

IMPLEMENTATION PLAN

Addressing Community Health Needs

Central Montana Medical Center ~ Lewistown, Montana

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

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The Implementation Planning Process

The implementation planning committee, comprised of Central Montana Medical Center's leadership team, participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through the Community Health Services Development (CHSD) needs assessment process. The facility conducted the CHSD process in conjunction with the Montana Office of Rural Health (MORH).

The CHSD community health needs assessment was performed in the winter of 2016 to determine the most important health needs and opportunities for Fergus County, Montana. "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 (<http://www.cmmccares.net/>).

The implementation planning committee identified the most important health needs to be addressed by reviewing the community health needs assessment, secondary data, community demographics, and input from representatives representing 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 determined which needs or opportunities could be addressed considering Central Montana Medical Center'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. Access to Specialist and Primary Care Providers
2. Access to Behavioral Health Services
3. Improve Population Health

In addressing the aforementioned issues, Central Montana Medical Center seeks to:

- a) Improve access to healthcare services in the community.
- b) Provide increased access to behavioral health services in the community.
- c) Improve population health of the community.

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 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 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 Committee Members:

- Mike Dowdy – CEO, Central Montana Medical Center
- Ann Tuss – Foundation Manager, Central Montana Medical Center
- Delilah Duffy – Chief Nursing Officer, Central Montana Medical Center
- Alan Aldrich – CFO, Central Montana Medical Center
- Barb Berg – Nurse Clinic Supervisor, Central Montana Medical Center

Prioritizing the Community Health Needs

The implementation planning committee 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.

Central Montana Medical Center's Existing Presence in the Community

- Central Montana Medical Center (CMMC) provides a range of specialty/consulting physician services to the community, including chemotherapy (infusion services), various rehabilitation services, home community based services, occupational services and sleep studies.
- 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.
- CMMC's Cardiac Rehab program hosts a non-timed fun walk/run that includes education stations for heart-health awareness.
- CMMC's Judith Peak Rehab offers Sports Enhancement summer camp for teens wanting to improve overall physical fitness and agility.

- CMMC joined forces with Love, Hope & Strength Foundation offering Central Montanans to become potential bone marrow donors.
- CMMC's Safe Sitter class has a big influence in the community –teaching young sitters CPR, Business of Babysitting, First Aid and much more.
- Occupational Health provides preventative and lifestyle enhancement services to our business community.
- CMMC EMS partners with rural ambulances through lift assist program.

List of Available Community Partnerships and Facility Resources to Address Needs

- 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.
- 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.
- Partner with the schools for mental health and substance abuse prevention.
- Lewistown News Argus, Lewistown's local newspaper, offers advertising and communication opportunities.
- KXLO/KLCM Radio, offers advertising, press release and live radio talk shows for marketing purposes.
- DUI Task Force partners with CMMC staff to educate the community to not drive under the influence.
- Central Montana Senior Center provides meals, wellness services, and activities to seniors in the area.
- Fergus County Council on Aging provides a wide variety of programs and services to seniors
- Ortho Montana offers a continuum of care within an integrated healthcare network.
- Together Our Recovery Center Heals (TORCH) promotes recovery from alcohol and other drug addiction through advocacy, education and service.
- Central Montana Community Health Center offers quality, affordable services including medical, dental and behavioral health care for family members of all ages in the Central Montana Community.
- Family Medicine Residency of Western Montana (FMRWM) is a family medicine residency program sponsored by The University of Montana in Missoula.
- Montana Family Medicine Residency (MFMR) was founded to address the shortage of family physicians in rural areas and among underserved populations.
- Billings Clinic Internal Medicine Residency Program
- Montana Hospital Association (MHA) is the principal advocate for the interests of members in their efforts to improve the health status of the communities they serve.
- CMMC's ACO Network, Mountain West ACO, a Medicare approved accountable care organization including 11 other hospitals.
- Lewistown Drug Task Force
- Health Resources and Services Administration (HRSA) offers many grant opportunities regarding rural and behavioral health.
- Montana Healthcare Foundation (MHF) makes strategic investments to improve the health and well-being of all Montanans.
- Insight is a telepsychiatry service provider organization with a mission to increase access to behavioral health care.
- Lewistown Police Department offers safe and secure prescription drug drop off location.
- Montana Office of Rural Health (MORH) provides technical assistance to rural health systems and organizations.
- Relay for Life's American Cancer Society and CMMC team up to support a special event: a Survivors Dinner for local cancer survivors and their families.
- Diabetes Prevention Program (DPP).

Fergus County Indicators

Low Income Persons

- 15% of persons are below the federal poverty level

Uninsured Persons

- 20.3% of adults less than age 65 are uninsured
- Data is not available by county (data is available for some counties) for uninsured children less than age 18

Leading Causes of Death: Primary and Chronic Diseases

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

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

Elderly Populations

- 22% of Fergus County's Population is 65 years and older

Size of County and Remoteness

- 11,195 people in Fergus County
- 2.6 people per square mile

Nearest Major Hospitals

- Benefis Health System, Great Falls, MT – 103 miles from Central Montana Medical Center
- St. Vincent's Health Care, Billings, MT – 110 miles from Central Montana Medical Center

Public Health and Underserved Populations Consultation Summaries

Public Health Consultation [Sue Woods – Central Montana Health District / November 17, 2015]

- Access to primary care services
- Not just about weight loss, but need to focus on nutrition too

Underserved Population – Seniors [Staci Auck – Council on Aging / November 17, 2015]

- Lack of senior care givers

Underserved Population – Youth/Families [Sue Irvin – Central Montana Family Planning, Jason Butcher – Lewistown Public Schools / November 17, 2015]

- Provided feedback on what community groups and contacts would be good resources for focus groups
- We should explore the need for walk in clinics

Needs Identified and Prioritized

Prioritized Needs to Address

1. According to the survey respondents, the top three suggestions to improve the community's access to healthcare were: "More primary care providers" (52.4%), "Walk-in clinic" (44.1%), and "More specialists" (40.8%).
2. "Access to health care and other services" (65.6%) and "Healthy behaviors and lifestyles" (34.1%) were indicated as two of the most important components required for a healthy community.
3. "Orthopedic surgeon" was the most utilized specialty service (31.2%).
4. Only 41.5% of respondents indicated they would utilize a Physician Assistant and 37.6% of respondents would utilize a Nurse Practitioner for routine care.
5. Sixty percent of respondents rated their knowledge of health services as "Good." Twenty percent rated their knowledge as "Fair."
6. Approximately 15% of respondents indicated that they had felt depressed on most days for at least three consecutive months.
7. Focus groups indicated a high level of concern regarding the shortage of resources/providers specific to behavioral health.
8. "Alcohol abuse/substance abuse" (64%) was selected as the highest concern in the community.
9. Fifty percent of respondents rated themselves as "Healthy," 31% of respondents felt they were "Somewhat healthy," and 13% indicated they felt they were "Very healthy."
10. "Obesity/overweight" (38.9%) was selected as the third highest concern in the community.
11. "Weight loss/nutrition" (31.5%), "Health insurance (Medicaid/Medicare/private)" (25.4%), and "Living Will" (25.1%) were the three most selected options of respondents in terms of interest in educational classes/programs.

Needs Unable to Address

(See page 28 for additional information)

1. "Cancer" (42.4%) was rated as the second most serious health concern by survey respondents.
2. For those who indicated that they were unable to receive or had to delay receiving healthcare services (33%), the reason most cited was "It costs too much" (42.7%).
3. Focus groups indicated a need for more services specific to seniors.

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 15.

Goal 1: Increase access to healthcare services in the community.

Strategy 1.1: Increase access to specialists at Central Montana Medical Center.

Activities:

- Evaluate which specialty services the community would utilize most often.
- Explore providing pulmonology services.
- Perform a scheduling/utilization analysis to increase the frequency of specialty visits at CMMC.
- Develop an education/outreach plan to increase awareness of specialty services offered at the facility.
- Explore providing a telemedicine 'open house' to expose community members to telemedicine services and technology.
- Continue building partnership with Ortho Montana and evaluate feasibility of offering a full-time orthopedic surgeon at CMMC.

Strategy 1.2: Increase hours available for outpatient services.

Activities:

- Expand NP hours one day per week.
- Develop outreach/communication strategy to increase awareness of the NP/triage nurse openings.
- Add NPs to the provider wall in the facility.
- Create education series in the newspaper regarding NP training/qualifications.
- Explore providing a facility open house so that community members can meet the NPs.
- Evaluate feasibility of providing a walk-in clinic for the community.

Strategy 1.3: Increase number of primary care providers at CMMC.**Activities:**

- Continue recruitment efforts with the full-time clinician recruiter.
- Continue building relationships with the MT-based residencies.
 - ◆ Attend Meet the Residents events in August/September 2016
 - ◆ Schedule on-site visits/shadowing for MT residents
- Continue pipeline programs – REACH, Medstart, etc.
- Continue hosting WWAMI TRUST students.
- Develop a communication strategy regarding recruitment efforts.
- Evaluate using the Community Apgar Program to assist with recruitment and retention of providers in the community.

Goal 2: Provide increased access to behavioral health services in the community.

Strategy 2.1: Continue providing mental health services.

Activities:

- Continue providing three mental health providers (counselors).
- Continue integrating mental health checks with population health initiative.
- Continue facility's representation at the community's drug task force.
- Develop an education/outreach plan to increase awareness of services mental health services already provided.

Strategy 2.2: Expand behavioral health services.

Activities:

- Evaluate additional outreach/partnership opportunities regarding the addiction services offered through TORCH.
- Explore grant opportunities to finance expansion of behavioral health services at CMMC.
- Further investigate opportunity to provide tele-mental health services with *Insight*.
- Explore a potential partnership to provide services within the schools.
- Explore partnering with the police department regarding a prescription drop-off box.

Goal 3: Improve population health of the community.

Strategy 3.1: Continue providing population health services to the community.

Activities:

- Continue providing services – registered dietitian, diabetes education, weight management, and fall prevention classes.
- Continue providing end-of-life education as a part of annual wellness exams.
- Continue providing behavioral health checks/education as a part of annual wellness exams.
- Continue providing wellness exams in partnership with local businesses.

Strategy 3.2: Expand educational and outreach components of the population health program.

Activities:

- Develop communication/education strategy to promote CMMC's ACO designation.
- Determine outreach strategy to publicize Extension's class offerings (balance classes, chronic disease classes).
- Explore developing a monthly education column on various population health topics.
- Develop outreach/communication strategy.
 - ♦ Evaluate feasibility of developing a community-wide calendar of events specific to health/wellness classes and events.

Implementation Plan Grid

Goal 1: Increase access to healthcare services in the community.					
Strategy 1.1: Increase access to specialists at Central Montana Medical Center.					
Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Evaluate which specialty services the community would utilize most often.	CEO/CNO	2017	CEO	Public Health, Senior Center	Resource limitations
Explore providing pulmonology services.	CEO/CNO	2017	CEO		Resource limitations, Staffing limitations, Facility restrictions
Perform a scheduling/utilization analysis to increase the frequency of specialty visits at CMMC.	Clinic Manager	2017	CEO		Resource limitations, Facility restrictions
Develop an education/outreach plan to increase awareness of specialty services offered at the facility.	Marketing	2017	CEO	Lewistown News Argus/KXLO Radio	Resource limitations
Explore providing a telemedicine ‘open house’ to expose community members to telemedicine services and technology.	Clinic Manager/CNO	2018	CEO		Resource limitations
Continue building partnership with Ortho Montana and evaluate feasibility of offering a full-time orthopedic surgeon at CMMC.	CEO	Ongoing	Board	Ortho Montana	Resource limitations, Staffing limitations, Facility restrictions
Needs Being Addressed by this Strategy:					
<ul style="list-style-type: none"> ▪ #1: The top three suggestions to improve the community’s access to healthcare were: “More primary care providers” (52.4%), “Walk-in clinic” (44.1%), and “More specialists” (40.8%). ▪ #2: “Access to health care and other services” (65.6) was indicated as the most important component required for a healthy community. ▪ #3: “Orthopedic surgeon” was the most utilized specialty service (31.2%). ▪ #5: Sixty percent of respondents rated their knowledge of health services as “Good.” Twenty percent rated their knowledge as “Fair.” 					

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Anticipated Impact(s) of these Activities:

- Increased awareness of available specialty services at CMMC.
- Increased access to specialty services that are offered at CMMC.
- Recruitment of more specialists at CMMC.

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

- Compare data from 2016 assessment with 2019 assessment to determine whether the need/awareness has increased or decreased for specialty services.
- Track number of patients utilizing telemedicine services.

Measure of Success:

- Increase specialty clinic offerings by 2 days/month.
- Offer pulmonology and mental health services via telemedicine by September 2017

Goal 1: Increase access to healthcare services in the community.

Strategy 1.2: Increase hours available for outpatient services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Expand NP hours one day per week.	Clinic Manager	2017	CEO		Resource limitations, Staffing limitations
Develop outreach/communication strategy to increase awareness of the NP/triage nurse openings.	Marketing	2017	CEO		Resource limitations
Add NPs to the provider wall in the facility.	Marketing	2017	CEO		
Create education series in the newspaper/radio regarding NP training/qualifications.	Marketing	2017	CEO	Lewistown News Argus/KXLO Radio	Resource limitations
Explore providing a facility open house so that community members can meet the NPs.	Marketing	2017	CEO, Board		Scheduling conflicts, Resource limitations, Facility restrictions
Evaluate feasibility of providing a walk-in clinic for the community.	CFO	2018	CEO, Board	Central Montana Community Health Center	Resource limitations

Needs Being Addressed by this Strategy:

- #1: The top three suggestions to improve the community’s access to healthcare were: “More primary care providers” (52.4%), “Walk-in clinic” (44.1%), and “More specialists” (40.8%).
- #2: “Access to health care and other services” (65.6) was indicated as the most important component required for a healthy community.
- #4: Only 41.5% of respondents indicated they would utilize a Physician Assistant and 37.6% of respondents would utilize a Nurse Practitioner for routine care.
- #5: Sixty percent of respondents rated their knowledge of health services as “Good.” Twenty percent rated their knowledge as “Fair.”

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Anticipated Impact(s) of these Activities:

- Increased utilization of outpatient services.
- Increased community understanding of NP and PA qualifications/training.
- More utilization of NPs and PAs for routine care.
- Improved community health outcomes.
- Decreased emergency room utilization.
- Decreased cost of care for community members.

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

- Survey community members' understanding of NP and PA qualifications/training before and after implementation of education series.
- Track utilization of NPs and PAs in the facility.
- Track number of patients seen during the expanded NP hours.
- Track emergency room utilization to determine whether patients are utilizing expanded hours and NP services in lieu of the ER.

Measure of Success:

- CMMC and its partners have a better understanding of transportation needs and have written two (2) grants to foundations and other service organizations.
- Determine feasibility of offering expanded hours / walk-in clinic by June 2018.

Goal 1: Increase access to healthcare services in the community.

Strategy 1.3: Increase number of primary care providers at CMMC.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue recruitment efforts with the full-time clinician recruiter.	Human Resources	Ongoing	CEO		Resource limitations
Continue building relationships with the MT-based residencies.	Human Resources	Ongoing	CEO	FMRWM, MFMR, Billings Clinic IMR	Resource limitations
Attend Meet the Residents events in August/September 2016.	Human Resources	Fall 2016	CEO	MORH/AHEC, MHA	Resource limitations
Schedule on-site visits/shadowing for MT residents.	Human Resources	Ongoing	CEO	FMRWM, MFMR, Billings Clinic IMR	Resource limitations, staffing limitations, scheduling limitations
Continue pipeline programs – REACH, Medstart, etc.	Human Resources	Ongoing	CEO	MORH/AHEC	Resource limitations, staffing limitations, facility restrictions
Continue hosting WWAMI TRUST students.	Clinic Manager/CNO	Ongoing	CEO	WWAMI	Resource limitations, staffing limitations, facility restrictions
Develop a communication strategy regarding recruitment efforts.	CEO/HR	2017	CEO	Lewistown News - Argus	Resource limitations
Evaluate using the Community Apgar Program to assist with recruitment and retention of providers in the community.	CEO/HR	2017-2018	CEO	MORH/AHEC	Resource limitations

Needs Being Addressed by this Strategy:

- #1: The top three suggestions to improve the community’s access to healthcare were: “More primary care providers” (52.4%), “Walk-in clinic” (44.1%), and “More specialists” (40.8%).
- #2: “Access to health care and other services” (65.6) was indicated as the most important component required for a healthy community.
- #4: Only 41.5% of respondents indicated they would utilize a Physician Assistant and 37.6% of respondents would utilize a Nurse Practitioner for routine care.

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Anticipated Impact(s) of these Activities:

- Increase number of primary care providers at CMMC.
- Increased retention of providers at CMMC.
- Increased access to healthcare services.
- Increased interest in healthcare careers for local students.

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

- Track number of students and residents rotating through CMMC.
- Survey provider satisfaction before/after Apgar process.
- Survey students/residents' interest in working at CMMC.

Measure of Success:

- Visit the MT residency programs once per quarter.
- Host four residents per year.
- Attend at least one national physician conference (i.e. AAFP).
- Complete Apgar by June 2018.

Goal 2: Provide increased access to behavioral health services in the community.

Strategy 2.1: Continue providing mental health services

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue providing three mental health providers (counselors).	CNO	Ongoing	CEO	Mental Health Providers	Resource limitations, financial limitations
Continue integrating mental health checks with population health initiative.	Providers	Ongoing	CEO	ACO Network	Resource limitations, financial limitations
Continue facility's representation at the community's drug task force.	Social Services	Ongoing	CEO	Drug Task Force	Resource limitations
Develop an education/outreach plan to increase awareness of services mental health services already provided.	Marketing	2017-2018	CEO	Lewistown News Argus/KXLO Radio	Resource limitations

Needs Being Addressed by this Strategy:

- #1: "Access to health care and other services" (65.6%) and "Healthy behaviors and lifestyles" (34.1%) were indicated as two of the most important components required for a healthy community.
- #5: Sixty percent of respondents rated their knowledge of health services as "Good." Twenty percent rated their knowledge as "Fair."
- #6: Approximately 15% of respondents indicated that they had felt depressed on most days for at least three consecutive months.
- #7 Focus groups indicated a high level of concern regarding the shortage of resources/providers specific to behavioral health.
- #8 "Alcohol abuse/substance abuse" (64%) was selected as the highest concern in the community.

Anticipated Impact(s) of these Activities:

- Increased awareness of available programs/resources in the community.
- Increased access to behavioral health services.
- Improved mental health in the community.

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

- Track number of patients who utilize the mental health counselors.
- Track number of referrals to mental health services.
- Compare 2016 and 2019 assessment data to determine rates of depression in the community.

Measure of Success: Develop education/outreach plan regarding mental health services in the community by September 2017.

Goal 2: Provide increased access to behavioral health services in the community.

Strategy 2.2: Expand behavioral health services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Evaluate additional outreach/partnership opportunities regarding the addiction services offered through TORCH.	Social Services	2017	CEO	TORCH, Mental Health Providers	Resource limitations, staffing limitations
Explore grant opportunities to finance expansion of behavioral health services at CMMC.	Foundation	2017-2018	CEO	MORH/AHEC, HRSA, Montana Healthcare Foundation	Resource limitations
Further investigate opportunity to provide tele-mental health services with InSight.	CNO/Clinic Manager	2017-2018	CEO	InSight	Resource limitations, staffing limitations, Facility restrictions, Technology limitations
Explore a potential partnership to provide services within the schools.	CNO/Social Services	2018	CEO	School District, Mental Health Providers	Resource limitations
Explore partnering with the police department regarding a prescription drop-off box.	Social Services	2017	CEO	Police Department	Resource limitations, legal restrictions

Needs Being Addressed by this Strategy:

- #1: “Access to health care and other services” (65.6%) and “Healthy behaviors and lifestyles” (34.1%) were indicated as two of the most important components required for a healthy community.
- #5: Sixty percent of respondents rated their knowledge of health services as “Good.” Twenty percent rated their knowledge as “Fair.”
- #6: Approximately 15% of respondents indicated that they had felt depressed on most days for at least three consecutive months.
- #7 Focus groups indicated a high level of concern regarding the shortage of resources/providers specific to behavioral health.
- #8 “Alcohol abuse/substance abuse” (64%) was selected as the highest concern in the community.

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Initials

Anticipated Impact(s) of these Activities:

- Increased access to needed behavioral health services.
- Decreased misuse of prescription drugs.
- Higher quality of life for students and community members.
- Reduction in student absenteeism; parents taking time off work to address mental health/behavioral needs.

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

- Track utilization of prescription drop-off box.
- Track utilization of tele-mental health services
- Compare 2016 and 2019 assessment data regarding perceived need for behavioral health services.

Measure of Success:

- Establish tele-mental health services.
- Apply for two behavioral health grants.

Goal 3: Improve population health of the community.

Strategy 3.1: Continue providing population health services to the community.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue providing services – registered dietitian, diabetes education, weight management, and fall prevention classes.	Clinical Nutritionist	Ongoing	CEO	Council on Aging, Senior Center, Public Health	Resource limitations
Continue providing end-of-life education as a part of annual wellness exams.	Providers/ Social Services/Clinic Manager/Occ Health	Ongoing	CEO		Resource limitations
Continue providing behavioral health checks/education as a part of annual wellness exams.	Providers/ Clinic Manager/Occ Health	Ongoing	CEO		Resource limitations
Continue providing wellness exams in partnership with local businesses.	Providers/ Clinic Manager/Occ Health	Ongoing	CEO	Public Health, Schools, Local Businesses	Resource limitations

Needs Being Addressed by this Strategy:

- #2: “Access to health care and other services” (65.6%) and “Healthy behaviors and lifestyles” (34.1%) were indicated as two of the most important components required for a healthy community.
- #6: Approximately 15% of respondents indicated that they had felt depressed on most days for at least three consecutive months.
- #7: Focus groups indicated a high level of concern regarding the shortage of resources/providers specific to behavioral health.
- #8: “Alcohol abuse/substance abuse” (64%) was selected as the highest concern in the community.
- #9: Fifty percent of respondents rated themselves as “Healthy,” 31% of respondents felt they were “Somewhat healthy,” and 13% indicated they felt they were “Very healthy.”
- #10: “Obesity/overweight” (38.9%) was selected as the third highest concern in the community.
- #11 “Weight loss/nutrition” (31.5%), “Health insurance (Medicaid/Medicare/private)” (25.4%), and “Living Will” (25.1%) were the three most selected options of respondents in terms of interest in educational classes/programs.

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Anticipated Impact(s) of these Activities:

- Increased access to available programs/resources in the community.
- Increased access to health and wellness programs/resources.
- Higher quality of life for community members.
- Improved community health.

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

- Track number of attendees at education classes.
- Compare 2016 and 2019 assessment data concerning community members' perception of health in the community.

Measure of Success:

- Continue offering health and wellness programs/resources to the community.

Goal 3: Improve population health of the community.

Strategy 3.2: Expand educational and outreach components of the population health program.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Develop communication/education strategy to promote CMMC’s ACO designation.	Marketing	2017-2018	CEO	Lewistown News-Argus	Resource limitations
Determine outreach strategy to publicize Extension’s class offerings (balance classes, chronic disease classes).	Marketing	2017-2018	CEO	Lewistown News-Argus	Resource limitations
Explore developing a monthly education column on various population health topics.	Marketing	2017-2018	CEO	Lewistown News-Argus	Resource limitations
Evaluate feasibility of developing a community-wide calendar of events specific to health/wellness classes and events.	Marketing	2017-2018	CEO	Lewistown News-Argus	Resource limitations

Needs Being Addressed by this Strategy:

- #2: “Access to health care and other services” (65.6%) and “Healthy behaviors and lifestyles” (34.1%) were indicated as two of the most important components required for a healthy community.
- #5: Sixty percent of respondents rated their knowledge of health services as “Good.” Twenty percent rated their knowledge as “Fair.”
- #6: Approximately 15% of respondents indicated that they had felt depressed on most days for at least three consecutive months.
- #7: Focus groups indicated a high level of concern regarding the shortage of resources/providers specific to behavioral health.
- #8: “Alcohol abuse/substance abuse” (64%) was selected as the highest concern in the community.
- #9: Fifty percent of respondents rated themselves as “Healthy,” 31% of respondents felt they were “Somewhat healthy,” and 13% indicated they felt they were “Very healthy.”
- #10: “Obesity/overweight” (38.9%) was selected as the third highest concern in the community.
- #11 “Weight loss/nutrition” (31.5%), “Health insurance (Medicaid/Medicare/private)” (25.4%), and “Living Will” (25.1%) were the three most selected options of respondents in terms of interest in educational classes/programs.

Anticipated Impact(s) of these Activities:

- Increased awareness of CMMC’s ACO program.
- Increased awareness of community health/wellness resources.
- Improved community health.
- Decreased health care costs.

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

- Track referrals to health/wellness resources.
- Track utilization of class offerings.

Measure of Success:

- Enroll 100 ACO members in population health management program.
- Enroll 50 non-ACO members in population health management program.

Needs Not Addressed and Justification

Identified health needs unable to address by Central Montana Medical Center	Rationale
1. “Cancer” (42.4%) was chosen as the second most serious health concern by survey respondents.	<ul style="list-style-type: none"> • CMMC provides Infusion Services (chemotherapy) and visiting oncologist, which helps eliminate unnecessary travel for CMMC patients. Offering additional cancer services would not be feasible from a staffing and financial standpoint.
2. For those who indicated that they were unable to receive or had to delay receiving healthcare services (33%), the reason most cited was “It costs too much” (42.7%).	<ul style="list-style-type: none"> • CMMC offers programs/charity care to assist with paying for healthcare costs at healthcare priced services that are based on current market conditions. CMMC provides Navigator services to the community.
3. Focus groups indicated a need for more services specific to seniors.	<ul style="list-style-type: none"> • CMMC is aware of this issue; however, the facility feels that there are not enough resources available to address the issue at this time.

Dissemination of Needs Assessment

Central Montana Medical Center (CMMC) disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website (<http://www.cmmccares.net/>) 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 CMMC is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Fergus County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of CMMC will be directed to the hospital's website to view the complete assessment results and the implementation plan. CMMC board members approved and adopted the plan on **June 28, 2016**. Board members are encouraged to familiarize themselves with the needs assessment report and implementation plan so they can publically promote the facility's plan to influence the community in a beneficial manner.

CMMC will establish an ongoing feedback mechanism to take into account any written comments it may receive on the adopted implementation plan document.