

IMPLEMENTATION PLAN

Addressing Community Health Needs



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The Implementation Planning Process

The implementation planning committee – comprised of Beartooth Billings Clinic (BBC) leadership team– participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through their community health needs assessment (CHNA) process.

The CHSD community health needs assessment was performed in the winter of 2019 to determine the most important health needs and opportunities for Carbon 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 12 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.beartoothbillingsclinic.org>).

The community steering and implementation planning committees identified the most important health needs to be addressed by reviewing the CHNA, secondary data, community demographics, and input from representatives representing the broad interest of the community, including those with public health expertise (see page 10 for additional information regarding input received from community representatives).

The implementation planning committee reviewed the priority recommendations provided by the community steering committee and determined which needs or opportunities could be addressed considering BBC’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. Behavioral Health
2. Access to Healthcare Services
3. Chronic Disease Prevention and Management

In addressing the aforementioned issues, BBC seeks to:

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

Beartooth Billings Clinic's Mission: We save lives and promote healthy living.

Beartooth Billings Clinic's Vision: Beartooth Billings Clinic will be a national leader for integrated rural health care excellence.

Beartooth Billings Clinic's Values: Accountability, Innovation, Love, Passion for Excellence, Compassion.

Beartooth Billings Clinic's Core Essence: Everything in our power.

Implementation Planning Committee Members:

- Kelly Evans, CEO- Beartooth Billings Clinic (BBC)
- Stephanie Baldwin, Director of Human Resources- BBC
- Brandi Mains, Director of Home Care/Hospice- BBC
- Derek Stiegemeier Director of Rehabilitation Services- BBC
- Bridgett Chartier, Director of Nursing- BBC
- Roberta Cady, Public Health- BBC
- Maggie Karas, Community Relations Coordinator, Public Information Officer- BBC

Prioritizing the Community Health Needs

The steering and implementation planning committees 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

BBC's Existing Presence in the Community

- Beartooth Billings Clinic participates in an annual health fair which offers no-cost health screenings and educational services regarding the facility, as well as other providers in the area.
- The Wellness Trail, located on the BBC campus, is a segment of the greater Red Lodge area Rocky Fork Trail System offering safe pedestrian travel which will connect the campus with downtown Red Lodge once MDT's highway reconstruction project is completed in 2022. Beartooth Billings Clinic has an award-winning worksite wellness program (Silver Award Winner for the 2012 Excellence in Worksite Health Promotion Awards) for improving health outcomes for its employees.
- Staff members from Beartooth Billings Clinic provide free diabetes management education to local citizens.
- The facility runs the "Slide Safe, Dress Smart" program, which provides snow sports safety/injury prevention education for regional school students.
- Beartooth Billings Clinic sponsors free CPR/First Aid training to incoming eighth and tenth graders.
- The facility provides staff for six area schools' sports physicals, where all fees collected are donated back to the schools.
- Sports medicine staff members at Beartooth Billings Clinic provide their services at home athletic events as well as concussion management education to school athletes in the area.
- Beartooth Billings Clinic provides various cancer screenings (i.e. colon cancer, mammography, etc.) to low-income and underinsured populations.
- The facility offers childbirth education for expectant parents through its Public Health department.
- Beartooth Billings Clinic also provides financial support to several organizations in the area, including: the Beartooth Children's Center and other youth mentoring programs, Domestic and Sexual Violence Services (DSVS), and the Public Health department.

- The Beartooth Children’s Center provides nutritious meals for those who cannot afford them.
- The Public Health department provides free immunization clinics to the area and education on chronic illness, environmental health, pre/postnatal care, and prevention/detection. The department also runs the Montana Tobacco Use Prevention Program (MTUPP), which works to eliminate tobacco use among the local population and provides a school nurse for seven schools in Carbon County.
- 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.
- Beartooth Billings Clinic’s Trauma Services Coordinator provides education on the “Stop the Bleed” awareness campaign throughout the county.

List of Available Community Partnerships 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: Alcoholics Anonymous, MT Council on Problem Gambling, Narcotics Anonymous, MT Quit Line Tobacco Prevention.
- 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.
- BareTooth Cupboards is dedicated to reducing hunger in Carbon County by providing nutritious food to individuals in need and engaging in outreach and advocacy.
- 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 Pre-Kindergarten 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.
- 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.
- Cedarwood Healthcare skilled nursing and long-term care facility
- Red Lodge Fire Rescue / Community Care Program offering mobile in-home health assistance
- Carbon County Commissioners
- Red Lodge City Council
- Red Lodge Police Department (LEPC)
- Carbon County Sheriff (LEPC)
- Red Lodge Area Food Partnership Council
- RiverStone Health

- Carbon County Attorney
- Carbon Stillwater Community & Senior Programs
- Rural & Agricultural Council of America (Beartooth Fertilizer, Chris Skorupa, Owner)
- Carbon County Mental Health Advisory Council
- Carbon County Transportation Advisory Council
- Carbon County Connect
- Red Lodge Area Foundation
- Beartooth Billings Clinic Local Advisory Council

Carbon County Indicators

Population Demographics

- 21.6% of Carbon County's population is 65 years and older
- 13.2% of Carbon County's population has Veteran status
- 17.6% of Carbon County's population has disability status

Size of County and Remoteness

- 10,078 people in Carbon County
- 4.9 people per square mile

Socioeconomic Measures

- 9.9% of persons are below the federal poverty level
- 11% of adults (age<65) are uninsured; 8% of children less than age 18, are uninsured
- 10.9% of children live in poverty; 20% receiving WIC benefits
- 7.4% of the population is enrolled in Medicaid

Select Health Measures

- 20% of children (2-5 years of age) are overweight or obese
- 26% of adults are considered obese
- 19% of the adult population report physical inactivity

- 14% of the adult population report smoking
- Unintentional injury death rate (per 100,000 population) is 68.4 compared to 41.3 for Montana
- Suicide rate per 100,000 is 22.6

Nearest Major Hospital

- Billings Clinic- Billings, MT- 58 miles from Beartooth Billings Clinic

Public Health and Underserved Populations Consultation Summaries

Public Health Consultation

Roberta Cady – Red Lodge Public Health; Steve Muth – Board Member, Beartooth Billings Clinic; Chris Skorupa – Vice President, Rural and Agricultural Council of America; Don Redfoot – Age Friendly Community Representative 9/13/2018

- I wish age groupings in the census data could be broken up into smaller categories. Health needs are very different from age 18 to 64.
- Immunization data for our county is much better than the secondary data shows. We are in the 72% range for immunizations.
- Younger populations and disabled people may not fill out this survey; we need to find a way to reach these groups out in the community.
- Mental health in rural agricultural communities is an issue. We can see the effects that financial issues have on the mental health of farmers and ranchers. I wish there was a way to get more data on this issue in this particular demographic.
- Suicide is a huge issue and our state is the worst in the nation. We should include a question about isolation and loneliness on the survey.

Underserved Population – Low-Income, Underinsured

Roberta Cady – Carbon County Public Health; Don Redfoot – Age Friendly Community Representative; Julie McMillian, LCPC, LAC- Carbon Co. Counseling 9/13/2018 & 01/31/2019

- People with low income may be less likely to respond to the online survey. Internet access is an issue for some demographics.

- WIC services are twice a month, but WIC cannot come sometimes because the roads get bad in the winter. Also, WIC rates of Carbon County residents may actually be higher than 20% because many travel to Laurel for services.
- We used to have the Office of Public Assistance – they provided help with applications for housing, insurance, food stamps etc. We lost that office so there is no one in the area who does this anymore. This was a resource that was helpful in the community. It would be nice if it came back, but they lost their funding.
- It would be nice to have a liaison who can help connect people to resources within the community. Connecting them to mental health, nutrition etc. – connecting them to any services they would need in the community – like a patient navigator. I often hear people say they get frustrated calling all over town trying to find the right services. Someone in this role could alleviate this.

Underserved Population – Seniors

Don Redfoot – Age Friendly Community Representative; Anna Drew – Red Lodge City Council; Julie McMillian, LCPC, LAC – Carbon Co. Counseling 9/13/2018 & 01/31/2019

- More information needs to be included about dementia and disability in this assessment. There may be some general measures of disability that could be added to the secondary data. The state vocational rehab may have disability data.
- We have an interesting senior demographic here. Red Lodge is a magnet for the recently retired who want to stay active, so a lot of people live here seasonally. This population is more likely to respond to the survey. We should include a question about how long people have lived in the community and if they live here seasonally.
- For anyone who has Medicare coverage, they are not able to access an LCSW in the county, so they have to travel.
- The hospital does offer some specialty services but anything that is more than the services they have; patients have to go to Billings. This is very challenging for people who can't drive- seniors, people who don't have cars, and for people who can't drive due to substance abuse issues - like if they have had a DUI, they can't drive to go get treatment services.
- Transportation [services] would help people get to the doctor. Especially helpful for the older community members who don't drive or don't like to drive in the winter.

Underserved Population – Youth and Young Adults

Ed Lambrecht – Area Manager, Disability Services; Bill Phillips- Bridger School Superintendent 9/13/2018 & 02/01/2019

- Can we look into a way to get high school/youth input?

- Many people my age (under 30) don't access health services, so I think it would be important to hold a focus group with this demographic.
- A lot of things we deal with have a lot to do with children living at or near the poverty level.
- It's a really big deal for people to have to take off work and pay for gas to drive all the way to Billings for services [for themselves or their family]. Many go without these services because they can't afford to take a whole day off from work.

Needs Identified and Prioritized

Prioritized Needs to Address

1. 20.3% of survey respondents rated their personal health as "Somewhat healthy, unhealthy or very unhealthy".
2. 55% of survey respondents rated the general health of their community as "Somewhat healthy or unhealthy".
3. Survey respondents identified their top health concerns as: Alcohol abuse/substance abuse; Cancer; Overweight/obesity; and Mental health issues.
4. 14% of survey respondents indicated they felt depressed on most days for 3 consecutive months in the past three years.
5. Mental health was a significant concern identified by key informant interviews.
6. Key Informant interviewees noted lack of substance abuse treatment, rehabilitation, counseling, and other resources available locally.
7. Secondary data scan revealed the suicide rate for Carbon County is higher than the Nation (22.6/100,000 population vs. 13.9).
8. "Healthy behaviors and lifestyles" and "Access to healthcare" were identified as important components of a healthy community.
9. Top three methods identified by survey respondents to improve the community's access to healthcare: Low cost preventative/screening services; More specialist; More information about available services and Transportation assistance.
10. Lack of transportation was mentioned frequently by key informant interviewees as a barrier to care.
11. 18.2% of survey respondents rated their knowledge of health services at BBC as "Fair".
12. Key informant interviewees noted a need for better advertising of local healthcare services and resources.
13. Survey respondents indicated most interest in Fitness and Health and Wellness classes/programs.
14. Carbon County has an all sites Cancer rate of 453.5/100,000 population compared to 439.8 for the state.

15. Frontier Counties in Montana have a higher percentage of adults with 2+ chronic diseases (41%).
16. Carbon County has a higher stroke hospitalization rate (per 100,000) when compared to the state.
17. Various behavioral health/chronic disease measures for Carbon County: 26% reported adult obesity; 20% report excessive drinking; 19% report physical inactivity; 17.1% report smoking during pregnancy.
18. 33.3% of survey respondents indicated they did not know or were unsure of programs that assist people in paying their healthcare bills.
19. 25.2% of survey respondents reported they delayed or did not get needed healthcare services in the last three years.
20. Many key informant interviewees indicated a need for Office of Public Assistance like services.
21. Secondary data scan revealed the unintentional injury death rate for Carbon County is 68.4/100,000 compared to 41.3 for the state.

Needs Unable to Address

(See page 28 for additional information)

1. Top specialty services desired: Audiology and Ophthalmology.

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 12). 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: Enhance behavioral health services in Carbon County.

Strategy 1.1: Develop/expand behavioral health services at Beartooth Billings Clinic.**Activities:**

- Develop and implement an integrated behavioral health model in clinic
 - Explore feasibility of implementing a care coordination position
 - Determine workforce needs and potential funding
- Develop and implement suicide prevention screening in Emergency Department
 - Create screening protocol
 - Conduct staff training in algorithm management and safety plan for patients
- Continue to participate in local Mental Health Advisory Council
- Continue offering Beartooth Billings Clinic Employee Assistance Program for employees and their families, enabling access to no cost mental health counseling services

Strategy 1.2: Enhance BBC's efforts in substance abuse prevention and treatment**Activities:**

- Recruit physician with pain management training
- Explore feasibility of offering pain management services
- Continue to support youth prevention and education programs or events related to alcohol/substance abuse
- Continue to administer Carbon County Tobacco Prevention Grant
- Continue to offer MedSafe prescription drug disposal site.

Goal 2: Improve access to healthcare services in Carbon County.**Strategy 2.1:** Explore barriers to accessing care in Carbon County**Activities:**

- Continue to participate in local Transportation Advisory Committee
- Determine feasibility of expanding hours in clinic and rehabilitation center
 - Determine workforce, scheduling, resources needed, etc.

Strategy 2.2: Enhance awareness of available resources and services in Carbon County**Activities:**

- Develop marketing/outreach to educate community on Carbon County Connect
- Expand community outreach and marketing efforts related to available services; Assist people with accessing financial assistance and other BBC resources
- Consider a stream through the BBC Foundation to offer means for program support (Integrated Behavioral Health IBH), reduced or no cost health screenings

Goal 3: Improve chronic disease prevention and management in Carbon County.

Strategy 3.1: Enhance Beartooth Billing Clinic's efforts in chronic care management

Activities:

- Develop Patient Centered Medical Home (PCMH) model in clinic
- Implement model and obtain PCMH certification
- Connect Medicare eligible patients to free and low-cost preventative services
 - Identify 'Welcome to Medicare' and 'Annual Medical Screening' eligible patients to inform them of available services
 - Develop policies and procedures for outreach to identified patients
 - Educate staff and identified patients/community on available wellness services for Medicare recipients

Strategy 3.2: Promote BBC's preventative services and provide programs aimed at increasing healthy behaviors and lifestyles

Activities:

- Continue to provide prevention education and healthy behaviors programs related to chronic disease (Diabetes management class, Health fair, lifestyle balance, etc.)
- Continue to offer and promote opportunities to be physically active (Fun Run, Turkey Trot, walking trails, facility gym, etc.)

Implementation Plan Grid

Goal 1: Enhance behavioral health services in Carbon County.					
Strategy 1.1: Develop/expand behavioral health services at Beartooth Billings Clinic.					
Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Develop and implement an integrated behavioral health model in clinic <ul style="list-style-type: none"> Explore feasibility of implementing a care coordination position Determine workforce needs and potential funding 	BC/CNO SJ/CM KE/CEO	July 2020	Governing Board	Community Health Services; Billings Clinic	Financial limitations Resource limitations
Develop and implement suicide prevention screening in Emergency Department <ul style="list-style-type: none"> Create screening protocol Conduct staff training in algorithm management and safety plan for patients 	BC/CNO JS /A-ED M	Sept 2019	Medical Director (Spring 2019)	Billings Clinic	Resource limitations
Continue to participate in local Mental Health Advisory Council	RC / PH JA/TPS LG/BCC	Ongoing	County Commissioners	Carbon County Mental Health Advisory Council	Resource limitations Scheduling conflicts
Continue offering Beartooth Billings Clinic Employee Assistance Program for employees and their families, enabling access to no cost mental health counseling services	SB/HR	2021/ Ongoing	N/A	Billings Clinic Employee Health	Financial limitations Resource limitations
Needs Being Addressed by this Strategy: <ul style="list-style-type: none"> #1: of survey respondents rated their personal health as “Somewhat healthy, unhealthy or very unhealthy”. #2: 55% of survey respondents rated the general health of their community as “Somewhat healthy or unhealthy”. #3: Survey respondents identified their top health concerns as: Alcohol abuse/substance abuse; Cancer; Overweight/obesity; and Mental health issues. 					

- #4: 14% of survey respondents indicated they felt depressed on most days for 3 consecutive months in the past three years.
- #5: Mental health was a significant concern identified by key informant interviews.
- #6: Key Informant interviewees noted lack of substance abuse treatment, rehabilitation, counseling, and other resources available locally.
- #7: Secondary data scan revealed the suicide rate for Carbon County is higher than the Nation (22.6/100,000 population vs. 13.9).
- #8: “Healthy behaviors and lifestyles” and “Access to healthcare” were identified as important components of a healthy community.

Anticipated Impact(s) of these Activities:

- Increase access to mental health services
- Decrease societal stigma associated with mental illness and substance use disorders
- Strengthen community partnerships
- Build community capacity
- Service, policy, and resources development
- Increased community knowledge of resources

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

- Access to mental health services at Beartooth will be tracked, as well as various measures of community health (DPHHS, RJWF Healthrankings, CHNA community survey)

Measure of Success: BBC implements an integrated behavioral health model in clinic by 2021.

Goal 1: Enhance behavioral health services in Carbon County.

Strategy 1.2: Enhance BBC’s efforts in substance abuse prevention and treatment.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Recruit physician with pain management training	KE / CEO	October 2019	Governing Board	Billings Clinic	Financial limitations Workforce limitations
Explore feasibility of offering pain management services	DS / Dir Ancillary; BC/CNO; (HIM,	January 2021	Governing Board	Billings Clinic, Medical Director, Mountain View Medical Center in White Sulphur	Financial limitations Resource

	IT, Dr. Clark)			Springs, MT	limitations
Continue to support youth prevention and education programs or events related to alcohol/substance abuse	BC/CNO SB / HR (CB/Trauma, JA/Tobacco)	2021 / Ongoing	Admin	Carbon Co. schools, Law enforcement, RiverStone Health, Boys & Girls Club, DUI Task Force, County Prevention Specialist	Financial limitations Resource limitations
Continue to administer Carbon County Tobacco Prevention Grant	KE / CEO (JA/Tobacco)	2021/ Ongoing	Admin	MT DPHHS, Stillwater Co, Carbon Co, RiverStone	Resource limitations, Grant expiration
Continue to offer MedSafe prescription drug disposal site.	SN / CQO	2021 / Ongoing	Admin	Sharps/MedSafe	Resource limitations

Needs Being Addressed by this Strategy:

- #1: of survey respondents rated their personal health as “Somewhat healthy, unhealthy or very unhealthy”.
- #2. 55% of survey respondents rated the general health of their community as “Somewhat healthy or unhealthy”.
- #3: Survey respondents identified their top health concerns as: Alcohol abuse/substance abuse; Cancer; Overweight/obesity; and Mental health issues.
- #4: 14% of survey respondents indicated they felt depressed on most days for 3 consecutive months in the past three years.
- #5: Mental health was a significant concern identified by key informant interviews.
- #6: Key Informant interviewees noted lack of substance abuse treatment, rehabilitation, counseling, and other resources available locally.
- #7: Secondary data scan revealed the suicide rate for Carbon County is higher than the Nation (22.6/100,000 population vs. 13.9).
- #8: “Healthy behaviors and lifestyles” and “Access to healthcare” were identified as important components of a healthy community.
- Secondary data scan revealed the unintentional injury death rate for Carbon County is 68.4/100,000 compared to 41.3 for the state.

Anticipated Impact(s) of these Activities:

- Increase access to mental health services
- Decrease societal stigma associated with mental illness and substance use disorders
- Strengthen community partnerships
- Build community capacity
- Service, policy, and resources development
- Increased community knowledge of resources

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

- Measure score for same question on next Community Health Needs Assessment Survey.
- Impact of meeting attendance
- Number of contacts
- Meet requirements of Tobacco Prevention Contract
- Results of Carbon County Youth Risk Behavioral Assessment

Measure of Success: BBC would achieve Pain Management Program implementation and sustainable support. High risk behaviors in teens and adults go down by 5% as measured by YRBA and Community Health Rankings. Decrease the number of youths using tobacco products in Carbon and Stillwater Counties by 5%.

Goal 2: Improve access to healthcare services in Carbon County.**Strategy 2.1:** Explore barriers to accessing care in Carbon County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue to participate in local Transportation Advisory Committee	KE / CEO MK/CR	October 2020	Red Lodge Area Community Foundation	RLACF Transportation Advisory Council, Community Care	Resource limitations Scheduling conflicts
Determine feasibility of expanding hours in clinic and rehabilitation center <ul style="list-style-type: none"> • Determine workforce, scheduling, resources needed, etc. 	DS / Dir of Ancillary, BM / Dir of Com Svs	Jan 2021	Admin	N/A	Financial limitations Resource limitations Workforce limitations

Needs Being Addressed by this Strategy:

- #8: “Healthy behaviors and lifestyles” and “Access to healthcare” were identified as important components of a healthy community.
- #9: Top three methods identified by survey respondents to improve the community’s access to healthcare: Low cost preventative/screening services; More specialist; More information about available services and Transportation assistance.
- #10: Lack of transportation was mentioned frequently by key informant interviewees as a barrier to care.
- #20: Many key informant interviewees indicated a need for Office of Public Assistance like services.

Anticipated Impact(s) of these Activities:

- Increase access to health care services
- Build community capacity for transportation options
- Increased community knowledge of services

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

- Utilization volumes of Health Care services
- Participation rates
- A higher score on same survey question in next CHNA Survey

Measure of Success: BBC will see a 5% increase in patient volumes within one year of implementation; progress of the Transportation Advisory Committee—were goals achieved?

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

Strategy 2.2: Enhance awareness of available resources and services in Carbon County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Develop marketing/outreach to educate community on Carbon County Connect	MK /CR LI / HHH	Ongoing	Admin	RLACF Carbon County Connect, Media partners	Resource limitations
Expand community outreach and marketing efforts related to available services and programs; Assist people with accessing financial assistance and other BBC resources	RLACF, BBC, BBCF	Ongoing	Admin		Financial limitations Resource limitations
Consider a stream through the BBC Fdn to offer means for program support (Integrated Behavioral Health IBH), reduced/no cost health screenings	LH /Fdn,	Fall 2020	Admin	Pacific Source, Grantors, RLACF	Financial limitations Resource limitations

Needs Being Addressed by this Strategy:

- #9: Top three methods identified by survey respondents to improve the community's access to healthcare: Low cost preventative/screening services; More specialist; More information about available services and Transportation assistance.
- #11: 18.2% of survey respondents rated their knowledge of health services at BBC as "Fair".

- #12: Key informant interviewees noted a need for better advertising of local healthcare services and resources.
- #18: 33.3% of survey respondents indicated they did not know or were unsure of programs that assist people in paying their healthcare bills.
- #19: 25.2% of survey respondents reported they delayed or did not get needed healthcare services in the last three years.
- #20: Many key informant interviewees indicated a need for Office of Public Assistance like services.

Anticipated Impact(s) of these Activities:

- Increase access to health care services
- Build community capacity
- Increased community knowledge of services

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

- Compare distribution and usage rates for Carbon County Connect guide
- Service utilization

Measure of Success: BBC will see a 5% increase in utilization of Carbon County Connect website/directory. 5% increase in utilization of available services as measured by the various agencies. 5% increase in score for same question asked on the next CHNA Survey which was measured on the 2018/19 Survey.

Goal 3: Improve chronic disease prevention and management in Carbon County.

Strategy 3.1: Enhance Beartooth Billing Clinic's efforts in chronic care management

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Develop Patient Centered Medical Home (PCMH) model in clinic	SN / CQO BC / CNO (SJ/CM)	July 2020	NCQA)	Billings Clinic	Financial limitations Resource limitations
Implement model and obtain PCMH certification	SN / CQO BC/ CNO (SJ/CM)	July 2021	NCQA	Billings Clinic	Financial limitations Resource limitations
Connect Medicare eligible patients to free and low-cost preventative services <ul style="list-style-type: none"> Identify 'Welcome to Medicare' and 'Annual Medical Screening' eligible patients to inform them of available services Develop policies and procedures for outreach to identified patients Educate staff and identified patients/community on available wellness services for Medicare recipients 	BC / CNO (SJ/CM, MK/CR, RC/PH)	December 2019	Admin	Wendy Schremerhorn /Ask Wendy Medicare Specialist	Resource limitations

Needs Being Addressed by this Strategy:

- #1: of survey respondents rated their personal health as "Somewhat healthy, unhealthy or very unhealthy".
- #2: 55% of survey respondents rated the general health of their community as "Somewhat healthy or unhealthy".
- #9: Top three methods identified by survey respondents to improve the community's access to healthcare: Low cost preventative/screening services; More specialist; More information about available services and Transportation assistance.
- #11: 18.2% of survey respondents rated their knowledge of health services at BBC as "Fair".
- #12: Key informant interviewees noted a need for better advertising of local healthcare services and resources.

Anticipated Impact(s) of these Activities:

- Reduce disease burden
- Improve access to high quality, coordinated care
- Empower community to make healthful lifestyle choices

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

- Scores on existing health behavior measurement tools from DPHHS, RWJF County Health Rankings, etc.

Measure of Success: Receiving certification as a PCMH. 30% of all Medicare lives in for wellness screening; 30% of all Medicare lives vaccinated against flu. Increase number of community survey respondents who receive medical wellness screening, flu shot, etc.

Goal 3: Improve chronic disease prevention and management in Carbon County.

Strategy 3.2: Promote BBC's preventative services and provide programs aimed at increasing healthy behaviors and lifestyles

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue to provide prevention education and healthy behaviors programs related to chronic disease (Diabetes management class, Health fair, lifestyle balance, etc.)	DS / Dir of Ancillary, BC / CNO (JA / TP, MK / CR)	June 2021	Admin	MTUPP, DPHHS, Billings Clinic, RLACF,	Resource limitations Scheduling conflicts
Continue to offer and promote opportunities to be physically active (Fun Run, Turkey Trot, walking trails, facility gym, etc.)	DS/Dir of Ancillary; MK / CR; Wellness Committee	Ongoing	Admin	PacificSource, Well Approach, BRTA, Pollard, Billings Clinic EAP	Financial limitations Resource limitations Scheduling conflicts

Needs Being Addressed by this Strategy:

- #1: of survey respondents rated their personal health as "Somewhat healthy, unhealthy or very unhealthy".
- #2: 55% of survey respondents rated the general health of their community as "Somewhat healthy or unhealthy".
- #3: Survey respondents identified their top health concerns as: Alcohol abuse/substance abuse; Cancer; Overweight/obesity; and Mental health issues.
- #8: "Healthy behaviors and lifestyles" and "Access to healthcare" were identified as important components of a healthy community.
- #9: Top three methods identified by survey respondents to improve the community's access to healthcare: Low cost preventative/screening services; More specialist; More information about available services and Transportation assistance.

- #13: Survey respondents indicated most interest in Fitness and Health and Wellness classes/programs.
- #14: Carbon County has an all sites Cancer rate of 453.5/100,000 population compared to 439.8 for the state.
- #15: Frontier Counties in Montana have a higher percentage of adults with 2+ chronic diseases (41%).
- #16: Carbon County has a higher stroke hospitalization rate (per 100,000) when compared to the state.
- #17: Various behavioral health/chronic disease measures for Carbon County: 26% reported adult obesity; 20% report excessive drinking; 19% report physical inactivity; 17.1% report smoking during pregnancy.

Anticipated Impact(s) of these Activities:

- Shift community attitudes and beliefs around healthy eating and physical activity
- Reduce disease burden
- Empower community to make healthful lifestyle choices

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

- CHNA 2021 Survey data
- RJWF County Health Rankings and other existing measurement tools

Measure of Success: Increase in Carbon County's ranking in RWJF County Health Rankings; DPHHS data scores, and other existing measurement tools. Completion of Wellness Trail Extension on Beartooth Billings Clinic campus. 5% increase in favorable responses to BBC's 2021 CHNA Survey relative to same question from 2018/19 Survey.

Needs Not Addressed and Justification

Identified health needs unable to address by BBC	Rationale
1. Secondary data scan revealed the unintentional injury death rate for Carbon County is 68.4/100,000 compared to 41.3 for the state.	<ul style="list-style-type: none"> • This need is already being addressed. For over 20 years, our Trauma Services team has work with local law enforcement, schools and others on an ongoing basis on injury prevention programs such as "It's YOUR Choice", BRTA Helmet Safety, "Slide Safe + Dress Smart", "Stop the Bleed" and Drug Take Backs. We will continue to support the work of other entities addressing unintentional injury death such as the Local Emergency Planning Committee, Public Health, various emergency services throughout Carbon County and state park personnel (drowning).
2. Top specialty services desired: Audiology and Ophthalmology.	<ul style="list-style-type: none"> • We do not have the resources to address this need at this time.

Dissemination of Needs Assessment

Beartooth Billings Clinic “BBC” disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website (<http://www.beartoothbillingsclinic.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 BBC is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Carbon County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of BBC will be directed to the hospital’s website to view the complete assessment results and the implementation plan. BBC board members approved and adopted the plan on **October 22, 2019**. Board members are encouraged to familiarize themselves with the needs assessment report and implementation plan, so they can publicly promote the facility’s plan to influence the community in a beneficial manner.

Written comments on this 2019-2022 Beartooth Billings Clinic Community Benefit Strategic Plan can be submitted to the Community Relations Coordinator at BBC:

Community Relations
Beartooth Billings Clinic
PO Box 590
Red Lodge, MT 59068

Contact Beartooth Billings Clinic’s Community Relations Coordinator at (406) 446-0616 or info@beartoothbillingsclinic.org with any questions.