

IMPLEMENTATION PLAN

Addressing Community Health Needs

Pondera Medical Center ~ Conrad, 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 Pondera 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 Needs Assessment (CHNA).

The CHNA performed in the fall of 2016 to determine the most important health needs and opportunities for Pondera County, Montana. “Needs” were identified as the top issues or opportunities rated by respondents during the CHNA survey process or during focus groups (see page10 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 (<https://www.ponderamedical.org/community-health-needs-assessment>).

The community steering committee determined 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 9 for additional information regarding input received from community representatives).

The implementation planning committee determined which needs or opportunities could be addressed considering Pondera 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. Health and wellness
2. Access to healthcare services
3. Senior services

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

- a) Improve access to healthcare services;
- b) Enhance the health of the community;
- c) Advance medical or health knowledge;
- d) Relieve or reduce the burden of government or other community efforts

Pondera Medical Center’s Mission:

- Exceed the healthcare expectations of those we serve through all of life’s stages.

Pondera Medical Center’s Vision:

- Pondera Medical Center, in partnership with the community we serve, will strive to promote wellness and accessible, quality, personalized healthcare.

Pondera Medical Center’s Values:

- PMC “C.A.R.E.S.”
Commitment
Accountability
Respect
Excellence
Service

Implementation Planning Committee Members:

- Bill O’Leary – CEO, Pondera Medical Center
- Laura Erickson, RN- CNO
- Sherry Johnson- Clinic Manager
- Cynthia Grubb, RN- Risk/Safety, Clinical Navigator
- Laurie Ward, RN- QA/IC
- Patrick Johnson- HR
- Marketing

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

Pondera Medical Centers Existing Presence in the Community

- Pondera Medical Center (PMC) hosts an annual health fair in the community.
- PMC partners with the local health department in regards to tobacco cessation and DUI task force.
- Pondera Medical Center sponsors several community activities, including a Fun Run and Golf Tournament.

List of Available Community Partnerships and Facility Resources to Address Needs

- List organizations of existing and potential partnerships. Please update list (pulled from previous plan):
- 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 healthcare decisions and improving the quality of healthcare services.
- Montana Office of Rural Health/Area Health Education Center (MORH/AHEC) provides technical assistance to rural health systems and organizations.
- The Montana Department of Public Health and Human Services (MT DPHHS) works to protect the health of Montanans.
- The Pondera County Health Department works toward the promotion and maintenance of individual, group, and community health.
- Community Cancer Foundation-assists cancer patients with healthcare needs
- The Lion's Club provides a support network of volunteers for community projects.
- The Chamber of Commerce works hard to help promote local business, provides information about Conrad and helps plan and host community events.
- Human Resources Development Council (HRDC) exists to improve the lives of community members, especially those who face poverty or isolation.

- Alcoholics Anonymous (AA) is a fellowship of men and women who share their experience, strength and hope with each other that they may solve their common problem and help others to recover from alcoholism.
- North Central Area on Aging is a local aging program that provide information and services on a range of assistance for older adults and those who care for them
- Pioneer Counseling-Steve Baliko
- Centers for Mental Health
- Counseling Connections-Pam McFarland
- Sunset Dental Care provides many advanced procedures that can have a huge impact on patient's dental health and total body wellness.
- The Pondera Co. Food Bank focuses on the assistance of low income, seniors, disabled, and the elderly in the community.
- Conrad Fitness Club offers a variety of fun and exciting fitness classes.
- Pondera Healthcare Foundation
- The Fun Run is sponsored by PMC as another way to exercise with a 1k or 5k.
- MSU Extension Service improves the lives of Montana citizens by providing unbiased research-based education and information that integrates learning, discovery and engagement to strengthen the social, economic and environmental well-being of individuals, families, and communities.
- Conrad Public Schools mission is a shared commitment to a supportive environment for lifelong learners.
- Conrad Senior Center offers congregate and home delivered meals, health screenings, transportation, and activities
- Senior Surrey is a nonprofit organization providing a wide range of services and activities to keep older adults independent and engaged in the community.
- Easter Seals provides exceptional services, education, outreach and advocacy so that people with disabilities can live, learn, work and play in our communities.
- Quality Life Concepts is dedicated to making sure that every individual we are honored to serve enjoys a quality life and continues supporting children and adults with special needs since 1977.
- The mission of Front Range CASA is to support and promote court-appointed volunteer advocacy so that every abused or neglected child in the 9th Judicial District (Glacier, Pondera, Teton and Toole Counties) can be safe, establish permanence and have the opportunity to thrive.
- Blue Sky Villa is for seniors who can care for themselves but who want to enjoy a low-maintenance life, independent living is the ideal choice.
- Horizon Lodge is an affordable housing community serving low income renters.
- Hi-line help for Abused Spouses
- Ministerial Association

- Department of Family Services
- Local Emergency Planning Committee (LEPC)
- Local law enforcement-including county and city
- Pondera County Search and Rescue
- Beehive Assisted Living Facility

Pondera County Indicators

Low Income Persons

- 19% of persons are below the federal poverty level

Uninsured Persons

- 18.4% 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

- Cancer
- Heart Disease
- Unintentional Injuries

* Note: Other primary and chronic disease data is by region and thus difficult to decipher community need.

Elderly Populations

- 17% of Pondera County's Population is 65 years and older

Size of County and Remoteness

- 5,852 people in Pondera County
- 3.6 people per square mile

Nearest Major Hospital

- Benefis Healthcare in Great Falls, MT is 64.8 miles from Pondera Medical Center

Public Health and Underserved Populations Consultation Summaries

Public Health Consultation [Cynthia Grubb, RN – Public Health Nurse, Pondera County Health Department – Sept. 1, 2016]

- We need more providers in the community.
- Lack of mental health services in the community
- We [PCHD] would like to collaborate with PMC on mental health issues. It is an area of weakness.

Underserved Population – Low-Income [Cynthia Grubb, RN – Public Health Nurse, Pondera County Health Department – Nov. 15, 2016]

- There is a large amount of Medicaid recipients in our service area, which is a challenge. We [PCHD] will continue to collaborate with PMC to find ways to meet the needs of this population.
- Flu shot coverage has been lower.
- Recommend continued education and application into the WIC program for families who qualify.

Underserved Population – Youth [Bergen Morehouse; Janie McFarland; Linda Carlson – Community Steering Committee Members– December 19, 2016]

- Program for high school students to job shadow at the hospital was dropped when teacher retired. Would encourage the school to reinstate the program if possible.
- Kids and family health fair.

Underserved Population – Seniors [Don McClain – Pondera Medical Foundation– December 20, 2016]

- More providers continue to be a need for the community. Elderly like to see their own primary care provider each time.
- Overall, I think the providers are meeting the needs of seniors, but many do travel to Great Falls for specialty providers, and this can be difficult for that age group.

Needs Identified and Prioritized

Prioritized Needs to Address

1. 63.6% of survey respondents rated their community as “somewhat healthy.” 13.3% felt their community was “unhealthy or very unhealthy.”
2. Top three health concerns identified were: Cancer (48.3%), Alcohol/substance abuse (44.4%) and Overweight/obesity (31.8%).
3. Top three components of a healthy community identified were: Access to healthcare and other services (57.6%), Good jobs and a healthy economy (43%), and Healthy behaviors and lifestyles (32.5%).
4. Survey respondents indicated most interest in the following educational classes/programs: Health and wellness (44.2%), Fitness (32.6%), and Weight loss (31%).
5. 60.9% of survey respondents rated the availability of prevention programs as “fair” or “poor.”
6. 36.8% of survey respondents reported having experienced periods of depression in the past three years.
7. 66.7% of survey respondents feel availability of mental health services in the area is “fair” or “poor.”
8. 62.1% of survey respondents feel availability of substance abuse program in the area is “fair” or “poor.”
9. 25.1% of survey respondents rated their knowledge of health services at PMC as “fair” or “poor.”
10. Top two ways survey respondents identified to improve access to healthcare were: More primary care providers (71.7%) and Greater health education services (34.5%).
11. Survey and focus group attendees indicated community may not be accessing various health services because they were unaware of availability or schedule.
12. Focus group participants felt more doctors as well as retaining current providers and professional staff would improve the health of the community.
13. Top three desired local healthcare services were: Ask-a-Nurse (55.1%), Dermatology (31.4%), and Gynecology/obstetrics (28.8%).

Needs Unable to Address

(See page 32 for additional information)

1. Dermatology (31.4%) was the second highest desired service not currently available locally.
2. 46.9% of survey respondents delayed or did not received needed medical services in the last three years. Top reason for not receiving care was due to cost (It cost too much; 45.1%).
3. Focus group participants expressed interest in maternity/prenatal care.

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 10). 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 health and wellness opportunities in Pondera County.

Strategy 1.1: Explore opportunities to promote and expand health and wellness activities in the community.

Activities:

- Continue offering/support for community programs that enhance the health and wellness of the community (Biggest loser program, Community Fun Run, 4-6 grade jump rope for cardiac health, Golf tournament and Diabetes management).
- Continue PMC staff presence in community led health and wellness coalitions (ACES, Tobacco Coalition/Montana Quit Line, DUI task force, and Mental Health Advisory board).
- Continue offering community health fair.
- Explore partnership with public school to develop school based health fair.
- Explore feasibility of implementing Medicare beneficiary wellness program for PMC clinic patients.

Strategy 1.2: Further develop and implement PMC worksite wellness program.

Activities:

- Convene PMC staff and fringe benefit team to develop worksite wellness program.
- Research/explore worksite wellness programs and best practices.
- Implement PMC worksite wellness program.
- Develop enrollment process and marketing/outreach for PMC staff.
- Create incentive program to assist/enhance enrollment process/staff participation.
- Analyze data/conduct assessment to determine participant educational needs/desires.
- Explore local partners, foundations, grants to expand offerings/space/programmatic offerings.
- Create community marketing information to share with other local business.
- Conduct assessment to determine if expansion to other local business is feasible.

Strategy 1.3: Improve community knowledge of health and wellness offerings/programs within the community.

Activities:

- Convene community stakeholder groups to conduct an environmental scan of available health and wellness resources.
- Create tab or website space on PMC's website to host health and wellness resource materials.
- Develop marketing campaign on new resource for PMC staff and community.
- Explore opportunities to engage/educate community through social media efforts.

Goal 2: Improve access to healthcare services in Pondera County.

Strategy 2.1: Develop Care Transition program.

Activities:

- Continue participation in Rural Health Care Transition Grant.
- Hire Clinical Navigator.
- Develop discharge planning protocol.
- Develop patient education/tools for patients at discharge.
- Create discharge education materials (example- educational binders with: care plan, discharge plan, and follow up call).
- Develop and implement patient engagement/patient follow up protocol for patients post-discharge.
- Assess patient transfers and conduct follow up assessments to assist patients in utilizing local services as appropriate.

Strategy 2.2: Improve community knowledge of available resources and services at PMC.

Activities:

- Enhance PMC social media presence (via Facebook, Instagram, and Twitter). Explore ways to draw in visitors through sharing articles, health quizzes, health apps, health news, Health in the 406, etc.
- Continue current marketing efforts to inform community on schedules of visiting specialist, upcoming events, etc. (Newspaper and website).
- Explore educating community on telemedicine services.

Strategy 2.3: Continue recruitment and retention activities.**Activities:**

- Continue efforts to enhance PMC's workforce pipeline education and workforce development opportunities (CNA training and testing services, Comprehensive Advanced Life Support course, EMT classes, student shadowing, clinical rotations for students- WWAMI medical students, nursing students, Physical Therapy).
- Marketing and recruitment efforts utilizing 3Rnet, INDEED, etc.
- Participate in various "Meet the Residents" programs through Family Medicine Residency of Western Montana and Montana Family Medicine Residency.

Strategy 2.4: Explore new opportunities for workforce development and retention efforts.**Activities:**

- Conduct feasibility study for expanding women's health services.
- Explore community paramedicine program to support Pondera County EMTs (ex. Cut Bank/Glacier County program).
- Determine feasibility of expanding employer match for 403B.
- Engage with community to determine desire/feasibility of an Ask-a-Nurse program or other program as appropriate.
- Convene and engage community stakeholder group (Foundation, Chamber of Commerce, etc.) to enhance recruitment efforts.

Goal 3: Promote and explore opportunities to expand senior services in Pondera County.**Strategy 3.1:** Continue programs and services for Pondera County seniors.**Activities:**

- Continue hosting annual health fair, labs, flu shots, foot clinics.
- Continue partnering with local senior center and other service organizations to provide educational presentations on various senior related topics.

Strategy 3.2: Explore opportunities to expand senior services.**Activities:**

- Explore enhancing partnerships with community organizations (i.e. Public Health) to expand senior programming.
- Determine feasibility of expanding vaccination services offered.
- Continue PMC participation in the Mental Health Advisory Board to explore opportunities for enhancing senior mental health services.

Implementation Plan Grid

Goal 1: Increase access to health and wellness opportunities in Pondera County.

Strategy 1.1: Explore opportunities to promote and expand health and wellness activities in the community.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue offering/support for community programs that enhance the health and wellness of the community (Biggest loser program, Community Fun Run, 4-6 grade jump rope for cardiac health, Golf tournament and Diabetes management).	Rehab Director Marketing CNO	Ongoing	CEO	DPPHS Public Schools	Volunteers Scheduling Conflicts Resource Limitation
Continue PMC staff presence in community led health and wellness coalitions (ACES, Tobacco Coalition, DUI task force, and Mental Health Alliance).	CNO EMS Manager Clinical Navigator	Ongoing	CNO	PCHD DUI Task Force Mental Health Advisory Board ACES Coalition	Resource limitations, Scheduling conflicts
Continue offering community health fair.	Management Council	Ongoing Annually	CEO	Local and regional partners	Resource limitations, Financial limitations
Explore partnership with public school to develop school based health fair.	Marketing	Ongoing Annually	CEO	Public schools	Resource limitations, Financial limitations, Scheduling conflicts
Explore feasibility of implementing Medicare beneficiary wellness program for PMC clinic patients.	Clinical Navigator CNO Clinic Manager	Implement July 2017	CNO	CMS	Resource limitations, Financial limitations Scheduling conflicts

Needs Being Addressed by this Strategy:

- #1: 63.6% of survey respondents rated their community as “somewhat healthy.” 13.3% felt their community was “unhealthy or very unhealthy.”
- #2: Top three health concerns identified were: Cancer (48.3%), Alcohol/substance abuse (44.4%) and Overweight/obesity (31.8%).

- #3: Top three components of a healthy community identified were: Access to healthcare and other services (57.6%), Good jobs and a healthy economy (43%), and Healthy behaviors and lifestyles (32.5%).
- #4: Survey respondents indicated most interest in the following educational classes/programs: Health and wellness (44.2%), Fitness (32.6%), and Weight loss (31%).
- #5: 60.9% of survey respondents rated the availability of prevention programs as “fair” or “poor.”
- #6: 36.8% of survey respondents reported having experienced periods of depression in the past three years.
- #7: 66.7% of survey respondents feel availability of mental health services in the area is “fair” or “poor.”
- #8: 62.1% of survey respondents feel availability of substance abuse program in the area is “fair” or “poor.”

Anticipated Impact(s) of these Activities:

- Increased access to health and wellness opportunities for community members
- PMC is viewed as a community resource partner in health, wellness and prevention
- Improved health outcomes

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

- Track PMC staff presence at all community coalition/alliance/task force meetings
- Track participants at community health fair
- Track referrals/follow up from health events

Measure of Success: Increase access to health by increased clinic numbers demonstrating increase in prevention services (vaccinations, screenings).

Goal 1: Increase access to health and wellness opportunities in Pondera County.

Strategy 1.2: Further develop and implement PMC worksite wellness program.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Convene PMC staff and fringe benefit team to develop worksite wellness program.	Wellness Team	2017	CEO		Resource limitations, Scheduling conflicts
Research/explore worksite wellness programs and best practices.	Wellness Team	2017	CEO		Resource limitations
Implement PMC worksite wellness program.	CEO CNO Rehab Director	2017	CEO		Resource limitations, Financial limitations
Develop enrollment process and marketing/outreach for PMC staff.	Wellness Team Marketing	2017	CEO		Resource limitations
Create incentive program to assist/enhance enrollment process/staff participation.	Wellness Team Marketing	2017	CEO		Resource limitations, Financial limitations
Analyze data/conduct assessment to determine participant educational needs/desires.	Wellness Team Marketing	2017	CEO		Resource limitations
Explore local partners, foundations, grants to expand offerings/space/programmatic offerings.	Wellness Team Marketing	2018	CEO		Resource limitations
Create community marketing information to share with other local business.	Marketing	2017	CEO		Resource limitations, Financial limitations
Conduct assessment to determine if expansion to other local business is feasible.	CEO CFO	2017	CEO		Resource limitations, Financial limitations

Needs Being Addressed by this Strategy:

- #1: 63.6% of survey respondents rated their community as “somewhat healthy.” 13.3% felt their community was “unhealthy or very unhealthy.”
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- #3: Top three components of a healthy community identified were: Access to healthcare and other services (57.6%), Good jobs and a healthy economy (43%), and Healthy behaviors and lifestyles (32.5%).

- #4: Survey respondents indicated most interest in the following educational classes/programs: Health and wellness (44.2%), Fitness (32.6%), and Weight loss (31%).
- #5: 60.9% of survey respondents rated the availability of prevention programs as “fair” or “poor.”

Anticipated Impact(s) of these Activities:

- Improved PMC staff recruitment/retention
- Improved health outcomes for PMC staff
- Increased interest in worksite wellness opportunities/programs within the community

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

- Track number of employees enrolled in the wellness program
- Evaluate employee satisfaction of program with survey and/or focus groups
- Collect baseline data for sick leave and insurance claims
- Track changes in sick leave and insurance claims among worksite wellness participants to estimate return on investment of program
- Decrease sick leave and insurance claims

Measure of Success: PMC worksite wellness program is developed and 50% of staff are enrolled by July 1, 2017.

Goal 1: Increase access to health and wellness opportunities in Pondera County.

Strategy 1.3: Improve community knowledge of health and wellness offerings/programs within the community.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Convene community stakeholder groups to conduct an environmental scan of available health and wellness resources.	Clinical Navigator Clinic Manager Quality Coordinator	Ongoing annual	CEO	Public Health	Resource limitations, Scheduling conflicts
Create tab or website space on PMC’s website to host health and wellness resource materials.	Marketing IT Director	2018	CEO		Resource limitations
Develop marketing campaign on new resource for PMC staff and community.	Marketing	Dec 2017	CEO	Local newspaper Radio	Resource limitations
Explore opportunities to engage/educate community through social media efforts.	Marketing IT Director	2018	CEO		Resource limitations

Needs Being Addressed by this Strategy:

- #1: 63.6% of survey respondents rated their community as “somewhat healthy.” 13.3% felt their community was “unhealthy or very unhealthy.”
- #2: Top three health concerns identified were: Cancer (48.3%), Alcohol/substance abuse (44.4%) and Overweight/obesity (31.8%).
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- #4: Survey respondents indicated most interest in the following educational classes/programs: Health and wellness (44.2%), Fitness (32.6%), and Weight loss (31%).
- #5: 60.9% of survey respondents rated the availability of prevention programs as “fair” or “poor.”
- #9: 25.1% of survey respondents rated their knowledge of health services at PMC as “fair” or “poor.”
- #10: Top two ways survey respondents identified to improve access to healthcare were: More primary care providers (71.7%) and Greater health education services (34.5%).

Anticipated Impact(s) of these Activities:

- Increased community awareness of health and wellness offerings in Pondera county
- Improved access to health and wellness resources

- Increased utilization of health and wellness resources by community members
- Improved health outcomes
- Increase clinic volumes

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

- Track number of “clicks” on health and wellness resource on website
- Track social media outreach (reach, likes, shares and retweets)

Measure of Success: All community health and wellness resources and programs are published and marketed by PMC to community 2018.

Goal 2: Improve access to healthcare services in Pondera County.

Strategy 2.1: Develop Care Transition program.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue participation in Rural Health Care Transition Grant.	CNO Clinical Navigator	Ongoing	CNO	NMHA	Resource limitations
Hire Clinical Navigator.	CNO	1 st Quarter 2017	CNO		Financial limitations, Workforce limitations
Develop discharge planning protocol.	CNO Clinical Navigator	2017	CNO		Resource limitations
Develop patient education/tools for patients at discharge.	Clinical Navigator CNO	2017	CNO	Thrive	Resource limitations
Create discharge education materials (example- educational binders with: care plan, discharge plan, and follow up call).	Clinical Navigator CNO	2017	CNO		Resource limitations, Financial limitations
Develop and implement patient engagement/patient follow up protocol for patients post-discharge.	Clinical Navigator CNO	2017	CNO		Resource limitations
Assess patient transfers and conduct follow up assessments to assist patients in utilizing local services as appropriate.	Clinical Navigator CNO	2017	CNO		Resource limitations

Needs Being Addressed by this Strategy:

- #3: Top three components of a healthy community identified were: Access to healthcare and other services (57.6%), Good jobs and a healthy economy (43%), and Healthy behaviors and lifestyles (32.5%).
- #10: Top two ways survey respondents identified to improve access to healthcare were: More primary care providers (71.7%) and Greater health education services (34.5%).

Anticipated Impact(s) of these Activities:

- Decrease number of re-admissions
- Increased number of follow-up appointments at PMC
- Improved continuity of care
- Improved health outcomes
- Establish Pondera Medical Center as PCP and resource for clientele

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

- Track number of follow up calls with patients
- Track number of successful referrals through Care Transition program
- Track patient readmissions for those receiving discharge education/outreach

Measure of Success: Care Transition Program is implemented by December 2017.

Goal 2: Improve access to healthcare services in Pondera County.

Strategy 2.2: Improve community knowledge of available resources and services at PMC.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Enhance PMC social medial presence (via Facebook, Instagram, and Twitter). Explore ways to draw in visitors through sharing articles, health quizzes, health apps, health news, Health in the 406, etc.	Marketing IT CEO CNO	Ongoing	CEO		Resource limitations
Continue current marketing efforts to inform community on schedules of visiting specialist, upcoming events, etc. (Newspaper and website).	Marketing IT Clinic Manager CEO CNO	Ongoing	CEO	Independent Observer Local radio	Resource limitations, Financial limitations
Explore educating community on telemedicine services.	CNO Clinical Navigator Marketing	2018	CNO	KRMC	Resource limitations

Needs Being Addressed by this Strategy:

- #1: 63.6% of survey respondents rated their community as “somewhat healthy.” 13.3% felt their community was “unhealthy or very unhealthy.”
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- #5: 60.9% of survey respondents rated the availability of prevention programs as “fair” or “poor.”
- #9: 25.1% of survey respondents rated their knowledge of health services at PMC as “fair” or “poor.”
- #10: Top two ways survey respondents identified to improve access to healthcare were: More primary care providers (71.7%) and Greater health education services (34.5%).
- #11: Survey and focus group attendees indicated community may not be accessing various health services because they were unaware of availability or schedule.

Anticipated Impact(s) of these Activities:

- Improved PMC presence and outreach in the community
- Improved community awareness of available services at PMC
- Increased utilization of services at PMC

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

- Track social media outreach efforts (reach, likes, shares and retweets)
- Track how patients learn of services at PMC during patient intake process

Measure of Success: PMC engages with community through social media monthly.

Goal 2: Improve access to healthcare services in Pondera County.

Strategy 2.3: Continue recruitment and retention activities.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue efforts to enhance PMC’s workforce pipeline education and workforce development opportunities (CNA training and testing services, CALS course, EMT classes, student shadowing, clinical rotations for students- WWAMI medical students, nursing students, PT, diabetes educators).	Human Resources CNO ECF DON Clinic Manager	Ongoing	CEO	Health professions schools (MSU, WWAMI, others)	Resource limitations, Schedule conflicts
Marketing and recruitment efforts utilizing 3Rnet, INDEED, etc.	Human Resources Marketing IT	Ongoing	CEO	3RNet, INDEED, local paper, radio, website	Resource limitations, Financial limitations
Participate in various “Meet the Residents” programs through Family Medicine Residency of Western Montana and Montana Family Medicine Residency.	Clinic Manager CEO	Annually	CEO	Montana Residency programs	Resource limitations, Financial limitations, Schedule conflicts

Needs Being Addressed by this Strategy:

- #3: Top three components of a healthy community identified were: Access to healthcare and other services (57.6%), Good jobs and a healthy economy (43%), and Healthy behaviors and lifestyles (32.5%).
- #10: Top two ways survey respondents identified to improve access to healthcare were: More primary care providers (71.7%) and Greater health education services (34.5%).
- #12: Focus group participants felt more doctors as well as retaining current providers and professional staff would improve the health of the community.

Anticipated Impact(s) of these Activities:

- Improved access to healthcare services
- Increased interest in working in rural/frontier setting.
- Increased community involvement with PMC
- Developing the workforce pipeline for future healthcare providers serving Pondera County

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

- Track number of clinical rotation students/ shadowing occurrences at PMC
- Track all Pipeline development and workforce training opportunities offered by PMC
- Track all new healthcare professionals hired at PMC
- Track number of residency students follow up regarding potential employment with PMC

Measure of Success: PMC creates a pipeline program which encourages workforce development into a health science field and work in rural Montana in a healthcare setting.

Goal 2: Improve access to healthcare services in Pondera County.

Strategy 2.4: Explore new opportunities for workforce development and retention efforts.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Conduct feasibility study for expanding women’s health services.	Clinic Manager Clinical Navigator Providers	2018	CEO		Resource limitations Workforce limitations
Explore community paramedicine program to support Pondera County EMTs (ex. Cut Bank/Glacier County program).	CNO EMS Supervisor EMS Medical Director	2018	CNO	Pondera Co. EMTs, Glacier Co. EMS	Resource limitations, Financial limitations
Determine feasibility of expanding employer match for 403B.	CEO CFO	Ongoing	CEO		Financial limitations
Engage with community to determine desire/feasibility of an Ask-a-Nurse program or other program as appropriate.	Marketing Clinic Manager Clinical Navigator	2017	CNO	Public Health	Resource limitations, Workforce limitations
Convene and engage community stakeholder group (Foundation, Chamber of Commerce, etc.) to enhance recruitment efforts.	HR MARKETING	2017	CEO	Foundation, Chamber of Commerce, Public Health	Resource limitations

Needs Being Addressed by this Strategy:

- #3: Top three components of a healthy community identified were: Access to healthcare and other services (57.6%), Good jobs and a healthy economy (43%), and Healthy behaviors and lifestyles (32.5%).
- #10: Top two ways survey respondents identified to improve access to healthcare were: More primary care providers (71.7%) and Greater health education services (34.5%).
- #12: Focus group participants felt more doctors as well as retaining current providers and professional staff would improve the health of the community.

- #13: Top three desired local healthcare services were: Ask-a-Nurse (55.1%), Dermatology (31.4%), and Gynecology/obstetrics (28.8%).

Anticipated Impact(s) of these Activities:

- Improved recruitment of healthcare providers to PMC
- Improved access to local health providers and services
- Improved engagement with community stakeholders

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

- Community stakeholder group is formed
- Track development of community recruitment efforts
- Track number of new healthcare providers hired at PMC

Measure of Success: Community stakeholder group meets annually to enhance recruitment efforts at PMC.

Goal 3: Promote and explore opportunities to expand senior services in Pondera County.

Strategy 3.1: Continue programs and services for Pondera County seniors.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue hosting annual health fair, labs, flu shots, foot clinics.	Management Council	Ongoing, Annually	CEO	Health Fair Participants	Resource limitations, Financial limitations
Continue partnering with local senior center and other service organizations to provide educational presentations on various senior related topics.	Management Council	Ongoing	CNO	Senior Center	Resource limitations, Financial limitations, Scheduling conflicts

Needs Being Addressed by this Strategy:

- #3: Top three components of a healthy community identified were: Access to healthcare and other services (57.6%), Good jobs and a healthy economy (43%), and Healthy behaviors and lifestyles (32.5%).
- #4: Survey respondents indicated most interest in the following educational classes/programs: Health and wellness (44.2%), Fitness (32.6%), and Weight loss (31%).
- #5: 60.9% of survey respondents rated the availability of prevention programs as “fair” or “poor.”
- #9: 25.1% of survey respondents rated their knowledge of health services at PMC as “fair” or “poor.”
- #10: Top two ways survey respondents identified to improve access to healthcare were: More primary care providers (71.7%) and Greater health education services (34.5%).

Anticipated Impact(s) of these Activities:

- Improved knowledge of services available for seniors
- Increased access to health services for seniors

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

- Track number of programs/educational opportunities provided by PMC staff at senior center
- Track utilization of prevention and education services offered

Measure of Success: PMC continues partnership with local senior center to provide senior health education and services.

Goal 3: Promote and explore opportunities to expand senior services in Pondera County.

Strategy 3.2: Explore opportunities to expand senior services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Explore enhancing partnerships with community organizations (i.e. Public Health) to expand senior programming.	CNO Clinical Navigator	2018	CEO	Pondera Co. Public Health Area on aging Easter Seals Senior Center	Resource limitations, Financial limitations
Determine feasibility of expanding vaccination services offered.	CNO Clinic Manager Clinical Navigator	2018	CNO	Pondera Co. Public Health	Resource limitations, Financial limitations
Continue PMC participation in the Mental Health Advisory Board to explore opportunities for enhancing senior mental health services.	Clinical Navigator	Ongoing	CNO	Mental Health Advisory Board	Resource limitations, Financial limitations

Needs Being Addressed by this Strategy:

- #3: Top three components of a healthy community identified were: Access to healthcare and other services (57.6%), Good jobs and a healthy economy (43%), and Healthy behaviors and lifestyles (32.5%).
- #4: Survey respondents indicated most interest in the following educational classes/programs: Health and wellness (44.2%), Fitness (32.6%), and Weight loss (31%).
- #6: 36.8% of survey respondents reported having experienced periods of depression in the past three years.
- #7: 66.7% of survey respondents feel availability of mental health services in the area is “fair” or “poor.”
- #8: 62.1% of survey respondents feel availability of substance abuse program in the area is “fair” or “poor.”
- #10: Top two ways survey respondents identified to improve access to healthcare were: More primary care providers (71.7%) and Greater health education services (34.5%).

Anticipated Impact(s) of these Activities:

- Increased community collaboration regarding senior healthcare needs in Pondera county
- Improved health outcomes for seniors
- Increased opportunities for seniors to age in place

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

- Track number of new senior services and programs offered by PMC
- Track number of participants at each event

Measure of Success: PMC will be a valued partner in supporting seniors in Pondera County.

Needs Not Addressed and Justification

Identified health needs unable to address by Pondera Medical Center	Rationale
1. Dermatology (31.4%) was the second highest desired service not currently available locally.	<ul style="list-style-type: none"> • Workforce shortage • Ongoing recruitment for visiting specialist
2. 46.9% of survey respondents delayed or did not received needed medical services in the last three years. Top reason for not receiving cost was due to cost (It cost too much; 45.1%).	<ul style="list-style-type: none"> • Patient navigator services, enrollment assistance for Medicare/Medicaid using the MASH program, and a sliding fee schedule are all available.
3. Focus group participants expressed interest in maternity/prenatal care.	<ul style="list-style-type: none"> • Unable to provide obstetric delivery due to workforce shortage and no anesthesia services. Rural Health Clinic can provide prenatal care up to time of delivery. Need to educate community on prenatal care provided at RHC

Dissemination of Needs Assessment

Pondera Medical Center “PMC” disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website (<https://www.ponderamedical.org/community-health-needs-assessment>) as well as having copies available at the facility, senior center, library 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 CHNA [Community Health Needs Assessment] 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 CHNA process as well as how PMC is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Pondera County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of PMC will be directed to the hospital’s website to view the complete assessment results and the implementation plan. PMC board members approved and adopted the plan on **March 28, 2017**. 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.

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