

# IMPLEMENTATION PLAN

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## *Addressing Community Health Needs*



***Lewistown, Montana***

***2022-2025***

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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 (CMMC) 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 the spring of 2022 to determine the most important health needs and opportunities for Fergus 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 11 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 ([cmmc.health/resources/reports](http://cmmc.health/resources/reports)).

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 9 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 CMMC’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:

- **Mental and behavioral health**
- **Access to healthcare services**
- **Health and wellness**

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

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

**Mission:** To be the leader in assuring community-based quality healthcare.

**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.

**Vision:**

- Be a 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 health outcomes;
- Provide financial stewardship for economic healthcare;
- Create an environment in which all participants feel valued and respected;
- Embrace change while exploring tomorrow's needs today.

**Implementation Planning Committee Members:**

- Cody Langbehn – Central Montana Medical Center (CMMC), CEO
- Stephanie Prater – CMMC, Community Relations Manager
- Rob Hicks – CMMC, Chief Nursing Officer (CNO)
- Joanie Slaybaugh – CMMC, Director of Human Resources (HR)
- Torie Poser – CMMC, Director of Physicians Services
- Scott Merkle – CMMC, Chief Financial Officer (CFO)
- Abbey Wichman – CMMC, Director of Compliance and Risk Management
- Rick Poss, CMMC, Chief Operating Officer

## 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. Central Montana Medical Center's Existing Presence in the Community

- Central Montana Medical Center (CMMC) provides a range of specialty physician services to the community, including chemotherapy (infusion services), various rehabilitation services, occupational health services and sleep studies.
- CMMC 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 Medical Student and Medical Resident teaching site.
- 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 Providence Nursing program and hosts nursing students in the facility.

- 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.
- CMMC and Lewistown City Fire provides Safety event offering free bike helmets and stop the bleed kits to the community.
- CMMC Foundation serves on the not-for-profit Fair board, participating in annual fair.
- CMMC volunteers' employees to help serve lunches at Council on Aging.
- CMMC Foundation grants funds to non-profits in the community and nine rural towns.
- CMMC and Medical Center Foundation collaborate to offer high school and rural areas EMT credited course.
- CMMC has Specialty visiting physicians
- Telemedicine
- Up to date and innovative testing, therapies, imaging equipment, etc.

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

- Fergus County Council on Aging
- One Health
- St. Vincents
- Central Montana Childcare Alliance
- Local law enforcement
- Central Montana Family Planning
- Central Montana Foundation
- Lewistown Public School District
- Montana Office of Rural Health
- City of Lewistown
- Veteran Services
- Central Montana Health District
- Lewistown News Argus
- KXLO/KLCM Radio
- Fergus County Port Authority
- Lewistown Job Service
- HRDC
- Medical Center Foundation
- “Roundup” Newsletter
- Montana Hospital Association
- Fergus County Sexual Assault Nurse Examiner Program

### 3. Fergus County Indicators

#### Population Demographics

- 95.3% of Fergus County’s population is white, and 2.4% identifies as American Indian or Alaska Native.
- 13.2% of Fergus County’s population has disability status.
- 23.2% of Fergus County’s population is 65 years and older.
- 9.3% of Fergus County’s population has Veteran status.
- 7.3% of Fergus County’s population has “No High School Diploma” as their highest degree attained; 28.5% are a “High school graduate (includes equivalency)”.

#### Size of County and Remoteness

- 11,221 people in Fergus County.
- 2.6 people per square mile.

#### Socioeconomic Measures

- 23.2% of children live in poverty.
- 15.8% of persons are below the federal poverty level.
- 14.0% of adults (age<65) are uninsured; 10.0% of children less than age 18, are uninsured.
- 7.5% of the population is enrolled in Medicaid.

#### Select Health Measures

- 33.0% of adults are considered obese.
- 27.0% of the adult population report physical inactivity.
- Prostate cancer age-adjusted incidence rate in Fergus County is 125.4 compared to 109.6 for Montana.
- 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 Hospitals

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



#### 4. Public Health and Underserved Populations Consultation Summaries

##### Name/Organization

|  |            |
|--|------------|
| Cody Langbehn, CEO – Central Montana Medical Center (CMMC)                 | 12/15/2021 |
| Stephanie Prater, Community Relations Manager – CMMC                       |            |
| Sue Woods, Public Health Director – Central Montana Health District (CMHD) |            |
| Thom Peck, Superintendent – Lewistown Public Schools                       |            |
| Heather Thom, Nursing Director – Fergus County                             |            |
| Heather Etheridge, Director – One Health – Lewistown                       |            |
| Sue Irvin, Director & Health Educator – Central Montana Family Planning    |            |
| Diadama Paden, Care Coordination Manager – CMMC                            |            |
| Abbey Wichman, Director of Compliance & Risk Management – CMMC             |            |
| Carl Seilstad, Fergus County Commissioner – District 3                     |            |
| Dale Pfau, Director, Fergus County Council on Aging (FCCOA)                |            |
| Courtney Moline, CMMC Infection Prevention                                 |            |
| Mckenzie Morgan – Fergus County Prevention Specialist                      |            |
| Kristy Heller - Quality Improvement Manager (CMMC)                         |            |

##### Public and Community Health

- The behavioral health statistics from the census are representative of what we are seeing in the community.
- We recently added mammography to our prevention and screening so it would be interesting to see how that number changes within the next few years.
- Last year with covid we did go to the schools to administer immunizations, often massive amounts of kids were gone due to quarantine measures.
- Women are often confused about screening protocols, especially when we tell them that their pap smear is not due this year. They often don't follow-up for a health/wellness checkup.
- Please define ACES in more detail so that community members have an idea of what that condition would actually entail. The statement as is, is very broad and could be confusing for most members of the community.

- We actually see some redundancy with other options like child abuse and neglect as it relates to ACES, so we would like to remove it.
- We should add chronic respiratory illness because as it currently stands, people may specifically associate that with covid.
- My personal preference would be to not include covid in Q2 as it is something that we already know is a major issue. We would like to use this opportunity to explore other issues within the community that we might not be as aware of.
- Even if it was an option we don't think it would change what we are already trying to accomplish, in terms of addressing covid barriers/concerns.
- Our community health center is now called "One Health" (Q5, Q7, Q21).
- The health fair was canceled last year due to covid, so we can remove that option from Q10.
- We would like to remove cholesterol check and add routine blood work as it is more encompassing and community members know what that means.
- We are unsure what non-binary means, would prefer to just use "prefer to self-describe" as it covers all available options.

#### Population: Youth

- I find it alarming that children in poverty is that high, it is almost up to 1 in 4.
- Many children in Fergus County live with their grandparents, we see lots of grandparents shouldering the responsibility of raising their grandkids.
- We see a large portion of kids in the county living with grandparents and they often come through the foster care program, which may contribute to that children in poverty rate as well.

## Needs Identified and Prioritized

### *Prioritized Needs to Address*

1. Top health concerns among survey respondents included “Alcohol/substance abuse” (53.5%), “Cancer” (42.2%), “Overweight/obesity” (35.7%), and “Depression/anxiety” (20.0%).
2. Survey respondents indicated that “Access to healthcare and other services” (52.2%) is the top component for a healthy community.
3. 30.4% of respondents rated their knowledge of health services available through Central Montana Medical Center as fair or poor.
4. Survey respondents indicated they learn about available health services through “Friends/family” (56.5%), “Healthcare provider” (54.3%), and “Word of mouth/reputation” (47.3%).
5. Focus group participants identified a need for more health education and an awareness of healthy lifestyle choices.
6. Top suggestions to improve the community’s access to healthcare among survey respondents included “Walk-in clinic” (58.1%), “More specialists” (48.0%), and “More primary care providers” (43.0%).
7. Survey respondents indicated an interest in the following classes or programs: “Weight loss” (34.4%), “Women’s health” (33.8%), “Fitness” (32.5%), “Health and wellness” (28.1%), and “Health insurance education (Medicare/Medicaid/Private)” (27.5%).
8. 23.4% of survey respondents indicated they delayed or did not receive needed healthcare services; reasons for delay included “Preferred provider unavailable” (22.0%), “Too long to wait for an appointment” (19.5%), and “It cost too much” (17.1%).
9. 14.3% of respondents indicated they had experienced periods of at least three consecutive months in the past three years where they felt depressed on most days. Of which 7.7% stated that they were unaware of available mental health services, while 3.8% shared that they were not able to access mental health services.
10. 6.5% of respondents indicated that they had no physical activity over the past month.
11. 33.9% of survey respondents shared a desire for expanded cancer care services.
12. 23.7% of survey respondents stated that they are not aware of programs that help people pay for healthcare expenses.
13. Focus group participants were interested in a community-wide approach to addressing mental and behavioral health challenges.

14. Secondary data scan revealed that 40.7% of adolescents 13-17 years of age in Fergus County were up-to-date with the Human Papillomavirus (HPV) vaccination compared to 54.4% for Montana.
15. 8.2% of survey respondents indicated that they had difficulty getting a prescription or taking their medication regularly in the last year.
16. 6.6% of survey respondents shared that during the last year, they worried they would not have enough food to eat.

### ***Needs Unable to Address***

*(See page 30 for additional information)*

1. Affordable housing: 30.1% of survey respondents indicated that "Affordable housing" was an important component for a healthy community. Key informant interview and focus group participants discussed a desire for improved and affordable senior housing options locally.

## 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 11). For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section, which begins on page 16.

### Goal 1: Expand access to mental and behavioral health services through Central Montana Medical Center.

**Strategy 1.1:** Develop workforce and protocols to support CMMC’s mental and behavioral health activities.

- 1.1.1. Continue to monitor the need and explore the feasibility of additional staff positions (i.e., social worker, licensed addiction counselor, etc.). Partner locally to increase psychiatric care availability (i.e., outpatient, telemedicine, emergency, etc.).
- 1.1.2. Evaluate the current total number of Medication Assisted Treatment (MAT) trained professionals. Continue to expand the number of MAT trained providers in clinic and emergency department (ED).
- 1.1.3. Continue to train and equip CMMC staff of all levels with the tools and knowledge so they are prepared to adequately respond to behavioral health patients (i.e., presenting in crisis, resources, routine care, etc.).

**Strategy 1.2:** Support local community efforts that address behavioral health needs in the CMMC service area.

- 1.2.1. Engage with the Local Advisory Committee (LAC) to develop strategies that address mental and behavioral health needs in the service area.
- 1.2.2. Facilitate the community-wide law enforcement taskforce aimed at addressing behavioral health concerns in the community and hospital setting and ensuring proper case management and triage.
- 1.2.3. Expand outreach efforts to educate community on available behavioral health resources (i.e., schools, public health, etc.).
- 1.2.4. Evaluate the care management resources internally and work with community health partners to develop a more effective community-wide case management system.

**Goal 2: Increase access to healthcare services at Central Montana Medical Center.****Strategy 2.1:** Increase access to primary care services through CMMC.

- 2.1.1. Explore the implementation of standard provider schedules and online scheduling capabilities. Review provider scheduling and explore greater distribution of CMMC's access model across all days of the week (particularly Monday and Fridays).
- 2.1.2. Enhance access to primary care services by implementing the ability to schedule a clinic visit online.
- 2.1.3. Create additional outreach and awareness opportunities around accessing primary care services (i.e., same-day care, etc.).
- 2.1.4. Continue to explore the feasibility of offering outreach clinic services throughout CMMC's service area.
- 2.1.5. Redesign registration, scheduling processes, and upgrade current phone system to allow community members more efficient access to services.
- 2.1.6. Continue to host community low-cost lab screenings, occupational health and wellness screenings, and explore re-implementing a community-wide health fair.

**Strategy 2.2:** Increase access to specialty care services through CMMC.

- 2.2.1. Create community education and outreach opportunities on available CMMC specialty services, schedule, and how to make an appointment (i.e., visiting specialist calendar, etc.).
- 2.2.2. Continue to monitor the needs of the service area and explore the feasibility of expanding specialty care services.
- 2.2.3. Design, build, and open a comprehensive cancer center to improve Central Montana's access to necessary oncology services.
- 2.2.4. Expand occupational medicine services to the broader community and local employers.

**Strategy 2.3:** Adopt a patient centered billing experience.

- 2.3.1. Hire a financial navigator to assist patients (i.e., billing process, financial assistance, insurance deliver good faith estimates, price transparency, etc.).
- 2.3.2. Conduct a comprehensive review of all charges to ensure pricing accuracy and consistency.

- 2.3.3.** Create greater clarity and improve timeliness around patient statements and standardizing the billing process (i.e., simplifying language, etc.). Explore the addition of an online bill payment option and creation of a model for point of service cash collections.

### **Goal 3: Improve the health and wellness of Central Montana.**

**Strategy 3.1:** Enhance health and wellness education and outreach through CMMC.

- 3.1.1.** Continue to explore offering additional health education classes and programs that promote prevention, health, and chronic disease management (i.e., immunizations available, medication management, food insecurity, community welfare services, COPD, parenting, financial education, stress management, etc.).
- 3.1.2.** Continue to support physical health and healthy behaviors in the CMMC service area (i.e., community fun runs, community outreach, sponsoring various events, etc.).
- 3.1.3.** Continue to assist local support groups (i.e., dementia support, caregivers support, cancer, etc.).

**Implementation Plan Grid**

**Goal 1:** Expand access to mental and behavioral health services through Central Montana Medical Center.

**Strategy 1.1:** Develop workforce and protocols to support CMMC’s mental and behavioral health activities.

| Activities  | Responsibility                     | Timeline         | Final Approval | Partners   | Potential Barriers                  |
|---|------------------------------------|------------------|----------------|--|-------------------------------------|
| 1.1.1. Continue to monitor the need and explore the feasibility of additional staff positions (i.e., social worker, licensed addiction counselor, etc.). Partner locally to increase psychiatric care availability (i.e., outpatient, telemedicine, emergency, etc.). | Director of Physician Services     | Ongoing          | Executive Team | Billings Clinic, local partners (OneHealth, SCL) | Financial and workforce limitations |
| 1.1.2. Evaluate the current total number of Medication Assisted Treatment (MAT) trained professionals. Continue to expand the number of MAT trained providers in clinic and emergency department (ED).  | Director of Physician Services/CNO | 3rd quarter 2023 | Executive Team | Billings Clinic, external vendors as appropriate | Financial and resource limitations  |
| 1.1.3. Continue to train and equip CMMC staff of all levels with the tools and knowledge so they are prepared to adequately respond to behavioral health patients (i.e., presenting in crisis, resources, routine care, etc.).  | CNO                                | Ongoing          | Executive Team | Billings Clinic, external vendors as appropriate | Financial and workforce limitations |



**Needs Being Addressed by this Strategy:**

- 1. Top health concerns among survey respondents included “Alcohol/substance abuse” (53.5%), “Cancer” (42.2%), “Overweight/obesity” (35.7%), and “Depression/anxiety” (20.0%).
- 9. 14.3% of respondents indicated they had experienced periods of at least three consecutive months in the past three years where they felt depressed on most days. Of which 7.7% stated that they were unaware of available mental health services, while 3.8% shared that they were not able to access mental health services.
- 13. Focus group participants were interested in a community-wide approach to addressing mental and behavioral health challenges.

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

- Increase access to mental health services
- Service, policy, and resource development
- Decrease societal stigma associated with mental illness and substance use disorders
- Strengthen community partnerships
- Build community capacity

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

- Monitor number of Behavioral Health Referrals (external, ED, and Clinic).
- Monitor number of patients utilizing Behavioral Health services (includes Psych NP panel, LCSW panel, and CCM enrolled patients).
- Track number of MAT and Safety training opportunities provided to CMMC staff.

**Measure of Success:** CMMC expands behavioral health workforce and thus services and resources available in Fergus County.

**Goal 1:** Expand access to mental and behavioral health services through Central Montana Medical Center.

**Strategy 1.2:** Support local community efforts that address behavioral health needs in the CMMC service area.

| Activities  | Responsibility                 | Timeline            | Final Approval | Partners   | Potential Barriers                           |
|---|--------------------------------|---------------------|----------------|--|--|
| 1.2.1. Engage with the Local Advisory Committee (LAC) to develop strategies that address mental and behavioral health needs in the service area.  | Director of Physician Services | Ongoing<br>Annually | Executive Team | Community health care organizations, groups and facilities; Public Health, LAC       | Resource limitations<br>Scheduling conflicts |
| 1.2.2. Facilitate the community-wide law enforcement taskforce aimed at addressing behavioral health concerns in the community and hospital setting and ensuring proper case management and triage. | CEO                            | As needed           | Executive Team | Public defender, City attorney, Mental Health Center, Local law enforcement agencies | Resource limitations<br>Scheduling conflicts |
| 1.2.3. Expand outreach efforts to educate community on available behavioral health resources (i.e., schools, public health, etc.).  | Director of Physician Services | Ongoing             | Executive Team | Community health care organizations, groups and facilities; Public Health, Schools   | Resource limitations<br>Scheduling conflicts |

|  |                                       |                |                       |   |                             |
|--|---------------------------------------|----------------|-----------------------|---|-----------------------------|
| <p>1.2.4. Evaluate the care management resources internally and work with community health partners to develop a more effective community-wide case management system.</p> | <p>Director of Physician Services</p> | <p>Ongoing</p> | <p>Executive Team</p> | <p>Community health care organizations, groups and facilities; Public Health; Billings Clinic</p> | <p>Resource limitations</p> |
|--|---------------------------------------|----------------|-----------------------|---|-----------------------------|

**Needs Being Addressed by this Strategy:**

- 1. Top health concerns among survey respondents included “Alcohol/substance abuse” (53.5%), “Cancer” (42.2%), “Overweight/obesity” (35.7%), and “Depression/anxiety” (20.0%).
- 3. 30.4% of respondents rated their knowledge of health services available through Central Montana Medical Center as fair or poor.
- 4. Survey respondents indicated they learn about available health services through “Friends/family” (56.5%), “Healthcare provider” (54.3%), and “Word of mouth/reputation” (47.3%).
- 9. 14.3% of respondents indicated they had experienced periods of at least three consecutive months in the past three years where they felt depressed on most days. Of which 7.7% stated that they were unaware of available mental health services, while 3.8% shared that they were not able to access mental health services.
- 13. Focus group participants were interested in a community-wide approach to addressing mental and behavioral health challenges.

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

- Increase access to behavioral health resources
- Strengthen community partnerships
- Build community capacity
- Increased community knowledge of resources

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

- Track engagement with the LAC
- Track number of community-wide taskforce meetings and participants.
- Track number of and engagement with outreach opportunities
- Track progress towards developing a community-wide case management system.

**Measure of Success:** CMMC continues to explore and expand behavioral health opportunities.

**Goal 2:** Increase access to healthcare services at Central Montana Medical Center.

**Strategy 2.1:** Increase access to primary care services through CMMC.

| Activities   | Responsibility                     | Timeline         | Final Approval | Partners  | Potential Barriers                           |
|--|------------------------------------|------------------|----------------|---|--|
| 2.1.1. Explore the implementation of standard provider schedules and online scheduling capabilities. Review provider scheduling and explore greater distribution of CMMC’s access model across all days of the week (particularly Monday and Fridays). | Director of Physician Services     | 4th quarter 2022 | Executive Team | Billings Clinic and applicable external vendors             | Financial and workforce limitations          |
| 2.1.2. Enhance access to primary care services by implementing the ability to schedule a clinic visit online.  | Director of Physician Services     | 2023             | Executive Team | Billings Clinic and applicable external vendors             | Financial limitations                        |
| 2.1.3. Create additional outreach and awareness opportunities around accessing primary care services (i.e., same-day care, etc.).  | Director of Physician Services     | Ongoing          | Executive Team | Local media outlets   | Financial resource and workforce limitations |
| 2.1.4. Continue to explore the feasibility of offering outreach clinic services throughout CMMC’s service area.  | Director of Physician Services     | Ongoing Annually | Executive Team | Other community health care organizations & Billings Clinic | Financial and workforce limitations          |
| 2.1.5. Redesign registration, scheduling processes, and upgrade current phone system to allow community members more efficient access to services.   | Director of Physician Services/COO | 2nd Quarter 2023 | Executive Team | Billings Clinic   | Financial and resource limitations           |

|   |                                    |                  |                |   |                   |
|---|------------------------------------|------------------|----------------|---|-------------------|
| 2.1.6. Continue to host community low-cost lab screenings, occupational health and wellness screenings, and explore re-implementing a community-wide health fair. | Director of Physician Services/COO | Ongoing annually | Executive Team | Other community health care organizations, groups and facilities; Public Health | Limited resources |
|---|------------------------------------|------------------|----------------|---|-------------------|

**Needs Being Addressed by this Strategy:**

- 2. Survey respondents indicated that “Access to healthcare and other services” (52.2%) is the top component for a healthy community.
- 3. 30.4% of respondents rated their knowledge of health services available through Central Montana Medical Center as fair or poor.
- 4. Survey respondents indicated they learn about available health services through “Friends/family” (56.5%), “Healthcare provider” (54.3%), and “Word of mouth/reputation” (47.3%).
- 6. Top suggestions to improve the community’s access to healthcare among survey respondents included “Walk-in clinic” (58.1%), “More specialists” (48.0%), and “More primary care providers” (43.0%).
- 8. 23.4% of survey respondents indicated they delayed or did not receive needed healthcare services; reasons for delay included “Preferred provider unavailable” (22.0%), “Too long to wait for an appointment” (19.5%), and “It cost too much” (17.1%).

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

- Increase access to primary care services
- Increased community knowledge of services
- Improved health outcomes
- Service, policy, and resources development
- Improve access to high quality, coordinated care
- Enhance community’s knowledge of health and wellness resources
- Reduce disease burden
- Empower community to make healthful lifestyle choices

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

- Track progress towards implementation of standard provider schedules and online schedule capabilities.
- Track progress of offering outreach clinic services throughout the service area.
- Track number of community low-cost lab screening and occupational health and wellness screening opportunities.
- Track progress towards re-implementing community-wide health fair.
- Patient panels as a measure or # patients scheduled in a given amount of time.

**Measure of Success:** CMMC providing increased access to primary care services and increasing number of patients served.

**Goal 2:** Increase access to healthcare services at Central Montana Medical Center.

**Strategy 2.2:** Increase access to specialty care services through CMMC.

| Activities  | Responsibility                 | Timeline                     | Final Approval | Partners  | Potential Barriers  |
|---|--------------------------------|------------------------------|----------------|---|---|
| 2.2.1. Create community education and outreach opportunities on available CMMC specialty services, schedule, and how to make an appointment (i.e., visiting specialist calendar, etc.). | Director of Physician Services | 4 <sup>th</sup> quarter 2023 | Executive Team | Other community groups and facilities; Public Health; Media outlets | Financial limitations<br>Scheduling conflicts<br>Resource limitations |
| 2.2.2. Continue to monitor the needs of the service area and explore the feasibility of expanding specialty care services.  | Director of Physician Services | Ongoing                      | Executive Team | Billings Clinic, Great Falls Clinic, Benefis, St. Vincent’s         | Financial limitations<br>Scheduling conflicts<br>Resource limitations |
| 2.2.3. Design, build, and open a comprehensive cancer center to improve Central Montana’s access to necessary oncology services.  | CEO/CNO                        | 4 <sup>th</sup> quarter 2024 | Executive Team | Helmsley Trust; Billings Clinic, Cancer Center Advisory Committee   | Financial limitations<br>Resource limitations                         |



|   |                                       |                         |                       |                       |                             |
|---|---------------------------------------|-------------------------|-----------------------|-----------------------|-----------------------------|
| <p>2.2.4. Expand occupational medicine services to the broader community and local employers.</p>   | <p>Director of Physician Services</p> | <p>1st Quarter 2024</p> | <p>Executive Team</p> | <p>Area Employers</p> | <p>Resource limitations</p> |
| <p><b>Needs Being Addressed by this Strategy:</b></p> <ul style="list-style-type: none"> <li>▪ 1. Top health concerns among survey respondents included “Alcohol/substance abuse” (53.5%), “Cancer” (42.2%), “Overweight/obesity” (35.7%), and “Depression/anxiety” (20.0%).</li> <li>▪ 2. Survey respondents indicated that “Access to healthcare and other services” (52.2%) is the top component for a healthy community.</li> <li>▪ 3. 30.4% of respondents rated their knowledge of health services available through Central Montana Medical Center as fair or poor.</li> <li>▪ 4. Survey respondents indicated they learn about available health services through “Friends/family” (56.5%), “Healthcare provider” (54.3%), and “Word of mouth/reputation” (47.3%).</li> <li>▪ 6. Top suggestions to improve the community’s access to healthcare among survey respondents included “Walk-in clinic” (58.1%), “More specialists” (48.0%), and “More primary care providers” (43.0%).</li> <li>▪ 11. 33.9% of survey respondents shared a desire for expanded cancer care services.</li> </ul> |                                       |                         |                       |                       |                             |
| <p><b>Anticipated Impact(s) of these Activities:</b></p> <ul style="list-style-type: none"> <li>▪ Increase access to specialty care services</li> <li>▪ Increased community knowledge of services</li> <li>▪ Improved health outcomes</li> </ul>  |                                       |                         |                       |                       |                             |
| <p><b>Plan to Evaluate Anticipated Impact(s) of these Activities:</b></p> <ul style="list-style-type: none"> <li>▪ Compare Market data for number of oncology patients staying local for cancer care</li> <li>▪ Track number of specialists and their specialty compared to past years</li> <li>▪ List of documented avenues of public awareness of specialty care at CMMC (ex: website, community calendar)</li> <li>▪ Track community education and outreach campaigns conducted</li> </ul>   |                                       |                         |                       |                       |                             |
| <p><b>Measure of Success:</b> CMMC offers expanded specialty services available including oncology.</p>   |                                       |                         |                       |                       |                             |

**Goal 2:** Increase access to healthcare services at Central Montana Medical Center.

**Strategy 2.3:** Adopt a patient centered billing experience.

| Activities  | Responsibility | Timeline                              | Final Approval | Partners                                  | Potential Barriers                              |
|---|----------------|---------------------------------------|----------------|---|---|
| 2.3.1. Hire a financial navigator to assist patients (i.e., billing, financial assistance, insurance, deliver good faith estimates, price transparency, etc.).  | CFO            | 4 <sup>th</sup> quarter 2022          | Executive Team | Billings Clinic, Interstate bank, payers  | Financial & workforce limitations               |
| 2.3.2. Conduct a comprehensive review of all charges to ensure pricing accuracy and consistency.  | CFO            | 4 <sup>th</sup> quarter 2022/ ongoing | Executive Team | Billings Clinic; Outside Consultant, PARA | Resource limitations                            |
| 2.3.3. Create greater clarity and improve timeliness around patient statements and standardizing the billing process (i.e., simplifying language, etc.). Explore the addition of an online bill payment option and creation of a model for point of service cash collections. | CFO            | Ongoing                               | Executive Team | Billings Clinic                           | Resource, technology, and financial limitations |

**Needs Being Addressed by this Strategy:**

- 2. Survey respondents indicated that “Access to healthcare and other services” (52.2%) is the top component for a healthy community.
- 3. 30.4% of respondents rated their knowledge of health services available through Central Montana Medical Center as fair or poor.
- 4. Survey respondents indicated they learn about available health services through “Friends/family” (56.5%), “Healthcare provider” (54.3%), and “Word of mouth/reputation” (47.3%).
- 7. Survey respondents indicated an interest in the following classes or programs: “Weight loss” (34.4%), “Women’s health” (33.8%), “Fitness” (32.5%), “Health and wellness” (28.1%), and “Health insurance education (Medicare/Medicaid/Private) (27.5%).
- 8. 23.4% of survey respondents indicated they delayed or did not receive needed healthcare services; reasons for delay included “Preferred provider unavailable” (22.0%), “Too long to wait for an appointment” (19.5%), and “It cost too much” (17.1%).
- 12. 23.7% of survey respondents stated that they are not aware of programs that help people pay for healthcare expenses.

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

- Reduce Accounts Receivable days
- Increased community knowledge of resources
- Increased patient satisfaction
- Service, policy, and resources development

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

- Number of billing site hits (pre/post launch)
- Increased number of covered patients/financial applications
- Increased revenue cycle functionality
- Increase in community awareness and understanding
- Number of new patient education resources on website

**Measure of Success:** CMMC will see an increase in patient satisfaction and reduced billing complaints.

**Goal 3:** Improve the health and wellness of Central Montana.

**Strategy 3.1:** Enhance health and wellness education and outreach through CMMC.

| Activities   | Responsibility                     | Timeline         | Final Approval | Partners  | Potential Barriers  |
|--|------------------------------------|------------------|----------------|-----------|---|
| 3.1.1. Continue to explore offering additional health education classes and programs that promote prevention, health, and chronic disease management (i.e., immunizations available, medication management, food insecurity, community welfare services, COPD, parenting, financial education, stress management, etc.). | Director of Physician Services     | 3rd Quarter 2024 | Executive Team | Community | Resource limitations<br>Financial limitations                         |
| 3.1.2. Continue to support physical health and healthy behaviors in the CMMC service area (i.e., community fun runs, community outreach, sponsoring various events, etc.).   | CEO                                | Ongoing          | Executive Team | Community | Resource limitations<br>Financial limitations<br>Scheduling conflicts |
| 3.1.3. Continue to assist local support groups (i.e., dementia support, caregivers support, cancer, etc.).   | Director of Physician Services/CNO | Ongoing Annually | Executive Team | Community | Scheduling conflicts<br>Resource limitations                          |

**Needs Being Addressed by this Strategy:**

- 1. Top health concerns among survey respondents included “Alcohol/substance abuse” (53.5%), “Cancer” (42.2%), “Overweight/obesity” (35.7%), and “Depression/anxiety” (20.0%).
- 2. Survey respondents indicated that “Access to healthcare and other services” (52.2%) is the top component for a healthy community.
- 5. Focus group participants identified a need for more health education and an awareness of healthy lifestyle choices.
- 7. Survey respondents indicated an interest in the following classes or programs: “Weight loss” (34.4%), “Women’s health” (33.8%), “Fitness” (32.5%), “Health and wellness” (28.1%), and “Health insurance education (Medicare/Medicaid/Private) (27.5%).
- 10. 6.5% of respondents indicated that they had no physical activity over the past month.
- 14. Secondary data scan revealed that 40.7% of adolescents 13-17 years of age in Fergus County were up-to-date with the Human Papillomavirus (HPV) vaccination compared to 54.4% for Montana.
- 15. 8.2% of survey respondents indicated that they had difficulty getting a prescription or taking their medication regularly in the last year.
- 16. 6.6% of survey respondents shared that during the last year, they worried they would not have enough food to eat.

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

- Strengthen community partnerships
- Increased community knowledge of resources
- Enhance community’s knowledge of health and wellness resources
- Reduce disease burden
- Empower community to make healthful lifestyle choices

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

- Number of community partner meetings
- Number of community partners participating
- Development and dissemination of resource

**Measure of Success:** In partnership with community stakeholders, a catalog of resources developed, and an implementation plan created.

**Needs Not Addressed and Justification**

| Identified health needs unable to address by Central Montana Medical Center   | Rationale   |
|---|---|
| <p>1. Affordable housing: 30.1% of survey respondents indicated that "Affordable housing" was an important component for a healthy community. Key informant interview and focus group participants discussed a desire for improved and affordable senior housing options locally.</p> | <p>Housing affordability is a challenging issue to tackle alone. As time allows in the future, Central Montana Medical Center would be open to engaging with community partners to in discussions related to housing affordability and accessibility.</p> |

## 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 ([cmmc.health/resources/reports](http://cmmc.health/resources/reports)) 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 **August 2, 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 Central Montana Medical Center Community Benefit Strategic Plan can be submitted to the Community Relations Manager at CMMC:

CMMC Community Relations  
Central Montana Medical Center  
408 Wendell Avenue  
Lewistown, MT 59457

Contact Central Montana Medical Center’s Community Relations Manager at 406-535-1444 or [sprater@cmmccares.com](mailto:sprater@cmmccares.com) with questions.

***[Please remove the following statement and the disclaimer in the footer once the planning document is finalized]***

***\*Please note that you will need to include 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 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