

# IMPLEMENTATION PLAN

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## *Addressing Community Health Needs*



**Mountainview  
Medical Center**

***White Sulphur Springs, Montana***

***2025-2028***

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

## Table of Contents

*The Implementation Planning Process* ..... 3

*Prioritizing the Community Health Needs* ..... 5

*MMC’s Existing Presence in the Community* ..... 5

*List of Available Community Partnerships and Facility Resources to Address Needs* ..... 6

*Meagher County Indicators* ..... 7

*Public Health and Underserved Populations Consultation Summaries* ..... **Error! Bookmark not defined.**

*Needs Identified and Prioritized* ..... 8

*Prioritized Needs to Address* ..... 8

*Needs Unable to Address* ..... 8

*Executive Summary* ..... 9

*Implementation Plan Grid* ..... 10

*Needs Not Addressed and Justification* ..... 13

*Dissemination of Needs Assessment* ..... 14

## The Implementation Planning Process

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

The Community Health Services Development (CHSD), community health needs assessment was performed in 2025 to determine the most important health needs and opportunities for Meagher County, Montana. The CHSD project is administrated by the Montana Office of Rural Health (MORH). “Needs” were identified as the top issues or opportunities rated by respondents during the CHSD survey process or during focus groups (see page 10 for a list of “Needs Identified and Prioritized”). For more information regarding the needs identified, as well as the assessment process/approach/methodology, please refer to the facility’s assessment report, which is posted on the facility’s website ([mvmc.org/resources](http://mvmc.org/resources)).

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

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

- **Access to healthcare**

In addressing the aforementioned issues, MMC seeks to:

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

**Facility Mission:** To provide quality healthcare to our community.

**Facility Vision:** To be the best Critical Access Hospital facility in Montana while being the cornerstone of our community.

**Implementation Planning Committee Members:**

- Billy Rogers – CEO, MMC
- Jennifer Stidham – Executive Assistant, MMC

## Prioritizing the Community Health Needs

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

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

### 1. MMC's Existing Presence in the Community

- MMC has medical staff present at the schools' athletic events.
- The clinic and hospital provide free blood pressure checks.
- MMC also supports the school with required impact testing.
- MMC participates in the community health fair.
- Chicks N Chaps sponsor
- DUI Taskforce sponsor
- Stewardship council member
- Transportation committee member
- Annual 4th of July Race for this Place Sponsor

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

- The Meagher County Office of Public Assistance provides information and/or referral services to applicants/recipients of public assistance programs.
- The Meagher County Health Department offers a variety of services to the community, including child/adult immunizations, disease surveillance, public health emergency preparedness, and referrals for care or resources.
- The Meagher County Community Center houses the Senior Center, which provides meals, wellness services, and activities to seniors in the area. The Senior Center also runs the Loan Closet, which provides donated durable medical equipment for short term individual use.
- Meagher County Schools
- USDA RD state office
- Meals on Wheels prepares and delivers nutritious meals to seniors in the community.
- The Castle Mountain Apartments will provide subsidized senior housing for seniors in need in the community.
- Montana Health Network is a collaborative effort to provide services to all residents of Montana.
- Montana Hospital Association
- Montana Office of Rural Health (MORH) provides technical assistance to rural health systems and organizations.
- Western Transportation Institute (WTI)

### 3. Meagher County Indicators

#### Population Demographics

- 95.7% of Meagher County’s population is white, and 1.4% identifies as American Indian or Alaska Native
- 11.6% of Meagher County’s population has disability status
- 20.4% of Meagher County’s population is 65 years and older
- 2.1% of Meagher County’s population has Veteran status
- 39.0% of Meagher County’s population are a “high school graduate (includes equivalency)” as their highest degree attained; 20.9% have “some college, no degree.”

#### Size of County and Remoteness

- 2,946 people in Meagher County
- 1.9 people per square mile

#### Socioeconomic Measures

- 6.3% of children live in poverty
- 9.1% of persons are below the federal poverty level
- 7.3% of adults (age < 65) and 16.8% of children (age < 18) are uninsured
- 26.8% of the population is enrolled in Medicaid

#### Select Health Measures

- 34% of adults are considered obese
- 20% of the adult population report physical inactivity

#### Nearest Major Hospital

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

## Needs Identified and Prioritized

### *Prioritized Needs to Address*

1. Lack of access to dental care was a top concern.
2. Depression/anxiety was a top concern.
3. Alcohol/substance use was a top concern.
4. Lack of access to healthcare was a top concern.
5. Most respondent said that having Access to healthcare and related services is the top need for a healthy community.
6. A top reason for delaying services was that Services were too far.
7. A number of respondents indicated that they faced mental/behavioral health issues, particularly regarding doing usual activities, accessing care, having poor mental health, and feeling socially isolated.
8. Key informant interviewees expressed the desire for more knowledge of mental and behavioral health services and resources.
9. More childcare options and More activities for all children were recognized as services needed to make the community a better place to raise children.
10. Expanded medical services was recognized as a service needed to make the community a better place to grow old.
11. Key informant interviewees identified the need for more senior care and services.

### *Needs Unable to Address*

*(See page 23 for additional information)*

1. Transportation assistance was identified as a need to make the community a better place to grow old.
2. Cancer was a top concern in the community.

## Executive Summary

The following summary briefly represents the goals and corresponding strategies and activities which the facility will execute to address the prioritized health needs (from page 10). For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section, which begins on page 14.

### Goal 1: Bolster access to healthcare services and resources in Meagher County.

**Strategy 1.1:** Continue to sustain and increase access to specialty care available through MMC.

- 1.1.1. Continue to monitor dental provider availability and interest in serving Meagher County. Be prepared for new providers if interest and space are available.
- 1.1.2. Continue to monitor optometrist provider availability and interest in serving Meagher County. Be prepared for new providers if interest and space are available.
- 1.1.3. Maintain support of local mental and behavioral health service. Monitor need for more support and/or more providers.
- 1.1.4. Sustain expansion of women’s health services at MMC to reduce travel burden.

**Strategy 1.2:** Continue to sustain and increase access to specialty care available through MMC.

- 1.1.1. Evaluate feasibility (including space, staffing, training) of introducing day care services.
- 1.1.2. Continue working on introducing assisted living services in Meagher County.

**Implementation Plan Grid**

**Goal 1: Bolster access to healthcare services and resources in Meagher County.**

**Strategy 1.1:** Continue to sustain and increase access to specialty care available through MVMC.

Activities	Timeline	Final Approval	Partners	Potential Barriers
1.1.1. Continue to monitor dental provider availability and interest in serving Meagher County. Be prepared for new providers if interest and space are available.	Ongoing	CEO	N/A	Staffing/provider limitations
1.1.2. Continue to monitor optometrist provider availability and interest in serving Meagher County. Be prepared for new providers if interest and space are available.	Ongoing	CEO	N/A	Staffing/provider limitations
1.1.3. Maintain support of local mental and behavioral health service. Monitor need for more support and/or more providers.	Ongoing	CEO	Work In Progress program	N/A
1.1.4. Sustain expansion of women’s health services at MMC to reduce travel burden.	Ongoing	CEO	Benefis	N/A

**Needs Being Addressed by this Strategy:**

- 1. Lack of access to dental care was a top concern.
- 2. Depression/anxiety was a top concern.
- 3. Alcohol/substance use was a top concern.
- 4. Lack of access to healthcare was a top concern.
- 5. Most respondent said that having Access to healthcare and related services is the top need for a healthy community.
- 6. A top reason for delaying services was that Services were too far.

- 7. A number of respondents indicated that they faced mental/behavioral health issues, particularly regarding doing usual activities, accessing care, having poor mental health, and feeling socially isolated.
- 8. Key informant interviewees expressed the desire for more knowledge of mental and behavioral health services and resources.

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

- MMC will continue to be prepared for dental and optometry providers.
- Local mental and behavioral services will continue and will continue to be supported by MMC.
- The need for more mental and behavioral health providers will be monitored.
- Women’s health services will be offered with reduced travel burden for patients.
- Improved community health outcomes.
- Increased community cohesion and capacity.

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

- Document support for local mental and behavioral health services.
- Monitor need for more providers – mental and behavioral health, dental, optometry.
- Track use of women’s health services.

**Measure of Success:** Mental/behavioral health and women’s health services sustained and/or increased as per community needs.

**Goal 1: Bolster access to healthcare services and resources in Meagher County.**

**Strategy 1.1:** Evaluate and progress towards implementation of new services.

Activities	Timeline	Final Approval	Partners	Potential Barriers
1.1.1. Evaluate feasibility (including space, staffing, training) of introducing day care services.	Ongoing	CEO	TBD	Staffing limitations

1.1.2. Continue working on introducing assisted living services in Meagher County.	Ongoing	CEO	Cypress Healthcare	n/a
<p><b>Needs Being Addressed by this Strategy:</b></p> <ul style="list-style-type: none"> <li>▪ 9. More childcare options and More activities for all children were recognized as services needed to make the community a better place to raise children.</li> <li>▪ 10. Expanded medical services was recognized as a service needed to make the community a better place to grow old.</li> <li>▪ 11. Key informant interviewees identified the need for more senior care and services.</li> </ul>				
<p><b>Anticipated Impact(s) of these Activities:</b></p> <ul style="list-style-type: none"> <li>▪ MMC will support and enable a variety of new healthcare services and resources.</li> <li>▪ Meagher County will have increased access to child and senior care.</li> <li>▪ Improved community health outcomes.</li> </ul>				
<p><b>Plan to Evaluate Anticipated Impact(s) of these Activities:</b></p> <ul style="list-style-type: none"> <li>▪ Document understanding feasibility of day care center.</li> <li>▪ Document progress made on assisted living facility.</li> </ul>				
<p><b>Measure of Success:</b> Progress made on addition of new services.</p>				

**Needs Not Addressed and Justification**

Identified health needs unable to address by MMC	Rationale
<p>1. Transportation to medical appointments was a barrier voiced by some in the community.</p>	<ul style="list-style-type: none"> <li>• MMC does not have the resources to provide staffing or vehicles for transportation for out-of-town appointments.</li> </ul>
<p>2. Community members expressed a desire for more cancer care.</p>	<ul style="list-style-type: none"> <li>• MMC refers patients to the appropriate oncologists. Getting an oncologist at MMC is not feasible nor would they be able to address the entire spread of oncology needs.</li> </ul>

## Dissemination of Needs Assessment

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

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

Furthermore, the board members of MMC will be directed to the hospital’s website to view the complete assessment results and the implementation plan. MMC board members approved and adopted the plan on **DATE**. 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 2025-2028 Mountainview Medical Center Community Benefit Strategic Plan can be submitted to:

Administration  
Mountainview Medical Center  
16 W. Main Street  
White Sulphur Springs, Montana 59645

Please reach out to Mountainview Medical Center’s CEO at 406-547-3321 or [brogers@mvmc.org](mailto:brogers@mvmc.org) with and questions.