KALISPELL REGIONAL HEALTHCARE

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Community Health Needs Assessment
Results of the Implementation Plan 2016*

As a result of the research and recommendations that appear in the Flathead County Community Health Needs Assessment 2015 – 2016 and further exploration with Kalispell Regional Healthcare (KRH) administrators, medical staff, and Boards of Trustees, the following three prioritized strategies, adopted by the Board of Trustees on March 22, 2016, will guide KRH leadership in addressing the community's identified health needs over the next three years. All initiatives identified by the Community Health Needs Assessment 2015-2016 are addressed in this implementation plan. Results of these efforts were approved by the Kalispell Regional Board of Directors on January 31, 2019.

**This report is not meant to be an exhaustive report on the many initiatives Kalispell Regional Healthcare is working to improve the health, comfort, and lives of Flathead Valley residents.*

1. Behavioral Health Education and Services

Kalispell Regional Healthcare is committed to continuing the provision of mental health care through many existing services:

- Pathways Treatment Center for acute mental health and substance abuse patients (adolescents and adults), and outpatient support groups for those discharged from Pathways Treatment Center
- Turtle Bay, a partial hospitalization program for children and adolescents with serious emotional issues, to residents of Flathead and Lake Counties
- Comprehensive school-based treatment and mental health services for Bigfork, Columbia Falls, Kalispell, Somers/Lakeside, and Whitefish school districts
- The Newman Center, an outpatient mental health clinic
- Funding for a mental health specialist to be on call for Emergency Department needs
- Funding for local transportation to/from medical appointments

To augment these services, Kalispell Regional Healthcare will:

a. Need for increased number of behavioral health providers

Actions	*Anticipated Impact*	*KRH Resources*	*Potential Collaborations*	*Results / Impact*
1. Recruit additional psychiatrists	Increased mental health services to service area; increased number of patients served	Costs of recruiting and compensation for psychiatrists and support staff		Three psychiatrists were added to the medical staff.
2. Add additional therapist(s) to Newman Center staff	Increased mental health services to service area; increased number of patients served	Costs of recruiting and compensation for therapist(s) and support staff		Two pediatric therapists; one psychologist and one Licensed Clinical Social Worker for adult patients were added.
3. Expand the Newman Center facility with additional offices and treatment rooms	Increased office space to accommodate additional providers and patients	Costs of construction of new space and renovation of existing space		One adult provider, a new office location, and one pediatric office were added.
4. Expand Pathways Treatment Center with additional offices and treatment rooms	Increased office space to accommodate additional providers and patients	Costs of construction of new space and renovation of existing space		Four beds were added to the adolescent unit, and 2 beds to adult unit.

b. Substance abuse education and services

Actions	*Anticipated Impact*	*KRH Resources*	*Potential Collaborations*	*Results / Impact*
1. Develop multi-disciplinary committee to address access and care of addiction related conditions for fetal/maternal patients	Identify mothers and infants who may be experiencing the effects of substance exposure and expand services/care to affected population	Costs of staff time	• North Valley Hospital • Obstetric and pediatric providers	• Depression, substance screening and integrated behavioral health in primary care and outpatient OB were made available in collaboration with Montana Health Care Foundation (MTHCF). • 5.5 Licensed Clinical Social Workers (LCSW) were added to primary care

				with collaboration and grant funding from MTHC Foundation. • A new procedure to aid in the birthing process for women who have a chemical dependency was launched. • Two physicians and staff received training on medication-assisted treatment for opioid-use disorder patients.
2. Develop a community awareness taskforce to address opiate and narcotic use	Identify and implement opportunities for education and services to population affected by addiction	Costs of staff time; communications	• North Valley Hospital • Flathead City-County Health Department • Various other local organizations	A multi-organizational committee was established that developed a comprehensive system-wide opioid policy. The policy addresses prescribing patterns and will provide consistency in patient experience across clinics and in the hospitals.

c. Suicide and depression education and services

Actions	*Anticipated Impact*	*KRH Resources*	*Potential Collaborations*	*Results / Impact*
1. Incorporate behavioral assessment rooms into ER expansion	Additional private assessment rooms for patients	Costs of construction		Psychiatric suite of 6 beds expandable to 8 beds was incorporated into the new ER expansion.
2. Provide dementia education to the community	Increased community awareness of dementia programs and services	Costs of communications; staff time	• Various local organizations, including veteran's groups	Brendan House participated in and sponsored events with the Alzheimer's Association (A Walk to End Alzheimer's)
Collaborate with mental and clinical health providers to identify the needs surrounding postpartum depression	Development of a plan to address the needs of mothers experiencing depression.	Cost of Communications; staff time	North Valley Hospital Flathead City-County Health Department Area providers of obstetric services	Depression, substance screening and integrated behavioral health in primary care and outpatient OB were made available in collaboration with Montana Health Care Foundation

and opportunities for support through education and services.			Various other local organizations	(MTHCF). 5.5 Licensed Clinical Social Workers (LCSW) were added to primary care with collaboration and grant funding from MTHC Foundation

d. Care coordination / advocacy and integration

Actions	*Anticipated Impact*	*KRH Resources*	*Potential Collaborations*	*Results / Impact*
1. Collaborate with other area behavioral health organizations and providers; participate in coalitions and committees	Improved communication and awareness of resources for behavioral health care; optimize referral process as needed	Costs of staff time	• Various local organizations, including veteran's groups • Geriatric Mental Health Council	KRH collaborated w/ • Care Transitions team • Community Case Study Team • SOARS Grant Leadership Team School District 5 • Flathead Maternal Mental Health Team • Crisis Diversion Team Flathead County • Best Beginnings Flathead County • Youth Placement Committee Judicial Branch Flathead County Adult protection team ended 2017.

e. Transportation to access care

Actions	*Anticipated Impact*	*KRH Resources*	*Potential Collaborations*	*Results / Impact*
1. Expand telehealth offerings to include behavioral health assessments, home health, and sexual assault assessment and support to outreach locations	Increased service area for behavioral health services, home health, and sexual assault assessments	Costs for equipment; staff training for equipment use; staff time	• Various outreach locations through Northwest Montana	• Psychiatric Telemedicine was provided to Glacier County patients. • Plans were developed for a Sexual Assault Nurse Exam program to be offered via telehealth to 9 rural Critical Access Hospitals.

				• Community health workers visited patients in their homes to connect them via telehealth with their providers for check-ups. • A virtual care clinic was made available for patients to access care for low acuity illnesses such as pink eye, rashes, sinusitis, etc.

2. Access to Medical and Dental Health Care

Assisting patients in navigating Kalispell Regional Healthcare is a priority for the organization. In addition, Kalispell Regional Healthcare recognizes that lack of dental health care is a serious concern in our community and is committed to continuing support for access to medical and dental health care through many existing services:

- Commitment to offering primary healthcare to patients covered by Medicare and Medicaid, as well as providing financial assistance to charity patients
- Educate the community on importance of primary care and having a medical home
- Offer a primary care residency program at Kalispell Regional Medical Center to help ensure the availability of future primary care providers
- Offer services of oral surgeons and dentists on the Medical Staff and on-call at the hospital Emergency Room to treat emergent dental needs that present in the ER
- Intervene to provide a dental visit and treatment for patients without insurance who must have a dental examination before certain medical procedures
- Provide the Winkley Coach to outreach locations for community health screenings
- Funding for local transportation to/from medical appointments including that provided through the ASSIST, and $10K in support for Eagle Transit's Dial A Ride Program.

To augment these services, Kalispell Regional Healthcare:

a. Affordability

Actions	*Anticipated Impact*	*KRH Resources*	*Potential Collaborations*	*Results / Impact*
1. Purchase equipment for use in the ER for emergency low income and indigent dental care	Increased services for low income and indigent dental care patients	Costs of purchasing equipment; staff training		Equipment was purchased for the operating room instead of the emergency room.

b. Care coordination and advocacy

Actions	*Anticipated Impact*	*KRH Resources*	*Potential Collaborations*	*Results / Impact*
2. Support efforts led by the local dental community, Shepherd's Hand Free Clinic, and Flathead City-County Health Department to enhance access to dental care	Increased access to dental care for local community	Costs of financial support; staff time	• Local dental community • Flathead City-County Health Department • Shepherd's Hand Free Clinic	KRH Foundation Community Outreach Committee scheduled dentists in two schools for hygiene education including "Sealants for Smiles".
3. Initiate common electronic medical records systems between NVH, KRMC, and clinics	Increased communication between providers, decreased duplication of services; potential of lower costs to patients; increased efficiencies	Costs for hardware upgrades; costs for software; project management; implementation labor	• North Valley Hospital	Technical issues have delayed the merger of the hospital electronic medical records (EMR) systems between KHR and NVH until 2022.
4. Support program to provide general medical and chronic physical and mental disease care coordination	Increased care coordination and positive impact on chronic disease status for patients that enroll	Costs of care coordinator recruitment; clinic staff time	• National Rural Accountable Care Consortium • North Valley Hospital	1. KRH Joined Comprehensive Primary Care Plus (CPC+) in 2017 in all 9 Primary Care clinics and provided 27,400 actively empaneled patients with care coordination, integrative

				services, diabetes education, ambulatory pharmacy services and behavioral health. 2. Improvements to support Population Health and Care Coordination included: a) investment in analytic and quality improvement software b) creation of disease specific patient registries c) development of plans for: • chronic pain management/opioid management • discharge (ED/inpatient/OBS) • adult wellness • congestive heart failure • cardiac device • heart attack/stroke prevention • behavioral health

c. Transportation and access to care

Actions	*Anticipated Impact*	*KRH Resources*	*Potential Collaborations*	*Results / Impact*
1. Employ an oral surgeon	Increase oral surgery access to KRMC patients	Costs of provider recruitment; office space; support staff		A second oral surgeon was recruited, but left the area and is no longer on staff.
2. Provide for monthly dental hygienist services at Brendan House	Increase dental care for seniors at Brendan House facility	Costs of dental hygienist time	• Local area dental hygienists	Monthly dental hygiene services were launched in August, 2015 allowing for approximately 30% of Brendan House residents to receive services without having to leave the facility. The remaining residents are provided

				transportation to providers in the community.
3. Relocate Northwest Family Medicine to Whitefish Stage and expand provider staff	Increased access for patients in Evergreen and East Kalispell service area	Costs of construction; employment of additional providers; support staff; communication		Northwest Family Medicine was relocated and expanded staff to three MDs and a Nurse Practitioner.
4. Increase specialists in outreach locations, including Polson and Eureka	Increased patient access to specialty providers	Costs of travel; provider time; outreach support; communication	• Outreach locations throughout Northwest Montana	• A psychiatric Nurse Practitioner and Licensed Clinical Professional Counselor were added to Polson Health. • Specialists visit Eureka Healthcare Specialty Care: cardiology, endocrinology, general surgery and vascular surgery, neurology, orthopedics, pain management, podiatry. urology, pulmonology, Winkley Women's Center mobile unit for mammograms and DEXA bone density scans
5. Provide expanded pediatric specialty services to include surgery, gastroenterology, oncology/hematology, neurology, endocrinology, cardiology, and hospitalist services	Increased patient access to pediatric specialties throughout Montana and surrounding states; increased collaboration between pediatric specialties; increase level of pediatric care	Costs of provider recruitment; office space; support staff; communication	• Local primary care providers	• Comprehensive pediatric services include primary care, child and adolescent psychiatry, neonatology, anesthesiology, cardiology, critical care, dentistry, endocrinology and diabetes, gastroenterology, hospitalists, neurology, neurosurgery, oncology and hematology, ophthalmology, radiology, and surgery. • The Montana Children's Medical Center building will house these specialties with the first floor to be completed in 2019.
6. Expand gastrointestinal facility	Increased gastrointestinal services to service area;	Costs of construction; provider recruitment;		New Digestive Health Institute opened in October 2018 to treat a full range of

	increased number of patients served	support staff; communication		simple to complex GI problems for children through adults. The 27,000-square-foot facility houses an expanded gastroenterology clinic and full-service endoscopy center.
7. Evaluate cost effective alternatives to ambulance services for medical transport between medical providers	Identified options that can be put forward for implementation	Costs of staff time	• North Valley Hospital • Local transportation organizations	Ambulance services to transfer patients to/from Kalispell Regional Medical Center continue to be provided by the Whitefish EMS; Evergreen EMS was added for transports.

3. Healthy Lifestyles

Kalispell Regional Healthcare has invested and will continue to invest in many programs and services to treat some of the most prevalent causes of death in our county:

- A comprehensive cardiovascular program that includes interventional cardiology, heart surgery, electrophysiology, cardiac rehabilitation, a heart failure clinic and prevention education
- A comprehensive cancer program that includes medical oncology, surgical oncology, radiation oncology, supportive care and preventive screenings
- A Neuroscience & Spine Institute that includes neurosurgery, neurology, and a stroke program
- A trauma prevention program that includes school presentations and a helmet safety program through the Save the Brain initiative and the ER
- A Diabetes Care and Prevention Center that provides group education, one-on-one counseling and chronic disease management education
- Financial scholarships through the Kalispell Regional Healthcare Foundation to patients for fitness center memberships, weight loss programs, wellness programs, and other prevention activities
- The Journey to Wellness program to assist patients with gestational diabetes care and individuals with chronic health conditions/challenges
- The Healthy Measures program to facilitate corporate wellness, both at Kalispell Regional Healthcare and other employers throughout the region
- Mammograms to women in financial need through the Save a Sister initiative
- Funding for local transportation to/from medical appointments

To augment these services, Kalispell Regional Healthcare will:

a. Prevention and wellness education and advocacy

Actions	*Anticipated Impact*	*KRH Resources*	*Potential Collaborations*	*Results / Impact*
1. Develop new web page with expanded information on wellness screenings and programs	Increased patient access to communication regarding wellness and prevention	Costs of web page development; staff time; communication		The Calendar and Events page on the website provides details on classes and events focusing on exercise, health education, pregnancy, infant care, health screenings, support groups and more.
2. Provide health screenings for preventable diseases such as heart disease, Type 2 diabetes, obesity, lung cancer, breast cancer, and colorectal cancer	Increased level of health screenings for service area	Costs of screening materials; equipment; staff time; communication		• Save a Sister High Risk Breast Cancer Screening program was provided using the Winkley Coach. • Diabetes Educators participated in multiple health fairs in Kalispell and surrounding communities providing free blood glucose testing/screenings.
3. Collaborate with national organizations on prevention awareness messages and annual health observances activities	Increased patient awareness of health screening availability and benefits	Costs of staff time; communication	• American Heart Association • American Cancer Society • American Stroke Association • American Diabetes Association	KRH regularly promotes prevention awareness and annual health observances through a variety of communications channels, including the KRH online Newsroom and social media. Examples include American Heart Month promotion, American Stroke Month, Breast Cancer Awareness Month, Colon Cancer Awareness

				Month and American Diabetes Month, among others.
4. Expand occupational health services and facility	Increased level of occupational health services; increased office space	Costs of construction/ renovation; additional providers; additional support staff		• Occupational Health Services (OHS) relocated from the Summit to a larger facility in 2016 and added a board certified occupational medicine physician in the spring of 2016. • OHS provides a full complement of occupational health services and has experienced growth in patient volumes over the period.

b. Care coordination/advocacy

Actions	*Anticipated Impact*	*KRH Resources*	*Potential Collaborations*	*Results / Impact*
1. Provide classes and activities that promote nutrition and healthy lifestyles through Cancer Support and Survivorship Kalispell	Increased advocacy for healthy lifestyles for post cancer care patients and their families	Costs of staff time; programming; facility; communication	• Cancer Support Community Montana • Cancer Support Community • Summit Nutritionist	• KRH Cancer Support & Survivorship provides a full range of support services for youth and adults affected by cancer. Classes include: Cooking for Wellness, Advance Care Planning, Living with Cancer, Exercise and active outings. • Healthy cooking, activities were supported by KRH Foundation donors.
2. Host community education programs and lectures on prevention and wellness	Increased awareness of available prevention and wellness programs available at Kalispell Regional Healthcare	Costs of staff time; programming; facility; communication	Various local community organizations including: • Flathead Agency on Aging • Flathead Food Bank	• KRH Foundation Community Outreach Committee worked with 9 schools on healthy lifestyles, nutrition, body image, tobacco awareness, Competitive Edge fitness, hygiene, dental hygiene.

			• School District 5 elementary schools • Evergreen Schools • Summit Medical Fitness Center • Local dentists	• Healthy Crock Pot cooking program was presented at Evergreen School, Kalispell Senior Center, and Flathead Food Bank. • Year Long Diabetes Prevention Program (DPP) for five different Kalispell and two Eureka groups were held between 2016-2018. Thirteen to eighteen participants per group had an avg. weight loss of 9-19 lbs. per group. DPP was funded by grant from MT Department of Health & Human Services. Sixteen different health cooking classes were offered in 2016-2017 with attendance from 11-16 participants in each class. • A radio talk program on Diabetes and Risk Factors was held.
3. Participate in the development of a Flathead Valley healthcare leadership steering committee to address population health	Identify opportunities and develop a plan for collaborative efforts to address population health in the community.	Costs of staff time; implementation of plan	• Flathead City-County Health Department • North Valley Hospital	Leadership from both hospitals and the Health Department met quarterly to identify opportunities, develop plans and enhance communication between themselves and other community partners to improve the overall health of the community.

c. Active transportation

Actions	*Anticipated Impact*	*KRH Resources*	*Potential Collaborations*	*Results / Impact*
1. Expand community reach for the Diabetes Prevention Program through the use of telehealth	Increased service area for diabetes prevention program	Costs for equipment; staff training for equipment use; staff time	• Outreach locations throughout Northwest Montana	A Diabetes Prevention Program for Clark Fork Valley Hospital in Plains, MT was provided via telehealth between 2016-2018. Fourteen to nineteen adults participated per group with 14-21 lbs. average weight loss per group. The program was funded by a grant from MT Department of Public Health & Human Services. (DPHHS) A grant from DPHHS to assist with transportation to the Clark Fork Valley Hospital site received for 2019 participants.