

# 2016 IMPLEMENTATION PLAN

Addressing Community Health Needs



**Beartooth Billings Clinic**

**Red Lodge, Montana**

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## The Implementation Planning Process

The Implementation Planning Committee, comprised of members of Beartooth Billings Clinic executive leadership, participated in an implementation planning process to systematically and thoughtfully respond to the issues and opportunities identified through the Community Panel and the Red Lodge Area Community Foundation Community Dialogue meetings.

A Community Health Needs Assessment (CHNA) was performed in the spring of 2016 to determine the most important health needs and opportunities for Carbon County, Montana. “Need” was defined as the priority issues or opportunities rated by members of the Community Panel and attendees at the Community Dialogue meetings. For more information regarding the needs identified, as well as the assessment process/approach/methodology, please refer to the facility’s 2016 CHNA, which is posted on the facility’s website ([www.beartoothbillingsclinic.org](http://www.beartoothbillingsclinic.org)).

The implementation planning committee identified the most important health needs to be addressed by Beartooth after reviewing the CHNA, secondary data, community demographics, and input from citizens representing the broad interests 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 Beartooth Billings Clinic’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 the goals to achieve through appropriate strategies and activities, as well as the general approach to meeting the stated goals (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 relate to the following:

1. Healthy and safe lifestyle behaviors
2. Affordable health care
3. Awareness of available services & resources
4. Mental Health
5. Early childhood education

In addressing the aforementioned issues, Beartooth Billings Clinic seeks to:

- a) Encourage and promote healthy and safe lifestyle behaviors in residents of our area.
- b) Serve as a leader in providing access to, and awareness of, affordable health care.
- c) Improve internal and external awareness of available health related services & resources in the area.
- d) Champion access to, and utilization of, mental health services/care.
- e) Continue to provide affordable and accessible early childhood education.

**Beartooth Billings Clinic's Mission:**

We Save Lives and Promote Healthy Living.

**Beartooth Billings Clinic's Core Values:**

- Accountability
- Compassion
- Passion for Excellence
- Love
- Innovation

**Implementation Planning Committee Members:**

- Deborah Agnew, MD – Chief Executive Officer, Beartooth Billings Clinic
- Bridgett Chartier, RN – Director of Nursing
- Kelley Evans, RN – Chief Operating Officer, Beartooth Billings Clinic
- Maggie Karas – Community Relations Coordinator, Beartooth Billings Clinic
- Kevin Larson – Director of Clinic Services/Better Health Improvement Specialist, Beartooth Billings Clinic
- Brandi Mains – Director of Home Care/Hospice, Beartooth Billings Clinic
- Sharon Norby – Director of Nurses/Quality Coordinator, Beartooth Billings Clinic
- Beth Nordstrom – Director of Rehabilitation Services, Beartooth Billings Clinic
- Mike Nordstrom – Director of Ancillary Services, Beartooth Billings Clinic
- Sara Urbanik – Executive Director, Beartooth Billings Clinic Foundation

## Prioritizing the Community Health Needs

The implementation planning committee completed the following in order to prioritize community health needs:

- Review the facility's presence in the community (i.e. activities already being done to address community need)
- Consider organizations outside of the facility which may serve as collaborators in executing the facility's implementation plan
- Assess the health indicators of the community through the available secondary data and the CHNA
- Evaluate the feedback received from consultations with those representing the community's interests, including public health

### Beartooth Billings Clinic's Presence in the Community:

- Beartooth Billings Clinic organizes an annual health fair which offers no-cost health screenings and health education relative to Beartooth's services, as well as other providers in the area.
- The facility is utilizing Montana Fish Wildlife & Parks (FWP) Recreational Trails Program (RTP) grant funding to develop a walking trail which will link the hospital with one of the major residential areas in town and will also provide education on through interpretive signage. Construction is scheduled for August 2016.
- Beartooth Billings Clinic has an award-winning worksite wellness program (Silver Award Winner for the 2016 Excellence in Worksite Health Promotion Awards) for improving health outcomes for its employees.
- The award winning "Slide Safe, Dress Smart" program, which provides snow sports safety/injury prevention education for regional students, is offered in partnership with Red Lodge Mountain Ski Patrol.
- Beartooth Billings Clinic sponsors free CPR/First Aid training to incoming eighth and tenth graders.
- The facility provides staff for area student athlete sports physicals at a discounted rate; all sports physical fees received are donated back to the schools.
- Beartooth Billings Clinic Sports Medicine staff provide their services at home high school athletic events and also provide concussion management education to student athletes in the area.
- Beartooth Billings Clinic provides various cancer screenings (i.e. cervical cancer, breast cancer) to low-income and un- or under-insured populations.
- The facility offers childbirth education for expectant couples through its Public Health department.
- Beartooth Billings Clinic provides financial support to several organizations in the area, including the Beartooth Children's Center, the Boys & Girls Club of Carbon County, Domestic and Sexual Violence Services (DSVS), and the Carbon County Public Health Department.

- **Beartooth Billings Clinic's Presence in the Community (continued)...**

- Beartooth Children's Center, a department of Beartooth Billings Clinic, provides nutritious meals for the children as well as staff.
- The Public Health Department provides immunization clinics and education on chronic illness, environmental health, pre/postnatal care, communicable disease prevention/detection and provides a school nurse for seven schools in Carbon County. The department also runs the Montana Tobacco Use Prevention Program (MTUPP), which works to eliminate tobacco use among the local population.
- The facility participates in the WWAMI program and hosts medical students interested in practicing in rural areas as a part of the Rural/Underserved Opportunities Program (R/UOP).
- Beartooth Billings Clinic is an active participant in the Carbon County Local Emergency Planning Committee (LEPC) to improve emergency response for the community.

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

- Domestic and Sexual Violence Services (DSVS) serves individuals, families, and communities impacted by physical, sexual and emotional abuse and promotes healthy, equitable and violence-free relationships.
- The Beartooth Billings Clinic Public Health Department knits together numerous rural communities by establishing a common theme of health awareness, disease prevention, and access to care.
- The Carbon County Mental Health Center satellite provides professional and confidential services to individuals in Red Lodge and surrounding areas who experience symptoms of mental health, addiction, and co-occurring disorders.
- Carbon Beta Jail Alternatives, Inc. promotes public safety and challenges offenders to become responsible, productive citizens through firm, fair, and consistent supervision, treatment, and education.
- Several support groups/services specific to addiction issues are present in Carbon County: the Drug & Alcohol Program through the Mental Health Center, Al-Anon, Alateen, and the Rimrock Foundation.
- Resource, Support, and Development, Inc. (Beartooth Industries) in Red Lodge provides an array of community-based support and services to adult citizens with special needs, specifically those with developmental and physical disabilities.
- A.W.A.R.E. Inc. provides quality community-based services to persons with challenging mental, emotional, and in some cases, physical needs who would otherwise be served in a more restrictive setting or perhaps would not be served at all.
- BareTooth Cupboards is dedicated to reducing hunger in Carbon County by providing nutritious food to individuals in need and engaging in outreach and advocacy.

- **List of Available Community and Facility Resources to Address Needs (continued)...**

- The Red Lodge Senior Citizen's Center provides activities and education for seniors in the community, as well as blood pressure checks and the Beartooth Billings Clinic Home Health foot clinic. Affordable lunches are offered three days a week.
- The Carbon County Local Emergency Planning Committee (LEPC) works to improve emergency response throughout the County.
- Beartooth Billings Clinic operates the Beartooth Children's Center, one of the few licensed childcare centers in Carbon County offering a "Pre School" or PreKindergarten program to children ages 3 – 5.
- The Red Lodge Area Community Foundation serves the community by helping donors meet community needs through an endowment fund, grants and other avenues of giving; funding projects in arts and culture, education, environment, health and social services, and supporting other nonprofits through training, leadership and sponsoring the annual Red Lodge Fun Run for Charities.
- The Carbon County Office of Public Assistance provides assistance and information on applying for Supplementary Nutrition Assistance Program (SNAP), Medicaid and Temporary Assistance for Needy Families (TANF), as well as assistance with referrals for child care, child support, housing, etc.
- STEP Support and Techniques for Empowering People Inc provides services and support to persons with developmental disabilities and their families.
- The Red Lodge Adult Education program provides low cost classes for adults to learn new skills or complete a GED.
- The Rural Employment Opportunities (REO) operates programs and services aimed at assisting seasonal agricultural workers prepare for permanent, full-time careers.
- The Carbon County schools provide education, services, and programs to students.
- Montana Nutrition and Physical Activity program (NAPA) of DPHHS 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.
- WWAMI (Washington, Wyoming, Alaska, Montana, and Idaho) serves as a model program for training physicians and other health professionals for rural areas.

## Carbon County Indicators:

### Low Income Persons

- 13% low income persons (persons below federal poverty level)

### Uninsured Persons

- Uninsured adults less than age 65 – 12%
- Uninsured children less than age 18 – 19%

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

- Cancer
- Heart Disease
- Chronic Lower Respiratory Disease

Percent of Population Age 65 and older – 22%

Size of County and Remoteness – 10,399 people in Carbon County; Population Density: 4.9 people per square mile

Nearest Major Hospital – Billings Clinic, Billings, MT – 58 miles from Beartooth Billings Clinic

## Public Health and Underserved Populations Consultation Summaries

Public Health/Mental Health Consultation [Roberta Cady – Public Health Coordinator, Beartooth Billings Clinic, March 10, and June 1, 2016]

- Lack of transportation: Elderly, disabled, and underprivileged lack transportation means for medical, dental and optical appointments locally, or to various appointments and specialists in Billings. Options are to ask a friend; pay (Rates June 2016: \$266 round trip to Billings—3 person minimum; up to \$22 round trip within Red Lodge city limits); or simply avoid seeking medical care.
- Mental health / Substance abuse: There is a lack of mental health and substance abuse treatment options, especially for youth. If one was seeking help for mental health or substance abuse, there is very little in the way of



visible or easily accessible mental health care or substance abuse treatment options. Substance abuse contributes to an increase in motor vehicle accidents and distracted driving; a decrease in seat belt use.

- Preventative screenings: We need to actively promote preventative health care screenings and immunizations as a way to prevent disease, keep health care costs low, and have better patient outcomes.
- Pediatric Services: There is no specialized care for pediatric patients in our area. We need to encourage more well baby and well child checks in addition to the infant and childhood immunizations.
- Early childhood / PreK education: vital for a child's success in school and in life; it promotes healthy lifestyle habits. There are not enough options for children throughout our area to receive affordable PreK education. Financing options are available, but many parents are not aware, or do not qualify, for these financial assistance programs.

#### Underserved Population – Low Income [Heidi Mann – Social Service Specialist, DPHHS, March 10, 2016]

- Attitude: changing the view of health care from “emergency” medical care to preventative health care.
- Education and literacy: understanding how insurance works; choosing a primary physician, coverage, co-pays, deductibles.
- Transportation: regular transportation is not available to get to doctor appointments, therapists – both in Red Lodge and in Billings. (Medicaid only reimburses transportation if the patient has their own vehicle.)
- Honesty: not disclosing all symptoms to doctors; not disclosing all information on applications for assistance, which may lead to closure of coverage.
- Affordable housing: Section 8 housing needs to be more prevalent in Carbon County and help for completing the LIEAP applications for utility assistance.
- Child care: people quit jobs or reduce hours as they don't have day care for sick kids or the cost of childcare is too high.

#### Vulnerable Population – Youth [Lori Kane – County Superintendent of Schools office; Ann Winning – Supervisor, Beartooth Children's Center; John Fitzgerald -- Red Lodge School Superintendent; Janice King—Headstart; March 10, 2016; Bill Phillips, Bridger School Superintendent, April 11, 2016; Mandi Hernandez—Joliet School Counselor, April 7, 2016]

- There is a need for parenting skills education.

- Mental health services specifically for youth are needed; basic parental education of the mental health warning signs, treatment options and available mental health resources is also needed
- Substance abuse treatment and prevention education
- Suicide prevention
- Healthy relationship skills education
- Early childhood / PreKindergarten education
- Education and promotion of services and resources available; how and where to find financial assistance

Vulnerable Population – Elderly and Disabled [Margaret Schwend, Lindy Allen, Angela Metzenberg—Cedar Wood Healthcare; Kim Wilker—Messiah Lutheran Church; Sarah Ewald, Ruth Bilyeu – Red Lodge EMS; Susan Wolfe—Joliet Community Center; March 10, 2016]

- Transportation for the elderly and disabled is lacking, but necessary to get them to their medical, dental and optical appointments in Red Lodge or Billings.
- Education on services and resources available, how and where to find financial and services assistance
- There is a lack of mental health services in our area for this population.
- This population is especially vulnerable to suffering from isolation and/or lack of social interaction.

## Needs Identified and Prioritized

### *Prioritized Needs to Address*

#### **1. Healthy and Safe Lifestyle Behaviors**

- a. A number of the needs identified through the Community Panel and the Community Dialogue meetings, including mental health, substance abuse, relationships and nutrition, relate to “healthy and safe lifestyle behaviors.
- b. In 2013, significantly fewer survey respondents rated their community’s general health as “Very healthy” (5.8%) than in 2008 (28.2%).
- c. “Healthy behaviors and lifestyles” was one of the most frequently chosen components of a healthy community. In the 2013 CHNA Survey, significantly more survey respondents selected “Healthy behaviors and lifestyles” as an important component of a healthy community (44.2%) than in 2008 (29.6%).
- d. “Obesity/overweight” (33.7%) was one of the top health concerns as identified by survey respondents – significantly more respondents selected this concern in 2013 than in 2008 (17.9%). It was again identified as an issue at the Red Lodge Community Health Dialogue meeting.

#### **2. Affordable Health Care**

- a. “Access to healthcare” was rated as one of the most important components of a healthy community in the 2013 CHNA Survey (50.8%).
- b. Approximately 30% of respondents reported that they or a member of their household indicated either delaying or not receiving needed healthcare services – of those respondents, the majority stated that 1) “It costs too much” (70.9%), 2) “My insurance didn’t cover it” (41.8%), and 3) “No insurance” (32.7%). In 2013, significantly more respondents delayed receiving healthcare because their insurance did not cover it than in 2008 (21.4%).

#### **3. Awareness of Available Services and Resources**

- a. The most frequently identified need at the Community Panel and Community Dialogue meetings was the lack of education and/or awareness of the services available in the area to provide assistance, whether it be assistance with healthcare, child care, finances, mental health, food insecurity, affordable housing or relationships, just to name a few.
- b. Approximately 48% of 2013 survey respondents indicated that they were either unaware or were unsure of programs which help people pay for healthcare bills.

- c. “Low cost preventative/screening services” (69.8%) and “More information about available services” (37.2%) were the two most selected options for improving the community’s access to healthcare.

#### 4. **Mental Health**

- a. The second most frequently identified need through the Community Panel and Community Dialogue meetings in 2016 was mental health.
  - b. “Alcohol/drug/tobacco use/abuse” was rated as the highest health concern (as chosen by 70.9% of survey respondents) in the community in 2013. Significantly more survey respondents cited this as a top health concern than in 2008.
  - c. In 2013, significantly more survey respondents rated “Mental health issues” as a top health concern than in the 2008 survey.
  - d. Approximately 22% of survey respondents indicated periods of at least three consecutive months in which they felt depressed on most days, although they may have felt okay sometimes.
  - e. Focus group participants indicated a specific need for local mental health services in 2013.
5. **Early Childhood Education** was one of the top 5 issues identified by the Community Panel and Dialogue participants, along with education/awareness, mental health, substance abuse and affordability of care.
  6. **Parenting Skills Education** was identified as one of the Top 10 needs by participants in the Community Panel.
  7. **Nutrition and Food Insecurity** surfaced as an issue at both the Community Panel and Community Dialogues.
  8. **Economic Development / Sustainable Employment** and how the availability of non-service industry jobs factors in with affordability of care, nutrition insecurity, those with insurance and a number of other issues was also identified in several community meetings.
  9. **Suicide Prevention.** According to the CDC, Montana had the third highest suicide rate in 2012, based on census data estimates. According to the MT DPHHS, Montana had the highest number of suicide deaths per capita for all of the US in 2014, with a rate of 24.5 per 100,000 population.
  10. **Preventative Health Screenings and Immunizations** can have a positive impact on a number of the physical health conditions noted. Public Health included *Preventative Screenings and Immunizations* as one of the top 5 issues to address.
  11. **Access to rehabilitation therapies** was identified as an issue for both elder residents of a care facility in Red Lodge and for residents over age 55 in Joliet.
  12. **Health insurance** accessibility, affordability and understanding of the product.

### ***Needs Unable to Address***

*(See page 29 for additional information)*

1. Transportation to various medical, dental and optical appointments as well as public assistance services in Billings as well as in Red Lodge was an identified need in 2013 as well as 2016.
  2. \* Relationship Skills
  3. Affordable Housing
  4. \* Isolation
  5. \* Domestic Violence
  6. Sustainable Employment
- \* Outside that care which occurs within our normal clinical activity.

### **Executive Summary**

The following represents a summary of the goals and corresponding strategies and activities which the facility will execute to address the prioritized health needs (from page 11). For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section, which begins on page 17.

**Goal 1:** Encourage healthy and safe lifestyle behaviors in the community.

**Strategy 1.1:** Continue offering services to the community which promote healthy behaviors and lifestyles.

#### **Activities:**

- Continue organizing/hosting the annual health fair for community members
- Continue offering education programs/services, such as the Montana Tobacco Use Prevention Program (MTUPP), diabetes management, and childbirth and pre/post-natal classes for community members
- Continue offering youth-specific educational programs/services, such as “Slide Safe, Dress Smart”, “It’s Your Choice”, and CPR/First Aid training

- Continue sponsoring injury prevention initiatives, such as school sports physicals, athletic trainers at school sporting events, and concussion management education
- Continue supporting the Beartooth Billings Clinic Public Health Department, which provides free immunization clinics, the maternal/child health grant, disease prevention initiatives, and public health monitoring and reporting
- Continue to evaluate funding the Beartooth Children's Center, which provides nutritious meals to needy children utilizing TANF & SNAP programs.
- Maintain a comprehensive marketing plan to promote existing programs/services to community members
- Development of Care Navigator Program within Patient Centered Medical Home (PCMH)

**Strategy 1.2:** Promote physical activity in the community.

**Activities:**

- Complete the Wellness Trail, a pedestrian and bicycle trail which will connect the hospital with the Country Club Estates residential area in Red Lodge as a vital link in the Rocky Fork Trail System master plan.
- Share award-winning worksite wellness program with community partners and provide technical assistance to those organizations that want to implement their own worksite wellness programs
- Continue to explore potential partnerships with other organizations that want to promote wellness and alternative medicine in the community

**Goal 2:** Serve as a leader in providing access to, and awareness of, affordable health care.

**Strategy 2.1:** Develop a strategy to address healthcare access issues attributable to cost concerns or lack of insurance.

**Activities:**

- Continue education programs/events to increase awareness/knowledge of the insurance marketplace (utilizing the patient navigators)
- Offer presentations regarding health insurance and the Affordable Care Act

- Promote current partnerships with agencies/organizations which can assist individuals/families in enrolling in various assistance programs (i.e. Office of Public Assistance, TANF, SNAP, etc.)
- Provide resources to families utilizing the Beartooth Children's Center regarding nutrition/financial assistance resource and programs available
- Partner with area schools to develop programs specific to young families in the community
- Partner with the Red Lodge Area Community Foundation and Red Lodge Fire Rescue to explore the feasibility of a paramedicine program.

**Goal 3:** Improve both internal and external awareness of available services and resources in the area.

**Strategy 3.1:** Increase awareness of Beartooth Billings Clinic's services through provider education and community outreach.

**Activities:**

- Continue implementing a marketing plan (i.e. annual health fair, website, etc.)
- Analyze referral patterns and create targeted outreach materials regarding current service lines for providers
- Increase internal provider education regarding the facility's service lines and community benefit activities
- Develop materials specific to current services which will be available in the facility and throughout the community

**Strategy 3.2:** Continue to participate in community conversations to increase awareness of community partner services.

**Activity:**

- Ongoing participation on boards, panels and in forums relative to this goal.
- Continue to work with the RLACF AmeriCorps Healthcare Vista to improve overall public awareness of resources through the PEAK health initiative.

**Goal 4:** Champion access to -- and utilization of -- mental health care and services.

**Strategy 4.1:** Develop relationships with, and offer support to, those organizations/individual service providers who wish to provide mental health services in Carbon County.

**Activities:**

- Establish/build/maintain relationships with existing providers/organizations in the community
- Partner with the Red Lodge Area Community Foundation PEAK health program to develop a mental health resource listing for community members

**Strategy 4.2:** Investigate feasibility/options for offering mental health services as a part of the Beartooth Billings Clinic service line.

**Activities:**

- Continue to explore a collaborative relationship with Mental Health Center / RiverStone Health / Rimrock Foundation for needed services
- Continue to develop awareness and promote telepsychiatry with Billings Clinic providers/ EAP
- Explore Echo program with Billings Clinic Psychiatry.

**Goal 5:** Continue to provide affordable and accessible early childhood education.

**Strategy 5.1:** Sustain children's programs through the Beartooth Children's Center.

**Activities:**

- Complete staff Preschool credentialing
- Continue work to maintain and grow philanthropic support for Beartooth Children's Center.



## Implementation Plan Grid

**Goal 1:** Encourage healthy and safe lifestyle behaviors in the community.

**Strategy 1.1:** Continue offering services to the community which promote healthy behaviors and lifestyles.

**Health Issues Addressed:** “Healthy behaviors and lifestyles” was ranked as one of the 10 most important issues during the 2016 Community Panel and Community Dialogue meetings. In 2013, it was one of the most frequently chosen components of a healthy community in the CHNA Survey (44.2%). In rural areas, this can be especially challenging due to a lack of resources and opportunities to engage in healthy behaviors and lifestyles. Many of the other issues mentioned can be included in this goal, including substance and tobacco avoidance, parenting education, nutrition, safety, suicide prevention, mental health, preventative screenings and health insurance.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> <li>Continue organizing/hosting the annual health fair for community members</li> </ul>	Special Events/ Community Relations	Ongoing	CEO/CAO	Local and Regional Health Services/Partners	Lack of funding,
<ul style="list-style-type: none"> <li>Continue offering educational programs/services, such as the Montana Tobacco Use Prevention Program (MTUPP), Diabetes Self-Management, and Childbirth Education classes for community members</li> </ul>	Public Health Nutrition Services	Ongoing	CEO/CAO	Community Volunteers, Providers	Lack of funding, staffing limitations
<ul style="list-style-type: none"> <li>Continue offering youth-specific educational programs/services, such as “Slide Safe, Dress Smart” and CPR/First Aid training</li> </ul>	Trauma/ Wellness	Ongoing	CEO/CAO	Red Lodge Mountain, Schools	Lack of funding, staffing limitations
<ul style="list-style-type: none"> <li>Continue sponsoring injury prevention initiatives, such as school sports physicals, athletic trainers at school sporting events, and concussion management education</li> </ul>	Sports Med / Clinic	Ongoing	CEO/CAO	Schools, Billings Clinic	Lack of funding, staffing limitations

<ul style="list-style-type: none"> <li>Continue supporting the Beartooth Billings Clinic Public Health Department, which provides free immunization clinics, the maternal/child health grant, disease prevention initiatives, and public health monitoring and reporting</li> </ul>	Public Health / Network Dir of Finance	Ongoing	CEO/CAO	City/County/State/ Federal Agencies	Lack of funding, staffing limitations
<ul style="list-style-type: none"> <li>Continue to evaluate funding the Beartooth Children's Center, which provides nutritious meals to needy children utilizing daycare services</li> </ul>	Beartooth Children's Center / Network Dir of Finance	Ongoing	CEO/CAO	State & Federal Agencies	
<ul style="list-style-type: none"> <li>Maintain a comprehensive marketing plan to promote existing programs/services to community members</li> </ul>	Community Relations	Ongoing	CEO/CAO		Lack of funding, staffing limitations

#### **Needs Being Addressed by this Strategy:**

- #1 Healthy Lifestyles & Behaviors: It is a goal of the Annual Health Fair to connect community members with health resources available in our community.
- #3 Awareness of available services and resources: Each of these activities will be promoted to the targeted population to help encourage healthy lifestyles and behaviors.
- #5 Early Childhood Education: Opportunities to work with PreK children and their parents on nutrition, healthy lifestyle habits, immunizations, disease prevention and general health.
- #7 Nutrition and Food Insecurity: The Beartooth Children's Center offers nutritious meals to children and participates in the TANF and SNAP programs.
- #10 Preventative Health Screenings and Immunizations: Offering and promoting Public Health Outreach, Flu Shot Clinics, Childbirth Education and the Health Fair are all programs that can address this need.
- #12: ACA Navigator program can educate individuals on insurance plans and benefits; offer accessible means to sign up for coverage, and compare plans to fit the patient's financial needs.

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

- Decrease in communicable disease cases, risk factors for chronic disease, accidental death
- Decrease in risk factors for chronic disease (i.e. diabetes, hypertension, etc.)
- Improved perception of community's general health status
- Increase in preventative screenings, immunizations, physical activity, participation in various programs and classes

- Increased access to care

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

- Track secondary data to determine desired increase or decrease of specified markers
- Measure resident's perceptions via CHNA community survey
- Monitor participation in public health class offerings, Health Fair, Diabetes Self-Management program,

**Measure of Success:** As a result of increased and evolving marketing efforts, Beartooth Billings Clinic experiences a 5% increase in the participation in existing programs.

**Goal 1:** Promote healthy behaviors and lifestyles in the community.

**Strategy 1.2:** Promote physical activity in the community.

**Health Issue Addressed:** "Healthy behaviors and lifestyles" (44.2%) was one of the most frequently chosen components of a healthy community. In 2013, significantly more survey respondents selected "Healthy behaviors and lifestyles" as an important component of a healthy community than in 2008 (29.6%). In rural areas, this can be especially challenging due to a lack of resources and opportunities to engage in healthy behaviors and lifestyles. Physical activity is known to reduce the risk of chronic disease, improve mental health, reduce stress, reduce substance use and strengthen resistance to addiction, reduce employer workforce costs and reduce suicide risk.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> <li>• Develop a walking trail which will connect the hospital with the Country Club Estates residential area in Red Lodge as a vital link in the Rocky Fork Trail System master plan</li> </ul>	Community Relations / Foundation / Facilities	December 2016	CEO/CAO	FWP, City, County, BRTA	Lack of funding, resource limitations, regulatory barriers
<ul style="list-style-type: none"> <li>• Make available award-winning worksite wellness program with interested community partners and provide technical assistance to those organizations that want to implement their own worksite wellness programs</li> </ul>	Wellness Committee	May 2019	CEO/CAO	Billings Clinic, other businesses who express interest	Staffing limitations, resource limitations
<ul style="list-style-type: none"> <li>• Explore potential partnerships with other non-traditional organizations that want to promote wellness in the</li> </ul>	Wellness Committee / Clinic	May 2019	CEO/CAO	Businesses / Partners who express interest	Staffing limitations, resource limitations

community					
<ul style="list-style-type: none"> <li>Participate in the Red Lodge Active Transportation group</li> </ul>	Wellness Committee / Public Health	July 2017	CEO/CAO	City of Red Lodge	Staffing limitations Resource limitations

**Needs Being Addressed by this Strategy:**

- #1 Education/Awareness: Promote the availability of these services/activities with our existing and potential partners including The Willows, Mountain View Clinic, community partners and businesses.
- #2 & #3 Mental Health, Substance abuse: partaking in walking, worksite wellness and alternative medicine all can improve one's mental health status and strengthen resistance to substance addiction.
- #10 Physical activity is one main component of a healthy lifestyle. "Healthy behaviors and lifestyles" (44.2%) was one of the most frequently chosen components of a healthy community. In 2013, significantly more survey respondents selected "Healthy behaviors and lifestyles" as an important component of a healthy community than in 2008 (29.6%). "Obesity/overweight" (33.7%) was one of the top health concerns as identified by survey respondents – significantly more respondents selected this concern in 2013 than in 2008 (17.9%).

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

- Increase in community members who engage in physical activity/wellness activities
- Increase in community members' knowledge of walking trail availability, worksite wellness initiatives/exercises
- Increase in collaborative relationships among organizations in the Red Lodge area specific to health/wellness

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

- Continue to track number of organizations which partner with Beartooth Billings Clinic for worksite wellness initiatives
- Explore ability to determine number of people who utilize the walking trail
- Track number of collaborative partnerships developed in regard to wellness initiatives

**Measure of Success:** Beartooth Billings Clinic will increase wellness initiative partnerships with community organizations by 10%.

**Goal 2:** Serve as a leader in providing access to, and awareness of, affordable health care.

**Strategy 2.1:** Continue to address healthcare access issues attributable to cost concerns or lack of insurance.

**Health Issue Addressed:** Lack of access to affordable healthcare is a significant issue in this country; however, the issue appears to be more acute in rural areas, where many community members either do not have health insurance or may be unaware of (or resistant to) programs that can provide financial assistance.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> <li>Continue education programs/events to increase awareness/knowledge of the insurance marketplace products (utilizing the patient navigators)</li> </ul>	Patient Financial Services / Director of Clinic	May 2019	CEO/CAO		Resource limitations, staffing limitations, lack of funding
<ul style="list-style-type: none"> <li>Develop presentations regarding health insurance and the Affordable Care Act</li> </ul>	Patient Financial Services / Clinic	May 2019	CEO/CAO	Public Health, RLACF,	Resource limitations, changes in laws
<ul style="list-style-type: none"> <li>Promote current partnerships with agencies/organizations which can assist individuals/families in enrolling in various assistance programs (i.e. Office of Public Assistance, TANF, SNAP, etc.)</li> </ul>	Patient Financial Services	May 2019	CEO/CAO	Office of Public Assistance	Resource limitations, staffing limitations
<ul style="list-style-type: none"> <li>Provide resources to families utilizing the Beartooth Children's Center regarding nutrition and financial assistance resources and programs available</li> </ul>	Beartooth Children's Center	May 2019	CEO/CAO		Resource limitations, lack of funding
<ul style="list-style-type: none"> <li>Partner with area schools to develop programs specific to young families in the community</li> </ul>	Patient Financial Services/BCC	May 2019	CEO/CAO	Schools	Resource limitations, lack of funding, staffing limitations

#### Needs Being Addressed by this Strategy:

- #1 Education/Awareness: Work with the community as well as specific agency and private partners to increase overall awareness of the programs available to assist with healthcare affordability.
- #5 Affordability of care: Education on the availability and cost saving benefits of these programs. "Low cost preventative/screening services" (69.8%) and "More information about available services" (37.2%) were the two most selected options for improving the community's access to healthcare. In 2013, significantly more respondents desired more information regarding available services than in 2008 (20.6%).
- #8 Access to care: increasing awareness of financial assistance programs can help reduce the number of patients who avoid or delay care due to cost. In the 2013 survey, "Access to healthcare" (50.8%) was rated as one of the most important components of a healthy community. Approximately 30% of respondents reported that they or a member of their household indicated either delaying or not receiving needed healthcare services – of those respondents, the majority stated that 1) "It costs too much" (70.9%), 2) "My insurance didn't cover it" (41.8%), and 3) "No insurance" (32.7%). In 2013, significantly more respondents delayed receiving healthcare because their insurance did not cover it than in 2008 (21.4%).

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

- Increase in the number of community members covered by health insurance (i.e. Affordable Care Act)
- Increase in utilization of health services and assistance programs
- Improved health outcomes (due to increased access to assistance)

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

- Track utilization of health services / determine increase in patients with insurance
- Track community members' enrollment in financial assistance programs
- Track health outcomes using available data

**Measure of Success:** Carbon County experiences a 5% increase in insured patients over the next three years/uninsured rate in Carbon County decreases by 5%. Utilization of assistance programs increases by 5%. Health outcomes / risk behaviors decrease by 5%.

**Goal 3:** Improve both internal and external awareness of available services and resources in the area.

**Strategy 3.1:** Increase awareness of Beartooth Billings Clinic's services through provider education and community outreach.

**Health Issue Addressed:** Many people living in rural areas are unaware of the services that are available to them locally – many assume that a smaller organization cannot offer specialized services. As regional providers change, discharge planners turn over, or the “out of sight out of mind” factor comes into play, it is crucial that Beartooth remain diligent in promoting our rehabilitation therapy, swing bed, OP surgical, outreach, ancillary services etc. to regional providers as well as the patient market.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
• Continue implementing a marketing plan (i.e. annual health fair, media advertising, website, outreach, etc.)	Community Relations	Ongoing	CEO/CAO		Lack of funding, resource limitations, staffing limitations
• Analyze referral patterns and create targeted outreach materials regarding current service lines for providers	Community Relations/ Department Directors	Ongoing	CEO/CAO	Referring Providers/ Discharge Planners	Lack of funding, resource limitations, staffing limitations
• Increase internal provider education regarding the facility's service lines and community benefit activities	Community Relations/ Clinic	Ongoing	CEO/CAO	All Departments	Resource limitations, staffing limitations
• Develop materials specific to current services which will be available in the	Community Relations	May 2019	CEO/CAO		

facility and throughout the community					
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**Needs Being Addressed by this Strategy:**

- #1 Education/Awareness: The most frequently mentioned health need in the community meetings was education and awareness of those health services available.
- #2 Mental Health: As Beartooth explores and develops Telepsychiatry and the Project ECHO program, additional mental health services will be available to patients.
- #8 Access to care: Promoting accessibility to health services, agencies and the public will increase awareness. "Access to healthcare" (50.8%) was rated as one of the most important components of a healthy community in the 2013 CHNA survey.

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

- Increased awareness of health services available to the community
- Increased awareness and utilization of health services (due to patients being able to access care locally and improved inter-provider communication)
- Increased availability of Beartooth Billings Clinic mental health services

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

- Track referral patterns within the organization, including mental health services
- Analyze utilization of health services
- Monitor healthy behaviors data

**Measure of Success:** Beartooth Billings Clinic experiences a 5% increase in self-referrals, utilization of financial assistance, Health Fair Screenings, Navigator usage, as well as general service line volumes.

**Goal 3:** Improve both internal and external awareness of available services and resources in the area.

**Strategy 3.2:** Continue to participate in community conversations to increase awareness of community partner services.

**Health Issue Addressed:** Many people living in rural areas are unaware of the services that are available to them locally. Although there are public and private assistance entities, those entities and health partners do not necessarily know what the others are offering – or how they can assist – those in need.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> <li>• Participate in community organizations, panels, and forums to better understand and increase</li> </ul>	Leadership, others	Ongoing	CEO/CAO	Civic, medical, nonprofit, service,	Lack of funding, resource limitations, staffing limitations,

awareness of services.					
<ul style="list-style-type: none"> <li>Serve as a member of the Carbon County Mental Health Advisory Council</li> </ul>	Leadership	Ongoing	CEO/CAO	Carbon County	Lack of funding, resource limitations, staffing limitations,
<ul style="list-style-type: none"> <li>Partner with RLACF on the Paramedicine and Better Health Rapid Response programs</li> </ul>	Leadership	Ongoing	CEO/CAO	All Departments	Resource limitations, staffing limitations

#### **Needs Being Addressed by this Strategy:**

- #1 Education/Awareness: The most frequently mentioned health need in the 2016 community meetings was education and awareness of those health services available.
- #2 Substance Abuse: Keep apprised of resources available in the community for patients and loved ones for treatment, aftercare and coping with the disease
- #8 Access to care: Marketing affordable, accessible care to health partners, agencies and the public will increase awareness of these programs and in turn increase utilization by community members. "Access to healthcare" (50.8%) was rated as one of the most important components of a healthy community in the 2013 CHNA survey. Approximately 30% of respondents reported that they or a member of their household indicated either delaying or not receiving needed healthcare services – of those respondents, the majority stated that 1) "It costs too much" (70.9%), 2) "My insurance didn't cover it" (41.8%), and 3) "No insurance" (32.7%).

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

- Increased awareness of health services available to the community
- Increased utilization of health services
- Improved health outcomes (due to patients being able to access care locally and improved inter-provider communication)

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

- Analyze utilization of health services
- Monitor healthy behaviors data
- Include evaluative tool in 2019 Community Health Needs Assessment Survey

**Measure of Success:** Achieve a 10% increase in awareness of available services in the 2019 Community Health Needs Assessment Survey

**Goal 4:** Champion access to, and utilization of, mental health care and services.

**Strategy 4.1:** Develop relationships and support those organizations/individual service providers who provide mental health services in Carbon County.



**Health Issue Addressed:** Access to mental health services is an acute need, especially in rural areas. Community members emphasized the need for mental health services in both the 2013 and 2016 CHNA processes.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> <li>Establish/build/maintain relationships with existing providers/organizations in the community—those that accept insurance, and those that are available at low or no cost. (County Board of Mental Health, MT DPHHS “Health in the 406”)</li> </ul>	Director of Clinic Services	Ongoing	CEO/CAO	Mental Health Service Providers	Staffing limitations, resource limitations
<ul style="list-style-type: none"> <li>Partner with the Red Lodge Area Community Foundation to provide a tool that enhances communication among providers and increases awareness of mental health services available to patients.</li> </ul>	Community Relations / Director of Clinic Services	Ongoing	CEO/CAO	Red Lodge Area Community Foundation	Funding, Staffing, Sustainability
<ul style="list-style-type: none"> <li>Partner with Billings Clinic in developing and/or implementing Project ECHO program</li> </ul>	Director of Clinic Services	Ongoing	CEO/CAO	Billings Clinic / Mental Health Providers	Financial, staffing
<ul style="list-style-type: none"> <li>Develop/promote/encourage utilization of the Telepsychiatry program</li> </ul>	Director of Clinic Services	Ongoing	CEO/CAO	Billings Clinic	Financial, staffing, technology, availability

**Needs Being Addressed by this Strategy:**

- #1 Education/Awareness: Improve patient awareness and understanding of the potential health benefits of care/services.
- #2 Mental Health: Building relationships, providing accessible tools and promoting service utilization. Approximately 22% of survey respondents indicated periods of at least three consecutive months in which they felt depressed on most days, although they may have felt okay sometimes.
- #3 Substance Abuse: Increased patient referrals to appropriate service providers to help treat substance abuse and/or mental health. “Alcohol/drug/tobacco use/abuse” was rated as the highest health concern (as chosen by 70.9% of survey respondents) in the 2013 community survey.
- #8 Access to care: Knowledge of options available for those who are un- or under-insured.

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

- Increased awareness among patients and providers of the various mental health services available
- Increased utilization of mental health services, including telepsychiatry
- Decrease in survey respondents who report feeling depressed over a three month period

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

- Track provider referrals to mental health resources
- Track data on Medicaid mental health expenditures in Carbon County
- Compare survey respondents from 2013 with the proposed CHNA survey in 2019.

**Measure of Success:** Beartooth Billings Clinic providers increase mental health referrals to Billings Clinic, Mental Health Center and other providers by 5% over the next three years. Beartooth will also host an annual mental health provider / family practice relationship building event.

**Goal 4:** Increase awareness of mental health services and needs in Carbon County.

**Strategy 4.2:** Continue to evolve options for offering mental health services as a part of the Beartooth Billings Clinic service line.

**Health Issue Addressed:** Access to mental health services is an acute need, especially in rural areas. Community members continued to emphasize the need for mental health services in both the survey and in focus groups.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> <li>• Explore a collaborative relationship with RiverStone Health/Rimrock Foundation for needed services and other mental health providers</li> </ul>	CEO	May 2019	Board	RiverStone Health, Rimrock Foundation, other mental health providers	Resource limitations, staffing limitations, financial feasibility
<ul style="list-style-type: none"> <li>• Develop awareness and promote telepsychiatry with Billings Clinic providers / EAP</li> </ul>	Director of Clinic Services	May 2019	CEO/CAO	Billings Clinic	Resource limitations, staffing limitations, financial feasibility

**Needs Being Addressed by this Strategy:**

- #1 Education/Awareness: Improve patient awareness and understanding of the potential health benefits of care/services.
- #2 Mental Health: Building relationships, providing accessible tools and promoting service utilization. Approximately 22% of survey respondents indicated periods of at least three consecutive months in which they felt depressed on most days, although they may have felt okay sometimes.
- #3 Substance Abuse: Increased patient referrals to appropriate service providers to help treat substance abuse and/or mental health. "Alcohol/drug/tobacco use/abuse" was rated as the highest health concern (as chosen by 70.9% of survey respondents) in the 2013 community survey.
- #8 Access to care: Knowledge of options available for those who are un- or under-insured.
- #12 Suicide Prevention: Sharing information on services available will increase awareness of support services.

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

- Increased utilization of mental health services and mental health care
- Increased awareness and collaboration with mental health partners

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

- Track provider referrals to mental health resources
- Analyze number of psychiatric episodes which present in the ER

**Measure of Success:** Beartooth Billings Clinic establishes a partnership with Billings Clinic, RiverStone Health, Mental Health Center and/or Rimrock by May 2019. A member of Beartooth Billings Clinic team attends Mental Health Advisory Council meetings regularly.

**Goal 5:** Continue to provide affordable and accessible early childhood education.

**Strategy 5.1:** Sustain the Preschool education program through the Beartooth Children's Center for ages 3-5.

**Health Issue Addressed:** Community Panel and Dialogue attendees indicated a need for early childhood/PreK education in our communities. This need was one of the top 5 most frequently identified needs during the community meetings. With the departure of Head Start Inc., communities are struggling to find adequate, affordable PreK education.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
• BCC staff to become credentialed in PreKindergarten education.	Children's Center	Ongoing	CEO/CAO		Resource limitations, staffing limitations, financial feasibility
• Continue work to maintain and grow philanthropic support of the Beartooth Children's Center	Foundation / Children's Center	Ongoing	CEO/CAO		Resource limitations
• Continue to participate on the RLACF Early Childhood Committee	Children's Center /	Ongoing	CEO/CAO	RLACF / ??	Resource limitations, staffing limitations,
• Continue to include community resource contacts in preschool parent newsletter (HMK, Youth Enrichment Fund, Kids Corner, ect.) Provide appropriate materials to families as needed.	Children's Center	Ongoing	CEO/CAO	Agencies/Entities offering assistance to children and families	Resource limitations, staffing limitations,

**Needs Being Addressed by this Strategy:**

- #1 Education / Awareness: Opportunity to inform parents of preschool aged children of available financial assistance options, such as Best Beginnings.
- #4 Childcare / Early Childhood Education: Offering Play School and Preschool education to a limited number of students.
- #6 Parenting Skills: Community resources are added into a monthly newsletter for parents to review. Professional articles are sent out monthly to parents on early childhood topics to increase their knowledge.
- #7 Nutrition / Food Insecurity: Two nutritious meals are offered each weekday to all children who attend the Children's Center. TANF and SNAP programs are available to eligible families for free or reduced cost meals.
- #11 Economic Development: Offering affordable and dependable licensed childcare affords employers in the community the opportunity to hire stable. High quality childcare directly affects the productivity of both the current and future workforce of our community.

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

- Quality Preschool offered to 16 or more children annually in a safe environment where children learn through play.

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

- Preschool enrollment data
- Percentage of funding secured from outside sources
- Children's Center funding available through Foundation donors sustained.

**Measure of Success:** Beartooth Children's Center Preschool enrollment is maintained at 100%. Where possible, financial assistance or scholarships are accepted. Children's Center grant and donor funds available through the Foundation increase by 5%.

## Needs Not Addressed and Justification

<b>Identified health needs unable to address by Beartooth Billings Clinic</b> <small>* Outside that care which occurs within our normal clinical activity.</small>	<b>Rationale</b>
Transportation.	<ul style="list-style-type: none"> <li>Beartooth Billings Clinic does not have the resources to address this need; several organizations in the area would be more appropriate for addressing this need. The facility will give consideration to partnering with community organizations specific to this need, if the opportunity arises.</li> </ul>
* Relationship skills	<ul style="list-style-type: none"> <li>Domestic and Sexual Violence Services (DSVS) provides successful relationship skills training through their "Power Up-Speak Out" program to students in the public schools.</li> </ul>
Affordable Housing	<ul style="list-style-type: none"> <li>Beartooth Billings Clinic is aware of our importance as the largest employer in the community; however, it is not the facility's mission to address this need. There are other organizations in the area who focus on affordable housing opportunities. The facility will consider partnership with community organizations specific to this need if the opportunity arises.</li> </ul>
* Isolation	<ul style="list-style-type: none"> <li>This is an issue that can play into mental health conditions such as depression and substance abuse. Beartooth does not have the financial resources or staff to address isolation at this time, beyond the regular clinical care our providers give. Other organizations exist in the community that are better suited to address this need, such as the Senior Centers in Red Lodge, Joliet and Bridger. We are optimistic that over the next 3 years we will see the development of the Paramedecine program which we will fully support. The success of this program will directly address many of the issues of isolation.</li> </ul>
Domestic Violence	<ul style="list-style-type: none"> <li>DSVS of Montana specifically and adequately addresses domestic and sexual violence prevalence and prevention in Carbon County. If appropriate opportunities arise, Beartooth will consider partnering with DSVS to address this issue.</li> </ul>
Sustainable Employment	<ul style="list-style-type: none"> <li>It was unclear if the need identified actually did address sustainable employment, or sustainable jobs; and whether sustainable was used as a synonym of "stable" or if the term was used to reference environmentally sustainable employment. Regardless, Beartooth Billings Clinic offers higher paying jobs with a desirable benefit package. If opportunities arise to partner with other organizations on sustainable employment initiatives, Beartooth Billings Clinic will consider the alignment of the opportunity with its mission, vision, and strategic path.</li> </ul>

## Dissemination of Needs Assessment

Beartooth Billings Clinic disseminated the Community Health Needs Assessment (CHNA) Report and Implementation Plan by posting both documents conspicuously on the Beartooth Billings Clinic website ([www.beartoothbillingsclinic.org](http://www.beartoothbillingsclinic.org)) as well as having copies available at the facility and the Public Health Office should community members request to view the community health needs assessment (CHNA) or the implementation planning documents.

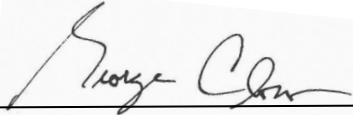
The Community Panel, which was formed specifically as a result of the CHNA process, will be informed of the implementation plan to see the value of their input and time in the CHNA process, as well as how Beartooth Billings Clinic is utilizing their input.

Furthermore, the board members of Memorial Hospital Association, d.b.a. Beartooth Billings Clinic will be directed to the hospital's website to view the assessment results and the Implementation Plan. Beartooth Billings Clinic board members approved and adopted the plan on **October 25, 2016**. Board members are encouraged to familiarize themselves with the CHNA Report and Implementation Plan so they can publically promote the facility's plan to influence the community in a beneficial manner.

In 2013, the Carbon County Board of Commissioners adopted the Beartooth Billings Clinic Community Health Needs Assessment. It is the hope the commissioners will adopt the 2016 plan as their own as well.

Beartooth Billings Clinic will establish an ongoing feedback mechanism in order to take into account any written comments it may receive on the adopted Implementation Plan.

This document adopted by the Memorial Hospital Association d.b.a. Beartooth Billings Clinic Governing Board on October 26, 2016.

A handwritten signature in black ink, appearing to read "George Clow", is written over a light gray rectangular background. Below the signature is a solid black horizontal line.

George Clow, President