

IMPLEMENTATION PLAN

Addressing Community Health Needs



Poplar – Wolf Point, Montana

2022-2025

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Disclaimer: The Montana Office of Rural Health strongly encourages 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 Northeast Montana Health Services' (NEMHS) 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 Roosevelt 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 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 (<https://www.nemhs.net/>).

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 8 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 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 Education and awareness of services**

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In addressing the aforementioned issues, NEMHS seeks to:

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

Facility Mission: NEMHS is committed to Improving the Quality of Human Life in our Community

Facility Vision: Our vision is to be the first choice in healthcare

Facility Values:

- **We treat** everyone with compassion, dignity, and respect.
- **We act** with absolute honesty and fairness in the way we conduct our business.
- **We trust** our colleagues as valuable members of our healthcare team.

Implementation Planning Committee Members:

- Peg Norgaard, CEO- Northeast Montana Health Services (NEMHS)
- Felicia Fallsdown, Administrative Assistant- NEMHS

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. NEMHS's Existing Presence in the Community -

- Taken from previous IP plan – update as necessary:
- NEMHS sponsored a 1 and 5 K run or walk Color Run.
- NEMHS provides CNA classes to community.
- NEMHS hosts a REACH program for high school students interested in exploring health careers.
- NEMHS with emergency service organizations provides EMS support for local sporting events
- NEMHS EMS sponsored an EMS Bash as a fundraiser to offset ambulance replacement costs.
- NEMHS EMS sponsored a Halloween safety event.
- NEMHS provides CPR to Law Enforcement and Emergency Response personnel.
- NEMHS sponsors a "Tough Enough to Wear Pink" campaign at the Wolf Point Stampede each year to raise Breast Cancer awareness.
- NEMHS provides medical nursing services on site to Roosevelt County Correctional Facility.
- NEMHS Community "Consequences" (impaired driving/distracted awareness in association with the Wolf Point School District.
- EMS placed a "Distracted Awareness" (texting) billboard as a part of NEMHS's Trauma Awareness.
- NEMHS provides volunteer support to local events such as BB tournaments, Wild West Days, and Wolf Point Stampede
- Mentoring site for clinical rotations for FNP's, MT's, RT's, PA-C's, WAMII medical students and CNM's.

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

- List organizations of existing and potential partnerships. Please update list as appropriate:
- Billings Clinic
- Indian Health Services (IHS)
- Fort Peck Tribes Health Promotion / Disease Prevention Wellness Program (HP/DP)
- Spotted Bull Outpatient Treatment Center
- Eastern Montana Area Health Education Center (AHEC)
- Montana Connections/AHEC Recruitment program
- WWAMI (Regional Medical School)
- Wolf Point and Poplar School Districts
- Montana Office of Rural Health
- Eastern Montana Telemedicine Network (EMTN)
- Eastern Montana Mental Health Services (EMMHS)
- Montana Health Network (MHN)
- Fort Peck Community College
- 3RNet
- University of Montana (UM)
- Montana State University (MSU) and MSU B
- Miles City Community College
- Montana Hospital Association (MHA)
- HealthLife App- Electronic health portal
- Montana Department of Health and Human Services (DPHHS)
- Roosevelt County Health Department
- Local Emergency Preparedness Coalition

3. Roosevelt County Indicators

Population Demographics

- 41.1% of Roosevelt County's population white, and 62.7% is American Indian or Alaska Native
- 11.9% of Roosevelt County's population has disability status
- 11.1% of Roosevelt County's population is 65 years and older
- 8.8% of Roosevelt County's population has Veteran status
- 12.4% of Roosevelt County's population has No High School as their highest degree attained; 31.6% have High School Degrees.

Size of County and Remoteness

- 11,175 people in Roosevelt County
- 4.7 people per square mile

Socioeconomic Measures

- 34.3% of children live in poverty
- 28.3% of persons are below the federal poverty level
- 26% of adults (age<65) are uninsured; 12% of children less than age 18, are uninsured
- 17.3% of the population is enrolled in Medicaid

Select Health Measures

- 39% of adults are considered obese
- 30% of the adult population report physical inactivity
- 38% of adults living in frontier Montana report two or more chronic conditions
- Montana's suicide rate (per 100,000 population) is 23.9 compared to 13.9 for the U.S.

Nearest Major Hospital

- In State: Billings Clinic, MT – 307 miles
- Out of State: CHI St. Alexius Health in Williston, ND – 75 miles

4. Public Health and Underserved Populations Consultation Summaries

Public and Community Health

- There is high emergency room utilization
- Problems in the community include mental health, diabetes, drug and alcohol abuse, and obesity.
- We would like to see more dentists brought to the area.
- There isn't a great deal of privacy in the emergency room as rooms are only separated by curtains, lack of confidentiality.
- It would really help if the pharmacy could stay open past 5 pm, most people don't get off work until then.

Population: Low-Income, Underinsured

- Many people get confused with statements and the hospitals third party billing system.

Population: Seniors

- We are fortunate to have the nursing home in our community but, there is a need for home health services.

Population: Youth

- We are seeing an increasing drug problem in the community (particularly meth). We are seeing this problem in both our youth and adult populations.

Needs Identified and Prioritized

Prioritized Needs to Address

1. Survey respondents reported the top two components to a healthy community are: healthy behaviors and lifestyles and access to health care and other services.
2. Survey respondents identified dental care, traveling specialists, and therapy/counseling services as the most desired local healthcare services.
3. 20% of survey respondents rated their knowledge of NEMHS services as “Fair” or “Poor”.
4. 46.5% of survey respondents indicated there was a time they or a family member did not get or delayed needed healthcare services in the past three years.
5. Top reported reasons for not getting or delaying needed healthcare services were too long to wait for an appointment, could not get an appointment, and it costs too much.
6. 50.8% of survey respondents rated the general health of their community as “Unhealthy”.
7. 25.4% of respondents reported they had physical activity of at least 20 minutes 3-5 times per month or less; secondary data analysis shows 30% of county residents report physical inactivity.
8. 39% of adults in the county are considered obese
9. Roosevelt County adults report higher rates of smoking when compared to the state (31% to 19% respectively).
10. Roosevelt County has a higher prevalence of diabetes when compared to the state.
11. Roosevelt County has higher rates for suicide than the state.
12. Roosevelt County adults report higher rates of poor mental health days when compared to the state (5.2 to 3.9 respectively).
13. Top health concerns reported by survey respondents were: Alcohol and substance abuse, Child abuse/neglect, diabetes, and mental health issues.
14. 31% of survey respondents reported experiencing periods of at least three consecutive months where they felt depressed on most days.
15. Key informant interviewees felt high emergency room utilization, mental health, diabetes, drug and alcohol abuse, and obesity were top concerns for the community.

Needs Unable to Address

(See page 19 for additional information)

1. Dental and therapy services were identified as high areas of concern in both survey and key informant data.
2. 14% of respondents said that medication costs had prohibited them from getting or taking their prescriptions regularly.
3. Dental services were identified as needed services not currently available- for both adults and children.
4. 28.3% of adults in Roosevelt County are below the poverty level; 26% of adults are uninsured.
5. The percentage of smoking during pregnancy in Roosevelt County is 30.7% compared to 16.5% for the state.
6. Roosevelt County has a rate of 2159.2 per 100,000 people with sexually transmitted diseases compared to 551.6 for the state.

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 13.

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

Strategy 1.1: Increase access to primary care services at NEMHS.

- 1.1.1. Provide local nurse training opportunities and partner with community college in Fort Belknap to host nursing clinic site rotations for students.
- 1.1.2. Continue to offer and explore expanding internal pain management services with on staff CRNA.
- 1.1.3. Attempt to recruit primary care physicians and a physical therapist. Assess the feasibility of expanding occupational therapy services (hours and/or additional staff).
- 1.1.4. Aim to recruit a nurse practitioner to address the increased number of pain management patients.

Strategy 1.2: Increase access to specialty care services at NEMHS.

- 1.2.1. Bringing in podiatry (once a month for 2 or 3 days at both Wolf Point and Poplar sites).
- 1.2.2. Explore increasing the hours of mental health telemedicine.
- 1.2.3. Expanding physical therapy services to include pelvic floor training. Also explore offering aquatic therapy sessions.
- 1.2.4. Explore the feasibility of implementing a cardiac rehab program.
- 1.2.5. Conduct a feasibility study regarding HIPAA compliance in the E.R.

Goal 2: Enhance the knowledge of services and resources provided by NEMHS.**Strategy 2.1: Expand education and outreach efforts to improve awareness of available services at NEMHS.**

- 2.1.1. Continued outreach via radio and social media outlets (Facebook, Instagram, website). Continue to place health education materials in site waiting rooms and health education kiosks in exam rooms. Improve awareness of sleep studies conducted by the facility.
- 2.1.2. Continue to host the EMS bash at the legion club to promote hospital and EMS services.
- 2.1.3. Increase community awareness of EMS services via billboard posted outside of Wolf Point.
- 2.1.4. Continue to host the annual health fair and golf tournament.
- 2.1.5. Partner with regional organizations to support student interests in healthcare careers.

Implementation Plan Grid

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

Strategy 1.1: Increase access to primary care services at NEMHS.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
1.1.1. Provide local nurse training opportunities and partner with community college in Fort Belknap to host nursing clinic site rotations for students.	Elaine Long, DON All ADONs	2025	Elaine Long, DON Montana Health Network	Montana Health Network (MHN)	Expectations of the ADONs, Possible masters prepared instructor, inability to provide inpatient subspecialty modalities (such as pediatrics)
1.1.2. Continue to offer and explore expanding internal pain management services with on staff CRNA.	CRNA	Ongoing	CRNA	NEMHS	Lack of referrals
1.1.3. Attempt to recruit primary care physicians and a physical therapist. Assess the feasibility of expanding occupational therapy services (hours and/or additional staff).	Roger Fisher, COO and Katie Haynie	2025	Roger Fisher, COO	Physician and specialty recruitment firms, Wolf Point, Poplar, Vida School Districts	Geographic location
1.1.4. Aim to recruit a nurse practitioner to address the increased number of pain management patients.	Roger Fisher, COO or CEO	2023	Roger Fisher, COO or CEO	Synergy, independent recruitment	Geographic location, pain management experience

Needs Being Addressed by this Strategy:

1. Survey respondents reported the top two components to a healthy community are: healthy behaviors and lifestyles and access to health care and other services.

2. Survey respondents identified dental care, traveling specialists, and therapy/counseling services as the most desired local healthcare services.
3. 20% of survey respondents rated their knowledge of NEMHS services as “Fair” or “Poor”.
4. 46.5% of survey respondents indicated there was a time they or a family member did not get or delayed needed healthcare services in the past three years.
5. Top reported reasons for not getting or delaying needed healthcare services were too long to wait for an appointment, could not get an appointment, and it costs too much.
6. 50.8% of survey respondents rated the general health of their community as “Unhealthy”.

Anticipated Impact(s) of these Activities:

- Affiliation with a school of Nursing, Robust pain management clinic, recruitment of a family physician and a physical therapist. Contract with school districts for occupational therapy (OT). Nurse Practitioner to assume chronic pain management patients.

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

- Employee contracts and contractual arrangements with school districts.

Measure of Success: Successful recruitment of physician and physical therapist.

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

Strategy 1.2: Increase access to specialty care services at NEMHS.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
1.2.1. Bringing in podiatry (once a month for 2 or 3 days at both Wolf Point and Poplar sites).	Lauri Handy, VP of clinical services	2023	Lauri Handy, VP of clinical services	Billings Clinic and NEMHS	Billings Clinic delay in building and setting up a new service within Cerner
1.2.2. Explore increasing the hours of mental health telemedicine.	Lauri Handy, VP of clinical services	2025	Lauri Handy, VP of clinical services	Mind-Body Wellness, LLC Possible independent Mental Health staffing	Mental health staffing
1.2.3. Expanding physical therapy services to include pelvic floor training. Also exploring offering aquatic therapy sessions.	Bethany Legere	2024	Bethany Legere	Educational trainers	Loss of PT staff
1.2.4. Explore the feasibility of implementing a cardiac rehab program.	CEO and CFO	2025	Governing Board	Billings Clinic, Holy Rosary (Miles City)	Regulations of building expansion that is attached to the hospital, ability to maintain physician.
1.2.5. Conduct a feasibility study regarding HIPAA compliance in the E.R.	Scott Nefzger, VP of Support Services	2023	Scott Nefzger, VP of Support Services	Sletton Construction, ACE Architects	Financial

Needs Being Addressed by this Strategy:

1. Survey respondents reported the top two components to a healthy community are: healthy behaviors and lifestyles and access to health care and other services.
2. Survey respondents identified dental care, traveling specialists, and therapy/counseling services as the most desired local healthcare

services.

- 6. 50.8% of survey respondents rated the general health of their community as “Unhealthy”.
- 12. Roosevelt County adults report higher rates of poor mental health days when compared to the state (5.2 to 3.9 respectively).
- 13. Top health concerns reported by survey respondents were: Alcohol and substance abuse, Child abuse/neglect, diabetes, and mental health issues.
- 14. 31% of survey respondents reported experiencing periods of at least three consecutive months where they felt depressed on most days.
- 15. Key informant interviewees felt high emergency room utilization, mental health, diabetes, drug and alcohol abuse, and obesity were top concerns for the community.

Anticipated Impact(s) of these Activities:

- Recruit a visiting Podiatrist with surgery.

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

- We would have increased Mental Health Services via Telemedicine 6 hours a day/ 4 days a week, Physical Therapy (PT) certified in Pelvic floor training, Certified Cardiac Rehab department.

Measure of Success: Podiatrist on site two days a week monthly. Mental Health hours have increased, certification in pelvic floor, certified cardiac rehab, completed plans with cost estimates for ER renovation. We would have increased Mental Health Services via Telemedicine 6 hours a day/ 4 days a week, PT certified in Pelvic floor, Certified Cardiac Rehab department.

Goal 2: Enhance the knowledge of services and resources provided by NEMHS.

Strategy 2.1: Expand education and outreach efforts to improve awareness of available services at NEMHS.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
2.1.1. Continued outreach via radio and social media outlets (Facebook, Instagram, website). Continue to place health education materials in site waiting rooms and health education kiosks in exam rooms. Improve awareness of sleep studies conducted by the facility.	Stuart Connor, VP of Information & Technology Marketing director	2022	Stuart Connor, VP of Information & Technology	Social media applications	Staffing
2.1.2. Continue to host the EMS bash at the legion club to promote hospital and EMS services.	Nonette Brown, VP of Ancillary Services	Ongoing	Nonette Brown, VP of Ancillary Services	NEMHS Charitable Foundation, philanthropic donations	Financial, lack of venue, lack of volunteers
2.1.3. Increase community awareness of EMS services via billboard posted outside of Wolf Point.	Nonette Brown, VP of Ancillary Services	2023	Nonette Brown, VP of Ancillary Services	Montana Department of Transportation (MDT)	Lack of available billboards
2.1.4. Continue to host the annual health fair and golf tournament.	Stuart Connor, VP of Information & Technology , Charitable Foundation Director, Marketing Director	Ongoing	Stuart Connor, VP of Information & Technology	Airport Golf Club, Healthcare vendors, sponsors	Sponsors
2.1.5. Partner with regional organizations to support student interests in healthcare	Elaine Long, DON	Ongoing	Director of Education	Area school districts,	Staffing

careers.	Director of Education			MORH/AHEC, Montana Health Network	
<p>Needs Being Addressed by this Strategy:</p> <ol style="list-style-type: none"> 1. Survey respondents reported the top two components to a healthy community are: healthy behaviors and lifestyles and access to health care and other services. 3. 20% of survey respondents rated their knowledge of NEMHS services as “Fair” or “Poor”. 7. 25.4% of respondents reported they had physical activity of at least 20 minutes 3-5 times per month or less; secondary data analysis shows 30% of county residents report physical inactivity. 8. 39% of adults in the county are considered obese 9. Roosevelt County adults report higher rates of smoking when compared to the state (31% to 19% respectively). 10. Roosevelt County has a higher prevalence of diabetes when compared to the state. 11. Roosevelt County has higher rates for suicide than the state. 15. Key informant interviewees felt high emergency room utilization, mental health, diabetes, drug and alcohol abuse, and obesity were top concerns for the community. 					
<p>Anticipated Impact(s) of these Activities:</p> <ul style="list-style-type: none"> ▪ A focused Market plan of NEMHS services, continuation of REACH program, continuation of each bullet. 					
<p>Plan to Evaluate Anticipated Impact(s) of these Activities:</p> <ul style="list-style-type: none"> ▪ An increased knowledge and awareness of available services at NEMHS, through local discussion and next community assessment. 					
<p>Measure of Success: Continued program expansion is noted.</p>					

Needs Not Addressed and Justification

Identified health needs unable to address by NEMHS	Rationale
1. Dental and therapy services were identified as high areas of concern in both survey and key informant data.	<ul style="list-style-type: none"> These services are available to Tribal members through Indian Health Services and Health Promotion Disease Prevention. There is also a private, local dentist. Providing dental services is beyond the scope of NEMHS services at this time.
2. 14% of respondents said that medication costs had prohibited them from getting or taking their prescriptions regularly.	<ul style="list-style-type: none"> Tribal members can get their medications through Indian Health Services free of charge. The copay for the medications is decided by of the Insurance Company of the patient and there are a couple factors for each prescription. (Deductible, Price of medication, etc.)
3. Dental services were identified as needed services not currently available- for both adults and children.	<ul style="list-style-type: none"> These services are available to Tribal members through Indian Health Services and Health Promotion Disease Prevention. There is also a private, local dentist. Providing dental services is beyond the scope of NEMHS services at this time.
4. 28.3% of adults in Roosevelt County are below the poverty level; 26% of adults are uninsured.	<ul style="list-style-type: none"> TSHIP (Tribal Sponsored Health Insurance Program) is available to all members who are underinsured, or not insured. NEMHS has a sliding-fee scale through our Riverside Family Clinic and Listerud Rural Health Clinic.
5. The percentage of smoking during pregnancy in Roosevelt County is 30.7% compared to 16.5% for the state.	<ul style="list-style-type: none"> This issue is being addressed by NEMHS and Indian Health Services. It is an ongoing issue and education is provided for every patient.
6. Roosevelt County has a rate of 2159.2 per 100,000 people with sexually transmitted diseases compared to 551.6 for the state.	<ul style="list-style-type: none"> Sexually transmitted diseases are traditionally high within Roosevelt County and the Reservation. Some steps have been taken to address this issue; Indian Health Services has implemented a needle exchange to help fight STD crisis.

Dissemination of Needs Assessment

Northeast Montana Health Services “NEMHS” disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website (<https://www.nemhs.net/>) as well as having copies available at the facility should community members request to view the community health needs assessment or the implementation planning documents.

The Steering Committee, which was formed specifically as a result of the CHSD [Community Health Services Development] process to introduce the community to the assessment process, will be informed of the implementation plan to see the value of their input and time in the CHSD process as well as how NEMHS is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Roosevelt County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of NEMHS will be directed to the hospital’s website to view the complete assessment results and the implementation plan. NEMHS board members approved and adopted the plan on **September 29, 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 Northeast Montana Health Services Community Benefit Strategic Plan can be submitted to:

Administration
Northeast Montana Health Services, Inc.
315 Knapp St
Wolf Point, Montana 59255

Please reach out to Administration at 406-768-6100 or ffallsdown@nemhs.net with any questions.