw – RN, Clinic Administrator, Liberty Medical Center
2. Jennifer Rideout – Director of Quality and Safety, Liberty Medical Center
3. Jenni Chelmo – RN, Wheat Country Estates Manager
4. Shirley Morkrid – Chief Nursing Officer, Liberty Medical Center
5. Derek Daly – Chief Executive Officer, Liberty Medical Center
6. Julie Erickson – Foundation and Public Relations Manager, Liberty Medical Center
7. Shari Dolan – Chief Financial Officer, Liberty Medical Center
8. Bev Halter-Director of Human Resources, Liberty Medical Center

## Prioritizing the Community Health Needs

The implementation planning committee 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

### Liberty Medical Center's Existing Presence in the Community

- Liberty Medical Center facilitates healthy lifestyle classes
- Liberty Medical Center supports school athletics
- Liberty Medical Center supports community youth health and wellness

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

- Local schools
- MSU Extension – Liberty County
- Liberty County Chamber of Commerce
- Liberty County Community and Senior Center
- Liberty County Times
- Health Planning Incorporated
- Liberty County Food Bank
- Liberty County Library
- Hi-Line Health Foundation
- National Health Services Corps (due to Medically Underserved Area) (currently inactive)
- 340B Prescription Drug Program
- Local churches
- Liberty County Hospital Guild

- Chemical Dependency
- Liberty County Public Health
- Local pharmacies
- Local EMTs (Emergency Medical Technicians)
- Fitness Xpress
- Shelby radio stations
- Havre radio stations

## Liberty County Indicators

### Low Income Persons

- 20% of persons are below the federal poverty level

### Uninsured Persons

- 19.1% of adults less than age 65 are uninsured
- Data is not available by county (data is available for some counties) for uninsured children less than age 18

### Leading Causes of Death: Primary and Chronic Diseases

- Heart Disease
- Cancer
- CLRD (Chronic Lower Respiratory Disease)

### Elderly Populations

- 24% of Liberty County's Population is 65 years and older

### Size of County and Remoteness

- 1,725 people in Liberty County
- 1.2 people per square mile

### Nearest Major Hospital

- Benefis in Great Falls, MT is 93 miles (~1 hr. 50 min.) from Liberty Medical Center

### Public Health and Underserved Populations Consultation Summaries

Public Health Consultation [Karla Kulpas– Registered Nurse, Liberty County Public Health Department– November 17, 2014]

- Hutterite community members have good immunization rates but low childhood immunization.

Underserved Population – Low income [Tara Hendrickson – EMS Director, Liberty County Emergency Services;  
John Fauerbach – Pastor, Our Savior’s Lutheran Church - November 17, 2014]

- Many in the county do not have insurance
- Community care available but need more outreach/education on what it is, how to access

## Needs Identified and Prioritized

### *Prioritized Needs to Address*

1. Top health concerns of the community – cancer (67.3%), alcohol/substance abuse (42.6%), heart disease (33.9%), obesity (27.9%), diabetes (18.3%)
2. 19.5% of respondents indicated “Greater health education services” would improve their community’s access to healthcare. Additionally, survey data indicated a significant increase in the percentage of respondents who felt that greater health education services would improve the community’s access to health care in 2015 than in previous survey years.
3. Expand services available for the community
4. Specialty services that would be utilized if available locally: chiropractor (24.3%), dermatology (21.9%), acupuncture (17.9%)



### *Needs Unable to Address*

*(See page 21 for additional information)*

1. In 2015, significantly more people indicated that outpatient services having expanded hours would improve access to healthcare.
2. 18.7% of respondents did not receive or delayed medical services. 27.3% of delayed services due to cost, 25% delayed due to not being able to schedule an appointment, the wait for an appointment was too long, the office was not open, or insurance would not cover care
3. Since 2008, there has been a significant increase in the number of respondents who indicated a need for more primary care providers. Additionally, focus group respondents indicated a need for more female providers.
4. More primary care providers (30.7%), and outpatient services expanded hours (23.1%) would improve the community's access to care
5. 40.6% of respondents indicated a need for Home Health Services. Additionally, significantly more of the 2015 respondents indicated a desire for home health services than in past surveys.

## 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 page 8). For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section, which begins on page 12.

**Goal 1:** Improve access to the healthcare services at LMC through increased awareness of available hospital services.

**Strategy 1.1:** Utilize a variety of communication strategies to better inform the LMC service area of hospital services, as well as increase and diversify outreach efforts regarding services available at LMC.

**Activities:**

- Publish articles in the newspaper about existing services offered at LMC
- Diversify marketing efforts and expand utilization of Facebook. Incorporate website and Facebook addresses into other written materials to enhance website traffic.
- Develop a process to educate LMC staff on available specialty services (example: via pay stubs).
- Create “Spotlight” articles for visiting specialties. Create “Spotlight” articles for community outreach on services available at LMC.
- Partner with community organizations to develop a resource book of available local/county services
- Assist in the dissemination of resource book to community

**Goal 2:** Develop and or promote current health education and outreach activities to engage community in health and wellness activities.

**Strategy 2.1:** Provide education, resources, and activities that promote healthy living.

**Activities:**

- Explore the possibility of hosting a variety of educational classes at the Senior Center
- Partner with local schools to explore opportunities to provide education on health and wellness
- Develop and promote outreach materials for health and wellness opportunities in the community (i.e. children’s exercise programs, local pool, and fitness center)

- Work with community partners to build a partnership focused on health and wellness initiatives
- Explore opportunity for a dietician and or nutritionist to host community classes
- Explore the possibility of a partnership with Havre nursing students (MSU-Northern) to provide educational opportunities for community members
- Develop and promote outreach materials and classes surrounding cancer, prevention, and cancer patient/family support

**Strategy 2.2:** Provide education and outreach to community and staff on Alzheimer's disease and dementia.

**Activities:**

- Develop Alzheimer's disease and dementia educational programs for community and LMC staff
- Explore the idea of partnering with MSU Extension to offer "Powerful Tools for Caregivers" class
- Enhance resource list and develop a packet of materials for families and caregivers of Alzheimer's and dementia patients (including information on available services, i.e. Adult Day Care Program)
- Coordinate with community partners to create support groups for caretakers of Alzheimer's disease and dementia patients

**Strategy 2.3:** Develop community education and outreach related to alcohol and substance abuse.

**Activities:**

- Work with partners to develop community presentation/s on alcohol and substance abuse
- Contact local schools to build partnership and work with youth regarding awareness of dangers of alcohol and substance abuse

**Goal 3:** Investigate/develop new services which will enhance or increase community members' access to healthcare services.

**Strategy 3.1:** Explore feasibility of additional services based on identified needs from CHSD survey.

**Activities:**

- Explore feasibility of visiting chiropractor services from provider in Shelby and Havre
- Explore partnership opportunities with local massage therapist
- Research how LMC could obtain Sleep Study Certification
- Explore opportunities/feasibility for tele-dermatology and other tele-health services
- Explore expansion of mental health programs and utilization such as 'HealthLink Now' service provided at LMC

### Implementation Plan Grid

**Goal 1:** Improve access to the healthcare services at LMC through increased awareness of available hospital services.

**Strategy 1.1:** Utilize a variety of communication strategies to better inform the LMC service area of hospital services, as well as increase and diversify outreach efforts regarding services available at LMC.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> <li>Publish articles in the newspaper about existing services offered at LMC</li> </ul>	Public Relations	Ongoing Monthly	CEO/Board	Liberty County Times	Staff/Financial Limitations
<ul style="list-style-type: none"> <li>Develop plan to diversify marketing efforts and expand utilization of Facebook. Incorporate website and Facebook addresses into other written materials to enhance website traffic</li> </ul>	Public Relations	Complete by October 1, 2015	CEO/Board		Staff Limitations
<ul style="list-style-type: none"> <li>Develop process/strategy to educate LMC staff on available specialty services (example: via pay stubs and employee assemblies)</li> </ul>	CEO, Public Relations	Complete by December 1, 2015	CEO/Board		Staff/Resource Limitations
<ul style="list-style-type: none"> <li>Create “Spotlight” articles for visiting specialties. Create “Spotlight” articles for community outreach on services available at LMC</li> </ul>	Public Relations	Ongoing Monthly/Quarterly	CEO/Board	Liberty County Times	Staff/Financial Limitations
<ul style="list-style-type: none"> <li>Partner with community organizations to develop a resource book of available local/county services</li> </ul>	CNO, Public Relations	Complete by May 1, 2016	CEO/Board	Liberty County Chamber, Liberty County Coalition, Foundation	Staff/Financial/Resource Limitations
<ul style="list-style-type: none"> <li>Assist in the dissemination of resource book to community</li> </ul>	CNO, Public Relations	Complete by June 1, 2016	CEO/Board	Liberty County Chamber, Liberty County Coalition, Foundation	Staff/Financial/Resource Limitations

*Goal 1.1 continued...*

**Needs Being Addressed by this Strategy:**

- Access to healthcare and other services (68.9%) was identified as a top component of a healthy community
- Survey respondents indicated an overall awareness of health services at LMC as “fair” (17.6%) and “poor” (2.6%)
- 24.7% of survey respondents indicated that they were not aware or did not know of the programs LMC offers

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

- Increased awareness of healthcare services available
- Increased access to healthcare services
- Increased utilization of healthcare services at LMC
- Improved health outcomes

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

- Track utilization of facility before and after educational efforts and resources manual are made available to public.
- Determine effectiveness of marketing efforts by identifying quantifiable (volumes) and un-quantifiable (community awareness, engagement, feedback) factors year to year.

**Measure of Success:** Liberty Medical Center will develop public awareness/educational strategies for community and staff by January 1, 2016 and will perform an annual review of articles, resources and outreach utilized.

**Goal 2:** Develop and or promote current health education and outreach activities to engage community in health and wellness activities.

**Strategy 2.1:** Provide education, resources, and activities that promote healthy living.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> <li>Explore the possibility of hosting a variety of educational classes at the Senior Center</li> </ul>	Public Relations, Director of Quality and Safety, WCE Manager, CNO	Complete by October 1, 2015	CEO/Board	Senior Center; MSU Extension Service	Staff/Resource Limitations
<ul style="list-style-type: none"> <li>Partner with local schools to explore opportunities to provide education on health and wellness</li> </ul>	CEO, Public Relations, Public Health	Complete by May 1, 2016	CEO/Board	Local schools	Staff/Resource Limitations
<ul style="list-style-type: none"> <li>Develop and promote outreach materials for health and wellness opportunities in the community (i.e. children's exercise programs, local pool, and fitness center)</li> </ul>	Public Relations, Clinic Director	Complete by August 1, 2016	CEO/Board	Fitness Express and local schools	Staff/Financial/Resource Limitations
<ul style="list-style-type: none"> <li>Work with community partners to build a partnership strategy focused on health and wellness initiatives</li> </ul>	Public Relations, Clinic Director	Complete by May 1, 2016	CEO/Board	Chamber/Liberty County Coalition Group/Foundation	Staff/Resource Limitations
<ul style="list-style-type: none"> <li>Explore opportunity for a dietician and or nutritionist to host community classes</li> </ul>	Public Relations, Director of Quality and Safety	Complete by November 1, 2015	CEO/Board	Benefis (Carolin Windall); Senior Center; MSU Extension Service	Staff/Resource Limitations
<ul style="list-style-type: none"> <li>Explore the possibility of a partnership with Havre nursing students (MSU-Northern) to provide educational opportunities for community members</li> </ul>	Public Relations, CNO	Complete by February 1, 2015	CEO/Board	MSU-Northern College of Nursing	Financial/Resource Limitations
<ul style="list-style-type: none"> <li>Develop and promote outreach materials and classes surrounding cancer, prevention, and cancer patient/family support</li> </ul>	Public Relations, Clinic Director, Public Health	Complete by March 1, 2016	CEO/Board	Health Department; MSU Extension Service	Staff/Financial/Resource Limitations

**Goal 2.1 continued...****Needs Being Addressed by this Strategy:**

- Survey respondents rated the general health of community as “somewhat healthy” (51%), and “unhealthy” (2.9%)
- 27.9% of survey respondents indicated that “Overweight/obesity” was a health concern in their community
- Survey respondents indicated important components for a healthy community were “access to healthcare and other services” (68.9%) and “healthy behaviors and lifestyles” (34.7%)
- 19.5% of survey respondents indicated “Greater health education services” would improve their community’s access to healthcare
- Top three educational classes/programs respondents were interested in if offered locally – nutrition & weight loss (41.4%), health and wellness (41%), Alzheimer’s (26.7%)
- Focus group respondents indicated “Improper nutrition” and “Lack of good diet” as health concerns in the community

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

- Increased awareness of healthcare services available
- Increased access to healthcare services
- Increase in utilization of healthcare services at LMC
- Increase in utilization of community health resources and programs
- Improved health outcomes

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

- Track number of educational outreach classes/programs offered
- Track number of patients attending classes/programs
- Track progress of the development community partnerships and outcomes of the partnership

**Measure of Success:** Liberty Medical Center will review outreach and educational efforts and monitor program attendance, new referrals, and utilization rates quarterly

**Goal 2:** Develop and or promote current health education and outreach activities to engage community in health and wellness activities.

**Strategy 2.2:** Provide education and outreach to community and staff on Alzheimer’s disease and dementia.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> <li>Develop Alzheimer’s and dementia educational programs strategy for community and LMC staff</li> </ul>	Public Relations, Director of Quality and Safety, Wheat Country Estates Manager, CNO	Complete by February 1, 2016	CEO/Board	Senior Center, Sweetgrass Lodge	Staff/Resource Limitations
<ul style="list-style-type: none"> <li>Explore the idea of partnering with MSU Extension to offer “Powerful Tools for Caregivers” class</li> </ul>	Public Relations, Director of Quality and Safety, Wheat Country Estates Manager	Complete by November 1, 2015	CEO/Board	MSU Extension	Staff/Resource Limitations
<ul style="list-style-type: none"> <li>Enhance resource list and develop a packet of materials for families and caregivers of Alzheimer’s and dementia patients (including information on available services, i.e. Adult Day Care Program)</li> </ul>	Public Relations, Director of Quality and Safety, Wheat Country Estates Manager, CNO	Complete by May 1, 2016	CEO/Board	Senior Center, Sweetgrass Lodge	Staff/Financial/Resource Limitations
<ul style="list-style-type: none"> <li>Coordinate with community partners to create support groups for caretakers of Alzheimer’s and dementia patients</li> </ul>	Public Relations, Director of Quality and Safety, Wheat, Wheat Country Estates Manager, CNO	Complete by September 1, 2016	CEO/Board	Local churches	Staff/Resource Limitations

**Needs Being Addressed by this Strategy:**

- Survey respondents indicated they were interested in Alzheimer’s education/class/program (26.7%) if offered locally
- Focus group respondents indicated there were lack of Alzheimer’s and dementia care available

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

- Increased awareness of Alzheimer and Dementia services in the community
- Increased access to healthcare services
- Improved health outcomes



- Increased staff awareness surrounding Alzheimer's and Dementia

**Goal 2.2 continued...**

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

- Track development of caretaker support group and number of group meetings and participants as applicable
- Track number of community members participating in educational programs related to Alzheimer's and Dementia

**Measure of Success:** Liberty Medical Center will develop plan for Alzheimer's and Dementia educational opportunities for community and staff by February 1, 2016 and will perform an annual review of service utilization and support group offerings.

**Goal 2:** Develop and or promote current health education and outreach activities to engage community in health and wellness activities.

**Strategy 2.3:** Develop community education and outreach related to alcohol and substance abuse.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> <li>Work with partners to develop strategy for community presentation/s on alcohol and substance abuse</li> </ul>	CEO, Public Health, Public Relations	Complete by February 1, 2016	CEO/Board	Public Health, Tobacco Prevention, local churches Chemical Dependency	Staff/Resource Limitations
<ul style="list-style-type: none"> <li>Contact local schools to build partnership and work with youth regarding awareness of dangers of alcohol and substance abuse</li> </ul>	CEO, Public Relations	Complete by May 1, 2016	CEO/Board	Local schools, Chemical Dependency	Staff/Resource Limitations

**Needs Being Addressed by this Strategy:**

- 42.6% of survey respondents identified “Alcohol/substance abuse” as one of the three most serious health concerns in their community
- Focus group respondents indicated “Adult alcohol use” was a concern in their community

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

- More informed community members
- Improved health outcomes
- Decrease in admissions related to alcohol/substance abuse

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

- Track number of partners with whom LMC collaborates
- Track number of presentations performed on these topics in the community each year

**Measure of Success:** Liberty Medical Center partners to provide two presentations with their partners on alcohol and substance abuse to the community each year.

**Goal 3:** Investigate/develop new services which will enhance or increase the community’s access to healthcare services.

**Strategy 3.1:** Explore feasibility of additional services based on identified needs from CHSD survey.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> <li>Explore feasibility of visiting chiropractor services from provider in Shelby or Havre</li> </ul>	CEO, Physical Therapy, Clinic Director, Medical Staff Support	Complete by December 1, 2015	CEO/Board	Shelby and Havre Practitioners, Liberty County Chamber	Needed equipment and space for visiting chiropractor/s. Resource Limitations
<ul style="list-style-type: none"> <li>Explore partnership opportunities with local massage therapist</li> </ul>	CEO, Physical Therapy, Clinic Director, Medical Staff Support	Complete by May 1, 2016	CEO/Board	Massage therapists, Liberty County Chamber	Resource Limitations
<ul style="list-style-type: none"> <li>Research how LMC could obtain Sleep Study Certification</li> </ul>	CEO, CNO, Clinic Director, Medical Staff Support	Complete by August 1, 2015	CEO/Board	Rocky Mountain Sleep Center, Liberty County Chamber	Staff/ Resource Limitations
<ul style="list-style-type: none"> <li>Explore opportunities/feasibility for tele-dermatology and other tele-health services</li> </ul>	CEO, Clinic Director, Medical Staff Support	Complete by September 1, 2016	CEO/Board	Tertiary facilities, Liberty County Chamber	Financial/ Resource Limitations
<ul style="list-style-type: none"> <li>Explore expansion of mental health programs and utilization such as ‘HealthLink Now’ service provided at LMC</li> </ul>	CEO, Clinic Director, Medical Staff Support	Complete by February 1, 2016	CEO/Board	HealthLink Now and Mental Health Councilor, Liberty County Chamber	Staff/Resource Limitations

**Needs Being Addressed by this Strategy:**

- 20.7% of survey respondents indicated they felt “More specialists” would improve their community’s access to healthcare
- Specialty services that would be utilized if available locally: chiropractor (24.3%), dermatology (21.9%), and acupuncture (17.9%)

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

- Increased access to healthcare services
- Decreased need to travel for specialty services

- Improved health outcomes
- Higher patient satisfaction
- Increased awareness and utilization of Mental Health services in community as well as
- Improved partnership and services through HealthLink Now

***Goal 3.1 continued...***

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

- Track number of new services available
- Track patient referrals/utilization of new services
- Collect feedback about the expanded services from patients

**Measure of Success:** Liberty Medical Center determines possible service line expansion in the community in 2016.

## Needs Not Addressed and Justification

Identified health needs unable to address by Liberty Medical Center	Rationale
<p>30.7% of respondents felt more primary care providers would improve the community's access to care and 23.1% felt expanded hours would be a benefit.</p> <p>25% of respondents had a delay in receiving services due to not being able to schedule an appointment, 25% due to length of wait time for an appointment and 25% due to the office not being open during the hours the patient was able to go.</p> <p>Focus Group Finding: Desire for more female providers</p>	<ul style="list-style-type: none"> <li>• LMC is currently assessing the feasibility of expanding the number of providers and expanding hours.</li> </ul>
<p>18.7% of respondents did not receive or delayed medical services. Of those who did not receive or delayed getting care: 27.3% of delayed services were due to cost and 25% of delayed services were due to insurance not covering care</p>	<ul style="list-style-type: none"> <li>• LMC has no ability to adjust insurance.</li> </ul>
<p>40.6% of respondents felt Home Health would improve the community's access to healthcare.</p>	<ul style="list-style-type: none"> <li>• LMC has previously explored the feasibility to offer Home Health and has been unable to make it a sustainable program due to reimbursement issues.</li> </ul>

## Dissemination of Needs Assessment

Liberty Medical Center “LMC” disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website (<http://www.libertymedicalcenter.org/>) 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 LMC is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Liberty County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of LMC will be directed to the hospital’s website to view the complete assessment results and the implementation plan. LMC board members approved and adopted the plan on **June 17, 2015**. Board members are encouraged to familiarize themselves with the needs assessment report and implementation plan so they can publically promote the facility’s plan to influence the community in a beneficial manner.

LMC will establish an ongoing feedback mechanism to take into account any written comments it may receive on the adopted implementation plan document.