

IMPLEMENTATION PLAN

Addressing Community Health Needs



Shelby

Shelby, Montana

2023-2026

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The Implementation Planning Process

The implementation planning committee – comprised of Logan Health Shelby’s (LHS) leadership team– participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through their community health needs assessment (CHNA) process.

The Community Health Services Development (CHSD), community health needs assessment was performed in the winter of 2023 to determine the most important health needs and opportunities for Toole County, Montana. The CHSD project is administrated by the Montana Office of Rural Health (MORH) and funded in part through the Montana Health Research and Education Foundation (MHREF) Flex Grant. “Needs” were identified as the top issues or opportunities rated by respondents during the CHSD survey process or during focus groups (see page 10 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 (logan.org/health/locations/logan-health-shelby).

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

The implementation planning committee reviewed the priority recommendations provided by the community steering committee and determined which needs or opportunities could be addressed considering LHS’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:

- Health and wellness
- Mental and behavioral health

In addressing the aforementioned issues, LHS seeks to:

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

Facility Mission: Improve health and quality of life by delivering exceptional, compassionate care with an outstanding experience for all.

Facility Vision: To be the center for health and healing for our communities, where access to high quality, outstanding care helps achieve healthier and more fulfilling lives.

Facility Values:

Integrity In our actions and in our words, we approach every moment with integrity. We feel deeply the need to respect our patients and each other no matter the situation. We take ownership and responsibility to protect the organization and provide exceptional care for our patients.

Quality We provide evidence-based care that delivers on the patient’s individual needs ensuring that patients and caregivers are safe.

Service We are here to serve the needs of our patients and our communities by providing excellence in care at each and every interaction.

Compassion This is at the center of everything we do. Wherever and whenever people seek us, they will find open hearts, ready to listen in order to deliver patient-centered care.

Unity We are connected in our purpose, to each other and to our community. We create an environment where everyone is valued and respected for their contributions and we deliver a welcome, inclusive, seamless experience.

Implementation Planning Committee Members:

- Vicki Newmiller, President – Logan Health Shelby (LHS)
- Josh Simonds, Executive Director of Facilities and Support Services – LHS
- Cynthia Lamb, Director of Human Resources – LHS
- Lisa Leck, Administrator – LHS Assisted Living
- Guy Hayter, Administrator – LHS Care Center
- Jennifer Hahn, Region Director of Finance – Logan Health
- Blair Tomscheck, Toole County Public Health Department

Prioritizing the Community Health Needs

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

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

1. LHS's Existing Presence in the Community

- Member of the Chamber of Commerce
- Hosts Annual Health Fair
- Member of the Toole County Health Foundation
- Montana Hospital Association (MHA) Health Preparedness Program (HPP) Central Coalition

2. List of Available Community Partnerships and Facility Resources to Address Needs

- Logan Health – Shelby
- Logan Health Assisted Living Facility – Shelby
- Logan Health Long Term Care - Shelby
- Toole County Public Health Department
- Toole County Sheriff's Office
- Marias Healthcare Service Inc.
- Shelby School District
- City of Shelby
- MSU Extension Office
- Youth Dynamics
- Shelby Ministerial Association
- First Baptist Church

- Opportunities Inc.
- Senior Centers – Shelby, Sunburst, Kevin
- Toole County Disaster and Emergency Services
- Sunburst Public Schools
- Toole County Mental Health Advisory Board
- Shelby Area Chamber of Commerce
- RECCS
- Kiwanis
- Hi-Line Help for Abused Spouses
- Sagebrush Food Pantry
- Sunburst Food Pantry
- Gateway Prevention
- Montana Hospital Association
- Montana Office of Rural Health and Area Health Education Center (MORH/AHEC)
- Montana Healthcare Foundation
- Charlie Health
- North Central Montana Area Health Education Center (NC MT AHEC)

3. Toole County Indicators

Population Demographics

- 90.9% of Toole County's population is white, and 8.5% identify as American Indian or Alaska Native
- 16.9% of Toole County's population has disability status
- 16.9% of Toole County's population is 65 years and older
- 11.3% of Toole County's population has Veteran status
- 40.0% of Toole County's population has a high school diploma (includes equivalency) as their highest degree obtained; 24.3% have some college, but no degree.

Size of County and Remoteness

- 4,892 people in Toole County
- 2.5 people per square mile

Socioeconomic Measures

- 11.5% of children live in poverty
- 12.3% of persons are below the federal poverty level
- 13.0% of adults (age<65) are uninsured; 8.0% of children less than age 18, are uninsured
- 10.7% of the population is enrolled in Medicaid

Select Health Measures

- 30.0% of adults are considered obese
- 27.0% of the adult population report physical inactivity
- 41% of adults living in frontier Montana report two or more chronic conditions
- Montana's veteran's suicide rate (per 100,000 population) is 65.7 compared to 13.9 for the U.S.

Nearest Major Hospital

- Benefis Healthcare in Great Falls, MT is 90 miles from Logan Health Shelby

4. Public Health and Underserved Populations Consultation Summaries

Name/Organization

Vicki Newmiller, President – Logan Health Shelby (LHS)	December 1, 2022
Josh Simonds, Executive Director of Facilities and Support Services – LHS	
Blair Tomsheck – Toole County Public Health Department	
Bob Winney – Toole County EMS	
Jessi La Tray – Shelby Civic Center	
Lorette Carter, Community Development Director – City of Shelby	
Chad Scarborough, Pastor – First Baptist Shelby	
Mary Ann Harwood, Commissioner – Toole County	
Jamie Brownell – Marias Healthcare	
Billiette Coolidge – Community Member	
Bonnie Wiegand – Community Member	

Public and Community Health

- Gosh – looking at our behavioral health data, we look like fat, lazy, drunks. So I suppose there’s room for improvement!
- As a lay person, I would be curious how the hospital’s data compares to secondary data.
- Unfortunately, most of these data are not collected by the hospital, but rather we also rely on data sources like these.
- The percentages feel high for mammography and cervical cancer screening rates, but they were pre-COVID. It would be interesting to see updated data for cancer screening and prevention for the last three years.
- In terms of a survey distribution, I think it would be more useful to survey those closer in proximity, say Toole County. Other nearby hospitals have recently conducted community health needs assessments of their service areas, so we could always review their findings for data relevant to Logan Health Shelby.

- To make sure we get a good response we should really promote this process across our local organizations as much as possible.
- Since a lot of completed surveys will likely trend towards older adults, we should also try and coordinate a focus group for younger community members by using social media.
- Logan Health Shelby has a powerful marketing and communications team so we could possibly utilize them to help with outreach to the younger adult participants.
- I do love that Logan Health Shelby is providing a survey incentive in the form of a raffle - it makes it exciting! Hopefully that helps to motivate respondents. I sure hope I receive a survey so I can be entered to win!
- It'll be interesting how survey data comes back considering COVID-19. I know it's been hard for some community members to keep up on things like preventive and routine services.
- I think it would be good to modify the language from "abuse" to "use" when referring to things like substance use disorders (SUD).
- I'm probably opening a can of worms here, but since we've decided on sending this survey to residents in Toole County, what do we mean by "community" in this survey language. I think it might be less confusing if we standardize the language to be focused on Toole County in general.
- Especially that the hospital is now under the Logan Health umbrella, it would be interesting to gauge the community's knowledge of healthcare services. Perhaps it might provide some insights into more effective outreach and education!

Population: Youth

- On the survey question #2, I haven't heard the term "Childhood ACES" or adverse childhood experiences used much around here. I'd be concerned that the general population may not understand the term; If we are talking "trauma," it's perhaps encompassed in other variables so we could just remove it.

Population: Veterans

- Community members have to travel to Cut Bank to see providers at the VA Outreach Clinic. I know it can be challenging and a barrier for some, so it'll be interesting to see if the survey respondents are interested in having that service available locally.

Needs Identified and Prioritized

Prioritized Needs to Address

1. Among survey respondents, top health concerns for Toole County included “Alcohol/substance abuse” (59.6%), “Overweight/obesity” (30.1%), “Cancer” and “Depression/anxiety (22.1%, each), and “Tobacco use (cigarettes/cigars, vaping, smokeless” (21.3%).
2. Survey respondents indicated that “Access to healthcare” (45.5%) is the top component for a health community.
3. 39.7% of respondents rated their knowledge of health services available through Logan Health Shelby as fair or poor.
4. Among survey respondents, the top opportunities to improve the community’s access to healthcare included: “Improved quality of care” (51.4%), “More primary care providers” (48.6%), “More specialists” (45.7%), and “More information about available services” (28.3%).
5. 41.0% of survey respondents reported that they or a member of their household thought they needed healthcare services but did not get them or had to delay getting them in the last three years. Top reasons for delaying services included: “Qualified provider not available” (33.3%), “Don’t like doctors” (29.6%), “It cost too much” (25.9%), and “Could not get an appointment” (22.2%).
6. 10.3% of survey respondents felt a top health concern for Toole County is a “Lack of access to healthcare.”
7. 10.9% of survey respondents thought that “Greater health education services” would improve the community’s access to healthcare.
8. 43.7% of survey respondents learn of health services available in Toole County through a “Healthcare provider.”
9. Survey respondents indicated an interest in the following classes or programs: “Health and wellness” (37.4%), “Weight loss” (35.8%), “Fitness” (33.3%), and “Women’s health” (31.7%).
10. 12.2% of survey respondents are interested in “Mental health” classes/programs locally.
11. 16.0% of survey respondents shared that they would utilize a “Pediatric Specialists” if made available locally.
12. 17.2% of survey respondents described their mental health in general as “Fair” or “Poor” when considering stress, anxiety, depression, and emotional problems.
13. 17.0% of respondents indicated they had experienced periods of at least three consecutive months in the past three years where they felt depressed on most days.
14. 67.6% of survey respondents describe their stress level over the past year as high or moderate.
15. Key informant interview participants were interested in more mental health services and resources locally.
16. Key informant interview participants shared a desire for more outreach and awareness of local services to support healthy lifestyles, such as diabetes prevention, etc. (including outreach to outlying communities).

17. 16.9% of survey respondents felt a top health concern for Toole County are “Mental health issues.”

Needs Unable to Address

(See page 19 for additional information)

1. 61.0% of survey respondents shared that they feel the community does not have adequate and affordable housing options available.
2. Survey respondents indicated to what degree their life has been negatively affected a little by their own or someone else’s substance abuse issues, including alcohol, prescription, or other drugs: “A great deal” (11.4%), “Somewhat” (11.4%), and “A little” (14.3%).
3. 8.0% of survey respondents indicated that they had difficulty getting a prescription or taking their medication regularly in the last year.
4. 38.7% of survey respondents desire “Home health” services locally.

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 13.

Goal 1: Improve the overall health in Toole County by enhancing access to health and wellness opportunities.

Strategy 1.1: Enhance community access to preventive resources through strengthened partnerships and opportunities.

- 1.1.1.** Explore opportunities to extend school-based health services, with a particular emphasis on primary care and screening, to address health disparities.
- 1.1.2.** Partner with local organizations to increase access to health education opportunities such as CPR, basic life support, Stop the Bleed, helmet safety at the skate park, etc.
- 1.1.3.** Establish a Rural Health Clinic to promote prevention, early detection, and management of chronic diseases (i.e., breast and cervical cancer screening, diabetes, etc.) through outreach and education. Explore opportunities to enhance the referral process locally.

Goal 2: Improve access to mental and behavioral health services and resources in Toole County.

Strategy 2.1: Enhance access to mental and behavioral health services and resources.

- 2.1.1.** Develop protocol for telehealth mental health crisis service within the emergency room. Create opportunities to regularly educate staff on protocols and standards of practice.
- 2.1.2.** Expand pediatric mental health services to include an after-hours hotline. Develop outreach and education opportunities for staff and community members.
- 2.1.3.** Recruit, and hire, a mental health professional to work in the newly established Rural Health Clinic to provide mental health services to Toole County.

Implementation Plan Grid

Goal 1: Improve the overall health in Toole County by enhancing access to health and wellness opportunities.

Strategy 1.1: Enhance community access to preventive resources through strengthened partnerships and opportunities.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
1.1.1. Explore opportunities to extend school-based health services, with a particular emphasis on primary care and screening, to address health disparities.	Rural Health Clinic Leadership	9/1/2023	Rural Health Clinic Leadership	Local schools, Montana Healthcare Foundation	Staffing, failure to be awarded MHF Grant Funding, Failure to receive SPS Contract
1.1.2. Partner with local organizations to increase access to health education opportunities such as CPR, basic life support, Stop the Bleed, helmet safety at the skate park, etc.	LHS Leadership, LH Education, LH Acute Care	Ongoing	LHS Leadership	Toole County Public Health Dept.	Staffing, SPS Involvement, TCPH Grant Opportunists
1.1.3. Establish a Rural Health Clinic to promote prevention, early detection, and management of chronic diseases (i.e., breast and cervical cancer screening, diabetes, etc.) through outreach and education. Explore opportunities to enhance the referral process locally.	LHS Leadership	9/1/2023	LHS Leadership	Toole County Public Health Dept.	Staffing, DPHHS Approval, Insurance Approval

Needs Being Addressed by this Strategy:

- 1. Among survey respondents, top health concerns for Toole County included “Alcohol/substance abuse” (59.6%), “Overweight/obesity” (30.1%), “Cancer” and “Depression/anxiety (22.1%, each), and “Tobacco use (cigarettes/cigars, vaping, smokeless” (21.3%).
- 2. Survey respondents indicated that “Access to healthcare” (45.5%) is the top component for a health community.
- 3. 39.7% of respondents rated their knowledge of health services available through Logan Health Shelby as fair or poor.
- 4. Among survey respondents, the top opportunities to improve the community’s access to healthcare included: “Improved quality of care” (51.4%), “More primary care providers” (48.6%), “More specialists” (45.7%), and “More information about available services” (28.3%).
- 5. 41.0% of survey respondents reported that they or a member of their household thought they needed healthcare services but did not get them or had to delay getting them in the last three years. Top reasons for delaying services included: “Qualified provider not available” (33.3%), “Don’t like doctors” (29.6%), “It cost too much” (25.9%), and “Could not get an appointment” (22.2%).
- 6. 10.3% of survey respondents felt a top health concern for Toole County is a “Lack of access to healthcare.”
- 7. 10.9% of survey respondents thought that “Greater health education services” would improve the community’s access to healthcare.
- 8. 43.7% of survey respondents learn of health services available in Toole County through a “Healthcare provider.”
- 9. Survey respondents indicated an interest in the following classes or programs: “Health and wellness” (37.4%), “Weight loss” (35.8%), “Fitness” (33.3%), and “Women’s health” (31.7%).
- 11. 16.0% of survey respondents shared that they would utilize a “Pediatric Specialists” if made available locally.
- 16. Key informant interview participants shared a desire for more outreach and awareness of local services to support healthy lifestyles, such as diabetes prevention, etc. (including outreach to outlying communities).

Anticipated Impact(s) of these Activities:

- Through the process of establishing a Rural Health Clinic (RHC), Logan Health – Shelby will be able to positively impact the overall health and wellness of Toole County in a variety of ways. First, and foremost, the creation of the RHC will increase access of to primary care for the residents of Toole County, and have the added benefit of continuity of care if they require additional/advanced care offered in the Logan System. By partnering with the Toole County Health Department, and Shelby Public Schools, the RHC will ensure that is reaching all members of the community and helping to reduce the barriers to healthcare currently seen in the area.

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

- Ongoing evaluation will take place by the Logan Health – Shelby leadership team to ensure the RHC is having the desired impact on the community. This will include: reviewing volumes in the RHC, using public data to assess trends in health and wellness metrics, and receiving continual feedback from the community as the new service line grows.

Measure of Success: The main measure of success will be based on RHC volumes. By assessing, and watching, volumes grow we can ensure that the RHC is being utilized and having a positive impact.

Goal 2: Improve access to mental and behavioral health services and resources in Toole County.

Strategy 2.1: Enhance access to mental and behavioral health services and resources.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
2.1.1. Develop protocol for telehealth mental health crisis service within the emergency room. Create opportunities to regularly educate staff on protocols and standards of practice.	LHS Acute Care	6/15/2023	LHS Leadership	LH System	Communication Issues, Staffing turnover requiring continual education
2.1.2. Expand pediatric mental health services to include an after-hours hotline. Develop outreach and education opportunities for staff and community members.	LHS Acute Care	6/15/2023	LHS Leadership	LH System	Communication Issues, Staffing turnover requiring continual education
2.1.3. Recruit, and hire, a mental health professional to work in the newly established Rural Health Clinic to provide mental health services to Toole County.	LHS Leadership	9/01/2023	LHS Leadership	Charlie Health, Montana Healthcare Foundation, Local Schools, MORH/AHEC, NC AHEC	Staffing, DPHHS Approval, Insurance Approval

Needs Being Addressed by this Strategy:

- 1. Among survey respondents, top health concerns for Toole County included “Alcohol/substance abuse” (59.6%), “Overweight/obesity” (30.1%), “Cancer” and “Depression/anxiety (22.1%, each), and “Tobacco use (cigarettes/cigars, vaping, smokeless” (21.3%).
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- 3. 39.7% of respondents rated their knowledge of health services available through Logan Health Shelby as fair or poor.
- 4. Among survey respondents, the top opportunities to improve the community’s access to healthcare included: “Improved quality of care” (51.4%), “More primary care providers” (48.6%), “More specialists” (45.7%), and “More information about available services” (28.3%).
- 5. 41.0% of survey respondents reported that they or a member of their household thought they needed healthcare services but did not get them or had to delay getting them in the last three years. Top reasons for delaying services included: “Qualified provider not available” (33.3%), “Don’t like doctors” (29.6%), “It cost too much” (25.9%), and “Could not get an appointment” (22.2%).
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- 10. 12.2% of survey respondents are interested in “Mental health” classes/programs locally.
- 11. 16.0% of survey respondents shared that they would utilize a “Pediatric Specialists” if made available locally.
- 12. 17.2% of survey respondents described their mental health in general as “Fair” or “Poor” when considering stress, anxiety, depression, and emotional problems.
- 13. 17.0% of respondents indicated they had experienced periods of at least three consecutive months in the past three years where they felt depressed on most days.
- 14. 67.6% of survey respondents describe their stress level over the past year as high or moderate.
- 15. Key informant interview participants were interested in more mental health services and resources locally.
- 16. Key informant interview participants shared a desire for more outreach and awareness of local services to support healthy lifestyles, such as diabetes prevention, etc. (including outreach to outlying communities).
- 17. 16.9% of survey respondents felt a top health concern for Toole County are “Mental health issues.”

Anticipated Impact(s) of these Activities:

- By providing in-person and telemedicine mental health services in the newly established RHC, Logan Health – Shelby anticipates an improvement in the overall mental health of the community. Currently, there is a lack of mental health services and providers in the area, and an increase in options is expected to have a positive impact.

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

- The Logan Health – Shelby leadership team will continually monitor the utilization of the services, both in person and via telemedicine,

to ensure that proper use is being achieved.

Measure of Success: A reduction in ER visits related to patients experiencing a mental health crisis.

Needs Not Addressed and Justification

Identified health needs unable to address by LHS	Rationale
<p>1. 61.0% of survey respondents shared that they feel the community does not have adequate and affordable housing options available.</p>	<ul style="list-style-type: none"> While providing affordable house, or creating new housing options, is outside the scope of a health system we are committed to our partnerships with the City of Shelby and Toole County to address this issue. We will continue to support and assist these entities in their pursuit of bringing affordable housing to the area in any way we can.
<p>2. Survey respondents indicated to what degree their life has been negatively affected a little by their own or someone else’s substance abuse issues, including alcohol, prescription, or other drugs: “A great deal” (11.4%), “Somewhat” (11.4%), and “A little” (14.3%).</p>	<ul style="list-style-type: none"> While Logan Health – Shelby is unable to directly provide services related to the abuse of alcohol, or substance abuse issues, we will continue to support the local initiatives on this front (AA, NA, Drug Court, etc.). As we establish our RHC, and hire a mental health counselor there, we will take a more proactive role in this community’s fight against these issues.
<p>3. 8.0% of survey respondents indicated that they had difficulty getting a prescription or taking their medication regularly in the last year.</p>	<ul style="list-style-type: none"> While Logan Health – Shelby is unable to directly provide services related to the barriers related to prescription medication access, but we will continue to support the local initiatives on this front (340b programs, retail pharmacies, etc.).
<p>4. 38.7% of survey respondents desire “Home health” services locally.</p>	<ul style="list-style-type: none"> While Logan Health – Shelby is unable to directly provide services related to the home health services we will continue to support local initiatives that support this (Toole County respite care, Public Health initiatives, etc.). As we establish our RHC we will reassess the feasibility of expanding the Home Health program we have in Conrad to Toole County.

Dissemination of Needs Assessment

Logan Health Shelby “LHS” disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website (logan.org/health/locations/logan-health-shelby) 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 LHS is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Toole County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of LHS will be directed to the hospital’s website to view the complete assessment results and the implementation plan. LHS board members approved and adopted the plan on June 28, 2023. Board members are encouraged to familiarize themselves with the needs assessment report and implementation plan, so they can publicly promote the facility’s plan to influence the community in a beneficial manner.

Written comments on this 2023-2026 Logan Health Shelby Community Benefit Strategic Plan can be submitted to:

Erica Isakson
Program Manager- Quality
Logan Health Shelby
PO Box 915
Shelby, MT 59474

Contact Logan Health Shelby’s Quality Program Manager at 406-434-3230 or eisakson@logan.org with questions.