

IMPLEMENTATION PLAN

Addressing Community Health Needs

Northern Rockies Medical Center ~ Cut Bank, Montana

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Disclaimer: The Montana Office of Rural Health strongly encourages 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 Northern Rockies Medical Center’s (NRMC) leadership team and board members – 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 in the summer of 2016 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 page 9 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/>)

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 8 for additional information regarding input received from community representatives).

The implementation planning committee determined which needs or opportunities could be addressed considering Northern Rockies Medical Center’s parameters of resources and limitations. The committee then prioritized the needs/opportunities using the additional parameters of the organizational mission 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:

Improve access to healthcare services through

1. Behavioral Health (Substance Abuse and Mental Health)
2. Nutrition and Wellness
3. Senior Services
4. Marketing and Awareness of Services

In addressing the aforementioned issues, Northern Rockies Medical Center 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:

1. Toni Altenburg, Community Health Improvement Specialist
2. Cherie Taylor, CEO
3. Treasure Berkram, CFO
4. Becky Atkinson, Clinic IT Manager
5. Susie Beals, RN, CNO
6. Stephanie Eney, Executive Assistant
7. Michelle Rides at the Door, Business Office Manager
8. Michael Hoffman, Quality/Risk Manager
9. Justin Perry, Physical Therapy Director
10. Crystal Losing, Director of Acute Care Services

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

Northern Rockies Medical Center'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.

List of Available Community Partnerships and Facility Resources to Address Needs

- The Cut Bank Chamber of Commerce promotes local businesses and programs to increase the functional and aesthetic values of the community.
- The Cut Bank Workforce Center connects community members with possible employers/jobs within the community and around the State of Montana.
- The Glacier County Health Department provides services and resources to community members specific to public health initiatives.
- The Glacier Care Center provides nursing home care/beds, as well as five beds designated for Alzheimer's patients.
- The Parkview Senior Center provides transportation, classes, nutritious meals, Meals on Wheels and Medical Screenings and activities for the senior citizens in Cut Bank.
- The Glacier Community Health Center provides medical, dental and behavioral health services to all community members.

- Local schools (H.C. Davis Elementary, Anna Jeffries Elementary, and Cut Bank High and Middle School) provide education on various topics (i.e. drug awareness, nutrition) to youth in the community.
- The Cut Bank Sports Complex and Joe Meagher Memorial Civic Center provide facilities for community members to be physically active (i.e. track, tennis courts, soccer/football fields, weight room, etc.).
- The Center for Mental Health provides case management and outpatient therapy services to community members in need of mental health services.
- The Crystal Creek Lodge Treatment Center in Browning, MT is a drug treatment program that assists community members affected by mental health/substance abuse issues.
- Gateway Community Services in Great Falls, MT is a drug abuse rehabilitation program that assists community members affected by mental health/substance abuse issues.
- Alcoholics Anonymous (AA) provides assistance and support to those affected by alcoholism.
- The Montana Nutrition and Physical Activity program (NAPA) assists with initiatives associated with health and wellness.
- The Agency for Healthcare Research & Quality (AHRQ) provides research to assist providers and patients with making informed health care decisions and improving the quality of health care services.
- Montana Office of Rural Health/Area Health Education Center (MORH/AHEC) provides technical assistance to rural health systems and organizations.
- Montana State University Extension Office provides resources and support on an array of various topics.
- The Montana Department of Public Health and Human Services (MT DPHHS) works to protect the health of Montanans.
- Cut Bank Head Start and Seville Head Start provide young children with medical screenings and nutritious meals.
- Montana Hospital Association (MHA).
- Glacier County Highway Patrol provides outreach and education related to drug and alcohol use and safety.
- Cut Bank Police Department provides outreach and education related to drug and alcohol use and safety.
- Robert Wood Johnson Foundation County Health Rankings provides community health rankings based on various health indicators for all counties in the United States.

Glacier County Indicators

Low Income Persons

- 27% of persons are below the federal poverty level

Uninsured Persons

- 16.1% of adults less than age 65 are uninsured
- Data is not available by county for uninsured children less than age 18

Leading Causes of Death: Primary and Chronic Diseases

- Heart Disease
- Cancer
- Unintentional Injuries

Elderly Populations

- 10% of Glacier County's Population is 65 years and older

Size of County and Remoteness

- 13,297 people in Glacier County
- 4.4 people per square mile

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

[Carol McDivitt RN-BSN, County Nurse and Jenny Krapf, Tobacco prevention specialist- Glacier Co. Health Department– June 13, 2016]

- Tobacco use is very high in our county compared to the state.
- Lacking in mental health services in our county.
- Respiratory diseases- such as asthma and COPD.
- Unintentional deaths is high in our county- injury prevention is so important.

Underserved Population – Low-Income

[Carol McDivitt RN-BSN, County Nurse- Glacier Co. Health Department– June 13, 2016]

- How do we reach the Hutterite population with this assessment? I suggest we do focus groups as I don't think they will be very responsive to the survey.
- We have such a high unintentional injury rate in our county.

Underserved Population – Youth

[Gail Hofstad, Middle School Principal- Cut Bank School District– June 13, 2016]

- We need to very thoughtful of the literacy levels with our mailed survey
- Stress management is a huge thing in our community- through the age spectrum.

Underserved Population – Senior Citizens

[Ric Beals, Pastor- Presbyterian Church and Carol McDivitt RN-BSN, County Nurse- Glacier Co. Health Department– June 13, 2016]

- Focus groups with the seniors in our community would be really beneficial

Underserved Population – Tribal/American Indian

[Carol McDivitt RN-BSN, County Nurse and Jenny Krapf, Tobacco prevention specialist- Glacier Co. Health Department– June 13, 2016]

- High prevalence of diabetes and very low diabetic screening rates
- I think our community could benefit from cultural/traditional health education/outreach.

Needs Identified and Prioritized

Prioritized Needs to Address

1. Alcohol/substance abuse (67.2%), Cancer (57.8%), and diabetes (38.3%) were identified as the top three health concerns.
2. Access to health care and other services was the top identified component of a healthy community (63.9%).
3. Healthy behaviors and lifestyles was the 3rd most identified factor in a healthy community by 40.6% respondents.
4. 25.8% of respondents indicated that more mental health services would improve the community's access to healthcare.
5. Significantly more 2016 respondents (10.9%) indicated a need for emergency mental health services.
6. 19.4% of respondents reported there were periods of at least three consecutive months in the past three years where they felt depressed on most days, although they may have felt okay sometimes.
7. Focus groups identified alcohol and drug use as a top concern.
8. Significantly more 2016 respondents (22.7%) indicated that greater health education services would improve their community's access to healthcare.
9. Top 5 Educational classes/programs/support groups identified of interest: Fitness (35.9%), Stress management (28.9%), First aid/CPR (28.1%), Weight loss (28.1%) and Nutrition (26.6%).
10. Focus group participants identified a need for more facilities/opportunities for people to be physically active as well as a need for increased outreach in the community regarding opportunities for people to live healthy lifestyles.
11. Respondent's rating of the community's general health has declined significantly with each CHNA assessment.
12. Focus groups identified a need for more outreach and education about nutrition, chronic disease and Medicare/Medicaid system.
13. Focus group participants identified Obesity and health conditions related to unhealthy lifestyles as a concern.
14. Significantly more 2016 respondents (29.7%) indicated they would use Home Health assistance if available locally.
15. Significantly more 2016 respondents (28.1%) indicated that transportation assistance would improve their community's access to healthcare.
16. Focus group participants indicated that there is lack of services for seniors such as transportation and home health.
17. 29.1% of respondents rated their knowledge of health services at NRMC as "Fair" or "Poor."
18. Significantly more 2016 respondents learned of community health care services by reading mailings or newsletters and from a website/internet.
19. Of those who delayed receiving healthcare services when they or a family member needed it (34.7%), 11.9% selected "Didn't know where to go" and another 11.9% selected "Unsure if services were available".

Needs Unable to Address

(See page 32 for additional information)

1. Respondents identified that more primary care providers (50.8%) and more specialist (48.4%) would improve their community's access to healthcare.
2. 34.7% of respondents reported that they or a family member had delayed or did not receive needed healthcare services. The top three reasons cited were: "Could not get an appointment" (42.9%), "It costs too much" and "Too long to wait for an appointment (26.2%) each.
3. 54.7% of respondents indicated that they either are not aware or not sure if they are aware of programs that help people pay for healthcare bills.
4. Focus group participants indicated that many women leave the community to seek OB/GYN services from a female physician.

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 9). 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: Increase access to behavioral health resources in Glacier County.

Strategy 1.1: Explore expansion of mental health resources in the community.

Activities:

- Conduct environmental scan of available mental health resources in Glacier County and identify areas for improvement.
- Determine feasibility of expanding tele-mental health services.
- Research tele-mental health best practices and investigate potential funding opportunities.
- Develop outreach strategy to educate community about tele-mental health services.
- Increase utilization of tele-health access with mental health emergency room visits.
- Enhance health professional pipeline through partnership with Area Health Education Center to offer programs such as Heads Up- Behavioral Health Camps and REACH camps annually.

Strategy 1.2: Improve internal policies and procedures regarding mental health, substance abuse and chronic pain management.

Activities:

- Partner with Community Health Center to develop a structured plan for provider interactions.
- Research best practices on chronic pain case management and tracking of pain prescription users.

Strategy 1.3: Participate in Montana Hospital Association’s Population Health Improvement project.

Activities:

- Have representative from NRMC participate on MHA Health Improvement Plan Committees.
- Integrate best practices and initiatives related to: decreasing preventable drug deaths, alcohol abuse, tobacco use, suicide, and seat belt use (MHA’s core population health focus) into NRMC planning.

Strategy 1.4: Enhance community engagement and partnerships to tackle behavioral health issues in Glacier County.

Activities:

- Partner with schools and police department to sponsor a “mock trauma” event annually to educate about the dangers of drunk driving.
- Partner with high school and Highway Patrol to sponsor a “Drunk Goggle” obstacle course to educate students about the dangers of drunk driving.

Strategy 1.5: Educate community on Glacier County’s health ranking regarding behavioral health indicators.

Activities:

- Use Robert Wood Johnson County Health Rankings information as a resource for Glacier County Data.
- Develop marketing strategy to educate community about important issues and room for improvement within the county.
- Determine best means for dissemination of information (ie: Website, Facebook, newspaper, newsletter etc.)
- Hold community forum to discuss key issues and determine next steps.

Goal 2: Enhance nutrition education and health and wellness opportunities in Glacier County.

Strategy 2.1: Continue promoting and offering health and wellness programs for community members.

Activities:

- Continue offering health and wellness programs: Birthday Blood Draws, health fairs and screenings. Lifestyle Courses - diabetes and obesity management, free sports physicals, Worksite wellness screenings, Trails Committee, and adult fitness classes.

Strategy 2.2: Explore opportunities for expanding health, wellness and nutritional programs in Glacier County.

Activities:

- Conduct environmental scan of available health, wellness and nutritional resources in Glacier County and identify areas for improvement.
- Explore partnerships with other entities to offer nutritional classes/programs throughout the year.
- Explore the option of partnering with Extension Office to sponsor health, wellness and nutritional activities for senior citizens.
- Convene task force to organize (1-2) community weight loss/ healthy living challenges and activities during winter months.
- Convene community stake holder group to investigate the feasibility of developing a pool recreation facility.

Strategy 2.3: Improve awareness of available services in Glacier County.

Activities:

- Continue to update health, wellness, and nutritional services in directory.
- Disseminate and promote health, wellness and nutrition directory to community.
- Expand marketing outreach strategy utilizing the local newspaper, social media, and community meetings.
- Explore feasibility of developing a social marketing campaign on healthy living and healthy recipes on social media.

Goal 3: Explore opportunities for programs and services that allow Glacier County seniors to live life to the fullest within their community.

Strategy 3.1: Enhance knowledge of available senior care and home health options in Glacier County.

Activities:

- Conduct environmental scan of all age in place and home health options in Glacier County.
- Convene community stakeholder group to discuss findings of environmental scan and brainstorm on long term possible solutions.
- Research home health telemedicine options and determine feasibility of pilot program.

Strategy 3.2: Partner with senior center to enhance health, wellness and educational offerings for seniors.

Activities:

- Explore feasibility of NRMC staff offering medication interaction presentations and fall risk classes at senior center.
- Offer senior specific fitness classes and education on how to properly use exercise equipment.
- Partner with senior center to educate seniors on how to utilize transportation systems in community to get to appointments.
- Offer educational classes on Medicare benefits and end of life processes/advance directives through POLST program.
(Partner with Agency on Aging)

Goal 4: Enhance marketing and awareness of NRMC services.

Strategy 4.1: Increase awareness of new and existing services through a comprehensive marketing campaign.

Activities:

- Continue utilizing social media, newspaper, and Cut Bank community resource directory.
- Convene NRMC marketing team to catalog all marketing and outreach efforts and determine areas for improvement.
- Develop educational materials for resources, services and behavioral health issues in Glacier County for all patient waiting rooms.
- Develop resource hub for Glacier County on NRMC website.
- Develop monthly newsletter/social marketing campaign to educate on a chronic/preventable diseases and available resources within the community.

Implementation Plan Grid

Goal 1: Increase access to behavioral health resources in Glacier County.

Strategy 1.1: Explore expansion of mental health resources in the community.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Conduct environmental scan of available mental health resources in Glacier County and identify areas for improvement.	CHIM	Sept. 2017	CEO	Glacier County Public Health, Glacier CHC	Resource limitations
Determine feasibility of expanding tele-mental health services.	QI Manager	Sept. 2017	CEO	NC MT Healthcare Alliance	Resource limitations, Financial limitations
Research tele-mental health best practices and investigate potential funding opportunities.	QI Manager/ Clinical IT	Sept. 2017	CEO	Benefis, KRH	Resource limitations, Financial limitations
Develop outreach strategy to educate community about tele-mental health services.	CHIM	July 2018	Board Communication Committee	Glacier CHC	Resource limitations
Increase utilization of tele-health access with mental health emergency room visits.	QI Manager/ Clinical IT/ ER Director	Sept. 2019	ER Director	Benefis, KRH	Resource limitations
Enhance health professional pipeline through partnership with Area Health Education Center to offer programs such as Heads Up-Behavioral Health Camps and REACH camps annually.	Executive Assistant	Oct. 2018	CEO	MT AHEC	Resource limitations, Financial limitations, Scheduling conflicts

Needs Being Addressed by this Strategy:

- #1- Alcohol/substance abuse (67.2%), Cancer (57.8%), and Diabetes (38.3%) were identified as the top three health concerns.
- #2- Access to health care and other services was the top identified component of a healthy community (63.9%)
- #3- Healthy behaviors and lifestyles was the 3rd most identified factor in a healthy community by 40.6% of respondents.
- #4- 25.8% of respondents indicated that more mental health services would improve the community's access to healthcare.
- #5- Significantly more 2016 respondents (10.9%) indicated a need for emergency mental health services.

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- #6- 19.4% of respondents reported there were periods of at least three consecutive months in the past three years where they felt

depressed on most days, although they may have felt ok sometimes.

- #7- Focus groups identified alcohol and drug use as a top health concern.
- #17- 29.1% of respondents rated their knowledge of health services as NRMC as “Fair” or “Poor.”

Anticipated Impact(s) of these Activities:

- Increased awareness of available tele-mental health resources.
- Increased access to mental health services.
- Increased knowledge of healthcare and healthcare delivery.
- Increased interest in working in a rural/frontier setting.
- Developing the workforce pipeline for future healthcare providers serving Glacier County.

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

- Track utilization of tele-mental health services (referrals).
- Track number of student camps held.

Measure of Success: Utilization of tele-health access with mental health emergency room visits will increase by September 2019.

Goal 1: Increase access to behavioral health resources in Glacier County.

Strategy 1.2: Improve internal policies and procedures regarding mental health, substance abuse and chronic pain management.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Partner with Community Health Center to develop a structured plan for provider interactions.	Clinic Manager	Sept. 2017	Medical Staff	Glacier CHC	Resource limitations
Research best practices on chronic pain management and tracking of pain prescription users.	Medical Staff/ Physical Therapy	Sept. 2018	Medical Staff		Resource limitations

Needs Being Addressed by this Strategy:

- #1- Alcohol/substance abuse (67.2%), Cancer (57.8%), and Diabetes (38.3%) were identified as the top three health concerns.
- #2- Access to health care and other services was the top identified component of a healthy community (63.9%)
- #3- Healthy behaviors and lifestyles was the 3rd most identified factor in a healthy community by 40.6% of respondents.
- #4- 25.8% of respondents indicated that more mental health services would improve the community's access to healthcare.
- #5- Significantly more 2016 respondents (10.9%) indicated a need for emergency mental health services.
- #6- 19.4% of respondents reported there were periods of at least three consecutive months in the past three years where they felt depressed on most days, although they may have felt ok sometimes.
- #7- Focus groups identified alcohol and drug use as a top health concern.

Anticipated Impact(s) of these Activities:

- Increased NRMC staff knowledge of chronic pain management.
- Improved access chronic pain management care.

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

- Development of chronic pain management policy.
- NRMC staff receive chronic pain management education.

Measure of Success: NRMC will implement new chronic pain management policy by September 2019.

Goal 1: Increase access to behavioral health resources in Glacier County.

Strategy 1.3: Participate in Montana Hospital Association’s Population Health Improvement project.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Have representative from NRMC participate on MHA Health Improvement Plan Committees.	CHIM	May 2017	CEO	MHA	Resource limitations, Scheduling conflicts
Integrate best practices and initiatives related to: decreasing preventable drug deaths, alcohol abuse, tobacco use, suicide, and seatbelt use (MHA’s core population health focus) into NRMC planning.	Medical/ Nursing Staff	Sept. 2018	Medical Staff	MHA	Resource limitations, Financial limitations

Needs Being Addressed by this Strategy:

- #1- Alcohol/substance abuse (67.2%), Cancer (57.8%), and Diabetes (38.3%) were identified as the top three health concerns.
- #2- Access to health care and other services was the top identified component of a healthy community (63.9%)
- #3- Healthy behaviors and lifestyles was the 3rd most identified factor in a healthy community by 40.6% of respondents.
- #4- 25.8% of respondents indicated that more mental health services would improve the community’s access to healthcare.
- #5- Significantly more 2016 respondents (10.9%) indicated a need for emergency mental health services.
- #6- 19.4% of respondents reported there were periods of at least three consecutive months in the past three years where they felt depressed on most days, although they may have felt ok sometimes.
- #7- Focus groups identified alcohol and drug use as a top health concern.

Anticipated Impact(s) of these Activities:

- Increase in access to population health initiatives through NRMC.
- Increased knowledge of population health interventions.
- Improved community health outcomes.

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

- Track participation in MHA population health committee meetings.
- Track population health initiatives implemented at NRHC.

Measure of Success: NRMC will integrate at least one population health initiative by September 2018.

Goal 1: Increase access to behavioral health resources in Glacier County.

Strategy 1.4: Enhance community engagement and partnerships to tackle behavioral health issues in Glacier County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Partner with schools and police department to sponsor a “mock trauma” event annually to educate about the dangers of drunk driving.	Trauma Director/ QI Manager	Sept. 2018	Trauma Director	Schools, Cut Bank Police	Resource limitations, Financial limitations
Partner with high school and Highway Patrol to sponsor “Drunk Goggle” obstacle course to educate students about the dangers drunk driving.	Trauma Director/ QI Manager	Sept. 2018	Trauma Director	Schools, Glacier County Highway Patrol	Resource limitations, Financial limitations

Needs Being Addressed by this Strategy:

- #1- Alcohol/substance abuse (67.2%), Cancer (57.8%), and Diabetes (38.3%) were identified as the top three health concerns.
- #3- Healthy behaviors and lifestyles was the 3rd most identified factor in a healthy community by 40.6% of respondents.
- #7- Focus groups identified alcohol and drug use as a top health concern.

Anticipated Impact(s) of these Activities:

- Increased awareness of risks of drinking and driving.
- Increased community involvement with NRMC.
- Decrease in the prevalence of youth drinking and driving.

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

- Track number of student participants in mock trauma event.
- Track number of student participants in drunk goggle event.

Measure of Success: NRMC along with their partners, hold one event annually educating the community of the dangers of drinking and driving.

Goal 1: Increase access to behavioral health resources in Glacier County.

Strategy 1.5: Educate community on Glacier County’s health ranking regarding behavioral health indicators.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Use Robert Wood Johnson County Health Rankings information as a resource for Glacier County Data.	CHIM	Sept. 2017	CHIM	Robert Wood Johnson Foundation	Resource limitations
Develop marketing strategy to educate community about important issues and room for improvement within the county.	CHIM	Sept. 2017	Board Communication Committee		Resource limitations
Determine best means for dissemination of information (i.e.: Website, Facebook, newspaper, newsletter, etc.)	CHIM	March 2018	Board Communication Committee	AHA	Resource limitations, Financial limitations
Hold community forum to discuss key issues and determine next steps.	CHIM	Sept. 2018	CEO	Glacier County Public Health	Resource limitations, Scheduling conflicts

Needs Being Addressed by this Strategy:

- #1- Alcohol/substance abuse (67.2%), Cancer (57.8%), and Diabetes (38.3%) were identified as the top three health concerns.
- #3- Healthy behaviors and lifestyles was the 3rd most identified factor in a healthy community by 40.6% of respondents.
- #4- 25.8% of respondents indicated that more mental health services would improve the community’s access to healthcare.
- #5- Significantly more 2016 respondents (10.9%) indicated a need for emergency mental health services.
- #6- 19.4% of respondents reported there were periods of at least three consecutive months in the past three years where they felt depressed on most days, although they may have felt ok sometimes.
- #7- Focus groups identified alcohol and drug use as a top health concern.
- #8- Significantly more 2016 respondents (22.7%) indicated that greater health education services would improve their community’s access to healthcare.
- #11- Respondent’s rating of the community’s general health has declined significantly with each CHNA assessment.

Anticipated Impact(s) of these Activities:

- Increased knowledge of community health status.
- Increased awareness of efforts to improve community’s health.
- Increased community involvement with NRMC.

Continued on next page...

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

- Track number of community forums.
- Track participants in community forums.
- Track website hits.
- Track initiatives developed through community discussions.

Measure of Success: NRMC will host up to two community forums discussing the community's health ranking and opportunities for action.

Goal 2: Enhance nutrition education and health and wellness opportunities in Glacier County.

Strategy 2.1: Continue promoting and offering health and wellness programs for community members.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue offering health and wellness programs: Birthday Blood Draws, health fairs and screenings. Lifestyle Courses- diabetes and obesity management, free sports physicals, Worksite wellness screenings, Trails Committee and adult fitness classes.	CHIM	Ongoing	CEO	Local businesses, Adult Education Program	Resource limitations, Financial limitations, Scheduling conflicts

Needs Being Addressed by this Strategy:

- #3- Healthy behaviors and lifestyles was the 3rd most identified factor in a healthy community by 40.6% of respondents.
- #8- Significantly more 2016 respondents (22.7%) indicated that greater health education services would improve their community's access to healthcare.
- #9- Top 5 educational classes/programs/support groups identified of interest: Fitness (35.9%), Stress management (28.9%), First aid/CPR (28.1%), Weight loss (28.1%) and Nutrition (26.6%).
- #10- Focus group participants identified a need for more facilities/opportunities for people to be physically active as well as a need for increased outreach in the community regarding opportunities for people to live healthy lifestyles.
- #12- Focus groups identified a need for more outreach and education about nutrition, chronic disease and Medicare/Medicaid system.

Anticipated Impact(s) of these Activities:

- Improved health outcomes.
- Increase in knowledge of available health services and resources.
- Increased community involvement with NRMC.

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

- Track number of patients who participate in various health and wellness programs.
- Track number of health and wellness class/program offerings.

Measure of Success: Ten percent of the community will participate in NRMC health and wellness programs.

Goal 2: Enhance nutrition education and health and wellness opportunities in Glacier County.

Strategy 2.2: Explore opportunities for expanding health, wellness and nutritional programs in Glacier County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Conduct environmental scan of available health, wellness and nutritional resources in Glacier County and identify areas for improvement.	CHIM	Sept. 2017	CEO		Resource limitations
Explore partnership with other entities to offer nutritional classes/programs throughout the year.	CHIM	April 2018	CEO	MT DPHHS NAPA	Resource limitations, Scheduling conflicts
Explore the option of partnering with Extension Office to sponsor health, wellness and nutritional activities for senior citizens.	CHIM	April 2018	CEO	MSU Extension	Resource limitations, Financial limitations
Convene task force to organize (1-2) community weight loss/healthy living challenges and activities during winter months.	CHIM	Sept. 2018	Administrative Team		Resource limitations, Financial limitations, Scheduling conflicts
Convene community stakeholder group to investigate the feasibility of developing a pool recreation facility.	CHIM	Sept. 2018	Administrative Team		Resource limitations, Financial limitations

Needs Being Addressed by this Strategy:

- #3- Healthy behaviors and lifestyles was the 3rd most identified factor in a healthy community by 40.6% of respondents.
- #8- Significantly more 2016 respondents (22.7%) indicated that greater health education services would improve their community's access to healthcare.
- #9- Top 5 educational classes/programs/support groups identified of interest: Fitness (35.9%), Stress management (28.9%), First aid/CPR (28.1%), Weight loss (28.1%) and Nutrition (26.6%).
- #10- Focus group participants identified a need for more facilities/opportunities for people to be physically active as well as a need for increased outreach in the community regarding opportunities for people to live healthy lifestyles.
- #11: Respondents rating of the community's general health has declined significantly with each assessment.
- #12- Focus groups identified a need for more outreach and education about nutrition, chronic disease and Medicare/Medicaid system.

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- #13: Focus group participants identified Obesity and health conditions related to unhealthy lifestyles as a concern.

Anticipated Impact(s) of these Activities:

- Increase community’s knowledge of available health services and resources.
- Increase community access to health and wellness opportunities.

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

- Track number of community weight loss/healthy living challenges and activities are offered.
- Track number of participants in challenges.
- Track number of community stakeholder meetings are held and outcomes.

Measure of Success: NRMC, together with community partners, hold up to six community health and wellness events annually.

Goal 2: Enhance nutrition education and health and wellness opportunities in Glacier County.

Strategy 2.3: Improve awareness of available services in Glacier County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue to update health, wellness, and nutritional services in directory.	CHIM	Ongoing	Board Communication Committee		Resource limitations
Disseminate and promote health, wellness and nutrition directory.	CHIM	Sept. 2017	CEO		Resource limitations, Financial limitations
Expand marketing outreach strategy utilizing the local newspaper, social media, and community meetings.	CHIM	March 2017	Board Communication Committee	Local newspaper, Chamber of Commerce, City Council	Resource limitations, Financial limitations, Scheduling conflicts
Explore feasibility of developing a social marketing campaign on healthy living and healthy recipes on social media.	CHIM	Sept. 2017	Board Communication Committee		Resource limitations, Financial limitations

Needs Being Addressed by this Strategy:

- #3- Healthy behaviors and lifestyles was the 3rd most identified factor in a healthy community by 40.6% of respondents.
- #8- Significantly more 2016 respondents (22.7%) indicated that greater health education services would improve their community's access to healthcare.
- #9- Top 5 educational classes/programs/support groups identified of interest: Fitness (35.9%), Stress management (28.9%), First aid/CPR (28.1%), Weight loss (28.1%) and Nutrition (26.6%).
- #10- Focus group participants identified a need for more facilities/opportunities for people to be physically active as well as a need for increased outreach in the community regarding opportunities for people to live healthy lifestyles.
- #11: Respondents rating of the community's general health has declined significantly with each assessment.
- #12- Focus groups identified a need for more outreach and education about nutrition, chronic disease and Medicare/Medicaid system.
- #13: Focus group participants identified Obesity and health conditions related to unhealthy lifestyles as a concern.
- #17- 29.1% of respondents rated their knowledge of health services at NRMC as "Fair" or "Poor."

Anticipated Impact(s) of these Activities:

- Increased community and staff knowledge of available health and wellness services.
- Improved access to health and wellness opportunities.

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- Increased awareness of the importance of prevention and wellness.
- Improved health outcomes.

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

- Track number of directories disseminated.
- Track number of new referrals post directory dissemination.
- Track wellness and prevention services utilization.
- Track website hits.

Measure of Success: NRMC is seen as the trusted resource on health, wellness and nutrition information in Glacier County.

Goal 3: Explore opportunities for programs and services that allow Glacier County seniors to live life to the fullest within their community.

Strategy 3.1: Enhance knowledge of available senior care and home health options in Glacier County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Conduct environmental scan of all age in place and home health options in Glacier County.	Clinic Manager	Sept. 2018	Medical Staff	GCEMS	Resource limitations
Convene community stakeholder group to discuss findings of environmental scan and brainstorm on long term possible solutions.	CHIM	March 2019	CEO		Resource limitations, Scheduling conflicts
Research home health telemedicine options and determine feasibility of pilot program.	Clinic Manager	Sept. 2019	CEO		Resource limitations, Financial limitations

Needs Being Addressed by this Strategy:

- #14- Significantly more 2016 respondents (29.7%) indicated they would use home health assistance if available locally.
- #15- Significantly more 2016 respondents (28.1%) indicated that transportation assistance would improve their community's access to healthcare.
- #16- Focus group participants indicated that there is a lack of services for seniors such as transportation and home health.

Anticipated Impact(s) of these Activities:

- Increased knowledge of senior services available in Glacier County.
- Improved access to senior services.

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

- Track number of community stakeholder meetings and outcomes.

Measure of Success: NRMC determines feasibility of home health telemedicine pilot program by September 2019.

Goal 3: Explore opportunities for programs and services that allow Glacier County seniors to live life to the fullest within their community.

Strategy 3.2: Partner with senior center to enhance health, wellness and educational offerings for seniors.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Explore feasibility of NRMC staff offering medication interaction presentations and fall risk classes at senior center.	Pharmacy/ Physical Therapy	Sept. 2017	CEO	Cut Bank Senior Center	Resource limitations, Scheduling conflicts
Offer senior specific fitness classes and education on how to properly use exercise equipment.	CHIM	Sept. 2017	CEO		Resource limitations, Scheduling conflicts
Partner with senior center to educate seniors on how to utilize transportation systems in community to get to appointments.	CHIM	Sept. 2017	CEO	Cut Bank Senior Center	Resource limitations, Scheduling conflicts
Offer educational classes on Medicare benefits and end of life processes/advanced directives through POLST program.	Clinic Manager/ CNO	Sept. 2018	CEO	Area on Aging	Resource limitations, Scheduling conflicts

Needs Being Addressed by this Strategy:

- #3- Healthy behaviors and lifestyles was the 3rd most identified factor in a healthy community by 40.6% of respondents.
- #8- Significantly more 2016 respondents (22.7%) indicated that greater health education services would improve their community's access to healthcare.
- #9- Top 5 educational classes/programs/support groups identified of interest: Fitness (35.9%), Stress management (28.9%), First aid/CPR (28.1%), Weight loss (28.1%) and Nutrition (26.6%).
- #10- Focus group participants identified a need for more facilities/opportunities for people to be physically active as well as a need for increased outreach in the community regarding opportunities for people to live healthy lifestyles.
- #11- Respondents rating of the community's general health has declined significantly with each assessment.
- #12- Focus groups identified a need for more outreach and education about nutrition, chronic disease and Medicare/Medicaid system.
- #13- Focus group participants identified Obesity and health conditions related to unhealthy lifestyles as a concern.
- #17- 29.1% of respondents rated their knowledge of health services at NRMC as "Fair" or "Poor."

Anticipated Impact(s) of these Activities:

- Improved access to health services.
- Improved access to health insurance plans.

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- Improved community health.
- Improved awareness of available programs and services.

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

- Track number new senior focused educational classes offered.
- Track attendance of senior focused educational class offerings.

Measure of Success: Seniors in Glacier County have access to needed services and programs which enable them to live life to the fullest.

Goal 4: Enhance marketing and awareness of NRMC services.

Strategy 4.1: Increase awareness of new and existing services through a comprehensive marketing campaign.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue utilizing social media, newspaper, and Cut Bank community resource directory.	CHIM	Ongoing	Board Communication Committee	Local newspaper	Resource limitations
Convene NRMC marketing team to catalogue all marketing and outreach efforts and determine areas for improvement.	CHIM	March 2017	Board Communication Committee		Resource limitations
Develop educational materials for resources, services and behavioral health issues in Glacier County for all patient waiting rooms.	CHIM	Sept. 2017	Board Communication Committee		Resource limitations, Financial limitations
Develop resource hub for Glacier County on NRMC website.	CHIM/ Clinical IT	Sept. 2018	Board Communication Committee	Glacier County	Resource limitations
Develop monthly newsletter/social marketing campaign to educate on chronic/preventable diseases and available resources within the community.	CHIM	Sept. 2018	Board Communication Committee		Resource limitations

Needs Being Addressed by this Strategy:

- #2- Access to health care and other services was the top identified component of a healthy community (63.9%)
- #8- Significantly more 2016 respondents (22.7%) indicated that greater health education services would improve their community's access to healthcare.
- #10- Focus group participants identified a need for more facilities/opportunities for people to be physically active as well as a need for increased outreach in the community regarding opportunities for people to live healthy lifestyles.
- #11: Respondents rating of the community's general health has declined significantly with each assessment.
- #12- Focus groups identified a need for more outreach and education about nutrition, chronic disease and Medicare/Medicaid system.
- #17- 29.1% of respondents rated their knowledge of health services at NRMC as "Fair" or "Poor."
- #18- Significantly more 2016 respondents learned of community health care services by reading mailings or newsletters and from a website/internet.

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- #19- Of those who delayed receiving healthcare services when they or a family member needed it (34.7%)m, 11.9% selected “Didn’t know where to go” and another 11.9% selected “Unsure if services were available.”

Anticipated Impact(s) of these Activities:

- Increase knowledge of available health services.
- Increased access to health services.
- Improved community health.

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

- Track service utilization pre and post marketing campaign.
- Track development of educational materials.
- Track website hits.

Measure of Success: NRMC creates and disseminates health service resource by September 2019.

Needs Not Addressed and Justification

Identified health needs unable to address by Northern Rockies Medical Center	Rationale
1. Respondents identified that more primary care providers (50.8%) and more specialist (48.4%) would improve their community's access to healthcare.	<ul style="list-style-type: none"> One to two primary care providers are being recruited currently.
2. 34.7% of respondents reported that they or a family member had delayed or did not receive needed healthcare services. The top three reasons cited were: "Could not get an appointment" (42.9%), "It costs too much" and "Too long to wait for an appointment (26.2%) each.	<ul style="list-style-type: none"> One to two primary care providers are being recruited currently. Financial Assistance and Hardship Programs are currently available at NRMC.
3. 54.7% of respondents indicated that they either are not aware or not sure if they are aware of programs that help people pay for healthcare bills.	<ul style="list-style-type: none"> Marketing activities will continue to inform the population about the Financial Assistance and Hardship Programs available.
4. Focus group participants indicated that many women leave the community to seek OB/GYN services from a female physician.	<ul style="list-style-type: none"> The facility is currently recruiting another FP/OB, but gender cannot be the bases for our hire. Nell Simunic, OBGYN-NP does currently meet some of our need for a female provider.

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/>) 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 9, 2016**. 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.

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