

IMPLEMENTATION PLAN

Addressing Community Health Needs



Mountainview Medical Center

White Sulphur Springs, Montana

2019-2022

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The Implementation Planning Process

The implementation planning committee – comprised of Mountainview Medical Center (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 CHSD community health needs assessment was performed in the summer of 2019 to determine the most important health needs and opportunities for Meagher County, Montana. “Needs” were identified as the top issues or opportunities rated by respondents during the CHSD survey process or during focus groups. For more information regarding the needs identified, as well as the assessment process/approach/methodology, please refer to the facility’s assessment report, which is posted on the facility’s website (<http://www.mvmc.org/>).

The 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.

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:

1. Transportation
2. Women’s Health
3. Dental Services
4. Community Engagement

In addressing the aforementioned issues, MMC seeks to:

1. Improve access to healthcare services;
2. Enhance the health of the community;
3. Advance medical or health knowledge.

Mountainview Medical Center’s Mission: To provide quality healthcare to our community.

Mountainview Medical Center’s Vision:

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

Implementation Planning Committee Members:

- Rob Brandt, CEO- Mountainview Medical Center (MMC)
- MMC Leadership Team

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

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

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.
- White Sulphur Springs Schools
- Meals on Wheels prepares and delivers nutritious meals to seniors in the community.
- The Castle Mountain Apartments will provide subsidized senior housing for seniors in need in the community
- Montana Health Network is a collaborative effort to provide services to all residents of Montana
- Montana Office of Rural Health (MORH) provides technical assistance to rural health systems and organizations

Meagher County Indicators

Population Demographics

- 25% of Meagher County's population is 65 years and older
- 8.8% of Meagher County's population has Veteran status

Size of County and Remoteness

- 1,891 people in Meagher County
- 0.8 people per square mile

Socioeconomic Measures

- 15.8% of persons are below the federal poverty level
- 13% of adults (age<65) are uninsured; 6% of children (age<18) are uninsured
- 19.8% of children live in poverty
- 13.1% of the population is enrolled in Medicaid

Select Health Measures

- 26% of adults are considered obese (higher than the state)
- 24% of the adult population report physical inactivity (higher than the state)
- 17% of the adult population report smoking
- Unintentional injury death rate (per 100,000 population) is 56.3 compared to 41.3 for Montana
- County residents reported 3.6 Poor Mental Health Days (past 30 days) compared to 3.5 for Montana.

Nearest Major Hospital

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

Public Health and Underserved Populations Consultation Summaries

Public Health Consultation

Eva Kerr, RN - Meagher County Public Health; Jane Townsend- Teacher; Beth Hunt, Director – White Sulphur Springs Senior Center; Jacque Boyd, Administrator – White Sulphur Springs Schools. 11/29/2018

- Montana's suicide rate is terrible.
- I wish more of our students and adults wore seatbelts.
- Cancer rates seem really high for the county.
- You do everything you can do to get people services, but it is difficult to get the word out because our community members don't use the internet. The only way they would know about what is available, is if they saw a flyer.
- Not having access to transportation is a huge barrier in getting access to healthcare services.

Underserved Population – Low-Income, Underinsured

Rob Brandt, CEO – Mountainview Medical Center; Kerri Jo Kiff, DON – Mountainview Medical Center; Eva Kerr, RN - Meagher County Public Health; Rebecka Luchterhand, Administrative Assistant - Meagher County. 11/29/2018

- The unemployment rate for the county seems low in the secondary data. I believe it is a little higher.
- Last year the facility did over \$65,000 of charity care. The facility works with those who are underinsured to help get them connected to services.
- Prenatal classes would be great if there were available locally. There are a lot of young mothers in town and the closest classes are in Great Falls. I think it would be well attended.
- More mental health services could be available over telemedicine.

Underserved Population – Seniors

Beth Hunt, Director – White Sulphur Springs Senior Center; Rob Brandt, CEO – Mountainview Medical Center. 11/29/2018

- Still a large gap with uninsured adults even though we had the largest rate enrolled after Medicaid expansion.
- Our insurance rates are low. Is this an education component? A senior just yesterday didn't know that they qualified for Medicare.
- A lot of people don't know where to go to get the information and sign up for health insurance.
- A lot of people don't know if they qualify or not.

- Signing up on healthcare.gov is tough because you need an email account to sign up and a lot of seniors in our community don't even have one.
- Yes, computer literacy is definitely an issue here.
- I help people sign up for programs and insurance because there is no one else here to help them.
- I wonder if insurance rates are lower now with all the changes in healthcare since 2012.
- We used to have a patient navigator that some people utilized, and some people didn't. The hospital could probably find a better way to be more proactive about this.
- Many seniors in the community don't have advance directives. MSU Extension does a great class every few years.
- For home health, we only have two licenses in the county. The two organizations who have them are in Helena and Bozeman; they don't really travel to our county.
 - The biggest barrier is getting reimbursement with Medicare.
 - The licensing issue is a huge issue.
 - Home health has pretty much been non-existent here for a few years.
- I know Castle Mountain is good about delivering groceries to the elderly, but some people don't know about this service.
- A veteran recently said that he wished he could get things done at the local clinic instead of going all the way to the VA. This is a huge barrier to care.

Underserved Population – Youth

Eva Kerr, RN - Meagher County Public Health; Jane Townsend- Teacher; Jacque Boyd, Administrator – White Sulphur Springs Schools.

11/29/2018

- There is a really high free and reduced lunch rate within the schools. For 7th-12th our free and reduced rate is likely underrepresented. Many never apply because, they leave the campus for lunch.
- It would be interesting to know the percentage of our school aged children who are not enrolled in any type of insurance.
- Parenting services and classes are needed in the community.
 - There are some classes being started.

Needs Identified and Prioritized

Prioritized Needs to Address

1. Top components identified for a healthy community were 'Access to healthcare and other services', 'Good jobs and a healthy economy' and 'Healthy behaviors and lifestyles.'
2. 64.9% rated the general health of their community as 'Somewhat healthy.'
3. Survey respondents reported the top three ways to improve access to healthcare were 'More information about available services', 'Transportation assistance' and 'More specialists.'
4. 27.9% of survey respondents reported they delayed or did not receive needed healthcare services. 18.6% indicated it was because they 'Could not get to an appointment' and 9.3% indicated it was because 'It was too far to go.'
5. Focus group participants felt there was a need for transportation services to assist seniors (and others) in the community to get to and from appointments or other errands.
6. Focus group participants expressed a desire for services that help seniors age in place such as respite care, hospice and assisted living.
7. A secondary data scan shows 25% of the residents in Meagher County are 65+ years old, and 19.9% of County residents have disability status.
8. When asked what classes/programs they would be most interested in, survey respondents reported most interest in 'Fitness,' 'Weight loss' and 'Women's health.'
9. Focus group participants noted a desire for mammography services-as it was available in the past and is a missed service.
10. Top identified health concerns for the community were: 'Cancer', 'Alcohol abuse/substance abuse', 'Heart disease' and 'Lack of dental care'.
11. The top desired local healthcare service not currently available was 'Dental services' (63.6%)
12. Focus group participants identified dental services as a need in the community.
13. 30.5% of survey respondents reported they 'Did not know' or were 'Unsure' of programs that assist people in paying for their healthcare bills.
14. One focus group participant noted, "I help low-income seniors in the community and advocate for them. This is a big need in the community. People won't go to the doctor sometimes because of lack of education, fear, and not knowing what to ask."
15. Secondary data shows 15.8% of Meagher County residents live below the poverty level (higher than state).
16. 19.8% of children in Meagher County are living in poverty.

Needs Unable to Address

1. Cancer, alcohol abuse/substance abuse, and heart disease were identified as the top health concerns by survey respondents.
2. 52.6% of survey respondents reported a desire for eye doctor services available locally.
3. Significantly more survey respondents reported a barrier to accessing needed healthcare services was “My insurance didn’t cover it.”
4. Secondary data reports Meagher County has an unintentional injury death rate of 56.3 per 100,000 population compared to 41.3 for the state.

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. For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section.

Goal 1: Enhance transportation services and knowledge of available senior services in Meagher County.

Strategy 1.1: Continue to partner with Meagher County Transportation Committee to address area transportation needs.

Activities:

- Work with community partners to seek external funding to assist in community transportation development and sustainability plan
- Provide hospital bus in support of transportation program development
- Develop a community outreach campaign to educate community on new transportation resource
- Explore potential models and programs to enhance transportation availability beyond Meagher County (for specialty consults, etc.).
- Explore alternative home care delivery models to reduce transportation burden for homebound patients
- Determine feasibility of expanding senior care services (such as respite care, home health) to reduce travel burden

Goal 2: Expand women's health services at Mountainview Medical Center.

Strategy 2.1:

Activities:

- Explore feasibility of expanding women's health services to include visiting mammography, DEXA Scan, ED/Clinic behavioral health screenings, etc.
- Develop an MMC Women's and Children's health services brochure
- Convene partner group to explore sponsoring a local women's health (breast cancer awareness, etc.) community walk/event

Goal 3: Expand access to dental services in Meagher County.

Strategy 3.1: Develop dental services at Mountainview Medical Center

Activities:

- Recruit and retain dentist
- Expand dental screening and prevention programs for area residents
 - Develop LTC resident dental screening program/protocol
 - Determine feasibility of partnering with local schools to provide free dental screenings
 - Explore opportunities to host dental screenings for low income individuals/families and those who have no insurance or are under insured
- Create dental service outreach and marketing

Goal 4: Continue to foster relationships and enhance Community Engagement.

Strategy 4.1: Enhance community engagement

Activities:

- Explore opportunities to enhance community educational offerings through presentations, media, brochures, etc. (Fitness, Weight loss, Women's health, etc.)
- Develop a patient advocate position at MMC to assist community in navigating the healthcare system

Implementation Plan Grid

Goal 1: Enhance transportation services and knowledge of available senior services in Meagher County.**Strategy 1.1:** Continue to partner with Meagher County Transportation Committee to address area transportation needs

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Work with community partners to seek external funding to assist in community transportation development and sustainability plan	Rob	2020	Rob	Senior Center	Resource limitations Financial limitations
Provide hospital bus in support of transportation program development	Rob	November 2020	Rob	Local Transportation committee	Resource limitations
Develop a community outreach campaign to educate community on new transportation resource	Beth	Ongoing	Local Transportation committee	Local Transportation committee	Resource limitations
Explore potential models and programs to enhance transportation availability beyond Meagher County (for specialty consults, etc.)	Rob/Beth	2020	Rob	Local Transportation committee	Resource limitations Workforce limitations
Explore alternative home care delivery models to reduce transportation burden for homebound patients	Rob	Q4 2020	Rob	DPHHS	Resource limitations Financial limitations
Determine feasibility of expanding senior care services (such as respite care, home health) to reduce travel burden	Rob	Q4 2020	Rob	DPHHS	License limitations Financial limitations Workforce limitations

Needs Being Addressed by this Strategy:

1. Top components identified for a healthy community were 'Access to healthcare and other services', 'Good jobs and a healthy economy' and 'Healthy behaviors and lifestyles.'
2. 64.9% rated the general health of their community as 'Somewhat healthy.'
3. Survey respondents reported the top three ways to improve access to healthcare were 'More information about available services', "Transportation assistance" and "More specialists."

4. 27.9% of survey respondents reported they delayed or did not received needed healthcare services. 18.6% indicated it was because they 'Could not get to an appointment' and 9.3% indicated it was because 'It was too far to go.'
5. Focus group participants felt there was a need for transportation services to assist seniors (and others) in the community to get to and from appointments or other errands.
6. Focus group participants expressed a desire for services that help seniors age in place such as respite care, hospice and assisted living.
7. A secondary data scan shows 25% of the residents in Meagher County are 65+ years old, and 19.9% of County residents have disability status.

Anticipated Impact(s) of these Activities:

- Increase access to health care services
- Build community capacity for transportation options
- Increased community knowledge of services
- Enhanced community engagement
- Service, policy, and resources development

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

- Number of community transportation group meetings
- Comparison of pre/post ridership post marketing/outreach
- Change in severity of need identified through next CHNA survey

Measure of Success: MMC, along with community partners expand transportation services in Meagher County by November of 2019. A successful program would be sustainable into the future with high monthly participation rates.

Goal 2: Expand women's health services at Mountainview Medical Center.**Strategy 2.1:** Enhance access and outreach related to women's services at MMC

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Explore feasibility of expanding women's health services to include visiting mammography, DEXA Scan, ED/Clinic behavioral health screenings, etc.	Rob	Q1 2020	MMC Board of Directors	Chicks N Chaps Regional Tertiary Care Centers	Resource limitations Workforce limitations
Develop an MMC Women's and Children's health services brochure	Care Coordinator	Q2 2020	Rob	Regional Tertiary Care Centers	Resource limitations
Convene partner group to explore sponsoring a local women's health (breast cancer awareness, etc.) community walk/event	Cheree	Q2 2020	Rob	Rodeo Club Foundation	Resource limitations Scheduling conflicts

Needs Being Addressed by this Strategy:

1. Top components identified for a healthy community were 'Access to healthcare and other services', 'Good jobs and a healthy economy' and 'Healthy behaviors and lifestyles.'
2. 64.9% rated the general health of their community as 'Somewhat healthy.'
3. Survey respondents reported the top three ways to improve access to healthcare were 'More information about available services', 'Transportation assistance' and 'More specialists.'
8. When asked what classes/programs they would be most interested in, survey respondents reported most interest in 'Fitness,' 'Weight loss' and 'Women's health.'
9. Focus group participants noted a desire for mammography services-as it was available in the past and is a missed service.

Anticipated Impact(s) of these Activities:

- Increase access to women's healthcare services
- Build community capacity
- Increased community knowledge of services
- Enhanced community engagement
- Service, policy, and resources development

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

- Number of patients impacted by added services
- Number of additional medical studies performed annually

Measure of Success: MMC expands women's health services in Meagher County.

Goal 3: Expand access to dental services in Meagher County.
Strategy 3.1: Develop dental services at Mountainview Medical Center

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Recruit and retain dentist	Rob	Q1 2020	Board of Directors	Regional Dentist	Resource limitations
Expand dental screening and prevention programs for area residents <ul style="list-style-type: none"> Develop LTC resident dental screening program/protocol Determine feasibility of partnering with local schools to provide free dental screenings Explore opportunities to host dental screenings for low income individuals/families and those who have no insurance or are under insured 	Rob	Q2 2020	Rob	LTC Center, Local School	Resource limitations Financial limitations Scheduling conflicts
Create dental service outreach and marketing	Leadership Team	Q2 2020	Rob	Dental Hygienist	Resource limitations

Needs Being Addressed by this Strategy:

- Top components identified for a healthy community were 'Access to healthcare and other services', 'Good jobs and a healthy economy' and 'Healthy behaviors and lifestyles.'
- 64.9% rated the general health of their community as 'Somewhat healthy.'
- Survey respondents reported the top three ways to improve access to healthcare were 'More information about available services', "Transportation assistance" and "More specialists.'
- 27.9% of survey respondents reported they delayed or did not received needed healthcare services. 18.6% indicated it was because they 'Could not get to an appointment" and 9.3% indicated it was because 'It was too far to go."
- Top identified health concerns for the community were: 'Cancer', 'Alcohol abuse/substance abuse', 'Heart disease' and 'Lack of dental care'.
- The top desired local healthcare service not currently available was 'Dental services' (63.6%)
- Focus group participants identified dental services as a need in the community.

Anticipated Impact(s) of these Activities:

- Increase access to dental services
- Decrease in travel/burdens to traveling for dental services
- Increased community knowledge of services
- Enhanced community engagement
- Service, policy, and resources development

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

- Number of Dental visits
- Overall oral health rating of our county

Measure of Success: MMC successfully initiates a Dental program.

Goal 4: Continue to foster relationships and enhance Community Engagement.
Strategy 4.1: Seek new opportunities and continue to develop MMC community engagement efforts

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Explore opportunities to enhance community educational offerings through presentations, media, brochures, etc. (Fitness, Weight loss, Women's health, etc.)	Leadership Team	2021	Rob	Health Department	Resource limitations Financial limitations
Develop a patient advocate position at MMC to assist community in navigating the healthcare system	Cheree	2020	Rob	Senior Center Health Department	Resource limitations Workforce limitations

Needs Being Addressed by this Strategy:

1. Top components identified for a healthy community were 'Access to healthcare and other services', 'Good jobs and a healthy economy' and 'Healthy behaviors and lifestyles.'
2. 64.9% rated the general health of their community as 'Somewhat healthy.'
3. Survey respondents reported the top three ways to improve access to healthcare were 'More information about available services', 'Transportation assistance' and 'More specialists.'
13. 30.5% of survey respondents reported they 'Did not know' or were 'Unsure' of programs that assist people in paying for their healthcare bills.
14. One focus group participant noted, "I help low-income seniors in the community and advocate for them. This is a big need in the community. People won't go to the doctor sometimes because of lack of education, fear, and not knowing what to ask."
15. Secondary data shows 15.8% of Meagher County residents live below the poverty level (higher than state).
16. 19.8% of children in Meagher County are living in poverty.

Anticipated Impact(s) of these Activities:

- Enhanced knowledge of available health services
- Improved access to healthcare services
- Strengthen community partnerships
- Build community capacity
- Service, policy, and resources development

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

- Number of events scheduled
- Number of educational offerings in addition to events

Measure of Success: MMC will see an increase in attendance for events held and requests for additional information.

Needs Not Addressed and Justification

Identified health needs unable to address by MMC	Rationale
1. Cancer, alcohol abuse/substance abuse, and heart disease were identified as the top health concerns by survey respondents.	<ul style="list-style-type: none">MMC will work to integrate the “identified need areas” of interest in outreach efforts and education about available services related to these topics. Additionally, MMC continues to work with community partners addressing these community need areas.
2. 52.6% of survey respondents reported a desire for eye doctor services available locally.	<ul style="list-style-type: none">Ophthalmologist visits in RHC every quarter
3. Significantly more survey respondents reported a barrier to accessing needed healthcare services was “My insurance didn’t cover it.”	<ul style="list-style-type: none">Continued lobbying to help with this insurance crisis are ongoing.
4. Secondary data reports Meagher County has an unintentional injury death rate of 56.3 per 100,000 population compared to 41.3 for the state.	<ul style="list-style-type: none">Difficulty in educating the visiting public to the dangers of recreating in the outdoors.

Dissemination of Needs Assessment

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

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

Furthermore, the board members of MMC will be directed to the hospital’s website to view the complete assessment results and the implementation plan. MMC board members approved and adopted the plan on **October 23, 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 Mountainview Medical Center Community Benefit Strategic Plan can be submitted to MMC:

Administration
Mountainview Medical Center
16 West Main Street
White Sulphur Springs, MT 59645

Contact Mountainview Medical Center at (406) 547-3321.