

# IMPLEMENTATION PLAN

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## *Addressing Community Health Needs*

### *Mountainview Medical Center ~ White Sulphur Springs, Montana*

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

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## The Implementation Planning Process

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

The CHSD community health needs assessment was performed in the winter of 2016 to determine the most important health needs and opportunities for Meagher County, Montana. “Needs” were identified as the top issues or opportunities rated by respondents during the CHSD survey process or during focus groups (see page 9 for a list of “Needs Identified and Prioritized”). For more information regarding the needs identified, as well as the assessment process/approach/methodology, please refer to the facility’s assessment report, which is posted on the facility’s website (<http://www.mvmc.org/>).

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

The implementation planning committee determined which needs or opportunities could be addressed considering Mountainview 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. Transportation
2. Access to Dental Services
3. Senior Services
4. Access to Behavioral Health Services
5. Access to Healthcare Services

In addressing the aforementioned issues, Mountainview 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

**Mountainview Medical Center’s Mission:**

- Provide quality healthcare in our rural community.

**Mountainview Medical Center’s Vision:**

- To be the best critical access facility in Montana while being the cornerstone of our community.

**Mountainview Medical Center’s Values:**

- We RESPECT the inherent dignity of every human being, serving all in need. We respect each individual without discrimination. We listen without judging and do not condemn others for their mistakes, but seek forgiveness for our own.

We conduct ourselves with INTEGRITY based on a commitment to our personal accountability.

We believe in STEWARDSHIP. We critically evaluate resources, maintaining a careful balance between the need for fiscal stability and our mission.

We demonstrate EXCELLENCE by providing quality services and continuously improving our knowledge, processes and skills. We continually search for more effective and efficient ways to improve.

**Implementation Planning Committee Members:**

- Rob Brandt- CEO, MMC
- Kari Jo Kiff- DON, MMC
- Christina Andes, Accountant, MMC
- Jennifer Stidham, Executive Assistant, MMC
- Cynthia Browning, Clinic Receptionist, MMC

## 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

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

- Mountainview Medical Center hosts an annual community haunted house on Halloween.
- MMC has medical staff present at the schools' athletic events.
- MMC staffs a Navigator to assist community members with the health insurance marketplace.
- The clinic and hospital provide free blood pressure checks.
- MMC also supports the school with required impact testing.
- MMC participates in the community health fair.

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

- The Meagher County Office of Public Assistance provides information and/or referral services to applicants/recipients of public assistance programs.
- The Meagher County Health Department offers a variety of services to the community, including child/adult immunizations, disease surveillance, public health emergency preparedness, and referrals for care or resources.
- The Meagher County Community Center houses the Senior Center, which provides meals, wellness services, and activities to seniors in the area. The Senior Center also runs the Loan Closet, which provides donated durable medical equipment for short term individual use.
- Meagher County Schools
- Meals on Wheels prepares and delivers nutritious meals to seniors in the community.
- The Castle Mountain Apartments will provide subsidized senior housing for seniors in need in the community
- Addictive & Mental Disorders Division (AMDD) provides support and services related to substance abuse and mental health issues
- Montana Health Network is a collaborative effort to provide services to all residents of Montana
- Montana Connections/AHEC Recruitment Program assist in recruiting primary care physicians to rural areas
- Montana Office of Rural Health (MORH) provides technical assistance to rural health systems and organizations

## Meagher County Indicators

### Low Income Persons

- 19% of persons are below the federal poverty level

### Uninsured Persons

- 26.3% of adults less than age 65 are uninsured
- Data is not available by county (data is available for some counties) for uninsured children less than age 18

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

- Cancer
- Heart Disease
- Unintentional Injuries

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

### Elderly Populations

- 19% of Meagher County's Population is 65 years and older

### Size of County and Remoteness

- 1,868 people in Meagher County
- 0.8 people per square mile

### Nearest Major Hospital

- Benefis Health System, Great Falls, MT – 96.5 miles from Mountainview Medical Center

## Public Health and Underserved Populations Consultation Summaries

### Public Health Consultation [Eva Kerr – Meagher County Health Department / November 18, 2015]

- Transportation is a big issue here.
- The lack of access to mental health resources is an issue. There is a high need for children’s mental health services.

### Underserved Population – Senior Citizens [Beth Hunt – White Sulphur Springs Senior Center / November 18, 2015]

- Transportation is a need, especially for the seniors in the community. It is difficult for them to get to appointments if they do not have someone to take them.
- There is a need for hospice and assisted living here. People want to stay in the community but cannot if the services are not here to allow them to age in place.

## Needs Identified and Prioritized

### *Prioritized Needs to Address*

1. According to the survey respondents, the top three suggestions to improve the community’s access to healthcare were: “Transportation assistance” (31.3%), “Greater health education services” (26%), and “More specialists” (26%).
2. “Alcohol abuse/substance abuse” (45.2%) was selected as the highest concern in the community.
3. “Access to health care and other services” (72.6%) and “Healthy behaviors and lifestyles” (37.5%) were indicated as two of the most important components required for a healthy community.
4. “Dental services” was the top most desired local healthcare service not currently available (68.3%).
5. Approximately 15% of respondents indicated that they had felt depressed on most days for at least three consecutive months.
6. “Lack of dental care” (28.4%) was selected as one of the top five health concerns in the community.
7. A majority of respondents indicated a need for ‘Dental services’ (68.3%).
8. The focus group indicated a high level of concern regarding the shortage of resources/providers specific to behavioral health.
9. The focus group also indicated a need for services that would allow seniors to age in place: home health and services to assist caretakers.
10. “Health and wellness” (36.1%), “Fitness” (34.1%), and “Weight loss” (28.4%) were the three most selected options of respondents in terms of interest in educational classes/programs.

### *Needs Unable to Address*

*(See page 31 for additional information)*

1. “Cancer” (40.9%) was rated as the second most serious health concern by survey respondents.
2. For those who indicated that they were unable to receive or had to delay receiving healthcare services, the reason most cited was “It costs too much” (59.3%).
3. “Chiropractor” (38.9%) and “Mammography” (24%) were the second and third most popular choice for services which respondents indicated they would use if the service was available 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 9). For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section, which begins on page 15.

**Goal 1:** Address the need for transportation services in the community.

**Strategy 1.1:** Compile listing of all available transportation options (and availability) in the community.

**Activities:**

- Identify resources/programs that are currently available in Meagher County.
- Develop brochure or other mode of outreach to educate community on available transportation resources/programs.
- Convene community partners (VFW, senior center, churches, Rotary, Masons, etc.) to discuss feasibility of sharing transportation resources.
- Determine availability/use of community bus and/or hospital van.
- Evaluate feasibility of hospital providing resources for community bus/hospital van.
- Investigate feasibility of developing or restarting a senior/youth volunteer program which could provide transportation for seniors in the community.

**Strategy 1.2:** Conduct study to determine local vs. non-local travel assistance needs and locations.

**Activities:**

- Conduct focus groups with senior center and schools to define needs and collect community feedback regarding transportation assistance. Determine which routes/destinations are highest need.
- Explore various grant options to finance possible transportation services and/or reimbursement mechanisms for volunteers willing to provide transportation for community members.

**Goal 2:** Increase access to needed dental services for Meagher County.

**Strategy 2.1:** Increase awareness of available dental services for seniors.

**Activities:**

- Publicize dental hygienist’s services at LTC.
- Discuss possibility of expanding hours of dental hygienist services.

**Strategy 2.2:** Explore possibility of addressing pediatric dental needs in the community.

**Activities:**

- Determine feasibility of providing school screenings.
- Discuss partnering options with the school.

**Strategy 2.3:** Explore grant and other funding opportunities to increase availability of dental services in Meagher County.

**Activities:**

- Research other rural communities that have successfully brought in dental services (i.e. Granite County).
- Explore grant opportunities available that may assist with financing of dental services.
- Contact statewide resources to develop recruitment plan with the regional dental schools.

**Goal 3:** Develop services to address senior and senior caregiver needs which will allow community members to age in place.

**Strategy 3.1:** Explore services to assist in reducing senior isolation.

**Activities:**

- Identify resources/programs that are currently available in Meagher County.
- Develop brochure or other mode of outreach to educate community on available resources/programs available to seniors and their caregivers.
- Explore services (i.e. visiting nurses) that will provide care/companionship for those who do not want or are unable to leave their homes.
- Investigate feasibility of developing or restarting a senior/youth volunteer program which could provide basic companionship and reduce isolation with senior community members.
- Discuss possible programs and partnership with Public Health on programs available/currently being used in the community.
- Explore the Community Health Worker (CHW) program and determine feasibility of bringing program to Meagher County.

**Strategy 3.2:** Explore providing Home Health services in Meagher County.

**Activities:**

- Provide community outreach and education regarding Home Health services.
- Develop legislative action plan to make local/state representatives aware of challenges in Meagher County with regards to Home Health and other senior services.
- Create process/protocol to document obstacles/barriers present in attempting to get home health services in Meagher County.

**Goal 4:** Provide increased access to behavioral health services for Meagher County.

**Strategy 4.1:** Increase access to behavioral health services in the community.

**Activities:**

- Continue conversations with LCSW interested in providing services at MMC.
- Investigate feasibility of developing or restarting a senior/youth volunteer program which could provide basic services/companionship to seniors in the community.
- Research education offerings for both medical providers and general community (i.e. Mental Health First Aid).
- Develop a process and schedule for determining bed/service availability with regional referral partners.
- Brainstorm community events that MMC could sponsor/host to raise awareness of services and resources.

**Strategy 4.2:** Explore tele-mental health services.

**Activities:**

- Follow up with Benefis regarding offering tele-mental health services.
- Explore other networks that offer tele-mental health services.
- Create marketing strategy to increase awareness of services.
- Explore option of holding an ‘open house’ to introduce community members to telemedicine

**Goal 5:** Provide increased access to behavioral health services for Meagher County.

**Strategy 5.1:** Increase access to health services in the community.

**Activities:**

- Continue to provide no-cost blood pressure checks in clinic/hospital.
- Explore opportunities to provide services/information/education at various community events, current facility events (i.e. Haunted House), or with other community organizations.
- Continue Navigator services for health insurance marketplace.
- Continue partnership and support of local school to provide impact testing.
- Continue being present at school athletic events.

**Strategy 5.2:** Explore expansion of current services

**Activities:**

- Continue discussions with Benefis and/or other potential partners (Bozeman, University of Utah) to provide specialty services via telemedicine (i.e. oncology, cardiology, orthopedics, burn care, etc.)
- Develop outreach strategies to make community aware of telemedicine offerings.

### Implementation Plan Grid

**Goal 1:** Address the need for transportation services in the community.

**Strategy 1.1:** Compile listing of all available transportation options (and availability) in the community.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Identify resources/programs that are currently available in Meagher County	County Health/Senior Center/CEO	7/1/2016	CEO	Public Health, Senior Center	Resource limitations
Develop brochure or other mode of outreach to educate community on available transportation resources/programs.	Marketing	1/1/2017	CEO	Chamber of Commerce, Senior Center	Resource limitations
Convene community partners to discuss feasibility of sharing transportation resources	CEO	5/17/2016-7/1/2017	CEO	VFW, Senior Center, churches, Rotary, Masons	Resource limitations
Determine availability/use of community bus and/or hospital van.	CEO	5/17/2016-7/1/2017	CEO, Board	Churches, Senior Center	Scheduling conflicts, resource limitations
Evaluate feasibility of hospital providing resources for community bus/hospital van.	CEO	5/17/2016-7/1/2017	CEO, Board	VFW, Senior Center, churches, Rotary, Masons	Resource limitations
Investigate feasibility of developing or restarting a senior/youth volunteer program which could provide transportation for senior in the community.	CEO	5/17/2016-7/1/2017	CEO	Schools, Senior Center	Resource limitations, liability restrictions

**Needs Being Addressed by this Strategy:**

- #1: “Transportation Assistance” (31.3%) was the most cited way to improve the community’s access to healthcare.
- #3: “Access to health care and other services” (72.6%) was selected as the most important component of a health community.
- #9: Focus groups indicated a need for services that allowed seniors to age in place.

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

- Increased awareness of available transportation resources in the community.
- Increased community engagement and partnership in addressing transportation needs.
- Increased access to transportation services.

*Strategy 1.1 continued...*

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

- Compare data from 2016 assessment with 2019 assessment to determine whether the need for transportation services has increased or decreased.
- Track number of interested stakeholders and actions taken by community partners.

**Measure of Success:** MMC convenes at least two (2) meetings of community partners and makes decisions regarding sponsorship of the van and volunteer program.

<b>Goal 1:</b> Address the need for transportation services in the community.					
<b>Strategy 1.2:</b> Conduct study to determine local vs. non-local travel assistance needs and locations.					
Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Conduct focus groups with senior center and schools to define needs and collect community feedback regarding transportation assistance. Determine which routes/destinations are highest need.	CEO	5/17/2016-7/1/2017	CEO	Senior Center, Schools, Public Health	Resource limitations
Explore various grant options to finance possible transportation services and/or reimbursement mechanisms for volunteers willing to provide transportation for community members.	CEO	5/17/2016-7/1/2017	CEO	VFW, Senior Center, churches, Rotary, Masons	Resource limitations, liability restrictions
<b>Needs Being Addressed by this Strategy:</b>					
<ul style="list-style-type: none"> <li>▪ #1: “Transportation Assistance” (31.3%) was the most cited way to improve the community’s access to healthcare.</li> <li>▪ #3: “Access to health care and other services” (72.6%) was selected as the most important component of a health community.</li> <li>▪ #9: Focus groups indicated a need for services that allowed seniors to age in place.</li> </ul>					
<b>Anticipated Impact(s) of these Activities:</b>					
<ul style="list-style-type: none"> <li>▪ Determine community interest in transportation assistance.</li> <li>▪ Defined transportation route needs identified.</li> <li>▪ Defined volunteer reimbursement plan.</li> </ul>					
<b>Plan to Evaluate Anticipated Impact(s) of these Activities:</b>					
<ul style="list-style-type: none"> <li>▪ Track grant applications and determine total amount of funding provided by community stakeholders for this initiative.</li> </ul>					
<b>Measure of Success:</b> MMC and its partners have a better understanding of transportation needs and have written two (2) grants to foundations and other service organizations.					

**Goal 2:** Increase access to needed dental services for Meagher County.

**Strategy 2.1:** Increase awareness of available dental services for seniors.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Publicize dental hygienist’s services at LTC.	CEO	1/1/2018	CEO	LTC, Council on Aging, Senior Center	Resource limitations
Discuss possibility of expanding hours of dental hygienist services.	CEO/Nursing	7/1/2016	CEO	Dental Hygienist	Resource limitations, regulatory restrictions

**Needs Being Addressed by this Strategy:**

- #3: “Access to health care and other services” (72.6%) and “Healthy behaviors and lifestyles” (37.5%) were indicated as two of the most important components required for a healthy community.
- #4: “Dental services” was the top most desired local healthcare service not currently available (68.3%).
- #6: “Lack of dental care” (28.4%) was selected within the top 5 health concerns in the community.
- #7: Majority of respondents indicated a need for ‘Dental services’ (68.3%).

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

- Increased awareness of available programs/resource in the community.
- Increased access to needed dental services.
- Higher quality of life for seniors.

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

- Track utilization of dental hygienist pre and post community outreach.
- Track referrals to dental hygienist services pre and post community outreach.

**Measure of Success:** Determine feasibility of providing dental hygienist hours by 1/1/2017.

**Goal 2:** Increase access to needed dental services for Meagher County.

**Strategy 2.2:** Explore possibility of addressing pediatric dental needs in the community.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Determine feasibility of providing school screenings.	Nursing	5/17/2016-7/1/2017	CEO	Schools, Public Health	Resource limitations, financial limitations
Discuss partnering options with schools.	CEO/Nursing	5/23/2016-10-1-2018	CEO	Schools, Public Health	Resource limitations, financial limitations

**Needs Being Addressed by this Strategy:**

- #3: “Access to health care and other services” (72.6%) and “Healthy behaviors and lifestyles” (37.5%) were indicated as two of the most important components required for a healthy community.
- #4: “Dental services” was the top most desired local healthcare service not currently available (68.3%).
- #6: “Lack of dental care” (28.4%) was selected within the top 5 health concerns in the community.
- #7: Majority of respondents indicated a need for ‘Dental services’ (68.3%).

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

- Increased awareness of available programs/resource in the community.
- Increased access to needed dental services.
- Higher quality of life for students.
- Reduction in student absenteeism, parents taking time off work to address dental needs.

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

- Determine community interest in proposed school dental screenings through outreach.
- Development of plan to conduct school screenings.

**Measure of Success:** MMC will determine feasibility of offering proposed school screening services by February 2018.

**Goal 2:** Increase access to needed dental services for Meagher County.

**Strategy 2.3:** Explore grant and other funding opportunities to increase availability of dental services in Meagher County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Research other rural communities that have successfully brought in dental services (i.e. Granite County).	CEO	8/1/2016	CEO	GCMC, NRHA, MHA, MORH/AHEC	Resource limitations
Explore grant opportunities that may assist with financing of dental services.	CEO	10/1/2016	CEO	NRHA, MHA, MORH/AHEC	Resource limitations
Contact statewide resources to develop recruitment plan with the regional dental schools.	CEO	11/15/2016	CEO	MHA, PCO, 3RNet, MORH/AHEC	Resource limitations

**Needs Being Addressed by this Strategy:**

- #3: “Access to health care and other services” (72.6%) and “Healthy behaviors and lifestyles” (37.5%) were indicated as two of the most important components required for a healthy community.
- #4: “Dental services” was the top most desired local healthcare service not currently available (68.3%).
- #6: “Lack of dental care” (28.4%) was selected within the top 5 health concerns in the community.
- #7: Majority of respondents indicated a need for ‘Dental services’ (68.3%).

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

- Increased access to needed dental services.
- Possible recruitment of local dentist.

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

- Track ER/Clinic office visits related to dental health needs.
- Determine community interest in financing infrastructure to encourage a dental practice in Meagher County.

**Measure of Success:** MMC will reach out to regional dental schools regarding opportunities to work in Meagher County by 12/1/2016.

**Goal 3:** Develop services to address senior and senior caregiver needs which will allow community members to age in place.

**Strategy 3.1:** Explore services to assist in reducing senior isolation.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Identify resources/programs that are currently available in Meagher County	CEO/County Health/Senior Center	7/1/2016	CEO	Area on Aging, Senior Center, Public Health	Resource limitations
Develop brochure or other mode of outreach to educate community on available resources/programs available to seniors and their caregivers.	Marketing	4/1/2017	CEO	Chamber of Commerce, Senior Center	Resource limitations
Explore services (i.e. visiting nurses) that will provide care/companionship for those who do not want or are unable to leave their homes.	CEO/Nursing/Clinic	3/1/2017	CEO	Area on Aging, Senior Center, Public Health	Resource limitations, financial limitations
Investigate feasibility in developing or restarting a senior/youth volunteer program which could provide basic companionship and reduce isolation with senior community members.	CEO	10/1/2016	CEO	Area on Aging, Senior Center, Public Health, Schools	Resource limitations
Discuss possible programs and partnership with Public Health on programs available/currently being used in the community.	CEO	6/1/2016	CEO	Public Health	Resource limitations
Explore the Community Health Worker (CHW) program and determine feasibility of bringing program to Meagher County.	CEO	6/15/2016	CEO	MHA, ORH/AHEC	Resource limitations

**Needs Being Addressed by this Strategy:**

- #1: Top three suggestions to improve community’s access to healthcare: ‘Transportation assistance’ (31.3%), ‘Greater health education services’ (26%), and ‘More specialists’ (26%).
- #3: “Access to health care and other services” (72.6%) and “Healthy behaviors and lifestyles” (37.5%) were indicated as two of the most important components required for a healthy community.
- #5: Approximately 15% of respondents indicated they had felt depressed on most days for at least three consecutive months.

*Strategy 3.1 continued...*

- #8: The focus group indicated a high level of concern regarding the shortage of resources/programs specific to behavioral health.
- #9: The focus group also indicated a need for services that would allow seniors to age in place: home health and services to assist caretakers.
- #10: “Health and wellness” was the most popular choice of respondents in terms of interest in educational classes/programs.

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

- Increased awareness of available programs/resources in the community.
- Increased access to health and wellness programs/resources.
- Higher quality of life for seniors.
- Decrease in senior isolation.

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

- Determine community interest in senior/youth volunteer program.
- Define resources currently available.
- Determine feasibility of CHW program in Meagher County.

**Measure of Success:** MMC will develop a senior/volunteer program with community partners which provides services to 5 seniors in the community.

**Goal 3:** Develop services to address senior and senior caregiver needs which will allow community members to age in place.

**Strategy 3.2:** Explore providing Home Health services in Meagher County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Provide community outreach and education regarding Home Health services.	Marketing	11/1/2016	CEO	Public Health	Resource limitations
Develop legislative action plan to make local/state representatives aware of challenges in Meagher County with regards to Home Health and other senior services.	CEO	5/31/2016	CEO	Area on Aging, Public Health	Resource limitations
Create process/protocol to document obstacles/barriers present in attempting to get Home Health services in Meagher County.	CEO	8/1/2016	CEO	Tressa Blair	Licensure restrictions

**Needs Being Addressed by this Strategy:**

- #1: Top three suggestions to improve community’s access to healthcare: ‘Transportation assistance’ (31.3%), ‘Greater health education services’ (26%), and ‘More specialists’ (26%).
- #3: “Access to health care and other services” (72.6%) and “Healthy behaviors and lifestyles” (37.5%) were indicated as two of the most important components required for a healthy community.
- #5: Approximately 15% of respondents indicated they had felt depressed on most days for at least three consecutive months.
- #8: The focus group indicated a high level of concern regarding the shortage of resources/programs specific to behavioral health.
- #9: The focus group also indicated a need for services that would allow seniors to age in place: home health and services to assist caretakers.
- #10: “Health and wellness” was the most popular choice of respondents in terms of interest in educational classes/programs.

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

- Increased awareness of Home Health services and the access barriers in the county.
- Legislative action plan developed and distributed.

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

- Track progress of legislative action plan.
- Track access to Home Health services in Meagher County.

**Measure of Success:** MMC will determine feasibility of offering Home Health Services in Meagher County by 1/1/2018

**Goal 4:** Provide increased access to behavioral health services for Meagher County.

**Strategy 4.1:** Increase access to behavioral health services in the community.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue conversations with LCSW interested in providing services at MMC.	CEO	7/1/2016	CEO	LCSW	Resource limitations
Investigate feasibility of developing or restarting a senior/youth volunteer program which could provide basic services/ companionship to seniors in the community.	CEO/Activities Coordinator	11/1/2016	CEO	Area on Aging, Senior Center, Public Health, Schools	Resource limitations, financial limitations
Research education offerings for both medical providers and general community (i.e. Mental Health First Aid).	CEO/Providers	4/1/2017	CEO	RHIhub.com, MT DPHHS	Resource limitations, financial limitations
Brainstorm community events that MMC could sponsor/host to raise awareness of services and resources.	CEO	8/1/2016	CEO	Senior Center	Resource limitations, financial limitations

**Needs Being Addressed by this Strategy:**

- #1: Top three suggestions to improve community’s access to healthcare: ‘Transportation assistance’ (31.3%), ‘Greater health education services’ (26%), and ‘More specialists’ (26%).
- #3: “Access to health care and other services” (72.6%) and “Healthy behaviors and lifestyles” (37.5%) were indicated as two of the most important components required for a healthy community.
- #5: Approximately 15% of respondents indicated they had felt depressed on most days for at least three consecutive months.
- #8: The focus group indicated a high level of concern regarding the shortage of resources/programs specific to behavioral health.
- #9: The focus group also indicated a need for services that would allow seniors to age in place: home health and services to assist caretakers.
- #10: “Health and wellness” was the most popular choice of respondents in terms of interest in educational classes/programs.

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

- Increased awareness of available programs/resources in the community and MMC.
- Increased access to health and wellness programs/resources.
- Increased provider knowledge in mental health programs/resources.
- Improved health outcomes.

*Strategy 4.1 continued...*

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

- Determine community interest in senior/youth volunteer program.
- Define resources currently available.
- Determine feasibility of LCSW provider in Meagher County.

**Measure of Success:** MMC will partner with community partners in planning and hosting one (1) community event that helps to sponsor and highlight mental health services and resources by 8/1/2017.

**Goal 4:** Provide increased access to behavioral health services for Meagher County.

**Strategy 4.2:** Explore tele-mental health services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Follow up with Benefis regarding offering tele-mental health services.	CEO	5/20/2016	CEO	Benefis, REACH	Resource limitations, financial limitations
Explore other networks that offer tele-mental health services.	CEO	10/1/2016	CEO	MORH/AHEC	Resource limitations, financial limitations
Create marketing strategy to increase awareness of services.	Marketing	11/1/2016	CEO	Public media outlets	Resource limitations, financial limitations
Explore option of holding an ‘open house’ to introduce community members to telemedicine.	Marketing	12/1/2017	CEO	Benefis, REACH	Resource limitations, financial limitations

**Needs Being Addressed by this Strategy:**

- #1: Top three suggestions to improve community’s access to healthcare: ‘Transportation assistance’ (31.3%), ‘Greater health education services’ (26%), and ‘More specialists’ (26%).
- #3: “Access to health care and other services” (72.6%) and “Healthy behaviors and lifestyles” (37.5%) were indicated as two of the most important components required for a healthy community.
- #5: Approximately 15% of respondents indicated they had felt depressed on most days for at least three consecutive months.
- #8: The focus group indicated a high level of concern regarding the shortage of resources/programs specific to behavioral health.
- #9: The focus group also indicated a need for services that would allow seniors to age in place: home health and services to assist caretakers.
- #10: “Health and wellness” was the most popular choice of respondents in terms of interest in educational classes/programs.

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

- Increased awareness of available programs/resources in the community and MMC.
- Increased access to health and wellness programs/resources.
- Improved health outcomes.

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

- Determine community interest in tele-mental health services through outreach.
- Track utilization of tele-mental health services.

*Strategy 4.2 continued...*

**Measure of Success:** MMC will provide information to the community regarding available tele-mental health services in the area by March 2018.

**Goal 5:** Provide increased access to behavioral healthcare services for Meagher County.

**Strategy 5.1:** Increase access to health services in the community.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue to provide no-cost blood pressure checks in clinic/hospital.	DON	Ongoing	Board		Resource limitations, financial limitations, capacity issues
Explore opportunities to provide services/information/education at various community events, current facility events (i.e. Haunted House), or with other community organizations.	Marketing	9/1/2016	CEO	School/Senior Center	Resource limitations, financial limitations
Continue Navigator services for health insurance marketplace.	CEO	Ongoing	CEO	HRSA	Resource limitations, financial limitations
Continue partnership and support of local school to provide impact testing.	CEO	Ongoing	Board	Schools	Resource limitations
Continue being present at school athletic events.	Providers	Ongoing	CEO	Schools	Resource limitations

**Needs Being Addressed by this Strategy:**

- #1: Top three suggestions to improve community’s access to healthcare: ‘Transportation assistance’ (31.3%), ‘Greater health education services’ (26%), and ‘More specialists’ (26%).
- #3: “Access to health care and other services” (72.6%) and “Healthy behaviors and lifestyles” (37.5%) were indicated as two of the most important components required for a healthy community.
- #10: “Health and wellness” was the most popular choice of respondents in terms of interest in educational classes/programs.

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

- Increased access to healthcare services.
- Increased awareness/utilization of services at MMC.
- Improved health outcomes.

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

- Track number of educational presentations provided at community events/organizations.
- Track number of community members assisted by Navigator.
- Track number students receiving Impact Testing.

*Strategy 5.1 continued...*

**Measure of Success:** MMC provides two (2) outreach/educational offerings per year to the community by May 2019.

**Goal 5:** Provide increased access to behavioral healthcare services for Meagher County.

**Strategy 5.2:** Explore expansion of current services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue discussions with Benefis and/or other potential partners to provide specialty services via telemedicine (i.e. oncology, cardiology, orthopedics, burn care, etc.)	CEO	Ongoing	CEO	Benefis, Bozeman Health, University of Utah	Regulation restrictions Resource limitations
Develop outreach strategies to make community aware of telemedicine offerings.	Marketing	12/1/2017	CEO		Resource limitations

**Needs Being Addressed by this Strategy:**

- #1: Top three suggestions to improve community’s access to healthcare: ‘Transportation assistance’ (31.3%), ‘Greater health education services’ (26%), and ‘More specialists’ (26%).
- #3: “Access to health care and other services” (72.6%) and “Healthy behaviors and lifestyles” (37.5%) were indicated as two of the most important components required for a healthy community.
- #10: “Health and wellness” was the most popular choice of respondents in terms of interest in educational classes/programs.

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

- Increased access to healthcare services.
- Increased awareness/utilization of services at MMC.
- Increased utilization of telemedicine services at MMC.
- Improved health outcomes.

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

- Track number of new specialty services offered via telemedicine.
- Track number of consultations provided.
- Track telemedicine utilization pre and post marketing and outreach.

**Measure of Success:** MMC will provide additional specialty telemedicine services by June 2017.

### Needs Not Addressed and Justification

Identified health needs unable to address by Mountainview Medical Center	Rationale
1. “Cancer” (40.9%) was chosen as the most serious health concern by survey respondents.	<ul style="list-style-type: none"> <li>• MMC already provides initial cancer screening and Oncology referral. Offering additional cancer services would not be feasible from a staffing and financial standpoint.</li> </ul>
2. For those who indicated that they were unable to receive or had to delay receiving healthcare services, the reason most cited was “It costs too much” (59.3%).	<ul style="list-style-type: none"> <li>• MMC offers programs to assist with paying for healthcare costs and prices its services based on current market conditions. Additionally, MMC has a Navigator to assist community members in learning about and accessing the health insurance marketplace.</li> </ul>
3. “Chiropractor” (38.9%) was the second most popular choice for services which respondents indicated they would use if the service was available locally.	<ul style="list-style-type: none"> <li>• MMC is not planning on offering this service at this time due to resource and regulatory limitations.</li> </ul>
4. “Mammography” (24%) was the third most popular choice for services which respondents indicated they would use if the service was available locally.	<ul style="list-style-type: none"> <li>• At this time, MMC does not believe that there would be enough community interest to support the equipment and staffing necessary to provide full-time mammography services.</li> </ul>

## Dissemination of Needs Assessment

Mountainview Medical Center (MMC) disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website (<http://www.mvmc.org/>) as well as having copies available at the facility should community members request to view the community health needs assessment or the implementation planning documents.

The Steering Committee, which was formed specifically as a result of the CHSD [Community Health Services Development] process to introduce the community to the assessment process, will be informed of the implementation plan to see the value of their input and time in the CHSD process as well as how MMC is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Meagher County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of MMC will be directed to the hospital's website to view the complete assessment results and the implementation plan. MMC board members approved and adopted the plan on **May 25<sup>th</sup> 2016**. Board members are encouraged to familiarize themselves with the needs assessment report and implementation plan so they can publically promote the facility's plan to influence the community in a beneficial manner.

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