

IMPLEMENTATION PLAN

Addressing Community Health Needs

Northeast Montana Health Services ~ Wolf Point & Poplar, Montana

1

Disclaimer: The Montana Office of Rural Health 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.

The Implementation Planning Process

The implementation planning committee – comprised of Northeast Montana Health Services (NEMHS) leadership team and board members – participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through a Community health needs assessment (CHNA) process.

A community health needs assessment was performed in the summer of 2016 to determine the most important health needs and opportunities for NEMHS service area. “Needs” were identified as the top issues or opportunities rated by respondents during the CHNA survey process or during focus groups (see page 9 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.nemhs.net/images/pdf/chna-survey-2016.pdf>).

The implementation planning committee identified the most important health needs to be addressed by reviewing the CHNA, secondary data, community demographics, and input from representatives representing the broad interest of the community, including those with public health expertise (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 NEMHS’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 Healthcare Services
2. Health and Wellness
3. Access to Physical Therapy Services

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

NEMHS's Existing Presence in the Community

- NEMHS sponsored a 1 and 5 K run or walk Color Run. The Color Run had over 200 participants.
- NEMHS is hosting an Emergency Medical Technician Class starting Sept. 2016. The class is free of charge and provides approximately 200 hours of classroom, hands-on training and clinical time.
- NEMHS sponsors a REACH program for high school students interested in exploring health careers.
- NEMHS sponsors regular health education presentations by EMS personnel.
- NEMHS volunteers time at the local rodeo and provides educational materials.
- NEMHS hosted the Montana state-wide disaster drills.
- NEMHS with emergency service organizations hosted a mock dramatization of the effects of texting while driving for Wolf Point Schools.
- NEMHS sponsored "Pink Night" at a local community event to honor victims of cancer.
- NEMHS sponsors various BBQs and other community events.
- NEMHS provided approximately \$70K in loan repayment funds for nursing staff.

Roosevelt County Indicators

Low Income Persons

- 17.8% of persons are below the federal poverty level

Uninsured Persons

- 21.5% of adults less than age 65 are uninsured
- Data is not available by county for uninsured children less than age 18

Leading Causes of Death: Primary and Chronic Diseases

- Heart Disease
- Cancer
- Unintentional Injuries

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

Elderly Populations

- 10% of Roosevelt County's Population is 65 years and older

Size of County and Remoteness

- 10,089 people in Roosevelt County
- 4.3 people per square mile

Nearest Major Hospital

- Trinity Health in Minot, North Dakota – 220 miles from Northeast Montana Health Services
- Although Trinity Health is the closest facility, NEMHS refers a majority of its patients to Billings Clinic, which is 329 miles away.

Needs Identified and Prioritized

Prioritized Needs to Address

1. Top three most important components of a healthy community: 'Healthy behaviors and lifestyles' (54.6%) and 'Access to healthcare and other services' (47.1%), "Strong family life" (38.8%).
2. 38.8% of respondents indicated they or a member of their household delayed or did not get needed healthcare services.
3. Top three reasons for delaying or not receiving care: 'Too long to wait for an appointment' (43.2%), 'It costs too much' (42%), and 'Could not get an appointment' (33%).
4. Focus group participants identified the "healthcare workforce shortage" to be a major health issue or concern.
5. Majority of respondents rated their community as 'Unhealthy' (44.7%); 35% felt it is 'Somewhat healthy' and 14.5% feel the community is 'Very unhealthy.'
6. 35% of respondents indicated they have at least 20 minutes of exercise 1-2 times a month or less.
7. Top three health concerns: 'Alcohol/substance abuse' (96.5%), 'Child abuse/neglect' and 'Diabetes' (47.1% each).
8. 27.3% of respondents reported they experienced periods of depression for at least three months.
9. Focus group participants identified mental health to be a major issue or concern for the community.
10. Focus group participants identified the lack of substance abuse services and drug and alcohol abuse as a concern.
11. Focus group participants identified chronic diseases such as diabetes, obesity and heart disease, to be a top community health issue.
12. Diabetes prevalence in Roosevelt is 12.9% compared to 6.2% in Montana and 8.3% nationally.
13. Survey respondents indicated the most interested in dental services, physical therapy, MRI, and dermatology services being made available locally.
14. Focus group participants identified Physical Therapy as a service needed that is not currently available 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 9). For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section, which begins on page 14.

Goal 1: Improve access to healthcare services in NEMHS service area.

Strategy 1.1: Enhance workforce development outreach through pipeline programs.

Activities:

- Partner with Miles City Community College and Fort Peck Community College in development of nursing programs that serve Northeastern Montana.
- Participate as a site for nursing student clinical rotations.
- Partner with North Eastern Montana AHEC to host a REACH camp annually for local youth interested in exploring health careers.
- Continue partnership with WWAMI (Regional Medical School) to provide clinical rotations for medical students.
- Provide loan repayment opportunities for staff interested in pursuing LPT, LPN, and Med Tech certifications.
- Provide EMT classes free of charge to community.

Strategy 1.2: Expand workforce recruitment efforts.

Activities:

- Attend various recruitment fairs, conferences, residency program “meet and greets” to educate potential employees about NEMHS.
- Recruit primary care providers (2 MDs) to improve access to care and services.
- Recruit allied health professionals (2 FTE) to improve access to care and services.

Goal 3: Improve access to physical therapy services in Roosevelt County.

Strategy 3.1: Enhance physical therapy services available through NEMHS.

Activities:

- Conduct feasibility study for development of physical therapy services at NEMHS- assess funding needs and potential barriers.
- Investigate staffing model needed.
- Conduct assessment to determine best location and space needs.
- Explore visiting PT services through partnership with regional providers (Glendive or Glasgow).

Anticipated Impact(s) of these Activities:

- Increased community awareness of health services available through NEMHS.

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

- Track number of students participating and completing EMT class.
- Track number of staff receiving loan repayment.
- Track number of student rotations/shadow opportunities with MSU through MUA program.

Measure of Success: First cohort of FPCC/MCCC Nursing students participate in a clinical rotation at NEMHS by June 2017.

Recruitment of physician and allied health providers by January 2019.

Recruitment of professional staff is ongoing

Goal 1: Improve access to healthcare services in NEMHS service area.

Strategy 1.3: Improve access to mental health services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Identify local mental health programs and stakeholders; catalogue available resources.	CEO	February 2017	CEO	UM, HP/DP, Spotted Bull Outpatient Treatment Center, Eastern MT Mental Health Services	Resource limitations
Convene meeting with local community mental health providers and organizations.	CEO	February 2017	CEO	UM, HP/DP, Spotted Bull Outpatient Treatment Center, Eastern MT Mental Health Services	Resource limitations, scheduling conflicts
Develop/update mental health resource list for NEMHS staff.	CEO	April 2017	CEO		Resource limitations
Educate NEMHS staff on new resource.	Nursing Administration	April 2017	CEO		Resource limitations
Develop/update community mental health resource list and post on website.	CEO/Marketing	April 2017	CEO		Resource limitations
Explore expanding mental health services through Avera Health utilizing telemedicine.	CEO	June 2017	CEO	Avera Health	Resource limitations, financial limitations

Needs Being Addressed by this Strategy:

- #1: Top three most important components of a healthy community: 'Healthy behaviors and lifestyles' (54.6%) and 'Access to healthcare and other services' (47.1%), "Strong family life" (38.8%).
- #7: Top three health concerns: 'Alcohol/substance abuse' (96.5%), 'Child abuse/neglect' and 'Diabetes' (47.1% each).
- #8: 27.3% of respondents reported they experienced periods of depression for at least three months.
- #9: Focus group participants identified mental health to be a major issue or concern for the community.
- #10: Focus group participants identified the lack of substance abuse services and drug and alcohol abuse as a concern.

Goal 1.3 Continued on next page

Goal 2: Improve community health and wellness in Roosevelt County.

Strategy 2.1: Increase health and wellness opportunities and resources for NEMHS staff.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
A NEMHS staff committee will work with FFCC wellness program staff and trainers to assist in the development of an employee wellness program. Outcomes selected would be measurable such as HgA1C, HDL levels, BMI levels, blood pressure. Employees who are successful would have a reduction in either their healthcare premium, deductible or co-pay. The goal would be to have 50% of employees with these health care concerns participate in the Plan the first year, increasing by 10% each year until every NEMHS employee is involved. Depending on program success and feasibility, the wellness plan could be extended to NEMHS family members.	HR	March 2017	CEO/Board	FPCC Kari Sansaver	Resource limitations, financial limitations
Develop marketing plan to inform and engage NEMHS staff in wellness program/events.	Marketing	May 2017	CEO/Board	HR	Resource limitations
Explore employee benefit expansion to improve employee access to health and wellness opportunities through a partnership with fitness centers or gym at local community college.	HR	August 2017	CEO/Board	FPCC, Montana Health Network	Resource/ insurance plan/ financial limitations

Needs Being Addressed by this Strategy:

- #1: Top three most important components of a healthy community: 'Healthy behaviors and lifestyles' (54.6%) and 'Access to healthcare and other services' (47.1%), "Strong family life" (38.8%).
- #5: Majority of respondents rated their community as 'Unhealthy' (44.7%); 35% felt it is 'Somewhat healthy' and 14.5% feel the community is 'Very unhealthy.'
- #6: 35% of respondents indicated they have at least 20 minutes of exercise 1-2 times a month or less.
- #7: Top three health concerns: 'Alcohol/substance abuse' (96.5%), 'Child abuse/neglect' and 'Diabetes' (47.1% each).
- #11: Focus group participants identified chronic diseases such as diabetes, obesity and heart disease, to be a top community health issue.
- #12: Diabetes prevalence in Roosevelt is 12.9% compared to 6.2% in Montana and 8.3% nationally.

Goal 2.1 Continued on next page

Goal 2: Improve community health and wellness in Roosevelt County.

Strategy 2.2: Improve access to health and wellness opportunities for NEMHS community.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Sponsor/hold community health event(s) (i.e. Color Run, Mud Run).	NEMHS Staff	Annually, June	CEO		Resource/financial/scheduling conflicts
Explore community sponsors/funders/partners for community event(s).	NEMHS Staff	On-going	CEO		Resource limitations
Explore other opportunities for community wellness events (ex. Relay for Life).	NEMHS Staff	On-going	CEO		Resource limitations
Develop marketing materials for events.	Marketing	On-going	CEO		Resource/ financial limitations
Develop marketing strategy to promote events.	Marketing	On-going	CEO		Resource limitations

Needs Being Addressed by this Strategy:

- #1: Top three most important components of a healthy community: 'Healthy behaviors and lifestyles' (54.6%) and 'Access to healthcare and other services' (47.1%), "Strong family life" (38.8%).
- #5: Majority of respondents rated their community as 'Unhealthy' (44.7%); 35% felt it is 'Somewhat healthy' and 14.5% feel the community is 'Very unhealthy.'
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- #11: Focus group participants identified chronic diseases such as diabetes, obesity and heart disease, to be a top community health issue.
- #12: Diabetes prevalence in Roosevelt is 12.9% compared to 6.2% in Montana and 8.3% nationally.

Anticipated Impact(s) of these Activities:

- Improved community health outcomes.
- Improved access to health and wellness opportunities.
- Increase in community's knowledge of community health resources.

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

- Track community health and wellness events offered.
- Track community partner/sponsor support for community event(s).
- Track total community participants in community event(s).

Measure of Success: One community health event will be held with at least 20 participants.

Needs Not Addressed and Justification

Identified health needs unable to address by Northeast Montana Health Services	Rationale
<p>1. 38.8% of survey respondents identified “Strong family life” as a top component of a healthy community. 47.1% identified “Child abuse/neglect” as a top health concern. Focus group participants also expressed concern related to crime and safe neighborhoods and safe walking trails/paths.</p>	<ul style="list-style-type: none"> • NEMHS currently works with/refers patients to the local Tribal sponsored Family Resources Center and Child Protective Services. At this point, no further resources are available locally.
<p>2. 42% of survey respondents delayed or did not receive needed medical services was because “it costs too much.”</p>	<ul style="list-style-type: none"> • NEMHS currently offers a sliding fee schedule and Charity Care programs to assist patients within the 200% poverty guidelines. Aging services has a representative available at NEMHS to provide assistance with the Insurance Exchange and both Indian Health and NEMHS have representatives available to assist with Medicaid applications.
<p>3. Survey respondents indicated a desire for better access to dental services. Additionally, focus group participants also identified dental services as a needed health service.</p>	<ul style="list-style-type: none"> • HP/DP provides dental services for those tribal community members. Recruiting additional dental provider(s) would not be feasible for NEMHS due to financial, staffing, and logistical barriers.
<p>4. MRI and Dermatology were two specialty services identified as a needed service by survey respondents</p>	<ul style="list-style-type: none"> • NEMHS has been working on expanding both MRI and dermatology services. MRI has proven to be too resource and staff intensive for our facility at this time. Additionally, dermatology via telemedicine has been attempted but thus far we have been unsuccessful in securing a dermatologist provide services.

Northeast Montana Health Services (NEMHS)

September 22, 2016

RESOLUTION to APPROVE COMMUNITY HEALTH NEEDS IMPLEMENTATION PLAN

WHEREAS THE BOARD of NEMHS approved of and oversaw the implementation of a Community Health Needs Assessment for the purpose of improving community health status and meeting Internal Revenue Service mandates enacted through the Patient Protection and Affordable Care Act;

NOW THEREFORE BE IT RESOLVED that the Board of NEMHS does hereby adopt this resolution to accept the Community Health Needs Implementation Plan presented on this day to address the following prioritized community health needs:

- Access to healthcare services
- Health and wellness
- Access to Physical Therapy services

Upon vote taken, the following voted:

For:

Against:

WHEREUPON said RESOLUTION was declared duly passed and adopted this 22nd day of Sept. 2016.
Month/Year

Sharon Bravard
Board Chair

Attest: Whitney Matthews
Board Secretary