

*2013 Community Benefit*  
**IMPLEMENTATION PLAN** ↙

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*Addressing Community Health Needs*

***Northeast Montana Health Services ~ Wolf Point & Poplar, Montana***

***Approved by the Governing Board of Directors***

***May 30, 2013***

Table of Contents

*The Implementation Planning Process*..... 4

*Executive Summary*..... 6

*List of Available Community and Facility Resources to Address Needs*..... 10

*Needs Identified and Prioritized*..... 11

*Prioritized Needs to Address (Based on CHSD Process)*..... 11

*Needs Unable to Address*..... 13

*Implementation Plan Grid*..... 14

*Needs Not Addressed and Justification*..... 26

*Dissemination of Needs Assessment*..... 27

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

**Northeast Montana Health Services' Vision:**

To gain the support of the communities we serve, which will enable us to be the people's first choice in health care.

**Northeast Montana Health Services' Mission:**

Dedication to the care and improvement of human life. In recognition of this commitment, we strive to deliver high-quality, progressive, cost-effective health care to the communities that we serve.

**Northeast Montana Health Services' Values:**

In pursuit of our mission, we believe the following value statements are essential and timeless:

- *We recognize* and affirm the unique and intrinsic worth of each individual.
- *We treat* all those we serve with compassion, respect and kindness.
- *We act* with absolute honesty, integrity, and fairness in the way we conduct our business and uphold principles.
- *We trust* our colleagues as valuable members of our health care team and pledge to treat one another with loyalty, respect and dignity.

**Implementation Planning Session Attendees:**

- Peg Norgaard – CEO, North East Montana Health Services
- Sharon Bravard – Board member, North East Montana Health Services
- Tom Ault – Board member, North East Montana Health Services
- Shane Gibson – Board member, North East Montana Health Services
- R.J. Doornek – Board member, North East Montana Health Services
- Dallas O'Connor – Board member, North East Montana Health Services
- Michelle Isle – Board member, North East Montana Health Services

**Goal 2:** Provide sufficient health services to the Wolf Point and Poplar communities in order to prevent community members from having to travel long distances for healthcare services.

**Strategy 2.1:** Recruit healthcare professionals to provide seamless access to care after current providers retire.

**Activities:**

- Develop a succession plan for current providers
- Recruit a Family Practitioner who can provide obstetrics care and perform caesarean sections, as well as an Internal Medicine specialist
- Explore the possibility of temporary housing for healthcare professionals

**Strategy 2.2:** Explore specialty services which can be offered to the Wolf Point and Poplar communities.

**Activities:**

- Explore adding dermatology services as a service offered at NEMHS via telemedicine or on-site consultation
- Explore adding podiatry as a service offered at NEMHS via telemedicine or on-site consultation
- Continue providing telepsychiatric services to address mental health needs in the community

**Strategy 2.3:** Provide healthcare education opportunities to encourage students to pursue healthcare careers in their local community.

**Activities:**

- Continue to offer REACH camps via the Eastern Montana Area Health Education Center
- Host a Healthcare Career Day at the high school
- Continue building relationships with current medical students in the WWAMI program through mentoring
- Provide mentoring to Nurse Practitioner and Midwifery students

**Strategy 4.3:** Host a health fair in order to promote hospital services and service offerings related to chronic disease.

**Activities:**

- Organize general logistics for the health fair (i.e. date, location, etc.)
- Ask department heads of hospital services to host booths at the health fair
- Partner with community-based agencies/organizations to host/sponsor booths at the health fair
- Organize activities and materials to be included in the health fair
- Advertise the health fair to the public
- Offer information/booths at the health fair regarding chronic disease (heart disease, cancer, diabetes), mental health, obesity, and alcohol/substance abuse
- Evaluate the number of people who participated in the health fair

**Strategy 4.4:** Establish a cardiac and pulmonary rehabilitation facility to address chronic disease and increase health and wellness options for the community.

**Activities:**

- Assess start-up fees required for the facility
- Partner with Billings Clinic for technical assistance associated with the start-up process
- Create an employee wellness program and provide incentives
- Establish a wellness program and facility that will be available to the community

**Measure of Success:** Wolf Point and Poplar community members report increased access, awareness, and satisfaction regarding services provided by Northeast Montana Health Services and its affiliates.

## Needs Identified and Prioritized

### *Prioritized Needs to Address (Based on CHSD Process)*

1. The three most important things for a healthy community: Access to healthcare and other services (53.6%), Healthy behaviors and lifestyles (49.3%), or Strong family life (38.9%).
2. 35.7% of respondents indicated that they or a member of their household delayed getting health care services when they needed them. The top three reasons cited were: Too long to wait for an appointment (48%), It costs too much (35%), or Could not get an appointment (30%).
3. Focus group participants indicated they have experienced long waits before receiving healthcare services.
4. Focus group participants identified a need for recruitment of healthcare professionals.
5. Survey respondents and focus group participants indicated a need for more specialists.
6. Respondents identified a need for specialists, women's health, imaging services, mental health services, and health and wellness.
7. A significant percentage of respondents (20%) stated there were periods of at least three consecutive months in the past three years where they felt depressed on most days.
8. The top three health concerns were: Alcohol abuse/substance abuse (91.4%), Diabetes (52.9%), and Overweight/Obesity (32.5%).
9. Focus group participants expressed a desire for education/information on various health issues such as diabetes, substance abuse, STIs, and suicide prevention).
10. Focus group participants indicated a need for more opportunities for increased physical activity such as walking paths, a fitness center, or wellness programs.
11. Leading causes of death in Roosevelt County are 1) Heart Disease, 2) Cancer, 3) Unintentional Injuries.

*Disclaimer: The National Rural Health Resource Center and 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.*

- Unintentional Injuries (*External cause of injury often by, but not limited to, drowning, fall, fire/burn, motor vehicle/traffic-related, other transportation-related, poisoning, and suffocation.*)

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

Public Health Consultation [Sue Snitcker, Public Health Nurse – June 19, 2012]

- Lack of Prenatal Health

Percent of Population Age 65 and older – 10%

Size of County and Remoteness – 10,089 in Roosevelt County; Population Density: 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 in Minot, North Dakota is the closest facility, NEMHS refers the majority of its patients to Billings Clinic, which is 329 miles away.

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

*(See page 25 for additional information)*

1. Respondents identified a need for dental care.
2. Focus group participants indicated a need to address housing concerns for community members, physical therapy, and more nutrition education.
3. Focus group participants as well as a representative of the senior population indicated that there is a need for more services specific to seniors such as hospice, respite care, and home health.
4. A significant percentage of respondents indicated that they were not aware (28.6%) or were unsure (11.4%) of programs that help people pay for health care bills.
5. Focus group participants and survey respondents indicated a need for an MRI.

**Goal 1:** Decrease delays to clinic services for Wolf Point/Poplar community members in order to improve access to healthcare.

**Strategy 1.2:** Restructure scheduling and patient communication procedures to enhance patient experience associated with Riverside Clinic (RC) and Listerud Family Clinic (LFC).

**Health Issue Addressed:** Wolf Point and Poplar are rural communities in northeast Montana that experience limited access to health resources and timely access to primary care. A significant number of survey respondents indicated they had experienced delays in healthcare delivery.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Perform workforce analysis to ensure staff are qualified for their positions</li> </ul>	Human Resources	October 2013	CEO	None	RC & LFC
<ul style="list-style-type: none"> <li>Train clerical staff on procedures to schedule appropriate need-based appointments</li> </ul>	Clinical Director	October 2013	CEO	None	RC & LFC
<ul style="list-style-type: none"> <li>Pre-load patient information prior to appointments</li> </ul>	Reception	April 2014	Clinical Director	None	RC & LFC

**Needs Being Addressed by this Strategy:**

- #1: The three most important things for a healthy community: Access to healthcare and other services (53.6%), Healthy behaviors and lifestyles (49.3%), or Strong family life (38.9%)
- #2: 35.7% of respondents indicated that they or a member of their household delayed getting health care services when they needed them. The top three reasons cited were: Too long to wait for an appointment (48%), It costs too much (35%), or Could not get an appointment (30%)
- #3: Focus group participants indicated they have experienced long waits before receiving healthcare services

**Measure of Success:** Clinics create/distribute a customer service survey in four phases over a 6-month period through Custom Survey Solutions in order to determine whether updated training protocols have improved patient satisfaction.



**Goal 2:** Provide sufficient health services to the Wolf Point and Poplar communities in order to prevent community members from having to travel long distances for healthcare services.

**Strategy 2.1:** Recruit healthcare professionals to provide seamless access to care after current providers retire.

**Health Issue Addressed:** Wolf Point and Poplar are rural communities in northeast Montana that experience limited access to health resources and timely access to primary care. A significant number of survey respondents indicated they had experienced delays in healthcare delivery. The Wolf Point and Poplar communities continue to face difficulties recruiting and retaining healthcare professionals.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Develop a succession plan for current providers</li> </ul>	CEO	July 2014	Board	None	NEMHS
<ul style="list-style-type: none"> <li>Recruit a Family Practitioner who can provide obstetrics care and perform caesarean sections, as well as an Internal Medicine specialist</li> </ul>	CEO	April 2015	Board	MORH, AHEC, Montana Health Network, 3RNet	LFC & RC
<ul style="list-style-type: none"> <li>Explore the possibility of temporary housing for healthcare professionals</li> </ul>	CEO	April 2015	Board	Fort Peck Tribe, Poplar Public Schools	NEMHS

**Needs Being Addressed by this Strategy:**

- # 1: The three most important things for a healthy community: Access to healthcare and other services (53.6%), Healthy behaviors and lifestyles (49.3%), or Strong family life (38.9%)
- #2: 35.7% of respondents indicated that they or a member of their household delayed getting health care services when they needed them. The top three reasons cited were: Too long to wait for an appointment (48%), It costs too much (35%), or Could not get an appointment (30%)
- #3: Focus group participants indicated they have experienced long waits before receiving healthcare services
- #4: Focus group participants identified a need for recruitment of healthcare professionals
- #5: Survey respondents and focus group participants indicated a need for more specialists
- #6: Respondents identified a need for specialists, women's health, imaging services, mental health services, and health and wellness

**Measure of Success:** Recruit for and hire an additional provider by April 2015.

**Goal 2:** Provide sufficient health services to the Wolf Point and Poplar communities in order to prevent community members from having to travel long distances for healthcare services.

**Strategy 2.3:** Provide healthcare education opportunities to encourage students to pursue healthcare careers in their local community.

**Health Issue Addressed:** Wolf Point and Poplar are rural communities in northeast Montana that experience limited access to health resources and timely access to primary care. A significant number of survey respondents indicated they had experienced delays in healthcare delivery. The Wolf Point and Poplar communities continue to face difficulties recruiting and retaining healthcare professionals.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Continue to offer REACH camps via the Eastern Montana Area Health Education Center</li> </ul>	Director of Education	Ongoing	CEO	Eastern Montana AHEC	REACH camp materials, NEMHS
<ul style="list-style-type: none"> <li>Host a Healthcare Career Day at the high school</li> </ul>	Director of Education/ Marketing	October 2014	CEO	Wolf Point & Poplar School Districts	Wolf Point and Poplar High Schools
<ul style="list-style-type: none"> <li>Continue building relationships with current medical students in the WWAMI program through mentoring</li> </ul>	Chief of Medical Staff/ CEO	Ongoing	Board	WWAMI, Montana Connections, AHEC Recruitment Program	LFC
<ul style="list-style-type: none"> <li>Provide mentoring to Nurse Practitioner and Midwifery students</li> </ul>	Chief of Medical Staff/ Medical Staff	September 2015	Board	Partners?	RC

**Needs Being Addressed by this Strategy:**

- # 1: The three most important things for a healthy community: Access to healthcare and other services (53.6%), Healthy behaviors and lifestyles (49.3%), or Strong family life (38.9%)
- #2: 35.7% of respondents indicated that they or a member of their household delayed getting health care services when they needed them. The top three reasons cited were: Too long to wait for an appointment (48%), It costs too much (35%), or Could not get an appointment (30%)
- #3: Focus group participants indicated they have experienced long waits before receiving healthcare services
- #4: Focus group participants identified a need for recruitment of healthcare professionals
- #5: Survey respondents and focus group participants indicated a need for more specialists
- #6: Respondents identified a need for specialists, women’s health, imaging services, mental health services, and health and wellness

**Goal 4:** Increase awareness and education of services related to chronic disease.

**Strategy 4.1:** Assess resources related to chronic disease that already exist in the community.

**Health Issue Addressed:** Two of the leading causes of death in Roosevelt County are Heart Disease and Cancer. The chronic disease burden of heart attacks in Roosevelt County is 5% as compared to Montana's 4.1%. The burden of all sites cancer in the eastern region of Montana (472.3) is reflective of the entire state's rate (455.5). The prevalence of Diabetes in the county is 12.9% which is double the rate of diabetes in the state of Montana (6.2%). The diabetes-related mortality in Roosevelt County is a major concern at 74.1 as compared to Montana (27.1) and the United States (21.8).

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>• Create a comprehensive list of services available related to chronic disease and publish the listing in a newsletter and/or on the NEMHS website</li> </ul>	Marketing	September 2013	CEO	None	NEMHS, newsletter, website
<ul style="list-style-type: none"> <li>• Advertise/publicize services provided by NEMHS in the newspaper and on the radio</li> </ul>	Marketing	September 2013	CEO	Wolf Point Herald, The Journal, The Poplar Shopper, KVCK	NEMHS

**Needs Being Addressed by this Strategy:**

- #1: The three most important things for a healthy community: Access to healthcare and other services (53.6%), Healthy behaviors and lifestyles (49.3%), or Strong family life (38.9%)
- #6: Respondents identified a need for specialists, women's health, imaging services, mental health services, and health and wellness
- #8: The top three health concerns were: Alcohol abuse/substance abuse (91.4%), Diabetes (52.9%), and Overweight/Obesity (32.5%)
- #9: Focus group participants expressed a desire for education/information on various health issues such as diabetes, substance abuse, STIs, and suicide prevention)
- #11: Leading causes of death in Roosevelt County are 1) Heart Disease, 2) Cancer, 3) Unintentional Injuries

**Measure of Success:** Expand awareness of resources by publishing the list of community resources related to chronic disease in the local newspapers and on the radio as listed above.

Goal 4: Increase awareness and education of services related to chronic disease.	Strategy 4.3: Host a health fair in order to promote hospital services and service offerings related to chronic disease.	Health Issue Addressed: Two of the leading causes of death in Roosevelt County are Heart Disease and Cancer. The chronic disease burden of heart attacks in Roosevelt County is 5% as compared to Montana's 4.1%. The burden of all sites cancer in the eastern region of Montana (472.3) is reflective of the entire state's rate (455.5). The prevalence of Diabetes in the county is 12.9% which is double the rate of diabetes in the state of Montana (6.2%). The diabetes-related mortality in Roosevelt County is a major concern at 74.1 as compared to Montana (27.1) and the United States (21.8).	Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Organize general logistics for the health fair (i.e. date, location, etc.)</li> </ul>	Marketing/ Education Director	February 2014	CEO	None	NEMHS			
<ul style="list-style-type: none"> <li>Ask department heads of hospital services to host booths at the health fair</li> </ul>	Marketing/ Education Director	February 2014	CEO	None	NEMHS			
<ul style="list-style-type: none"> <li>Partner with community-based agencies/organizations to host/sponsor booths at the health fair</li> </ul>	Marketing/ Education Director	February 2014	CEO	Local/State Agencies (i.e. Indian Health Services, Fort Peck Community College, Spotted Bull Treatment Center, Tobacco Coalition, Fort Peck Tribe, etc.)	NEMHS			
<ul style="list-style-type: none"> <li>Organize activities and materials to be included in the health fair</li> </ul>	Marketing/ Education Director	February 2014	CEO	AHRQ, MORH, AHEC, NAPA, MFHN	NEMHS, AHRQ, MORH, AHEC, NAPA, MFHN			
<ul style="list-style-type: none"> <li>Advertise the health fair to the public</li> </ul>	Marketing/ Education Director	Spring 2014	CEO	Wolf Point Herald, The Journal, The Poplar Shopper, KVCK	NEMHS			

**Goal 4:** Increase awareness and education of services related to chronic disease.

**Strategy 4.4:** Establish a cardiac and pulmonary rehabilitation facility to address chronic disease and increase health and wellness options for the community.

**Health Issue Addressed:** Two of the leading causes of death in Roosevelt County are Heart Disease and Cancer. The chronic disease burden of heart attacks in Roosevelt County is 5% as compared to Montana's 4.1%. The burden of all sites cancer in the eastern region of Montana (472.3) is reflective of the entire state's rate (455.5). The prevalence of Diabetes in the county is 12.9% which is double the rate of diabetes in the state of Montana (6.2%). The diabetes-related mortality in Roosevelt County is a major concern at 74.1 as compared to Montana (27.1) and the United States (21.8).

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Assess start-up fees required for the facility</li> </ul>	CEO	April 2014	Board	None	NEMHS
<ul style="list-style-type: none"> <li>Partner with Billings Clinic for technical assistance associated with the start-up process</li> </ul>	CEO	May 2014	Board	Billings Clinic	NEMHS
<ul style="list-style-type: none"> <li>Create an employee wellness program and provide incentives</li> </ul>	CEO/HR	April 2015	CEO	NAPA & AHRQ	NEMHS, NAPA, AHRQ
<ul style="list-style-type: none"> <li>Establish a wellness program and facility that will be available to the community</li> </ul>	CEO/HR	April 2015	CEO	NAPA	NEMHS, NAPA

**Needs Being Addressed by this Strategy:**

- #1: The three most important things for a healthy community: Access to healthcare and other services (53.6%), Healthy behaviors and lifestyles (49.3%), or Strong family life (38.9%)
- #6: Respondents identified a need for specialists, women's health, imaging services, mental health services, and health and wellness
- #8: The top three health concerns were: Alcohol abuse/substance abuse (91.4%), Diabetes (52.9%), and Overweight/Obesity (32.5%)
- #9: Focus group participants expressed a desire for education/information on various health issues such as diabetes, substance abuse, STIs, and suicide prevention)
- #10: Focus group participants indicated a need for more opportunities for increased physical activity such as walking paths, a fitness center, or wellness programs.
- #11: Leading causes of death in Roosevelt County are 1) Heart Disease, 2) Cancer, 3) Unintentional Injuries

**Measure of Success:** NEMHS provides a cardiac/pulmonary rehab facility and develops a wellness program available to employees and community members by April 2015.

### Dissemination of Needs Assessment

Northeast Montana Health Services disseminated the CHSD Community Health Needs Assessment and Implementation Plan by posting both documents conspicuously on the hospital's website ([www.nemontanahealthservices.intuitwebsites.com](http://www.nemontanahealthservices.intuitwebsites.com)) as well as at both the Wolf Point and Poplar libraries. NEMHS also provided a hard copy of the needs assessment and implementation plan at the facility should community members request to view the Community Health Needs Assessment or the Implementation Plan.

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

Furthermore, Board members of Northeast Montana Health Services will be directed to the hospital's website to view the assessment results. Northeast Montana Health Services' Board members approved and adopted the plan on **May 30, 2013**. Board members are encouraged to familiarize themselves with the CHSD report and implementation plan so they can publically promote Northeast Montana Health Services' plan to influence the community in a beneficial manner.

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

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