

# IMPLEMENTATION PLAN

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*Addressing Community Health Needs*

*Stillwater Billings Clinic ~ Columbus, Montana*

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## The Implementation Planning Process

The hospital CEO and executive team for Stillwater Billings Clinic (SBC) took part in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities brought up by their community during the Community Health Services Development (CHSD) Process, a community health assessment. Stillwater Billings Clinic conducted the CHSD in conjunction with the Montana Office of Rural Health (MORH). Through CHSD, the facility conducted a random sample community health survey and a series of focus groups. CHSD also utilized secondary data from the Montana Department of Health and Human Services and MORH. Stillwater Billings Clinic and MORH staff determined the community served through a market share analysis that highlighted the zip codes from which a majority of community members came to receive care from the facility, as well as internal discussions to determine specific populations which needed to be included in focus groups (i.e. low-income, minority, etc.). MORH staff also provided an intensive review of secondary health data from the Montana Department of Health and Human Services and other reported health data sets. Due to the large geographic size and low population density, obtaining reliable and localized health status indicators for rural communities continues to be a challenge in Montana. As a result, many standard health indices (i.e. chronic disease burden and behavioral health indices) require regional reporting, which may not necessarily reflect the most accurate data for Stillwater County.

The implementation planning process started with identifying needs and opportunities to be addressed. The needs and opportunities identified in this report are taken from Stillwater Billings Clinic's CHSD Report. CHSD brought forth issues and opportunities utilizing a survey, focus groups, secondary data, demographics, and input from public and "special populations" representatives (please refer to the CHSD report for more information on consultations). "Need" was identified as the top three issues or opportunities rated by respondents for each question on the survey or in the focus groups (see page 10 for a list of "Needs Identified and Prioritized"). The rest of the responses are included in the CHSD report, which is available by request from Stillwater Billings Clinic. Some questions that were asked on the community assessment survey are not shown under "Needs Identified and Prioritized" because they are considered background or behavior-related information such as demographics or service utilization rates.

The implementation planning process began with Stillwater Billings Clinic's CEO and other lead staff members. The participants reviewed the identified issues and opportunities discovered in the CHSD report and then determined which issues or opportunities could be addressed considering Stillwater Billings Clinic's parameters of resources and limitations. The executive team declared overarching topics that could be addressed through the implementation planning process considering said parameters. Then, the executive team worked together to prioritize these three topics to address ten issues and opportunities using the additional parameters of: organizational vision, mission, values, relevant mandates, and community partners.

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.

**Stillwater Billings Clinic's Mission:**

Focused, Quality Healthcare

**Stillwater Billings Clinic's Core Values:**

*Service:* We exist to serve the needs of our patients, residents and the broader community.

*Teamwork:* Each individual as a member of the team contributes and accomplishes more than any individual on their own.

*Respect:* Our respect for the uniqueness of each person drives our pursuit of compassionate care, honesty, confidentiality and trust.

*Stewardship:* We seek to provide optimal value through effective stewardship of our human and financial resources.

*Quality:* Our staff is committed to a high standard of quality and value to achieve optimal clinical outcomes.

**Implementation Planning Session Attendees:**

- Scott Davey, Facilities/Maintenance Manager
- Jill Grim, Public Health Nurse / Home Health Director
- Lori Henderson, Clinic Manager
- Bev Kovanda, RN, Director of Nursing
- Melissa Kramer, Foundation / Marketing Director
- Alta Peila, Director of Nutrition / Dietitian
- Tim Russell, CEO
- Kobi Schaff, MSW, Social Work Director
- Stephanie Wetmore, Physical Therapist

## Executive Summary

**Goal 1:** Ensure access to primary care and needed specialty services for those living in Stillwater County and the surrounding areas.

**Strategy 1.1:** Recruit a primary care provider through the Billings Clinic system.

**Activities:**

- Coordinate the posting of a job description on the Billings Clinic website
- Interview potential primary care provider candidates
- Hire the primary care provider
- Maintain relationship and connections with WWAMI/residency programs

**Strategy 1.2:** Enhance specialty clinic services to address community needs.

**Activities:**

- Continue to assess the need and demand for current specialty services
- Continue to assess the need for new services (based on demand and feasibility)
- Determine the availability of specialty services (i.e. full-time, monthly, quarterly)
- Continue offering a cardiology clinic on a quarterly basis

**Strategy 1.3:** Increase awareness and outreach efforts to educate community members about hospital services that are available.

**Activities:**

- Create a communication/marketing strategy for targeted populations in the hospital's service area (i.e. seniors, underserved, etc.)
- Build a hospital website and provide information regarding available services
- Build relationships with area businesses so that local employees/employers are aware of the services that are offered
- Assess communities in need of additional outreach (i.e. Park City)
- Determine method of providing information on health services available to the communities in need of additional outreach
- Explore providing quarterly programs to different communities/populations to proactively market the facility and its services
- Continue sponsoring and holding the biennial health fair in the community
- Explore bringing in state-based resources to provide information and education at the health fair

**Strategy 1.4:** Increase efforts to provide education and resources to community members regarding insurance and programs available to assist with health care costs.

**Activities:**

- Create a resource to assist community members with health insurance questions and increase awareness of programs available to assist with health care costs
- Create a resource to assist community members with the health insurance exchange program
- Publish resources on the hospital website
- Explore partnering with community organizations to provide education regarding health care and insurance literacy
- Explore sponsoring “lunch and learn” programs for community members on various health costs and insurance topics

**Strategy 1.5:** Continue and/or explore providing additional services within the community in order to ensure access to healthcare.

**Activities:**

- Continue providing school nurses to area schools
- Provide education to schools on the availability of school nursing services provided by Stillwater Billings Clinic

**Goal 2:** Improve health outcomes of diabetic and pre-diabetic community members in the Stillwater County area.

**Strategy 2.1:** Provide education to patients which will assist in understanding diabetic self-management and will lead to better health outcomes.

**Activities:**

- Hire a dietitian who is qualified to provide services specific to those affected by diabetes
- Develop resources specific to patient costs and insurance coverage related to diabetic self-management
- Continue tracking quality measures for diabetic and pre-diabetic populations

**Strategy 2.2:** Develop diabetes-centric education and training modules for nursing staff that is specific to patient education.

**Activities:**

- Utilize resources of the Agency for Healthcare Research and Quality (AHRQ) to determine best practices
- Develop a program to assist nursing staff in providing patient education concerning diabetes and pre-diabetes
- Develop training modules for nursing staff that can serve as continuing education opportunities
- Explore programs/training opportunities available through Billings Clinic

**Strategy 2.3:** Create a multi-disciplinary approach for diabetes and pre-diabetes care utilizing best practices.

**Activities:**

- Utilize resources of the Agency for Healthcare Research and Quality (AHRQ) to determine best practices
- Develop a program to assist other providers in Stillwater Billings Clinic in providing patient education concerning diabetes and pre-diabetes
- Develop training modules for other providers that can serve as continuing education opportunities
- Explore programs/training opportunities available through Billings Clinic

**Goal 3:** Provide leadership to the community in making the Stillwater area a healthier place to live.

**Strategy 3.1:** Continue sponsoring and organizing events related to health and wellness in the community.

**Activities:**

- Continue offering wellness classes to the community
- Continue offering cardiac rehabilitation
- Continue sponsoring/holding the biennial health fair
- Continue sponsoring youth sports activities
- Continue offering First Aid/CPR classes to local businesses and explore offering these classes to community members

**Strategy 3.2:** Explore/determine programs and/or services to offer in order to increase awareness and participation in health and wellness activities.

**Activities**

- Explore partnering with the police and fire department to provide clinics on bike/car safety
- Participate in Shape Up Montana to promote health and wellness among facility employees
- Identify and support community events designed to encourage physical activity (i.e. 5k runs/walks)
- Explore publishing weekly articles in the newspaper related to healthy living and physical activity

**Strategy 3.3:** Address the high unintentional injury rate in the county.

**Activities**

- Determine major contributors to the high unintentional injury rate in the county
- Develop community education programs/offering related to trauma
- Explore providing education regarding concussion management
- Assess the opportunities/activities already being offered in the community (i.e. American Youth Soccer Organization, high schools, etc.)

**Strategy 3.4:** Provide education to the providers at Stillwater Billings Clinic regarding mental health issues.

**Activities**

- Assess resources that already exist in the community regarding mental health issues
- Explore providing training to staff for mental health issues – including alcohol/substance abuse

**Measure of Success:** Stillwater County and surrounding communities' citizens report positive perceptions regarding access to care and opportunities to be healthy, as well as increased awareness of services and financial assistance available, and an improved outlook of the community's health.

### List of Available Community and Facility Resources to Address Needs

- The Brain Injury Alliance of Montana provides education and resources to Montanans in order to reduce the incidence of Traumatic Brain Injury (TBI) and to assist those who are affected by TBI.
- Stillwater County schools provide tobacco prevention to students and concussion training/management to coaches.
- The YMCA provides physical activity opportunities and various youth programs for the community.
- The Stillwater Youth Center provides after-school programs and activities for the school-age students in the community.
- The Stillwater County Extension Office provides educational resources and is a partner to Stillwater Billings Clinic for the annual health fair.
- The Stillwater County Chamber of Commerce is a non-profit partnership in Stillwater County that works to build a healthy economy and improve the quality of the community.
- Compassionate Friends of the Stillwater Valley serves as a support group for families dealing with the loss of loved ones.
- Project Hope provides access to a food bank, temporary housing, and necessary supplies for low-income families in need of assistance.
- The Absarokee Civic Club addresses problems and concerns in order to make the community a better place to live.
- The City/County Planning Board provides leadership regarding the planning of trails within the community.
- The Columbus Community Garden promotes gardening and hosts lecture series on gardening for community members.
- The Stillwater Gym provides paying community members with a facility and classes to promote physical activity.
- Shape Up Montana is a statewide three-month initiative designed to get Montanans more physically active.
- Billings Clinic provides resources to Stillwater Billings Clinic regarding patient care.
- The Absarokee Medical Clinic provides health services to community members, as well as reduced-cost services such as immunizations.
- The Stillwater County Mental Health Center Satellite Office provides mental health services and programs to community members.
- The Human Resources Development Council (HRDC) provides comprehensive services needed to help low-income individuals and families become self-sustaining and productive members of the community.
- The Columbus Senior Citizen Center provides meals, services, and programs to the senior citizens of the community.
- The pharmacy in Columbus provides education to community members regarding certain insurance programs (i.e. Medicare Part D) and also hosts Pharmacy students from the University of Montana (UM).
- Bountiful Baskets provides paying community members with fresh produce on a weekly basis.
- Montana Nutrition and Physical Activity program (NAPA) can assist with initiatives associated with health and wellness.

*Available Community and Facility Resources to Address Needs continued...*

- The Agency for Healthcare Research & Quality (AHRQ) provides research to assist providers and patients with making informed healthcare decisions and improving the quality of healthcare services.
- Montana Office of Rural Health/AHEC (MORH/AHEC) provides technical assistance to rural health systems and organizations.
- The Eastern Montana Telemedicine Network (EMTN) provides support and resources specific to telemedicine.
- The Montana Department of Health and Human Services ( MT DPHHS) works to protect the health of Montanans.
- WWAMI (Washington, Wyoming, Alaska, Montana, and Idaho) serves as a model program for training physicians and other health professionals for rural areas.

## Needs Identified and Prioritized

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

1. Top three causes of death in Stillwater County: 1) Heart Disease, 2) Cancer, 3) Unintentional Injuries.
2. Two of the top three health concerns in the community: Overweight/obesity (41.5%) and Cancer (38.2%).
3. Majority of respondents rated their community as Somewhat Healthy (48.8%) versus Healthy (38.2%).
4. Survey respondents indicated that the three most important things for a healthy community are: Access to affordable health insurance (44.9%), Healthy behaviors and lifestyles (44.9%), Good jobs and healthy economy (41.1%).
5. Survey respondents indicated that the top three choices for improving their community's access to health care were: More primary care providers (32.4%), Transportation assistance (30.4%), and Greater health education services (25.6%).
6. 34.3% of survey respondents indicated that they or a member of their household delayed getting healthcare services when they needed it – of those 34.3% of respondents, the top three reasons cited for the delay were: It costs too much (52.1%), Chose not to/did not want to go (42.3%), My insurance didn't cover it (28.2%).
7. A significant percentage of respondents indicated that they were not aware (34.3%) or were unsure (14.5%) of programs that help people pay for health care bills.
8. The top three specialists requested by survey respondents: Dermatologist (19.8%), ENT – ear/nose/throat (17.9%), Cardiologist (15.9%).
9. Of the respondents who received hospital care in the previous three years, 66% reported receiving care at Billings Clinic or St. Vincent Healthcare (both are located in Billings, MT) as opposed to the 22% of respondents who indicated receiving care at Stillwater Billings Clinic.
10. Focus group participants indicated that there is a general lack of awareness of services available at Stillwater Billings Clinic.

***Stillwater Billings Clinic's Presence in the Community:***

- Stillwater Billings Clinic provides a diabetes program to community members.
- The facility owns and subsidizes the Kid's Club Child Care Center, which can accommodate children with special needs and economically disadvantaged children as well.
- Stillwater Billings Clinic provides nurses to the community schools.
- The facility provides sports physicals to community members.
- Stillwater Billings Clinic provides flu shot clinics every fall to community members.
- The facility sponsors youth sport programs in order to encourage physical activity.
- Stillwater Billings Clinic provides First Aid/CPR classes to local businesses.
- The facility offers several specialty services (i.e. patient education and training) via telemedicine so that community members do not have to travel long distances for services.

***Stillwater County Indicators:***Low Income Persons

- 10% low income persons (persons below federal poverty level)

Uninsured Persons

- Uninsured adults less than age 65 – 19.1%
- Uninsured children less than age 18 – data not available by county (data available for some counties)

Primary and Chronic Diseases: Leading Causes of Death

- Heart Disease
- Cancer
- 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 [Jill Grim, Public Health Nurse, Stillwater Billings Clinic Community Health – June 27, 2012]

- Home health is a service in which many community members seem to be interested
- It would be helpful to learn about preventative testing/screening utilization through the CHSD survey
- Access to affordable health insurance has been a concern for many people
- Access to pharmacy services has also been a concern

Percent of Population Age 65 and older – 16%

Size of Town and Remoteness – 8,687 in Stillwater County; Population Density: 4.8 people per square mile

Nearest Major Hospital – St. Vincent Healthcare in Billings, MT (41.9 miles) or Billings Clinic in Billings, MT (41.9 miles)

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

*(See page 28 for additional information)*

1. Survey respondents indicated interest in having exercise/nutrition programs, after school programs, and health education programs available for the youth population in the community.
2. Survey respondents indicated interest in having senior housing/community, Meals on Wheels, and an assisted living facility for the senior citizen population in the community.
3. Focus group participants indicated a need for additional places/opportunities to bike and walk in the community.
4. The top health concern of survey respondents is “Alcohol/substance abuse” (52.7%).

### Implementation Plan Grid

**Goal 1:** Ensure access to primary care and needed specialty services for those living in Stillwater County and the surrounding areas.

**Strategy 1.1:** Recruit a primary care provider through the Billings Clinic system.

**Health Issue Addressed:** Columbus is a rural community and access to sufficient primary care providers is essential to the community’s health outcomes.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Coordinate the posting of a job description on the Billings Clinic website</li> </ul>	Billings Clinic	August 2013	Clinic Manager	Billings Clinic	Stillwater Billings Clinic/Billings Clinic
<ul style="list-style-type: none"> <li>Interview potential primary care provider candidates</li> </ul>	Administration, Provider Staff	November 2013	CEO	Billings Clinic	Stillwater Billings Clinic/Billings Clinic
<ul style="list-style-type: none"> <li>Hire the primary care provider</li> </ul>	Billings Clinic	February 2014	CEO		Stillwater Billings Clinic/Billings Clinic
<ul style="list-style-type: none"> <li>Maintain relationship and connections with WWAMI/residency programs</li> </ul>	Clinic Manager	Ongoing	Clinic Manager	WWAMI	Stillwater Billings Clinic/Billings Clinic

**Needs Being Addressed by this Strategy:**

- #3: Majority of respondents rated their community as Somewhat Healthy (48.8%) versus Healthy (38.2%)
- #5: Survey respondents indicated that the top three choices for improving their community’s access to health care were: More primary care providers (32.4%), Transportation assistance (30.4%), and Greater health education services (25.6%)
- #6: 34.3% of survey respondents indicated that they or a member of their household delayed getting healthcare services when they needed it – of those 34.3% respondents, the top three reasons cited for the delay were: It costs too much (52.1%), Chose not to/did not want to go (42.3%), My insurance didn’t cover it (28.2%)
- #9: Of the respondents who received hospital care in the previous three years, 66% reported receiving care at Billings Clinic or St. Vincent Healthcare (both are located in Billings, MT) as opposed to the 22% of respondents who indicated receiving care at Stillwater Billings Clinic

**Measure of Success:** Stillwater Billings Clinic hires an additional primary care provider by July 2014.

**Goal 1:** Ensure access to primary care and needed specialty services for those living in Stillwater County and the surrounding areas.

**Strategy 1.2:** Enhance specialty clinic services to address community needs.

**Health Issue Addressed:** Columbus is a rural community and community members are required to travel longer distances to receive certain specialized care. Offering certain specialized services would allow for continuity of care, which is significant for positive health outcomes.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Continue to assess the need and demand for specialty services</li> </ul>	Administrative Team	October 2013	CEO	Billings Clinic	Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>Continue to assess the need for new services (based on demand and feasibility)</li> </ul>	Administrative Team	October 2013	CEO	Billings Clinic	Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>Determine the availability of specialty services (i.e. full-time, monthly, quarterly)</li> </ul>	Administrative Team	November 2013	CEO	Billings Clinic	Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>Continue offering a cardiology clinic on a quarterly basis</li> </ul>	Administrative Team	Ongoing	CEO	Billings Clinic	Stillwater Billings Clinic, Billings Clinic

**Needs Being Addressed by this Strategy:**

- #3: Majority of respondents rated their community as Somewhat Healthy (48.8%) versus Healthy (38.2%)
- #6: 34.3% of survey respondents indicated that they or a member of their household delayed getting healthcare services when they needed it – of those 34.3% respondents, the top three reasons cited for the delay were: It costs too much (52.1%), Chose not to/did not want to go (42.3%), My insurance didn't cover it (28.2%)
- #8: The top three specialists requested by survey respondents: Dermatologist (19.8%), ENT – ear/nose/throat (17.9%), Cardiologist (15.9%)
- #9: Of the respondents who received hospital care in the previous three years, 66% reported receiving care at Billings Clinic or St. Vincent Healthcare (both are located in Billings, MT) as opposed to the 22% of respondents who indicated receiving care at Stillwater Billings Clinic

**Measure of Success:** Stillwater Billings Clinic will identify potential specialties to address community need and will offer specialty services to the community (if determined to be feasible) by January 2014.

**Goal 1:** Ensure access to primary care and needed specialty services for those living in Stillwater County and the surrounding areas.

**Strategy 1.3:** Increase awareness and outreach efforts to educate community members about hospital services that are available.

**Health Issue Addressed:** Community members should not have to travel longer distances for services available in the community.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Create a communication/marketing strategy for targeted populations in the hospital's service area (i.e. seniors, underserved, etc.)</li> </ul>	Marketing, Social Work	September 2013	CEO		Stillwater Billings Clinic
<ul style="list-style-type: none"> <li>Build a hospital website and provide information regarding available services</li> </ul>	Marketing, Social Work	December 2013	CEO	Billings Clinic	Stillwater Billings Clinic
<ul style="list-style-type: none"> <li>Build relationships with area businesses so that local employees/employers are aware of the services that are offered</li> </ul>	Marketing, Social Work	December 2013	CEO	Stillwater County Chamber of Commerce	Stillwater Billings Clinic
<ul style="list-style-type: none"> <li>Assess communities in need of additional outreach (i.e. Park City)</li> </ul>	Marketing, Social Work	December 2013	CEO		Stillwater Billings Clinic
<ul style="list-style-type: none"> <li>Determine method(s) of providing information on health services available to the communities in need of additional outreach</li> </ul>	Marketing, Social Work	February 2014	CEO		Stillwater Billings Clinic
<ul style="list-style-type: none"> <li>Explore providing quarterly programs to different communities/populations to proactively market the facility and its services</li> </ul>	Marketing, Social Work	April 2014	CEO	Human Resources Development Council (HRDC), Columbus Senior Center	Stillwater Billings Clinic, HRDC, Columbus Senior Center
<ul style="list-style-type: none"> <li>Continue sponsoring and holding the biennial health fair in the community</li> </ul>	Marketing, Social Work	October 2013	CEO	MORH/AHEC, County Extension	Stillwater Billings Clinic
<ul style="list-style-type: none"> <li>Explore bringing in state-based resources to provide information and education at the health fair</li> </ul>	Marketing, Social Work	October 2013	CEO	MORH/AHEC, County Extension, Pharmacy, UM	Stillwater Billings Clinic

**Strategy 1.3 continued...****Needs Being Addressed by this Strategy:**

- #3: Majority of respondents rated their community as Somewhat Healthy (48.8%) versus Healthy (38.2%)
- #5: Survey respondents indicated that the top three choices for improving their community's access to health care were: More primary care providers (32.4%), Transportation assistance (30.4%), and Greater health education services (25.6%)
- #7: A significant percentage of respondents indicated that they were not aware (34.3%) or were unsure (14.5%) of programs that help people pay for health care bills
- #9: Of the respondents who received hospital care in the previous three years, 66% reported receiving care at Billings Clinic or St. Vincent Healthcare (both are located in Billings, MT) as opposed to the 22% of respondents who indicated receiving care at Stillwater Billings Clinic
- #10: Focus group participants indicated that there is a general lack of awareness of services available at Stillwater Billings Clinic

**Measure of Success:** Stillwater Billings Clinic will 1) develop and implement a comprehensive marketing plan across the facility's service area in order to increase awareness of services offered and 2) sponsor/hold the biennial health fair which will provide education and resources to community members regarding various healthcare and health cost topics.

**Goal 1:** Ensure access to primary care and needed specialty services for those living in Stillwater County and the surrounding areas.

**Strategy 1.4:** Increase efforts to provide education and resources to community members regarding insurance and programs available to assist with health care costs.

**Health Issue Addressed:** Health care costs and changing insurance requirements continues to be a major concern for community members.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>• Create a resource to assist community members with health insurance questions and increase awareness of programs available to assist with health care costs</li> </ul>	Social Work	December 2013	CEO	Billings Clinic	Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>• Create a resource to assist community members with the health insurance exchange program</li> </ul>	Social Work	December 2013	CEO	Billings Clinic	Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>• Publish resources on the hospital website</li> </ul>	Marketing	December 2013	CEO		Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>• Explore partnering with community organizations to provide education regarding health care and insurance literacy</li> </ul>	Social Work, Marketing	September 2013	CEO	HRDC, Columbus Senior Center	Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>• Explore sponsoring “lunch and learn” programs for community members on various health costs and insurance topics</li> </ul>	Social Work	September 2013	CEO	HRDC, Columbus Senior Center	Stillwater Billings Clinic, Billings Clinic

**Needs Being Addressed by this Strategy:**

- #5: Survey respondents indicated that the top three choices for improving their community’s access to health care were: More primary care providers (32.4%), Transportation assistance (30.4%), and Greater health education services (25.6%)
- #6: 34.3% of survey respondents indicated that they or a member of their household delayed getting healthcare services when they needed it – of those 34.3% of respondents, the top three reasons cited for the delay were: It costs too much (52.1%), Chose not to/did not want to go (42.3%), My insurance didn’t cover it (28.2%)

**Strategy 1.4 continued...**

- #7: A significant percentage of respondents indicated that they were not aware (34.3%) or were unsure (14.5%) of programs that help people pay for health care bills
- #10: Focus group participants indicated that there is a general lack of awareness of services available at Stillwater Billings Clinic

**Measure of Success:** Stillwater Billings Clinic will develop resources in order to increase community members' awareness regarding health insurance and programs to assist with health care costs.

**Goal 1:** Ensure access to primary care and needed specialty services for those living in Stillwater County and the surrounding areas.

**Strategy 1.5:** Continue and/or explore providing additional services within the community in order to ensure access to healthcare.

**Health Issue Addressed:** Columbus is a rural community and access to sufficient health care services is essential to the community's health outcomes.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Continue providing school nurses to area schools</li> </ul>	Community Health Services	Ongoing	CEO	Stillwater County Schools	Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>Provide education to schools on the availability of school nursing services provided by Stillwater Billings Clinic</li> </ul>	Community Health Services	August 2013	CEO	Stillwater County Schools	Stillwater Billings Clinic, Billings Clinic

**Needs Being Addressed by this Strategy:**

- #3: Majority of respondents rated their community as Somewhat Healthy (48.8%) versus Healthy (38.2%)
- #5: Survey respondents indicated that the top three choices for improving their community's access to health care were: More primary care providers (32.4%), Transportation assistance (30.4%), and Greater health education services (25.6%)

**Measure of Success:** Stillwater Billings Clinic will continue meeting the community's needs by providing school nurses to the area schools.

**Goal 2:** Improve health outcomes of diabetic and pre-diabetic community members in the Stillwater County area.

**Strategy 2.1:** Provide education to patients which will assist in understanding diabetic self-management and will lead to better health outcomes.

**Health Issue Addressed:** Community members indicate a need for increased health and wellness services.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Hire a dietitian who is qualified to provide services specific to those affected by diabetes</li> </ul>	HR	January 2016	CEO	Billings Clinic	Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>Develop resources specific to patient costs and insurance coverage related to diabetic self-management</li> </ul>	Nutrition	June 2016	CEO		Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>Continue tracking quality measures for diabetic and pre-diabetic populations</li> </ul>	Nutrition	Ongoing	CEO	Billings Clinic	Stillwater Billings Clinic, Billings Clinic

**Needs Being Addressed by this Strategy:**

- #2: Two of the top three health concerns in the community: Overweight/obesity (41.5%) and Cancer (38.2%)
- #3: Majority of respondents rated their community as Somewhat Healthy (48.8%) versus Healthy (38.2%)
- #4: Survey respondents indicated that the three most important things for a healthy community are: Access to affordable health insurance (44.9%), Healthy behaviors and lifestyles (44.9%), Good jobs and healthy economy (41.1%)
- #5: Survey respondents indicated that the top three choices for improving their community’s access to health care were: More primary care providers (32.4%), Transportation assistance (30.4%), and Greater health education services (25.6%).
- #7: A significant percentage of respondents indicated that they were not aware (34.3%) or were unsure (14.5%) of programs that help people pay for health care bills
- #9: Of the respondents who received hospital care in the previous three years, 66% reported receiving care at Billings Clinic or St. Vincent Healthcare (both are located in Billings, MT) as opposed to the 22% of respondents who indicated receiving care at Stillwater Billings Clinic

**Measure of Success:** Stillwater Billings Clinic develops resources for patient education regarding diabetic self-management by June 2016.

**Goal 2:** Improve health outcomes of diabetic and pre-diabetic community members in the Stillwater county area.

**Strategy 2.2:** Develop diabetes-centric education and training modules for nursing staff that is specific to patient education.

**Health Issue Addressed:** Community members indicate a need for increased health and wellness services.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Utilize resources of the Agency for Healthcare Research and Quality (AHRQ) to determine best practices</li> </ul>	Nutrition	September 2013	CEO	AHRQ	Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>Develop a program to assist nursing staff in providing patient education concerning diabetes and pre-diabetes</li> </ul>	Nutrition, Nursing	June 2016	CEO	AHRQ	Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>Develop training modules for nursing staff that can serve as continuing education opportunities</li> </ul>	Nutrition, Nursing	June 2016	CEO	AHRQ	Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>Explore programs/training opportunities available through Billings Clinic</li> </ul>	Nutrition, Nursing	June 2016	CEO	Billings Clinic	Stillwater Billings Clinic, Billings Clinic

**Needs Being Addressed by this Strategy:**

- #2: Two of the top three health concerns in the community: Overweight/obesity (41.5%) and Cancer (38.2%)
- #3: Majority of respondents rated their community as Somewhat Healthy (48.8%) versus Healthy (38.2%)
- #4: Survey respondents indicated that the three most important things for a healthy community are: Access to affordable health insurance (44.9%), Healthy behaviors and lifestyles (44.9%), Good jobs and healthy economy (41.1%)
- #5: Survey respondents indicated that the top three choices for improving their community’s access to health care were: More primary care providers (32.4%), Transportation assistance (30.4%), and Greater health education services (25.6%)

**Measure of Success:** Stillwater Billings Clinic will have a comprehensive training program (for nursing staff) in place by June 2016.

**Goal 2:** Improve health outcomes of diabetic and pre-diabetic community members in the Stillwater county area.

**Strategy 2.3:** Create a multi-disciplinary approach for diabetes and pre-diabetes care utilizing best practices.

**Health Issue Addressed:** Community members indicate a need for increased health and wellness services.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Utilize resources of the Agency for Healthcare Research and Quality (AHRQ) to determine best practices</li> </ul>	Nutrition	September 2013	CEO	AHRQ	Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>Develop a program to assist other providers in Stillwater Billings Clinic in providing patient education concerning diabetes and pre-diabetes</li> </ul>	Nutrition, Nursing	June 2016	CEO	AHRQ	Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>Develop training modules for other providers that can serve as continuing education opportunities</li> </ul>	Nutrition, Nursing	June 2016	CEO	AHRQ	Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>Explore programs/training opportunities available through Billings Clinic</li> </ul>	Nutrition, Nursing	June 2016	CEO	Billings Clinic	Stillwater Billings Clinic, Billings Clinic

**Needs Being Addressed by this Strategy:**

- #2: Two of the top three health concerns in the community: Overweight/obesity (41.5%) and Cancer (38.2%)
- #3: Majority of respondents rated their community as Somewhat Healthy (48.8%) versus Healthy (38.2%)
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- #5: Survey respondents indicated that the top three choices for improving their community’s access to health care were: More primary care providers (32.4%), Transportation assistance (30.4%), and Greater health education services (25.6%)

**Measure of Success:** Stillwater Billings Clinic will have a comprehensive training program in place by June 2016.

**Goal 3:** Provide leadership to the community in making the Stillwater area a healthier place to live.

**Strategy 3.1:** Continue sponsoring and organizing events related to health and wellness in the community.

**Health Issue Addressed:** Community members indicate a need for increased health and wellness services.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/facilities used to address needs
<ul style="list-style-type: none"> <li>Continue offering wellness classes to the community</li> </ul>	Marketing, Community Health Services	Ongoing	CEO		Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>Continue offering cardiac rehabilitation</li> </ul>	Therapy Department	Ongoing	CEO		Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>Continue sponsoring/holding the biennial health fair</li> </ul>	Marketing, Community Health Services	Ongoing	CEO	MORH/AHEC, County Extension, Pharmacy, UM	Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>Continue sponsoring youth sports activities</li> </ul>	Marketing	Ongoing	CEO	Stillwater County Schools, YMCA, Stillwater Youth Center	Stillwater Billings Clinic
<ul style="list-style-type: none"> <li>Continue offering First Aid/CPR classes to local businesses and explore offering these classes to community members</li> </ul>	Marketing	Ongoing	CEO		Stillwater Billings Clinic, Billings Clinic

**Needs Being Addressed by this Strategy:**

- #1: top three causes of death in Stillwater County: 1) Heart Disease, 2) Cancer, 3) Unintentional Injuries
- #2: Two of the top three health concerns in the community: Overweight/obesity (41.5%) and Cancer (38.2%)
- #3: Majority of respondents rated their community as Somewhat Healthy (48.8%) versus Healthy (38.2%)
- #4: Survey respondents indicated that the three most important things for a healthy community are: Access to affordable health insurance (44.9%), Healthy behaviors and lifestyles (44.9%), Good jobs and healthy economy (41.1%)
- #5: Survey respondents indicated that the top three choices for improving their community's access to health care were: More primary care providers (32.4%), Transportation assistance (30.4%), and Greater health education services (25.6%)

*Strategy 3.1 continued...*

- #10: Focus group participants indicated that there is a general lack of awareness of services available at Stillwater Billings Clinic

**Measure of Success:** Stillwater continues to sponsor/offer events and programs which benefit community members.

**Goal 3:** Provide leadership to the community in making the Stillwater area a healthier place to live.

**Strategy 3.2:** Explore/determine programs and/or services to offer in order to increase awareness and participation in health and wellness activities.

**Health Issue Addressed:** Community members indicate a need for increased health and wellness services.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Explore partnering with the police and fire department to provide clinics on bike/car safety</li> </ul>	Community Health Services	December 2013	CEO	Police/Fire Departments	Police/Fire Departments
<ul style="list-style-type: none"> <li>Participate in Shape Up Montana to promote health and wellness among facility employees</li> </ul>	Marketing	September 2013	CEO	Shape Up Montana, NAPA	Stillwater Billings Clinic
<ul style="list-style-type: none"> <li>Identify and support community events designed to encourage physical activity (i.e. 5k runs/walks)</li> </ul>	Marketing	December 2013	CEO	Stillwater Youth Center, YMCA	Stillwater Billings Clinic
<ul style="list-style-type: none"> <li>Explore publishing weekly articles in the newspaper related to healthy living and physical activity</li> </ul>	Marketing, Community Health Services	August 2013	CEO		Stillwater Billings Clinic, Stillwater County News

**Needs Being Addressed by this Strategy:**

- #1: top three causes of death in Stillwater County: 1) Heart Disease, 2) Cancer, 3) Unintentional Injuries
- #2: Two of the top three health concerns in the community: Overweight/obesity (41.5%) and Cancer (38.2%)
- #3: Majority of respondents rated their community as Somewhat Healthy (48.8%) versus Healthy (38.2%)
- #4: Survey respondents indicated that the three most important things for a healthy community are: Access to affordable health insurance (44.9%), Healthy behaviors and lifestyles (44.9%), Good jobs and healthy economy (41.1%)
- #5: Survey respondents indicated that the top three choices for improving their community’s access to health care were: More primary care providers (32.4%), Transportation assistance (30.4%), and Greater health education services (25.6%)

**Measure of Success:** Stillwater Billings Clinic increases the number of programs/services offered related to health and wellness initiatives and has at least three (3) teams participating in Shape Up Montana by June 2016.

**Goal 3:** Provide leadership to the community in making the Stillwater area a healthier place to live.

**Strategy 3.3:** Address the high unintentional injury rate in the county.

**Health Issue Addressed:** Mortality as a result of unintentional injury is significantly higher in the county versus the state and the nation.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Determine major contributors to the high unintentional injury rate in the county</li> </ul>	Public Health Nurse	September 2013	CEO	MT DPHHS	Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>Develop community education programs/offerings related to trauma</li> </ul>	Public Health Nurse, Therapy Department	February 2014	CEO	AHRQ, Billings Clinic	Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>Explore providing education regarding concussion management</li> </ul>	Public Health Nurse	February 2014	CEO	Brain Injury Alliance of MT. Billings Clinic	Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>Assess the opportunities/activities already being offered in the community (i.e. American Youth Soccer Organization, high schools, etc.)</li> </ul>	Public Health Nurse	December 2013	CEO	Stillwater County Schools	Stillwater Billings Clinic, Billings Clinic

**Needs Being Addressed by this Strategy:**

- #1: top three causes of death in Stillwater County: 1) Heart Disease, 2) Cancer, 3) Unintentional Injuries
- #3: Majority of respondents rated their community as Somewhat Healthy (48.8%) versus Healthy (38.2%)
- #4: Survey respondents indicated that the three most important things for a healthy community are: Access to affordable health insurance (44.9%), Healthy behaviors and lifestyles (44.9%), Good jobs and healthy economy (41.1%)
- #5: Survey respondents indicated that the top three choices for improving their community’s access to health care were: More primary care providers (32.4%), Transportation assistance (30.4%), and Greater health education services (25.6%).

**Measure of Success:** Stillwater Billings Clinic develops new or partners with existing educational programs to increase knowledge and education on the prevention of unintentional injuries.

**Goal 3:** Provide leadership to the community in making the Stillwater area a healthier place to live.

**Strategy 3.4:** Provide education to the providers at Stillwater Billings Clinic regarding mental health issues.

**Health Issue Addressed:** Mental health issues continue to be a concern for community members.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Assess resources that already exist in the community regarding mental health issues</li> </ul>	Social Services	September 2013	CEO	Stillwater County Mental Health Center Satellite	Stillwater Billings Clinic, Billings Clinic
<ul style="list-style-type: none"> <li>Explore providing training to staff for mental health issues – including alcohol/substance abuse</li> </ul>	Social Services	January 2014	CEO	Stillwater County Mental Health Center Satellite, Billings Clinic	Stillwater Billings Clinic, Billings Clinic

**Needs Being Addressed by this Strategy:**

- #3: Majority of respondents rated their community as Somewhat Healthy (48.8%) versus Healthy (38.2%)
- #4: Survey respondents indicated that the three most important things for a healthy community are: Access to affordable health insurance (44.9%), Healthy behaviors and lifestyles (44.9%), Good jobs and healthy economy (41.1%)
- #5: Survey respondents indicated that the top three choices for improving their community’s access to health care were: More primary care providers (32.4%), Transportation assistance (30.4%), and Greater health education services (25.6%).
- #9: Of the respondents who received hospital care in the previous three year, 66% reported receiving care at Billings Clinic or St. Vincent Healthcare (both are located in Billings, MT) as opposed to the 22% of respondents who indicated receiving care at Stillwater Billings Clinic

**Measure of Success:** Stillwater Billings Clinic trains its healthcare providers in screening for basic mental health issues by January 2014.

**Needs Not Addressed and Justification**

Identified health needs unable to address by Stillwater Billings Clinic	Rationale
Survey respondents indicated interest in having exercise/nutrition programs, after school programs, and health education programs available for the youth population in the community.	<ul style="list-style-type: none"> <li>• Stillwater Billings Clinic is looking to provide additional resources and programs regarding health and wellness and health education; however, the facility would like to provide these services to the community as a whole.</li> </ul>
Survey respondents indicated interest in having senior housing/community, Meals on Wheels, and an assisted living facility for the senior citizen population in the community.	<ul style="list-style-type: none"> <li>• At this time, Stillwater Billings Clinic does not have the financial capacity or resources to address these needs; however, there are organizations in the community which are devoted primarily to senior citizens in the community.</li> </ul>
Focus group participants indicated a need for additional places/opportunities to bike and walk in the community.	<ul style="list-style-type: none"> <li>• At this time, Stillwater Billings Clinic cannot devote resources to this need. Stillwater Billings Clinic supports these efforts and is exploring opportunities to support community-wide efforts regarding these issues.</li> </ul>
The top health concern of survey respondents is “Alcohol/substance abuse” (52.7%).	<ul style="list-style-type: none"> <li>• Stillwater Billings Clinic is exploring providing training for providers to screen community members for basic mental health issues; however, it is beyond Stillwater Billings Clinic’s capacity as a small rural healthcare organization to provide comprehensive services related to alcohol/substance abuse. The facility is looking to develop basic screening programs to assist providers deal with this issue; however, there are other organizations in the community which would be better suited to address this complex need.</li> </ul>

## Dissemination of Needs Assessment

Stillwater Billings Clinic (SBC) disseminated the CHSD Community Health Needs Assessment and Implementation Plan by posting both documents conspicuously on the Stillwater Billing's Clinic website (<http://www.stillwaterbillingsclinic.com>) as well as at the Stillwater County Library. SBC 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 Stillwater Billings Clinic is utilizing their input. This Steering Committee as well as the Board will be encouraged to act as advocates in Stillwater County as Stillwater Billings Clinic seeks to address the healthcare needs of their community.

Furthermore, Board members of Stillwater Billings Clinic will be directed to the hospital's website to view the assessment results. Stillwater Billings Clinic's Board members approved and adopted the plan on **July 30, 2013**. Board members are encouraged to familiarize themselves with the CHSD report and implementation plan so they can publically promote Stillwater Billings Clinic's 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.
  - Your documents must remain on the web until two subsequent CHNA reports have been posted
  - An individual must not be required to create an account or provide personally identifiable information in order to access the report
  - 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