

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 the executive leadership and department for Beartooth Billings Clinic – participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through the Community Health Services Development (CHSD) Process, a community health assessment. The facility conducted the CHSD Process in conjunction with the Montana Office of Rural Health (MORH).

A Community Health Needs Assessment (CHNA) was performed in the summer of 2013 to determine the most important health needs and opportunities for Carbon County, Montana. “Need” was identified as the top issues or opportunities rated by respondents during the CHNA survey process or in the focus groups (see page 10 for a list of “Needs Identified and Prioritized”). For more information regarding the needs identified, as well as the assessment process/approach/methodology, please refer to the facility’s CHNA, which is posted on the facility’s website (www.beartoothbillingsclinic.org).

The implementation planning committee 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 9 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/or values, as well as existing and potential community partners. Participants then created goals to achieve through 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 relates to the following:

1. Increasing healthy behaviors and lifestyles in the community
2. Affordability of healthcare
3. Lack of awareness of available services and resources
4. Availability of mental health services
5. Need for outpatient surgery and alternative medicine

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

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

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:

- Nathan Anderson – Emergency Preparedness Coordinator, Beartooth Billings Clinic Public Health Department
- Stephanie Anderson – OR & Endoscopy Coordinator, Beartooth Billings Clinic
- Chris Benton, RN – Trauma Coordinator, Beartooth Billings Clinic
- Kelley Evans – Chief Executive Officer, Beartooth Billings Clinic
- Dr. William George – Chief of Staff/Family Practice Physician, Beartooth Billings Clinic
- Dr. Linda Hall – Family Practice Physician, Beartooth Billings Clinic
- Trish Hilderman – Director of Support Services, Beartooth Billings Clinic
- Margaret 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
- Katie Nordstrom – Director of Human Resources, Beartooth Billings Clinic
- Mike Nordstrom – Director of Ancillary Services, Beartooth Billings Clinic
- Dr. William Oley – Family Practice Physician, Beartooth Billings Clinic
- Susan Scott – Director of Patient Financial Services, Beartooth Billings Clinic
- Sara Urbanik – Executive Director, Beartooth Billings Clinic Foundation
- Ann Winning – Supervisor, Beartooth Children’s Center

Prioritizing the Community Health Needs

The implementation planning committee completed the following in order to prioritize the 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 educational services regarding the facility, 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 various health/wellness topics through interpretive signage.
- 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 elementary students.
- The "It's Your Choice" program provides education and demonstrations regarding the potential consequences of distracted/impaired driving to area teens.
- 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 also provide their services at home athletic events and also provide 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.
- 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.

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

- 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.

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 to promote 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 the Red Lodge and its surrounding areas who experience symptoms of mental health, addiction, and co-occurring disorders.
- 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, Al-Anon Red Lodge, Alcoholics Anonymous, and the Rimrock Foundation.
- Resource, Support, and Development, Inc. 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.
- The Red Lodge Senior Citizen's Center provides activities and education for seniors in the community, as well as blood pressure checks and a foot clinic.
- The Carbon County Local Emergency Planning Committee (LEPC) works to improve emergency response throughout the County.

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

- 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) 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

- 11% low income persons (persons below federal poverty level)

Uninsured Persons

- Uninsured adults less than age 65 – 26.1%
- Uninsured children less than age 18 – data not available by county (data available for some counties)

Carbon County Indicators (continued)...Primary and Chronic Diseases: Leading Causes of Death

- Cancer
- Heart Disease
- Unintentional Injuries

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

Percent of Population Age 65 and older – 17%

Size of County and Remoteness – 9,657 in Carbon County; Population Density: 4.7 people per square mile

Nearest Major Hospital – Billings Clinic – Billings, MT – 57.7 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, February 19, 2013]

- Many people feel that they are unable to afford care, so they do not explore alternative options for accessing care. Some people don't understand insurance/deductibles.
- There are high rates of accidental deaths in Carbon County. We should explore seatbelt use, helmets, car seats, etc.
- Counseling is needed and there is a need for mental and behavioral health services.

Underserved Population – Low Income [Heidi Mann – Social Service Specialist, DPHHS and Judy Christensen – DUI Task Force/Food Bank, February 19, 2013]

- There is a need for childcare services.
- Hunger and access to food is an issue.

Vulnerable Population – Youth [Jerry Scott – County Superintendent of Schools, Ann Winning – Supervisor, Beartooth Children's Center, and Jody Ackerman – Boys & Girls Club, February 19, 2013]

- There is a need for after-school programs, such as clubs and leagues plus "extended hour" services.
- Need for childcare services after [working] hours.

Needs Identified and Prioritized

Prioritized Needs to Address

1. In 2013, significantly fewer survey respondents rated their community's general health as "Very healthy" (5.8%) than in 2008 (28.2%).
2. "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%).
3. "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%).
4. Approximately 48% of survey respondents indicated that they were either unaware or were unsure of programs which help people pay for healthcare bills.
5. "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%).
6. "Access to healthcare" (50.8%) was rated as one of the most important components of a healthy community.
7. 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%).
8. "Alcohol/drug/tobacco use/abuse" was rated as the highest health concern (as chosen by 70.9% of survey respondents) in the community. Significantly more survey respondents cited this as a top health concern than in 2008.
9. In 2013, significantly more survey respondents rated "Mental health issues" as a top health concern than in the 2008 survey.
10. 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.
11. Focus group participants indicated a specific need for local mental health services.
12. "Naturopathy" (20.6%) was the most desired local healthcare service.
13. "Outpatient surgery" (18.1%) was one of the most desired local healthcare services.

Needs Unable to Address

(See page 27 for additional information)

1. “Cancer” was the second-most selected health concern (35.2%) for the community. Cancer is the leading cause of death in Carbon County.
2. “Transportation services” (26.1%) was the third most popular choice among survey respondents for improving the community’s access to healthcare. In 2013, significantly more respondents were interested in transportation services than in 2008 (14.8%). The need for transportation was also noted in the focus group.
3. “Good jobs and healthy economy” (51.3%) was the rated as the most important component for a healthy community. The need for economic development and opportunities was also noted in the focus group.
4. “MRI” (19.6%) was one of the most desired local healthcare services as chosen by survey respondents.

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 10). For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section, which begins on page 15.

Goal 1: Promote healthy behaviors and lifestyles 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 daycare services
- Develop a comprehensive marketing plan to promote existing programs/services to community members

Strategy 1.2: Promote physical activity in the community.

Activities:

- 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
- 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

Strategy 1.2 continued...

- Explore potential partnerships with other organizations that want to promote wellness and alternative medicine in the community
- Develop comprehensive marketing plan to promote new services/partnerships to community members

Goal 2: Address community concerns regarding the affordability of health care.

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

Activities:

- Create education programs/events to increase awareness/knowledge of the insurance marketplace (utilizing the patient navigators)
- Develop 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

Goal 3: Improve the community's access to health care by increasing 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, newsletters, 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

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

Strategy 4.1: Develop relationships and support 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 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:

- Explore a collaborative relationship with RiverStone Health/Rimrock Foundation for needed services
- Develop awareness and promote telepsychiatry with Billings Clinic providers/ EAP

Goal 5: Address needs for outpatient surgery.

Strategy 5.1: Develop a plan to offer outpatient surgery to the community.

Activities:

- Define scope of services which will be available
- Refer to previously completed market/feasibility study to provide outpatient surgery

Implementation Plan Grid

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

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

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.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|---|--|----------|----------------|------------------------------------|--|
| <ul style="list-style-type: none"> Continue organizing/hosting the annual health fair for community members | Special Events/ Community Relations | Ongoing | CEO | Local and Regional Health Services | Lack of exhibitors, Lack of funding |
| <ul style="list-style-type: none"> 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 | Public Health | Ongoing | CEO | Community Volunteers | Lack of funding, staffing limitations |
| <ul style="list-style-type: none"> Continue offering youth-specific educational programs/services, such as “Slide Safe, Dress Smart”, “It’s Your Choice”, and CPR/First Aid training | Trauma/ Wellness | Ongoing | CEO | Red Lodge Mntn, EMS, LEPC, Schools | Lack of funding, staffing limitations |
| <ul style="list-style-type: none"> Continue sponsoring injury prevention initiatives, such as school sports physicals, athletic trainers at school sporting events, and concussion management education | Sports Med / Clinic | Ongoing | CEO | Schools, Billings Clinic | Lack of funding, staffing limitations |

Strategy 1.1 continued...

| | | | | | |
|---|-----------------------------------|----------|-----|------------------------------------|---------------------------------------|
| <ul style="list-style-type: none"> 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 | Public Health / CFO | Ongoing | CEO | City/County/State/Federal Agencies | Lack of funding, staffing limitations |
| <ul style="list-style-type: none"> Continue to evaluate funding the Beartooth Children's Center, which provides nutritious meals to needy children utilizing daycare services | Beartooth Children's Center / CFO | Ongoing | CEO | State & Federal Agencies | |
| <ul style="list-style-type: none"> Develop a comprehensive marketing plan to promote existing programs/services to community members | Community Relations | May 2014 | CEO | | Lack of funding, staffing limitations |

Needs Being Addressed by this Strategy:

- #1: In 2013, significantly fewer survey respondents rated their community's general health as "Very healthy" (5.8%) than in 2008 (28.2%).
- #2: "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%).

Anticipated Impact(s) of these Activities:

- Increased awareness and utilization of existing services
- Decrease in risk factors for chronic disease (i.e. diabetes, hypertension, etc.)
- Improved perception of community's general health status

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

- Track utilization of services and determine whether additional marketing is required
- Monitor participation in public health class offerings

Measure of Success: As a result of increased marketing efforts, Beartooth Billings 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.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|---|---|---------------|----------------|-------------------------|--|
| <ul style="list-style-type: none"> 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 | Community Relations / Foundation / Facilities | December 2015 | CEO | FWP, City, County, BRTA | Lack of funding, resource limitations, regulatory barriers |
| <ul style="list-style-type: none"> 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 | Wellness Committee | May 2014 | CEO | Billings Clinic | Staffing limitations, resource limitations |
| <ul style="list-style-type: none"> Explore potential partnerships with other organizations that want to promote wellness and alternative medicine in the community | Wellness Committee / Clinic | May 2015 | CEO | | Staffing limitations, resource limitations |
| <ul style="list-style-type: none"> Develop comprehensive marketing plan to promote new services/ partnerships to community members | Community Relations | December 2015 | CEO | | Staffing limitations, resource limitations |

Needs Being Addressed by this Strategy:

- #1: In 2013, significantly fewer survey respondents rated their community’s general health as “Very healthy” (5.8%) than in 2008 (28.2%).

Strategy 1.2 continued...

- #2: “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%).
- #3: “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%).
- #12: “Naturopathy” (20.6%) was one of the most desired local healthcare services chosen by survey respondents.

Anticipated Impact(s) of these Activities:

- Increase in community members who engage in physical activity/wellness activities
- Increase in organizations which offer worksite wellness programs
- Increase in community members’ knowledge of 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:

- Track number of organizations which partner with Red Lodge for worksite wellness initiatives
- Determine number of community members who utilize the walking trail
- Track number of collaborative partnerships developed in regards to wellness initiatives

Measure of Success: Beartooth Billings Clinic will be available to partner with community organizations to develop worksite wellness programs and will explore partnerships with organizations in order to promote wellness and alternative medicine in the community.

Goal 2: Address community concerns regarding the affordability of healthcare.

Strategy 2.1: Develop a strategy 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"> Create education programs/events to increase awareness/knowledge of the insurance marketplace (utilizing the patient navigators) | Patient Financial Services | January 2014 | CEO | | Resource limitations, staffing limitations, lack of funding |
| <ul style="list-style-type: none"> Develop presentations regarding health insurance and the Affordable Care Act | Patient Financial Services | January 2014 | CEO | | Resource limitations |
| <ul style="list-style-type: none"> 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.) | Patient Financial Services | March 2014 | CEO | Office of Public Assistance, TANF, SNAP | Resource limitations, staffing limitations |
| <ul style="list-style-type: none"> Provide resources to families utilizing the Beartooth Children's Center regarding nutrition/financial assistance resource and programs available | Beartooth Children's Center | September 2014 | CEO | | Resource limitations, lack of funding |
| <ul style="list-style-type: none"> Partner with area schools to develop programs specific to young families in the community | Patient Financial Services/BCC | September 2014 | CEO | Schools | Resource limitations, lack of funding, staffing limitations |

Needs Being Addressed by this Strategy:

- #4: Approximately 48% of survey respondents indicated that they were either unaware or were unsure of programs which help people pay for healthcare bills.

Strategy 2.1 continued...

- #5: “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%).
- #6: “Access to healthcare” (50.8%) was rated as one of the most important components of a healthy community.
- #7: 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 community members with health insurance (i.e. Affordable Care Act)
- Increase in utilization of health services
- Increased utilization of assistance programs
- Improved health outcomes (due to increased access to assistance)
- Increased awareness of assistance programs

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

Measure of Success: Beartooth Billings Clinic experiences a 5% increase in insured patients over the next three years.

Goal 3: Improve the community's access to healthcare by increasing 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.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|---|---|---------------|----------------|---|---|
| <ul style="list-style-type: none"> Continue implementing a marketing plan (i.e. annual health fair, newsletters, website, etc.) | Community Relations | Ongoing | CEO | | Lack of funding, resource limitations, staffing limitations |
| <ul style="list-style-type: none"> Analyze referral patterns and create targeted outreach materials regarding current service lines for providers | Community Relations/ Department Directors | December 2014 | CCO | Referring Providers/ Discharge Planners | Lack of funding, resource limitations, staffing limitations |
| <ul style="list-style-type: none"> Increase internal provider education regarding the facility's service lines and community benefit activities | Community Relations/ Clinic | Ongoing | CEO | Patient Care Departments | Resource limitations, staffing limitations |
| <ul style="list-style-type: none"> Develop materials specific to current services which will be available in the facility and throughout the community | Community Relations | December 2014 | CEO | | |

Needs Being Addressed by this Strategy:

- #4: Approximately 48% of survey respondents indicated that they were either unaware or were unsure of programs which help people pay for healthcare bills.
- #5: "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%).
- #6: "Access to healthcare" (50.8%) was rated as one of the most important components of a healthy community.
- #7: 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%).

Strategy 3.1 continued...

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:

- Track referral patterns within the organization
- Analyze utilization of health services

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

Strategy 4.1: Develop relationships and support organizations/individual service providers who wish to 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 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"> Establish/build/maintain relationships with existing providers/organizations in the community | Clinic Services | Ongoing | CEO | Mental Health Service Providers | Staffing limitations, resource limitations |
| <ul style="list-style-type: none"> Partner with the Red Lodge Area Community Foundation to develop a mental health resource listing for community members | Community Relations | June 2014 | CEO | Red Lodge Area Community Foundation | |

Needs Being Addressed by this Strategy:

- #8: "Alcohol/drug/tobacco use/abuse" was rated as the highest health concern (as chosen by 70.9% of survey respondents) in the community. Significantly more survey respondents cited this as a top health concern than in 2008.
- #9: In 2013, significantly more survey respondents rated "Mental health issues" as a top health concern than in the 2008 survey.
- #10: 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.
- #11: Focus group participants indicated a specific need for local mental health services.

Anticipated Impact(s) of these Activities:

- Increased awareness of mental health services available
- Increased utilization of mental health services
- Decrease in transfers for critical psychiatric episodes

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

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

Strategy 4.1 continued...

Measure of Success: Beartooth Billings Clinic providers increase mental health referrals to Billings Clinic Mental Health 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: Investigate feasibility/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"> Explore a collaborative relationship with RiverStone Health/Rimrock Foundation for needed services | CEO | December 2015 | Board | RiverStone Health, Rimrock Foundation | Resource limitations, staffing limitations, financial feasibility |
| <ul style="list-style-type: none"> Develop awareness and promote telepsychiatry with Billings Clinic providers/ EAP | Clinic Services | December 2016 | Board | Billings Clinic | Resource limitations, staffing limitations, financial feasibility |

Needs Being Addressed by this Strategy:

- #8: "Alcohol/drug/tobacco use/abuse" was rated as the highest health concern (as chosen by 70.9% of survey respondents) in the community. Significantly more survey respondents cited this as a top health concern than in 2008.
- #9: In 2013, significantly more survey respondents rated "Mental health issues" as a top health concern than in the 2008 survey.
- #10: 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.
- #11: Focus group participants indicated a specific need for local mental health services.

Anticipated Impact(s) of these Activities:

- Increased utilization of mental health services
- Decrease in transfers for critical psychiatric episodes

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, and/or Rimrock by 12/31/2016.

Goal 5: Address needs for outpatient surgery.

Strategy 5.1: Develop a plan to offer outpatient surgery to the community.

Health Issue Addressed: Survey respondents indicated a need for outpatient surgery to be offered locally. As the population continues to age, an increasing number of community members will be unable (or unwilling) to travel long distances for this service.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|--|--------------------------------------|-----------|----------------|----------|---|
| <ul style="list-style-type: none"> Define scope of services which will be available | Nursing / OR & Endoscopy Coordinator | June 2015 | Board | | Resource limitations, staffing limitations, financial feasibility |
| <ul style="list-style-type: none"> Refer to previously completed market/feasibility study to provide outpatient surgery | CFO | June 2015 | CEO | | Resource limitations |

Needs Being Addressed by this Strategy:

- #13: “Outpatient surgery” (18.1%) was one of the most desired local healthcare services.

Anticipated Impact(s) of these Activities:

- Better understanding of the community’s needs
- Increased awareness of true demand for services
- Ability to determine whether providing these services is financially feasible

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

- Analyze referral patterns for outpatient surgery services

Measure of Success: Beartooth Billings Clinic increases outpatient surgical services by 5%.

Needs Not Addressed and Justification

| Identified health needs unable to address by Beartooth Billings Clinic | Rationale |
|--|--|
| “Cancer” was the second-most selected health concern (35.2%) for the community. Cancer is the leading cause of death in Carbon County. | <ul style="list-style-type: none"> This service requires specialized equipment and staffing which Beartooth Billings cannot offer at this time. Proximity to other healthcare organizations who can address this need would make offering this service difficult. The facility will investigate opportunities to partner with community organizations specific to this need. |
| “Transportation services” (26.1%) was the third most popular choice among survey respondents for improving the community’s access to healthcare. In 2013, significantly more respondents were interested in transportation services than in 2008 (14.8%). The need for transportation was also noted in the focus group. | <ul style="list-style-type: none"> 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 investigate opportunities to partner with community organizations specific to this need. |
| “Good jobs and healthy economy” (51.3%) was the rated as the most important component for a healthy community. The need for economic development and opportunities was also noted in the focus group. | <ul style="list-style-type: none"> Beartooth Billings Clinic is aware of its importance as a large employer in the community; however, it is not the facility’s mission to address this need. There are other organizations in the area whose sole missions are related to promoting economic development in the area. The facility will investigate opportunities to partner with community organizations specific to this need. |
| “MRI” (19.6%) was one of the most desired local healthcare services as chosen by survey respondents. | <ul style="list-style-type: none"> Based on volume estimates as projected by a study performed by the Montana Health Network (MHN), providing this service would not be feasible. |

Dissemination of Needs Assessment

Beartooth Billings Clinic disseminated the community health needs assessment (CHNA) and implementation plan by posting both documents conspicuously on the Beartooth Billings Clinic website (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 Steering Committee, which was formed specifically as a result of the CHNA process to introduce the community to the assessment process, will be informed of the implementation plan to see the value of their input and time in the CHNA process, as well as how Beartooth Billings Clinic 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 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 **November 26, 2013**. 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.

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.