

IMPLEMENTATION PLAN

Addressing Community Health Needs

Central Montana Medical Center ~ Lewistown, Montana

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The Implementation Planning Process

The hospital CEO and executive team for Central Montana Medical Center (CMMC) took part in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities brought up by their community during the Community Health Services Development (CHSD) Process, a community health assessment. Central Montana Medical Center conducted the CHSD in conjunction with the Montana Office of Rural Health (MORH). Through CHSD, the facility conducted a random sample community health survey and a series of focus groups. CHSD also utilized secondary data from the Montana Department of Health and Human Services and MORH. Central Montana Medical Center and MORH staff determined the community served through a market share analysis that highlighted the zip codes from which a majority of community members came to receive care from the facility, as well as internal discussions to determine specific populations which needed to be included in focus groups (i.e. low-income, minority, etc.). MORH staff also provided an intensive review of secondary health data from the Montana Department of Health and Human Services and other reported health data sets. Due to the large geographic size and low population density, obtaining reliable and localized health status indicators for rural communities continues to be a challenge in Montana. As a result, many standard health indices (i.e. chronic disease burden and behavioral health indices) require regional reporting, which may not necessarily reflect the most accurate data for Fergus County.

The implementation planning process started with identifying needs and opportunities to be addressed. The needs and opportunities identified in this report are taken from Central Montana Medical Center's CHSD Report. CHSD brought forth issues and opportunities utilizing a survey, focus groups, secondary data, demographics, and input from public and "special populations" representatives (please refer to the CHSD report for more information on consultations). "Need" was identified as the top three issues or opportunities rated by respondents for each question on the survey or in the focus groups (see page 11 for a list of "Needs Identified and Prioritized"). The rest of the responses are included in the CHSD report, which is available by request from Central Montana Medical Center. Some questions that were asked on the community assessment survey are not shown under "Needs Identified and Prioritized" because they are considered background or behavior-related information such as demographics or service utilization rates.

The implementation planning process began with Central Montana Medical Center's CEO and other lead staff members. The participants reviewed the identified issues and opportunities discovered in the CHSD report and then determined which issues or opportunities could be addressed considering Central Montana Medical Center's parameters of resources and limitations. The executive team declared six overarching topics could be addressed through the implementation planning process considering said parameters. Then, the executive team worked together to prioritize these topics to address nine issues and opportunities using the additional parameters of: organizational vision, mission, values, relevant mandates, and community partners.

Participants then worked together to develop goal statements to address the prioritized needs. For these three goals, the group developed multiple strategies to work towards meeting their goals. The group's top chosen issues were turned into goals with strategies and activities, responsibilities, timelines, and who the responsible party would report to when the strategy was met.

Central Montana Medical Center's Vision:

Be the healthcare provider for our region; Dedicate ourselves to innovative excellence in care; Collaborate care for economical services with other agencies; Be the leader in providing health education, prevention, and wellness services to promote individual responsibility for healthy outcomes; Provide financial stewardship for economic health care; Create an environment in which all participants feel valued and respected; Embrace change while exploring tomorrow's needs today.

Central Montana Medical Center's Mission:

The Mission of Central Montana Medical Center is to be the leader in assuring community based quality healthcare.

Central Montana Medical Center's Values:

Compassion: We will be aware and respectful of the life situation of others and treat them with compassion and consideration.

Accountability: With integrity, knowledge, action, and trust.

Respect: For dignity, care, and concern for all.

Excellence: As a team in all we do.

Implementation Planning Session Attendees:

- Lee Rhodes – CEO, Central Montana Medical Center
- Alan Aldrich – CFO, Central Montana Medical Center
- Dianne Scotten – CCO – SNC Executive Director, Central Montana Medical Center
- Ann Tuss – Community Relations Manager, Central Montana Medical Center
- Torie Poser – Human Resources, Central Montana Medical Center
- Angie Jenni – Community Relations, Central Montana Medical Center
- Leslie Lewis – Director, Central Montana Community Health Center

Executive Summary

Goal 1: Improve the health of the community by decreasing and preventing chronic disease.

Strategy 1.1: Continue offering the cardiovascular disease and diabetes prevention program to community members.

Activities:

- Continue offering the cardiovascular disease and diabetes prevention program to community members
- Provide surveys to be provided to participants after completion of the program in order to obtain outcomes
- Market the cardiovascular disease and diabetes prevention program through various outlets (i.e. radio, newspaper) with the assistance of volunteer participants

Strategy 1.2: Create an occupational health program that will be available to community business in order to build a healthier and more productive community.

Activities:

- Create an occupational health assessment/program for use in CMMC (specific to CMMC employees)
- Establish measures of success and incentives
- Complete the occupational health assessment of CMMC employees
- Offer occupational health assessments to local businesses
- Offer monthly in-services based on the results of the assessments conducted in the community

Strategy 1.3: Explore offering access to the CMMC fitness center during evening and weekend hours for all community members in order to increase overall fitness in the community.

Activities:

- Research other facilities that offer access to their fitness center to community members
- Partner with NAPA to develop a plan to offer access to the fitness center to the community
- Develop a joint-use agreement for CMMC to follow in the future

Goal 2: Increase and improve access to health care and health care services for community members.

Strategy 2.1: Collaborate with the Central Montana Community Health Center (CMCHC) to increase access to various health care services.

Activities:

- Explore a partnership with CMCHC to offer mental health services
- Determine patient education offerings to hold jointly with CMCHC (i.e. suicide prevention, chronic disease, stress management)
- Investigate potential funding sources and grants to support the partnership between CMCHC and CMMC

Strategy 2.2: Increase internal (hospital staff) and external (community members) awareness of services available at CMMC.

Activities:

- Continue advertising services via radio, newspaper, etc. and snapshot advertising
- Assess the effectiveness of current advertising strategies
- Explore the use of social media to publicize events/services
- Create a marketing plan/schedule to advertise specific services on a cyclical basis
- Partner with community organizations to hold events to educate the community about the services offered at CMMC
- Include featured services(s) in the newsletter
- Make the hospital calendar available to the community

Strategy 2.3: Offer affordable/reduced-cost services to the community in order to provide community members with cost-effective options.

Activities:

- Continue offering reduced-cost services at the annual health fair
- Increase the involvement of physicians in the health fair
- Continue offering discounted sports physical on a quarterly basis
- Continue offering payment plans and including information concerning payment plans on outgoing bills
- Investigate offering a 10% discount to those who pay their bill(s) in full within a certain amount of time
- Explore CMMC's role in assisting community members with enrolling in payment assistance programs
- Explore advertising the payment assistance programs and Health Insurance Exchange Navigators

Goal 3: Increase patient satisfaction and continue to be seen as a center of quality care in the community.

Strategy 3.1: Successfully recruit and retain high-quality staff for all hospital positions in order to ensure that the facility is properly staffed.

Activities:

- Offer competitive wages and benefit packages
- Explore the use of additional salary surveys
- Analyze current benefits/incentives for employees (i.e. fitness center, employee appreciation events, etc.)
- Continue offering continuing education opportunities for employees
- Continue connecting employees with pathways/opportunities for advancement within CMMC
- Focus on local recruitment efforts in order to reduce turnover and support the community's economy
- Continue WWAMI activities (i.e. WWAMI clinical site, WRITE/TRUST site)
- Continue offering REACH camps to encourage health care careers
- Continue offering slots for students in the MSU Nursing program
- Continue presence at the "Career Day" at the high school
- Explore hosting a hospital job fair to recruit local residents for specific positions available at CMMC

Strategy 3.2: Meet the achievement level in HCAHPS scores to demonstrate high levels of patient satisfaction in core measures.

Activities:

- Continue providing staff/provider education regarding the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) and Hospital Value Based Purchasing in order to improve performance through individual and group sessions using the HCAHPS Breakthrough Series Webinars and staff
- Perform monthly audit of processes to identify gaps and weaknesses that need to be addressed
- Prioritize steps and tasks required to address identified gaps and weaknesses
- Ensure that each department follows their QI plans
- Continue to monitor and compile outcomes and recommendations from monthly committees (i.e. Improving Organizational Performance committee, medical staff committees, etc.)

Strategy 3.3: Increase efficiencies in the facility in order to improve patient satisfaction.

Activities:

- Create a committee to examine the facility's layout and processes specific to the patient experience
- Perform a feasibility study
- Report findings and recommendations
- Develop a process improvement plan to improve communication and maximize efficiencies between and within departments
- Explore procuring an information kiosk to improve the patient check-in process
- Examine IT systems in place (modified SWOT analysis)
- Create an action plan for implementing electronic health records throughout the facility
- Explore the feasibility of implementing a patient-centered medical home model

Strategy 3.4: Offer services/programs to the community in order to increase health literacy of community members.

Activities:

- Create a protocol to inform patients of the facility's billing process upon discharge
- Develop informational materials to educate community members on public/private insurance
- Develop a plan for community outreach activities, such as a luncheon at the Council on Aging specific to Medicare/Medicaid topics
- Coordinate speakers for other community functions (i.e. noon meeting groups)
- Ensure that all physician offices affiliated with CMMC are following the same discharge/billing protocols
- Advertise programs that are available to assist with medical costs (i.e. website, throughout facility, media advertisements)
- Partner with community organizations to offer assistance in filling out Medicaid/Medicare application forms

Measure of Success: Lewistown and Fergus County community members report improved perception of health, awareness of services and financial assistance offered, as well as increased patient satisfaction regarding Central Montana Medical Center and Central Montana Community Health Center.

List of Available Community and Facility Resources to Address Needs

- The Fergus County Council on Aging (CoA) provides a range of services to seniors in the community. In addition to meeting nutrition and transportation needs, services include opportunities for socialization, access to information, help with today's increasingly complicated medical and insurance forms, and opportunities to continue to grow and learn throughout the life span.
- The Central Montana Community Health Center (CMCHC) provides access to quality, affordable, preventative, and primary healthcare to all family members in the Central Montana community. CMCHC is also hiring a mental health professional and building its mental health offerings to the community.
- Central Montana Family Planning provides quality, affordable, and preventative healthcare to women, as well as education for both men and women on sexually transmitted infections (STI)
- Montana State University (MSU) – Northern provides assistance in placing nursing students at the Central Montana Medical Center.
- The Central Montana Youth Mentoring Program (CMYMP) was created to match high school students with grade school students to provide a positive influence on the youth in the community.
- Alcohol and Drug Services of Central Montana provides substance abuse treatment services on an outpatient basis to those affected by alcohol/substance abuse.
- The Eastern Montana Area Health Education Center (AHEC) organizes and runs Research and Explore Awesome Careers in Healthcare (REACH) camps on behalf of rural communities interested in fostering local children's interest in pursuing healthcare careers.
- The Central Montana Foundation is dedicated to improving the quality of life in Central Montana communities.
- The Women of the Moose organization is dedicated to caring for young and old and bringing communities closer together through community service.
- Montana Connections/AHEC Recruitment Program assists in recruiting primary care physicians to rural areas.
- WWAMI (Washington, Wyoming, Alaska, Montana, and Idaho) serves as a model program for training physicians and other health professionals for rural areas.
- Fergus High School provides partnership opportunities with the hospital for students interested in pursuing health careers.
- Montana Nutrition and Physical Activity program (NAPA) can assist 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.

Needs Identified and Prioritized

Prioritized Needs to Address (Based on CHSD Process)

1. Two of the top three health concerns were: Cancer (44.1%) and Overweight/obesity (38.9%).
2. Leading causes of death in Fergus County are: 1) Heart Disease, 2) Cancer, and 3) Chronic Lower Respiratory Disease.
3. Top-rated most important things for a healthy community: Good paying jobs and healthy economy (52.1%) and Access to health care and other services (41.3%).
4. 34.8% of respondents indicated that they or a member of their household delayed getting health care services when they needed it. Of those 34.8% of respondents, the reasons cited were: It costs too much (55.2%), No insurance (35.4%), or My insurance didn't cover it (21.9%).
5. 36.8% of respondents believe that "Improved quality of care" would improve the community's access to health care.
6. A significant percentage of respondents indicated that they were not aware (30.9%) or were unsure (13.9%) of programs that help people pay for health care bills.
7. Focus group participants indicated concern for the cost and availability of health care services as well as concern about the current billing process.
8. Focus group participants identified a need for more healthy living opportunities such as an indoor facility for walking/exercise or increased access to the school gym.
9. In 2013, significantly fewer survey respondents rated their community as 'Healthy' (36.8%) versus 2009 results (46.3% rated their community as 'Healthy').

Central Montana Medical Center's Presence in the Community:

- Central Montana Medical Center (CMMC) provides a range of specialty services to the community, including chemotherapy, various rehabilitation services, and hospice care.
- CMMC holds an annual health fair and offers discounted screenings and health education to community members.
- The facility offers a cardiovascular disease and diabetes prevention program, as well as a diabetes education program, to community members who are at risk for cardiovascular disease and/or diabetes or who are currently suffering from diabetes.
- The CMMC Fitness Center offers community members the space and equipment to meet their fitness/conditioning needs.
- CMMC staff performs discounted sports physicals for community members on a quarterly basis.
- The facility sponsors/hosts a booth at the high school's "Career Day" in order to encourage local students to pursue a career in health care.
- CMMC is a WWAMI clinical site and also hosts Targeted Rural Underserved Track (TRUST) scholars, as well as students participating in the WWAMI Rural Integrated Training Experience (WRITE) program.
- The facility hosts a Research and Explore Awesome Careers in Healthcare (REACH) camp on an annual basis in order to encourage students to pursue a career in health care.
- CMMC is an active partner of the MSU Nursing program and hosts nursing students in the facility/community along with a Respiratory Therapist from Great Falls College – Montana State University (MSU) and Medical Technologists from MSU - Bozeman.

Fergus County Indicators*:Low Income Persons

- 15% low income persons (persons below federal poverty level)

Uninsured Persons

- Uninsured adults less than age 65 – 20.3%
- Uninsured children less than age 18 – data not available by county (data available for some counties)

Primary and Chronic Diseases: Leading Causes of Death

- Heart Disease
- Cancer
- Chronic Lower Respiratory Disease (CLRD)

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

Public Health Consultation [Michelle Foy – Director, Central Montana Health District – October 4, 2012]

- Access to healthy food choices and fresh fruits/vegetables
- Access to fitness opportunities

Percent of Population Age 65 and older – 22%

Size of County and Remoteness – 11,195 in Fergus County; Population Density: 2.6 people per square mile

Nearest Major Hospital – Benefis – Great Falls, MT (103 miles from Central Montana Medical Center)

Needs Unable to Address

(See page 28 for additional information)

1. Respondents indicated a need for more specialists (38.5%) and more primary care providers (35.1%) to improve the community's access to health care.
2. Respondents indicated a need for a walk-in clinic.
3. One of the top three health concerns in the community was alcohol abuse (42%).
4. Focus group participants indicated a desire for dialysis.

Implementation Plan Grid

Goal 1: Improve the health of the community by decreasing and preventing chronic disease.

Strategy 1.1: Continue offering the cardiovascular disease and diabetes prevention program to community members.

Health Issue Addressed: The leading causes of death in Fergus county are heart disease and cancer. The region in which Fergus county is included has a slightly higher prevalence of stroke, diabetes, acute myocardial infarction, and cancer when compared to the state of Montana.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Continue offering the cardiovascular disease and diabetes prevention program to community members 	Chief Clinical Officer (CCO)	Ongoing	CEO	AHRQ	CMMC
<ul style="list-style-type: none"> Provide surveys to be provided to participants after completion of the program in order to obtain outcomes 	CCO	November 2013	CEO		CMMC
<ul style="list-style-type: none"> Market the cardiovascular disease and diabetes prevention program through various outlets (i.e. radio, newspaper) with the assistance of volunteer participants 	Community Relations	November 2013	CEO	Council on Aging	CMMC

Needs Being Addressed by this Strategy:

- #1: Two of the top three health concerns were: Cancer (44.1%) and Overweight/Obesity (38.9%)
- #2: Leading causes of death in Fergus County are: 1) Heart Disease, 2) Cancer, 3) Chronic Lower Respiratory Disease
- #9: In 2013, significantly fewer survey respondents rated their community as ‘Healthy’ (36.8%) versus 2009 results (46.3% rated their community as ‘Healthy’)

Measure of Success: Central Montana Medical Center continues to offer its cardiovascular disease and diabetes prevention program to community members and experiences a 10% increase in enrollment.

Goal 1: Improve the health of the community by decreasing and preventing chronic disease.

Strategy 1.2: Create an occupational health program that will be available to community businesses in order to build a healthier and more productive community.

Health Issue Addressed: The leading causes of death in Fergus county are heart disease and cancer. The region in which Fergus county is included has a slightly higher prevalence of stroke, diabetes, acute myocardial infarction, and cancer when compared to the state of Montana.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> • Create an occupational health assessment/ program for use in CMMC (specific to CMMC employees) 	CCO & Human Resources (HR)	June 2013	CEO		CMMC
<ul style="list-style-type: none"> • Establish measures of success and incentives 	CCO & HR	July 2013	CEO		CMMC
<ul style="list-style-type: none"> • Complete the occupational health assessment of CMMC employees 	CCO & HR	July 2013	CEO		CMMC
<ul style="list-style-type: none"> • Offer occupational health assessments to local businesses 	CCO & Community Relations	June 2014	CEO		CMMC & local businesses
<ul style="list-style-type: none"> • Offer monthly in-services based on the results of the assessments conducted in the community 	CCO & Community Relations	December 2014	CEO		CMMC

Needs Being Addressed by this Strategy:

- #1: Two of the top three health concerns were: Cancer (44.1%) and Overweight/Obesity (38.9%)
- #2: Leading causes of death in Fergus County are: 1) Heart Disease, 2) Cancer, 3) Chronic Lower Respiratory Disease
- #9: In 2013, significantly fewer survey respondents rated their community as 'Healthy' (36.8%) versus 2009 results (46.3% rated their community as 'Healthy')

Measure of Success: Central Montana Medical Center rolls out its occupational health assessment/program to the community and assists local businesses in conducting occupational health assessments while increasing the number of businesses who participate on an annual basis.

Goal 1: Improve the health of the community by decreasing and preventing chronic disease.

Strategy 1.3: Explore offering access to the CMMC fitness center during evening and weekend hours for all community members in order to increase overall fitness in the community.

Health Issue Addressed: Community members rate ‘Overweight/obesity’ as one of the top three health concerns for the community and focus group participants indicated a need for more healthy living options in the community.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Research other facilities that offer access to their fitness center to community members 	Community Relations	December 2013	CEO	NAPA	CMMC fitness center
<ul style="list-style-type: none"> Partner with NAPA to develop a plan to offer access to the fitness center to the community 	Community Relations	December 2013	CEO	NAPA	CMMC
<ul style="list-style-type: none"> Develop a joint-use agreement for CMMC to follow in the future 	Community Relations	May 2014	CEO	NAPA	CMMC

Needs Being Addressed by this Strategy:

- #1: Two of the top three health concerns were: Cancer (44.1%) and Overweight/Obesity (38.9%)
- #2: Leading causes of death in Fergus County are: 1) Heart Disease, 2) Cancer, 3) Chronic Lower Respiratory Disease
- #8: Focus group participants identified a need for more healthy living opportunities such as an indoor facility for walking/exercise or increased access to the school gym.
- #9: In 2013, significantly fewer survey respondents rated their community as ‘Healthy’ (36.8%) versus 2009 results (46.3% rated their community as ‘Healthy’)

Measure of Success: Central Montana Medical Center offers access to its fitness center during weekend and evening hours to the community by May 31, 2014 on a limited basis.

Goal 2: Increase and improve access to health care and health care services for community members.

Strategy 2.1: Collaborate with the Central Montana Community Health Center (CMCHC) to increase access to various health care services.

Health Issue Addressed: As Lewistown is located in a rural area, community members must rely on Central Montana Medical Center to address their needs. As such, Central Montana Medical Center must collaborate with other organizations when it cannot provide services alone, as well as educate the population about services that are already offered.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Explore a partnership with CMCHC to offer mental health services 	Director (CMCHC)	January 2014	CEO/Board	CMCHC	CMMC, CMCHC
<ul style="list-style-type: none"> Determine patient education offerings to hold jointly with CMCHC (i.e. suicide prevention, chronic disease, stress management) 	Director (CMCHC), CCO (CMMC)	November 2013	CEO/Board	CMCHC, AHRQ	CMMC, CMCHC
<ul style="list-style-type: none"> Investigate potential funding sources and grants to support the partnership between CMCHC and CMMC 	Director (CMCHC)	January 2014	CEO/Board		CMMC, CMCHC

Needs Being Addressed by this Strategy:

- #3: Top-rated most important things for a healthy community: Good paying jobs and healthy economy (52.1%), and Access to health care and other services (41.3%)
- #7: Focus group participants indicated concern for the cost and availability of health care services as well as concern about the current billing process
- #9: In 2013, significantly fewer survey respondents rated their community as ‘Healthy’ (36.8%) versus 2009 results (46.3% rated their community as ‘Healthy’)

Measure of Success: Central Montana Medical Center and Central Montana Community Health Center will offer mental health and patient education services jointly through both facilities to community members.

Goal 2: Increase and improve access to health care and health care services for community members.

Strategy 2.2: Increase internal (hospital staff) and external (community members) awareness of services available at CMMC.

Health Issue Addressed: As Lewistown is located in a rural area, community members must rely on Central Montana Medical Center to address their needs. As such, Central Montana Medical Center must collaborate with other organizations when it cannot provide services alone, as well as educate the population about services that are already offered.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Continue advertising services via radio, newspaper, etc. and snapshot advertising 	Community Relations	Ongoing	CEO	Lewistown News Argus, KXLO/KLCM Radio, Mid-Rivers Telephone	CMMC
<ul style="list-style-type: none"> Assess the effectiveness of current advertising strategies 	Community Relations	Ongoing	CEO		CMMC
<ul style="list-style-type: none"> Explore the use of social media to publicize events/ services 	Community Relations	August 2013	CEO		CMMC
<ul style="list-style-type: none"> Create a marketing plan/schedule to advertise specific services on a cyclical basis 	Community Relations	August 2013	CEO		CMMC
<ul style="list-style-type: none"> Partner with community organizations to hold events to educate the community about the services offered at CMMC 	Community Relations	August 2013	CEO	Council on Aging, Lewistown Civic Center, Central MT Foundation, etc.	CMMC
<ul style="list-style-type: none"> Include featured service(s) in the newsletter 	Community Relations	July 2013	CEO	Central MT Foundation	CMMC
<ul style="list-style-type: none"> Make the hospital calendar available on hospital website 	Community Relations	July 2013	CEO		CMMC

Needs Being Addressed by this Strategy:

- #3: Top-rated most important things for a healthy community: Good paying jobs and healthy economy (52.1%), and Access to health care and other services (41.3%)
- #7: Focus group participants indicated concern for the cost and availability of health care services as well as concern about the current billing process
- #9: In 2013, significantly fewer survey respondents rated their community as ‘Healthy’ (36.8%) versus 2009 results (46.3% rated their community as ‘Healthy’)

Measure of Success: Central Montana Medical Center creates a marketing plan and holds monthly community meetings for the next two years in order to increase community awareness.

Goal 2: Increase and improve access to health care and health care services for community members.

Strategy 2.3: Offer affordable/reduced-cost services to the community in order to provide community members with cost-effective options.

Health Issue Addressed: As Lewistown is located in a rural area, community members must rely on Central Montana Medical Center to address their needs. As such, Central Montana Medical Center must collaborate with other organizations when it cannot provide services alone, as well as educate the population about services that are already offered.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Continue offering reduced-cost services at the annual health fair 	Chief Financial Officer (CFO)	Ongoing	CEO		CMMC
<ul style="list-style-type: none"> Increase the involvement of physicians in the health fair 	CCO	May 2014	CEO		CMMC
<ul style="list-style-type: none"> Continue offering discounted sports physicals on a quarterly basis 	CFO	Ongoing	CEO		CMMC
<ul style="list-style-type: none"> Continue offering payment plans and including information concerning payment plans on outgoing bills 	CFO	Ongoing	CEO		CMMC
<ul style="list-style-type: none"> Investigate offering a 10% discount to those who pay their bill(s) in full within a certain amount of time 	CFO	December 2013	CEO		CMMC
<ul style="list-style-type: none"> Explore CMMC's role in assisting community members with enrolling in payment assistance programs 	Community Relations	December 2013	CFO		CMMC
<ul style="list-style-type: none"> Explore advertising the payment assistance programs and Health Insurance Exchange Navigators 	Community Relations	December 2013	CFO		CMMC

Needs Being Addressed by this Strategy:

- #3: Top-rated most important things for a healthy community: Good paying jobs and healthy economy (52.1%), and Access to health care and other services (41.3%)
- #4: 34.8% of respondents indicated that they or a member of their household delayed getting health care services when they needed it. Of those 34.8% of respondents, the reasons cited were: It costs too much, No insurance, or My insurance didn't cover it
- #6: A significant percentage of respondents indicated that they were not aware (30.9%) or were unsure (13.9%) of programs that help people pay for health care bills

Strategy 2.3 continued...

- #7: Focus group participants indicated concern for the cost and availability of health care services as well as concern about the current billing process
- #9: In 2013, significantly fewer survey respondents rated their community as 'Healthy' (36.8%) versus 2009 results (46.3% rated their community as 'Healthy')

Measure of Success: Central Montana Medical Center increases its reduced-cost/affordable options for the community and experiences a 2% increase in community members utilizing services offered through the facility.

Goal 3: Increase patient satisfaction and continue to be seen as a center of quality care in the community.

Strategy 3.1: Successfully recruit and retain high-quality staff for all hospital positions in order to ensure that the facility is properly staffed and work towards CMMC being the employer of choice in the community.

Health Issue Addressed: Central Montana Medical Center is recognized as being essential to the community’s economic well-being and the facility will need to continue attracting quality staff members locally in order to continue offering its many services to the community.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
• Offer competitive wages and benefit packages	CFO	Ongoing	CEO		CMMC
• Explore the use of additional salary surveys	CFO	August 2013	CEO		CMMC
• Analyze current benefits/incentives for employees (i.e. fitness center, employee appreciation events, etc.)	HR	Ongoing	CFO		CMMC
• Continue offering continuing education opportunities for employees	HR	Ongoing	CFO		CMMC
• Continue connecting employees with pathways/opportunities for advancement within CMMC	HR	Ongoing	CFO		CMMC
• Focus on local recruitment efforts in order to reduce turnover and support the community’s economy	HR	May 2014	CFO		CMMC
• Continue WWAMI activities (i.e. WWAMI clinical site, WRITE/TRUST site)	WWAMI Coordinator	Ongoing	CEO	WWAMI, AHEC	CMMC
• Continue offering REACH camps to encourage health care careers	Community Relations	Ongoing	CEO	Eastern Montana AHEC	CMMC
• Continue offering slots for students in the MSU Nursing program	CCO	Ongoing	CEO	MSU - Northern	CMMC

<i>Strategy 3.1 continued...</i>					
<ul style="list-style-type: none"> Continue presence at the “Career Day” at the high school 	Community Relations	Ongoing	CEO	Fergus High School	CMMC & Fergus High School
<ul style="list-style-type: none"> Explore hosting a hospital job fair to recruit local residents for specific positions available at CMMC 	Community Relations	October 2013	CEO		CMMC

Needs Being Addressed by this Strategy:

- #3: Top-rated most important things for a healthy community: Good paying jobs and healthy economy (52.1%), and Access to health care and other services (41.3%)
- #5: 36.8% of respondents believed that “Improved quality of care” would improve the community’s access to health care

Measure of Success: Recruit at least one staff member and/or clinical staff to speak at local organizations for the next two years through local outreach efforts and develop a sustainable staffing plan (i.e. staff/clinical rotations).

Goal 3: Increase overall patient satisfaction and continue to be seen as a center of quality care in the community.

Strategy 3.2: Meet the achievement level in HCAHPS scores to demonstrate high levels of patient satisfaction in core measures.

Health Issue Addressed: High quality care is essential to the patient experience and producing positive health outcomes. High patient satisfaction scores indicate that patients are receiving high quality care.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Continue providing staff/provider education regarding the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) and Hospital Value Based Purchasing in order to improve performance through individual and group sessions using the HCAHPS Breakthrough Series Webinars and staff 	<p>QI Coordinator</p>	<p>Ongoing</p>	<p>CCO</p>	<p>AHRQ</p>	<p>CMMC</p>
<ul style="list-style-type: none"> Perform a monthly audit of processes to identify gaps and weaknesses that need to be addressed 	<p>QI Coordinator</p>	<p>Ongoing</p>	<p>CCO</p>		<p>CMMC</p>
<ul style="list-style-type: none"> Prioritize steps and tasks required to address identified gaps and weaknesses 	<p>QI Coordinator</p>	<p>Ongoing</p>	<p>CCO</p>		<p>CMMC</p>
<ul style="list-style-type: none"> Ensure that each department follows their QI plans 	<p>Departmental Managers</p>	<p>Ongoing</p>	<p>Board</p>		<p>CMMC</p>
<ul style="list-style-type: none"> Continue to monitor and compile outcomes and recommendations from monthly committees (i.e. Improving Organizational Performance committee, medical staff committees, etc.) 	<p>QI Coordinator</p>	<p>Ongoing</p>	<p>Board</p>		<p>CMMC</p>

Needs Being Addressed by this Strategy:

- #5: 36.8% of respondents believed that “Improved quality of care” would improve the community’s access to health care

Measure of Success: CMMC continues networking with the Quality Improvement Organization (QIO) Performance Improvement Network (PIN) to improve Central Montana Medical Center’s performance and outcomes as the facility is measured with other facilities in a peer group on core measures.

Goal 3: Increase overall patient satisfaction and continue to be seen as a center of quality care in the community.

Strategy 3.3: Increase efficiencies in the facility in order to improve patient satisfaction.

Health Issue Addressed: High quality care is essential to the patient experience and producing positive health outcomes. High patient satisfaction scores indicate that patients are receiving high quality care.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
• Create a committee to examine the facility’s layout and processes specific to the patient experience	CEO	September 2013	CEO		CMMC
• Perform a feasibility study	Committee	February 2014	CEO		CMMC
• Report findings and recommendations	Committee	May 2014	CEO		CMMC
• Develop a process improvement plan to improve communication and maximize efficiencies between and within departments	Committee	May 2014	CEO		CMMC
• Explore procuring an information kiosk to improve the patient check-in process	Community Relations	March 2014	CEO		CMMC
• Examine IT systems in place (modified SWOT analysis)	CFO	December 2013	CEO		CMMC
• Create an action plan for implementing electronic health records throughout the facility	CFO	May 2014	CEO		CMMC
• Explore the feasibility of implementing a patient-centered medical home model	CEO	May 2014	Board		CMMC

Needs Being Addressed by this Strategy:

- #5: 36.8% of respondents believed that “Improved quality of care” would improve the community’s access to health care

Measure of Success: CMMC develops a comprehensive plan to address needs identified in examining facility processes/layout and presents the plan to the Board by June 30, 2014.

Goal 3: Increase overall patient satisfaction and continue to be seen as a center of quality care in the community.

Strategy 3.4: Offer services/programs to the community in order to increase health literacy of community members.

Health Issue Addressed: Community members appear to be very concerned regarding cost of services and lack of knowledge regarding payment options and assistance.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> • Create a protocol to inform patients of the facility's billing process upon discharge 	CFO	September 2013	CEO		CMMC
<ul style="list-style-type: none"> • Develop informational materials to educate community members on public/private insurance 	Community Relations	December 2013	CEO		CMMC
<ul style="list-style-type: none"> • Develop a plan for community outreach activities, such as a luncheon at the Council on Aging specific to Medicare/Medicaid topics 	Community Relations	December 2013	CEO		CMMC
<ul style="list-style-type: none"> • Coordinate speakers for other community functions (i.e. noon meeting groups) 	Community Relations	December 2013	CEO		CMMC
<ul style="list-style-type: none"> • Ensure that all physician offices affiliated with CMMC are following the same discharge/billing protocols 	Clinical Manager	December 2013	CEO		CMMC
<ul style="list-style-type: none"> • Advertise programs that are available to assist with medical costs (i.e. website, throughout facility, media advertisements) 	Community Relations	September 2013	CEO		CMMC
<ul style="list-style-type: none"> • Partner with community organizations to offer assistance in filling out Medicaid/Medicare application forms 	Community Relations	September 2013	CEO	CMCHC, Council on Aging, Social Services, Senior Citizen Center	CMMC, CMCHC, Council on Aging, Billing Department

Strategy 3.4 continued...**Needs Being Addressed by this Strategy:**

- #4: 34.8% of respondents indicated that they or a member of their household delayed getting health care services when they needed it. Of those 34.8% of respondents, the reasons cited were: It costs too much (55.2%), No insurance (35.4%), or My insurance didn't cover it (21.9%)
- #5: 36.8% of respondents believed that "Improved quality of care" would improve the community's access to health care
- #6: A significant percentage of respondents indicated that they were not aware (30.9%) or were unsure (13.9%) of programs that help people pay for health care bills
- #7: Focus group participants indicated concern for the cost and availability of health care services as well as concern about the current billing process

Measure of Success: CMMC provides educational services/resources to the community in order to improve health literacy and experiences a 2% decline in uncompensated care as a result of patients enrolling in insurance.

Needs Not Addressed and Justification

Identified health needs unable to address by Central Montana Medical Center	Rationale
<p>Respondents indicated a need for more specialists (38.5%) and more primary care providers (35.1%) to improve the community’s access to health care.</p>	<ul style="list-style-type: none"> Central Montana Medical Center already offers a number of primary care and specialty services to the community. CMMC recognizes that it will need to continue offering services at or above their current levels in the future and so the facility is beginning to implement steps in order to recruit/retain future providers (as laid out in Strategy 3.1).
<p>Respondents indicated a need for a walk-in clinic.</p>	<ul style="list-style-type: none"> At this time, providing a dedicated walk-in clinic is outside of Central Montana Medical Center’s capacity and financial resources. Both CMMC and the Central Montana Community Health Center provide an opportunity for community members to see a provider without a scheduled appointment.
<p>One of the top three health concerns in the community was alcohol abuse (42%).</p>	<ul style="list-style-type: none"> Currently, this is beyond CMMC/CMCHC’s scope of work. There are other resources available in the community, such as Alcoholics Anonymous (AA), Alcohol and Drug Services of Central Montana, various community committees, and chapters of state organizations that can offer assistance to community members affected by alcohol abuse.
<p>Focus group participants indicated a desire for dialysis.</p>	<ul style="list-style-type: none"> Providing dialysis services is beyond CMMC’s capacity due to the significant investment required in providing and maintaining equipment and specialized staff.

Dissemination of Needs Assessment

Central Montana Medical Center disseminated the CHSD Community Health Needs Assessment and implementation plan by posting both documents conspicuously on the hospital's website (www.cmmccares.com) as well as at the Lewistown Public Library. CMMC also provided a hard copy of the needs assessment and implementation plan at the facility should community members request to view the Community Health Needs Assessment or the Implementation Plan.

The Steering Committee, which was convened at the beginning of the CHSD process and again when results from the report were first presented, will be informed of the implementation plan to see the value of their input and time in the CHSD process as well as how Central Montana Medical Center is utilizing their input. This Steering Committee as well as the Board will be encouraged to act as advocates in Fergus County as Central Montana Medical Center seeks to address the healthcare needs of their community.

Furthermore, Board members of Central Montana Medical Center will be directed to the hospital's website to view the assessment results. Central Montana Medical Center's Board members approved and adopted the plan on **date, 2013**. Board members are encouraged to familiarize themselves with the CHSD report and implementation plan so they can publically promote Central Montana Medical Center's plan to influence the community in a beneficial manner.

Please note that you will also need to add information specific to these requirements:

- You must post your community health needs assessment (CHNA) and your facility's implementation plan publicly – both “conspicuously” on your website as well as have a hard copy available at your facility should someone request to view either/both documents.
 - o Your documents must remain on the web until two subsequent CHNA reports have been posted
 - o An individual must not be required to create an account or provide personally identifiable information in order to access the report
 - o A paper copy must be available for public inspection without charge
- Your facility's implementation plan must be approved and the plan must document the date upon which the plan was approved/adopted