

IMPLEMENTATION PLAN

Addressing Community Health Needs



**Mountainview
Medical Center**

White Sulphur Springs, Montana

2022-2025

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Disclaimer: The Montana Office of Rural Health strongly encourages 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.

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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 January 2022 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) and funded in part through the Montana Health Research and Education Foundation (MHREF) Flex Grant. “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).

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
- Transportation

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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:

- 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:

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

- 93.8% of Meagher County’s population is white, and 2.5% identifies as American Indian or Alaska Native
- 14.5% of Meagher County’s population has disability status
- 24.0% of Meagher County’s population is 65 years and older
- 8.2% of Meagher County’s population has Veteran status
- 40.3% of Meagher County’s population are a “high school graduate (includes equivalency)” as their highest degree attained; 20.7% have “some college, no degree.”

Size of County and Remoteness

- 1,888 people in Meagher County
- 0.8 people per square mile

Socioeconomic Measures

- 17.9% of children live in poverty
- 11.9% of persons are below the federal poverty level
- 11.0% of adults (age<65) are uninsured; 8.0% of children less than age 18, are uninsured
- 13.1% of the population is enrolled in Medicaid

Select Health Measures

- 29.0% of adults are considered obese
- 23.0% of the adult population report physical inactivity
- 41.0% of adults living in frontier Montana report two or more chronic conditions.
- Montana’s veteran suicide rate (per 100,000 population) is 65.7 compared to 38.4 for the U.S.

Nearest Major Hospital

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

4. Public Health and Underserved Populations Consultation Summaries

Name/Organization

Rob Brandt, CEO - Mountainview Medical Center (MMC)

Dec. 3, 2021

Jennifer Stidham, Executive Assistant - MMC

Kay Lowe, Clinic Manager - MMC

Beth Hunt, Senior Center

Eva Kerr, Public Health Nurse - Meagher County Health

Burt Hurwitz, County Attorney - Meagher County

Public and Community Health

- We want to make sure county health department is included in the CHNA process so that they can use and leverage the data.
- I really think the questions on this survey do a great job obtaining a lot of information for the community regarding needs in public health.
- There were a few concerns on the data regarding vaccination numbers, unfortunately with the Hutterite Colonies vaccinating less and less it really drops our vaccine numbers in kids, including HPV.
- Also, the enteric illness I do not think are that high, as I have to investigate them all and really haven't had a crazy amount of them in the past several years.
- We think it's fine to keep work and economic stress variables on question 2 of the survey.
- I think it would be good to add COVID-19 to the survey. It is an ongoing issue that is not going away, so I think it's valuable to add.
- We should add a response to question 3 about the community's access to healthy foods.
- White Sulphur Springs has new fitness center but MMC as a facility does not have a fitness program. It would be good to keep fitness and weight loss as response options in case there are potential partnerships or collaborations for active living initiatives.

- We better remove lactation/breastfeeding support from question 8 as it would be hard to implement within Meagher County. Babies are born out of the county and hopefully follow-up care is done by other providers.
- I think it's appropriate to add "don't understand healthcare system" to question 13. There's still a lot of confusion around payments, costs, and the health care system overall.
- We should add podiatry, pain clinic, ophthalmologist, and mental health counseling to question 23 which rates MMC's services.
- Should we ask about mask wearing with the injury prevention question?
- No, I don't think we should ask about mask wearing since the community is very vocal about their opinions.
- I don't think we need to include "non-binary" in the demographics if we already have "prefer to self-describe."
- At this point in the pandemic, I don't think we need to include "unemployed due to COVID-19" since everywhere is hiring and our unemployment is less than 1%. But we could include "reduced hours due to COVID-19."
- Since transportation has been an issue in previous CHNA's, I think we should add in the questions about transportation as it relates to healthcare.
- When asking about modes of transportation to appointments, we should remove "transit" and "taxi, rideshare" as there are no applicable options. We don't have a senior bus system in place either. It would be good to add "VA bus" as new response, though.

Population: Low-Income, Underinsured

- Unemployment must not be a community concern considering we have less than 1% unemployment rate.
- Since MMC has a payment assistance program we can remove it as an option from question 7.

Population: Seniors

- There is a high demand for transportation to out of town appointments for seniors in the community. We should include some transportation specific questions in the survey.

Needs Identified and Prioritized

Prioritized Needs to Address

1. 65.8% of survey respondents rated their community's health as "Somewhat healthy," 5.3% rated the community's health as "Unhealthy."
2. 27.7% of survey respondents shared that a top health concern for the community is "Lack of dental care."
3. 23.5% of survey respondents thought that "COVID-19" is a top health concern for the community.
4. Survey respondents indicated the top component of a healthy community is through "Access to healthcare and other services" (53.3%).
5. 42.9% of survey respondents indicated interest in "Health and wellness" programs.
6. 26.3% of respondents rated their knowledge of health services available through Mountainview Medical Center as fair or poor.
7. The top choices among survey respondents for improving the community's access to healthcare included: "More specialists" (48.7%), "More information about available services" (40.7%), "More primary care providers" (36.3%), and "Transportation assistance" (31.9%).
8. Key informant interview participants expressed a strong need for a local dentist.
9. 74.3% of survey respondents desire "Dental services" locally.
10. Key informant interview participants expressed a desire for a local women's health provider.
11. 27.5% of survey respondents indicated interest in "Mammography" locally.
12. 40.8% of survey respondents delayed healthcare in the last three years. The top reasons shared for delaying care included "COVID-19 barriers/concerns" (33.3%), "It cost too much" (22.9%), and "Don't like doctors/providers" and "My insurance didn't cover it" (16.7%, each).
13. Key informant interview participants shared a desire to enhance transportation services around the area.
14. The majority (66.9%) of survey respondents indicated that they typically drive 50 miles or more for medical care.
15. 19.0% of survey respondents have missed a medical appointment due to transportation issues at least once. The top reasons shared included: "Weather conditions" (87.0%), "Unsafe roads/sidewalks for walking or biking" (34.8%), and "Lack of transportation (no car, broke down" (30.4%).
16. 41.1% of survey respondents indicated they would utilize a transportation service to and from medical appointments.
17. Key informant interview participants indicated they felt having access to preventive health education and more awareness of services would be beneficial for the community.
18. 38.8% of survey respondents reported they were not aware or unsure of programs that help people pay for healthcare bills.

19. Key informant interview participants shared challenges among community members in accessing resources such as Medicaid and Supplemental Nutrition Assistance Program (SNAP) benefits.

Needs Unable to Address

(See page 23 for additional information)

1. 10.6% of survey respondents indicated they had difficulty getting a prescription or taking their medication regularly due to cost in the last year.
2. 17.5% of survey respondents indicated they had experienced periods of at least three consecutive months in the past three years where they felt depressed on most days.

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: Enhance access to healthcare and resources in Meagher County.

Strategy 1.1: Expand access to primary and specialty care services through Mountainview Medical Center (MMC).

- 1.1.1. Continue efforts to recruit and retain a local dentist to improve the community's access to oral health services.
- 1.1.2. Champion local dental screening and oral health programs. Sustain the long-term care (LTC) resident dental screening program. Continue to explore opportunities to engage in and promote oral health throughout the service area.
- 1.1.3. Continue to explore the feasibility of expanding local women's health services to reduce the need for area residents to travel out of the area for regular, preventive screening.
- 1.1.4. Explore the feasibility of expanding visiting specialty services available through MMC to reduce travel and other burdens associated with accessing care (i.e., gastrointestinal specialist, increased eye doctor visits to area, telehealth services, etc.).
- 1.1.5. Champion infrastructure improvements to enhance access to healthcare services in Meagher County. This includes but is not limited to exploring funding opportunities to support the expanded MMC facility as well as developing an outreach campaign to educate the service area about the new facility, services, and resources.

Strategy 1.2: Preserve MMC's presence in the community as a trusted partner in improving population health initiatives.

- 1.2.1. Sustain support of community health opportunities through events, presentations, social media, and flyers (i.e., health fairs, community walks, health, and wellness programming, etc.).
- 1.2.2. Implement community health worker (CHW) program to engage, advocate, and educate community members in overall health and wellness. The CHW will be a liaison between local health/social services and the community to facilitate access and improve health outcomes by increasing health knowledge and self-sufficiency.
- 1.2.3. Continue supporting COVID-19 testing and vaccination outreach efforts, particularly among local schools. Partner with local schools and other community health champions to promote COVID-19 vaccination utilization, provide health education related to prevention and mitigation best practices.

Goal 2: Enhance transportation services throughout Meagher County.

Strategy 2.1: Continue to partner with Meagher County Transportation Committee to address area transportation needs.

- 2.1.1.** Re-convene the transportation committee by hosting bi-monthly meetings.
- 2.1.2.** Network with potential representatives from outlying communities to explore how to connect them to Mountainview Medical Center services and their local business needs (i.e., grocery stores, banks, etc.). Review the City-County Growth policy.
- 2.1.3.** Collaborate with the WTI to explore funding opportunities to support and sustain local transportation solutions.

Implementation Plan Grid

Goal 1: Enhance access to healthcare and resources in Meagher County.

Strategy 1.1: Expand access to primary and specialty care services through Mountainview Medical Center (MMC).

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
1.1.1. Continue efforts to recruit and retain a local dentist to improve the community’s access to oral health services.	Rob	Q2 2024	MMC Board of Directors	Regional Dentists	Resource, financial, and workforce limitations
1.1.2. Champion local dental screening and oral health programs. Sustain the long-term care (LTC) resident dental screening program. Continue to explore opportunities to engage in and promote oral health throughout the service area.	Priscilla	On-Going	MMC Medical Staff	Nursing staff and current MMC hygienist	Workforce limitations
1.1.3. Continue to explore the feasibility of expanding local women’s health services to reduce the need for area residents to travel out of the area for regular, preventive screening.	Rob	Q1 2023	MMC Medical Staff	Regional partner hospitals	Resource limitations

<p>1.1.4. Explore the feasibility of expanding visiting specialty services available through MMC to reduce travel and other burdens associated with accessing care (i.e., gastrointestinal specialist, increased eye doctor visits to area, telehealth services, etc.).</p>	<p>Rob</p>	<p>On Going</p>	<p>MMC Board of Directors</p>	<p>Regional partner hospitals</p>	<p>Resource, financial, and workforce limitations</p>
<p>1.1.5. Champion infrastructure improvements to enhance access to healthcare services in Meagher County. This includes but is not limited to exploring funding opportunities to support the expanded MMC facility as well as developing an outreach campaign to educate the service area about the new facility, services, and resources.</p>	<p>Rob</p>	<p>Q2 2022</p>	<p>MMC Board of Directors</p>	<p>MMC Hospital Foundation</p>	<p>Resource and financial limitations</p>

Needs Being Addressed by this Strategy:

- 1. 65.8% of survey respondents rated their community’s health as “Somewhat healthy,” 5.3% rated the community’s health as “Unhealthy.”
- 2. 27.7% of survey respondents shared that a top health concern for the community is “Lack of dental care.”
- 4. Survey respondents indicated the top component of a healthy community is through “Access to healthcare and other services” (53.3%).
- 6. 26.3% of respondents rated their knowledge of health services available through Mountainview Medical Center as fair or poor.
- 7. The top choices among survey respondents for improving the community’s access to healthcare included: “More specialists” (48.7%), “More information about available services” (40.7%), “More primary care providers” (36.3%), and “Transportation assistance” (31.9%).
- 8. Key informant interview participants expressed a strong need for a local dentist.
- 9. 74.3% of survey respondents desire “Dental services” locally.
- 10. Key informant interview participants expressed a desire for a local women’s health provider.

- 11. 27.5% of survey respondents indicated interest in “Mammography” locally.
- 12. 40.8% of survey respondents delayed healthcare in the last three years. The top reasons shared for delaying care included “COVID-19 barriers/concerns” (33.3%), “It cost too much” (22.9%), and “Don’t like doctors/providers” and “My insurance didn’t cover it” (16.7%, each).

Anticipated Impact(s) of these Activities:

- Increased quality patient care for Meagher County residents and visitors.
- Improved oral health outcomes
- Improved access to women’s health services
- Decrease travel burdens associated with accessing preventive services, such as dental and women’s health.
- Services, policy, resource, and infrastructure development

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

- Number of patients positively impacted by enhanced services.
- Track progress towards recruiting and retaining a local dentist.
- Track progress towards expanding women’s health services locally.
- Track progress of infrastructure improvements.

Measure of Success: Meagher County residents will observe enhanced access to primary and specialty services locally.

Goal 1: Enhance access to healthcare and resources in Meagher County.

Strategy 1.2: Preserve MMC’s presence in the community as a trusted partner in improving population health initiatives.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
1.2.1. Sustain support of community health opportunities through events, presentations, social media, and flyers (i.e., health fairs, community walks, health, and wellness programming, etc.).	Rob/Cyndi	On Going	Rob	Senior Center/Public Health/Stone Temple Fitness	Resource and workforce limitations Scheduling conflicts COVID-19 pandemic impacting large gatherings
1.2.2. Implement community health worker (CHW) program to engage, advocate, and educate community members in overall health and wellness. The CHW will be a liaison between local health/social services and the community to facilitate access and improve health outcomes by increasing health knowledge and self-sufficiency.	Cyndi	Q1 2022	Rob	Montana Health Network (MHN)	Resource, workforce, and financial limitations
1.2.3. Continue supporting COVID-19 testing and vaccination outreach efforts, particularly among local schools. Partner with local schools and other community health champions to promote COVID-19 vaccination utilization, provide health education related to prevention and mitigation best practices.	Clinical Staff	On Going	Rob	Local schools, Local Public Health Dept.	Resource, workforce, and financial limitations Scheduling conflicts

Needs Being Addressed by this Strategy:

- 1. 65.8% of survey respondents rated their community's health as "Somewhat healthy," 5.3% rated the community's health as "Unhealthy."
- 3. 23.5% of survey respondents thought that "COVID-19" is a top health concern for the community.
- 4. Survey respondents indicated the top component of a healthy community is through "Access to healthcare and other services" (53.3%).
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- 6. 26.3% of respondents rated their knowledge of health services available through Mountainview Medical Center as fair or poor.
- 7. The top choices among survey respondents for improving the community's access to healthcare included: "More specialists" (48.7%), "More information about available services" (40.7%), "More primary care providers" (36.3%), and "Transportation assistance" (31.9%).
- 12. 40.8% of survey respondents delayed healthcare in the last three years. The top reasons shared for delaying care included "COVID-19 barriers/concerns" (33.3%), "It cost too much" (22.9%), and "Don't like doctors/providers" and "My insurance didn't cover it" (16.7%, each).
- 17. Key informant interview participants indicated they felt having access to preventive health education and more awareness of services would be beneficial for the community.
- 18. 38.8% of survey respondents reported they were not aware or unsure of programs that help people pay for healthcare bills.
- 19. Key informant interview participants shared challenges among community members in accessing resources such as Medicaid and Supplemental Nutrition Assistance Program (SNAP) benefits.

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:

- Track number of community events and presentations hosted.
- Track attendance at community events and presentations.
- Track dissemination of and engagement with social media and flyers.
- Track public health measures of vaccination and infection rates.
- Track progress towards implementing CHW program.
- Track utilization and reach of the CHW position.
- Improved population health metrics on subsequent CHNA.

Measure of Success: Mountainview Medical Center will observe positive impacts on ratings of services and vaccine/infection rates.

Goal 2: Enhance transportation services throughout Meagher County.

Strategy 2.1: Continue to partner with Meagher County Transportation Committee to address area transportation needs.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
2.1.1. Re-convene the transportation committee by hosting bi-monthly meetings.	Rob	On Going	Rob	Western Transportation Institute (WTI), HRDC, Meagher County Public Health, Senior Center, Montana Office of Rural Health, and Area Health Education Center (MORH/AHEC)	Resource and workforce limitations Scheduling conflicts
2.1.2. Network with potential representatives from outlying communities to explore how to connect them to Mountainview Medical Center services and their local business needs (i.e., grocery stores, banks, etc.). Review the City-County Growth policy.	Leadership Team	On Going	Rob	Senior Center, City Council	Resource and workforce limitations Scheduling conflicts Evolving local business needs

2.1.3. Collaborate with the WTI to explore funding opportunities to support and sustain local transportation solutions.

Rob

Q1 2023

Rob/Matt

WTI

Resource limitations

Needs Being Addressed by this Strategy:

- 4. Survey respondents indicated the top component of a healthy community is through “Access to healthcare and other services” (53.3%).
- 7. The top choices among survey respondents for improving the community’s access to healthcare included: “More specialists” (48.7%), “More information about available services” (40.7%), “More primary care providers” (36.3%), and “Transportation assistance” (31.9%).
- 13. Key informant interview participants shared a desire to enhance transportation services around the area.
- 14. The majority (66.9%) of survey respondents indicated that they typically drive 50 miles or more for medical care.
- 15. 19.0% of survey respondents have missed a medical appointment due to transportation issues at least once. The top reasons shared included: “Weather conditions” (87.0%), “Unsafe roads/sidewalks for walking or biking” (34.8%), and “Lack of transportation (no car, broke down)” (30.4%).
- 16. 41.1% of survey respondents indicated they would utilize a transportation service to and from medical appointments.

Anticipated Impact(s) of these Activities:

- Improved transportation options
- Enhanced community engagement
- Build community capacity for transportation options
- Increase access to health care services
- Service, policy, and resource development

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

- Number of transportation committee meetings.
- Number of communities represented at committee meetings.
- Transportation access measures on subsequent CHNA.
- Track the progress towards aligning the transportation solutions with the city-county growth policy.
- Progress towards identifying and applying for funding to support local transportation solutions.

Measure of Success: MMC will champion efforts toward implementing a sustainable transportation system for our community.

Needs Not Addressed and Justification

Identified health needs unable to address by MMC	Rationale
1. 10.6% of survey respondents indicated they had difficulty getting a prescription or taking their medication regularly due to cost in the last year.	<ul style="list-style-type: none"> MMC continues to participate and advocate for the 340b drug discount program. MMC is onboarding a community health worker (CHW) that will help educate the community on insurance coverage and options.
2. 17.5% of survey respondents indicated they had experienced periods of at least three consecutive months in the past three years where they felt depressed on most days.	<ul style="list-style-type: none"> MMC is currently exploring adding more mental health staff.

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) 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 September 28, 2022. 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 2022-2025 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 rbrandt@mvmc.org with and questions.