

IMPLEMENTATION PLAN

Addressing Community Health Needs

Stillwater Billings Clinic ~ Columbus, Montana

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The Implementation Planning Process

The implementation planning committee – comprised of Stillwater Billings Clinic’s leadership team and board members – participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through the Community Health Services Development (CHSD) needs assessment process. The facility conducted the CHSD process in conjunction with the Montana Office of Rural Health (MORH).

The CHSD community health needs assessment was performed in the Spring of 2017 to determine the most important health needs and opportunities for Stillwater County, Montana. “Needs” were identified as the top issues or opportunities rated by respondents during the CHSD survey process or during focus groups (see page 10 for a list of “Needs Identified and Prioritized”). For more information regarding the needs identified, as well as the assessment process/approach/methodology, please refer to the facility’s assessment report, which is posted on the facility’s website (http://stillwaterbillingsclinic.com/wp-content/uploads/Community-Health-Needs_2017.pdf).

The implementation planning committee identified the most important health needs to be addressed by reviewing the CHNA, secondary data, community demographics, and input from representatives representing the broad interest of the community, including those with public health expertise (see page 9 for additional information regarding input received from community representatives).

The implementation planning committee determined which needs, or opportunities, could be addressed considering Stillwater Billing’s Clinic’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. Awareness of services
2. Transportation
3. Health and wellness
4. Mental Health
5. Access to specialty services

In addressing the aforementioned issues, Stillwater Billings Clinic seeks to:

- a) Improve access to healthcare services;
- b) Enhance the health of the community;
- c) Advance medical or health knowledge;
- d) Relieve or reduce the burden of government or other community efforts

Stillwater Billings Clinic Mission:

- Focused, Quality Healthcare

Stillwater Billings Clinic 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 Committee Members:

- Mike Follett – Interim CEO, Stillwater Billings Clinic (SBC)
- Natasha Sailer – Stillwater County Public Health; Director of Community Health Services, SBC
- Barb Orednick - Director of Clinic Operations, SBC
- Durene Kober – Director of Human Resources, SBC
- Jane Pomeroy – Director of Nursing, SBC
- Vern Carda – Vice President of Regional Operations, Billings Clinic
- Stephanie Perdue-Wetmore – Director of Rehab Services, SBC

Prioritizing the Community Health Needs

The implementation planning committee completed the following to prioritize the community health needs:

- Reviewed the facility's presence in the community (i.e. activities already being done to address community need)
- Considered organizations outside of the facility which may serve as collaborators in executing the facility's implementation plan
- Assessed the health indicators of the community through available secondary data
- Evaluated the feedback received from consultations with those representing the community's interests, including public health

Stillwater Billings Clinic's Existing 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 Billings Clinic is the contractor for Stillwater County Public Health that offers WIC services, Emergency County Preparedness, Immunizations, and Montana State DPHHS programs.

List of Available Community Partnerships and Facility Resources to Address Needs

- 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 Montana chapter of Disabled American Veterans (DAV) provides resources that empower veterans to lead high-quality lives with respect and dignity.
- 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.

Resources and partnerships continued on the next page...

- Montana Nutrition and Physical Activity program (NAPA) can assist with initiatives associated with health and wellness.

- 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.
- Lions Club provides outreach services and supports different social events and benefits within the county.
- Kiwanis supports and promotes positive child growth and lifestyles. Promotes benefits within the county.
- Nye Community Foundation promotes community growth and development for the Nye area.
- Fishtail Community Council promotes community growth and development in the Fishtail area.
- Columbus Community Foundation promotes community growth and development in Columbus. Also encourages community participation in local events and business.
- Booster Club support extra-curricular activities for the Columbus Public Schools.
- Columbus DUI Task Force promotes education and information regarding drinking and driving, promotes youth driving safety practices as well as youth educational programs.
- Stillwater Mine is the largest employer in Stillwater County. Stillwater Mining helps to promote different organizations and events within the county.

Stillwater County Indicators

Low Income Persons

- 9.1% of persons are below the federal poverty level

Uninsured Persons

- 14% of adults less than age 65 are uninsured
- 10% of children considered living in poverty.

Leading Causes of Death: Primary and Chronic Diseases

- Heart Disease
- Cancer
- CLRD [Chronic Lower Respiratory Disease]

* Note: Other primary and chronic disease data is currently released by State averages and thus hard to determine need by County.

Elderly Populations

- 18.9% of Stillwater County's Population is 65 years and older

Size of County and Remoteness

- 9,290 people in Stillwater County
- 5.1 people per square mile

Nearest Major Hospital

- Billings Clinic in Billings, MT is 36.5 miles from Stillwater Billings Clinic

Public Health and Underserved Populations Consultation Summaries

Public Health Consultation [Natasha Sailer, RN – Stillwater County Pubic Health; Sharyl Zahn- Stillwater County citizen; Dwayne Wood, Paramedic- Stillwater EMS– March 15, 2017]

- Mental health services. Need services available in Columbus.
- COPD, diabetes, obesity. People not getting outside and staying active. Community needs better access to green spaces.

Underserved Population – Youth [Melissa Kramer – Stillwater County Business Owner – March 15, 2017]

- Lack of mental health services for youth. Two private counselors in town and just the school kids fill their schedule. They are very busy.

Underserved Population – Senior Citizens [Bev Kovanda, RN – Clinic Director of Quality, Stillwater Billings Clinic; Sharyl Zahn- Stillwater County citizen – March 15, 2017]

- Seniors don't have a lot of support if they don't have family around.
- Lack of transportation a concern.
- Lack of access to hospice.

Needs Identified and Prioritized

Prioritized Needs to Address

1. 59.9% of respondents indicated they felt the community was ‘somewhat healthy,’ ‘unhealthy’ or ‘poor.’
2. 32% of respondents indicated they have a ‘fair’ or ‘poor’ knowledge of health services available at SBC.
3. 13% of respondents indicated they did not or delayed receiving needed medical services because they ‘didn’t know where to go’ or they were ‘unsure if services were available.’
4. Focus group participants felt there was a need for better advertising of health services in the community.
5. 40.2% of respondents indicated ‘access to healthcare and other services’ was a top component of a healthy community, followed by 34.5% indicating ‘healthy behaviors and lifestyles.’
6. Top three ways to improve the community’s access to healthcare: ‘more primary care providers’ (30.5%); ‘more specialists’ (29.9%); and ‘transportation assistance’ (26.4%).
7. Focus group participants indicated a need for public transportation services available locally.
8. Top three health concerns in the community were: ‘Alcohol/substance abuse’ (58.6%), ‘Cancer’ (37.9%), and ‘Overweight/obesity’ (37.9%).
9. 34.5% of respondents rated ‘healthy behaviors and lifestyles’ as a top component of a healthy community.
10. 25.9% of respondents indicated ‘greater health and education services’ would improve the community’s access to healthcare.
11. 33.9% reported ‘Fitness’ was a course/educational program desired locally followed by 29.3% reporting a desire for ‘health and wellness.’
12. 18.4% of respondents reported an interest in ‘exercise/nutrition programs’ for community youth would be beneficial.
13. 20.1% of respondents reported they had exercised 3-5 times a month or less for at least 20 minutes in the past month.
14. Focus group participants indicated they felt there was a need for more walking trails and more opportunities to be physically active to improve the health of the community.
15. 21.3% of respondents reported ‘mental health issues’ as a top health concern and 19.5% reported ‘depression/anxiety.’ Additionally, significantly more respondents identified ‘mental health issues’ as a top concern when compared to 2013 CHNA assessment.
16. 12.9% of respondents reported they have experienced periods of depression for at least 3 consecutive months in the past three years.
17. Focus group participants noted a need for substance abuse programs as well as a lack of awareness and services for mental health.
18. Top desired local healthcare service identified was a ‘dermatologist’ (22.4%). Focus group participants also expressed a desire for vision services.

Needs Unable to Address

(See page 26 for additional information)

1. Top identified way to improve the community's access to healthcare was 'more primary providers' with 30.5%.
2. Other top identified specialists desired were: 'cardiologist' (12.6%), 'sleep studies' (11.5%), and 'OB/GYN' (10.3%).
3. Focus group participants identified a need for additional, coordinated senior services.

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 3). For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section, which begins on page 15.

Goal 1: Improve awareness of services at Stillwater Billings Clinic (SBC) through enhanced community outreach and education.

Strategy 1.1: Explore opportunities to enhance SBC community engagement and partnership in community events.

Activities:

- Explore feasibility to partner with the local athletic department to co-sponsor events to market available services (i.e. SBC banner in gym, advertising in sport event programs, etc.).
- Develop community outreach materials to market SBC services (i.e. information booth materials, giveaways for community events).
- Continue sponsorship of community dinners before Columbus football games and determine feasibility of expanding to include Absarokee and Park City.
- Continue booster club participation to share information on current events and upcoming special events.
- Explore opportunity to host a health fair and health education with new community partners (i.e. Stillwater Mine).
- Develop and publish community 'patient experience' stories in local newspaper and through social media.

Strategy 1.2: Enhance website features and develop social media marketing presence.

Activities:

- Explore developing a social media campaign for SBC (i.e. Facebook and Instagram).
- Designate staff to engage and be responsible for marketing and outreach.
- Determine feasibility of adding online clinic scheduling to website.
- Add current events scrolling banner to website.

Strategy 1.3: Improve community knowledge of available health services in Stillwater County.

Activities:

- Research/catalogue community events, programs, resources and services in Stillwater County.
- Develop community resource list of available resources and marketing campaign.
- Meet and partner with local schools to develop health and wellness resource page for students and families.
- Host and open house to showcase new equipment, physicians, telemedicine options, swing beds, Avera (e-emergency), and other SBC services/equipment/improvements.

Goal 2: Improve community's access to transportation in and around Stillwater County.

Strategy 2.1: Collaborate with community partners on transportation needs in Stillwater County.

Activities:

- Determine community stakeholder group working on transportation needs in Stillwater County.
- Convene stakeholder group to discuss and identify transportation needs and opportunities in the community.
- Research community models and best practices for transportation in communities of similar size.
- Explore grant opportunities.
- Develop patient transportation protocol for SBC staff if/when assisting patients.

Goal 3: Enhance health and wellness opportunities in Stillwater County.

Strategy 3.1: Explore creating a Stillwater County Recreation Coalition.

Activities:

- Determine community stakeholder group who deal with or are interested in improving health and wellness in Stillwater County.
- Convene Coalition to discuss resources and needs for potential projects.
- Explore developing a walking trail around hospital campus.
- Engage with MT BACI program to explore feasibility of BACI program in Stillwater County.

Goal 4: Improve access to mental health services in Stillwater County.

Strategy 4.1: Improve access and education of mental health resources for community and SBC staff.

Activities:

- Explore available training and education for mental health and substance abuse.
- Determine staff responsible to deliver mental health education for staff and community.
- Develop suicide risk assessment protocol for all staff at Stillwater Billings Clinic.
- Adopt and modify education for community members as appropriate.
- Meet with local schools to develop mental health, suicide risk, and substance abuse resource page for teachers and counselors.

Goal 5: Improve access to specialty services at Stillwater Billings Clinic.

Strategy 5.1: Explore opportunities to expand specialty services at SBC.

Activities:

- Explore feasibility of offering dermatology and optometry visiting specialists.
- Explore feasibility of expanding telemedicine at SBC (i.e. tele-psychiatry).
- Create marketing campaign for new services and providers.

Implementation Plan Grid

Goal 1: Improve awareness of services at Stillwater Billings Clinic (SBC) through enhanced community outreach and education.					
Strategy 1.1: Explore opportunities to enhance SBC community engagement and partnership in community events.					
Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Explore feasibility to partner with the local athletic department to co-sponsor events to market available services (i.e. SBC banner in gym, advertising in sport event programs, etc.).	Stephanie Perdue-Wetmore/ Natasha Sailer	9/2018	CEO	Columbus Athletic Department	Financial limitations, Time constraints
Develop community outreach materials to market SBC services (i.e. information booth materials, giveaways for community events).	Natasha Sailer	7/2018	Director of Community Health Services	Billings Clinic Marketing	Financial limitations, Resource limitations
Continue sponsorship of community dinners before Columbus football games and determine feasibility of expanding to include Absarokee and Park City.	Stillwater Leadership Group	9/2018	CEO	Stillwater County Athletic Departments	Financial limitations
Continue Booster Club participation to share information on current events and upcoming special events.	Stillwater Leadership Group	7/2019	CEO	Booster Club	Financial limitations
Explore opportunity to host a health fair and health education with new community partners (i.e. Stillwater Mine).	CEO Natasha Sailer	7/2018	CEO	Stillwater Mine	Financial limitations, Resource limitations
Develop and publish community ‘patient experience’ stories in local newspaper and through social media.	Stillwater Leadership Group	6/2019	CEO	Local papers Social Media	Resource limitations Patient involvement
Needs Being Addressed by this Strategy:					
<ul style="list-style-type: none"> ▪ #1: 59% of respondents indicated they felt the community was ‘somewhat healthy,’ ‘unhealthy’ or ‘poor.’ ▪ #2: 32% of respondents indicated they have a ‘fair’ or ‘poor’ knowledge of health services available at SBC. ▪ #3: 13% of respondents indicated they did not or delayed receiving needed medical services because they ‘didn’t know where to go’ or they were ‘unsure if services were available.’ 					

- #4: Focus group participants felt there was a need for better advertising of health services in the community.

Anticipated Impact(s) of these Activities:

- Increased awareness of services offered through Stillwater Billings Clinic
- Improved access to care for residents in Stillwater County
- Increased participation in health education offerings
- Increased community engagement
- Improved health outcomes

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

- Stillwater will sponsor a minimum of 1 Booster Club activity a year, increasing awareness of services and promotion of community support.
- Grow new patient population by 2% within the next 3 years with assistance from our marketing and outreach efforts.
- Develop outreach education to populations based upon the Needs Assessment and Youth Risk Behavior Assessment, increasing awareness of County Specific Issues.
- Publish 4 patient success stories in the local newspaper, as well as on the website, to positively promote our efforts in the community as the Primary Health Center.

Measure of Success:

- Stillwater Billings Clinic implements a new health fair with Stillwater Mine by November 2019.
- Stillwater Billings Clinic implements a new outreach program for youth based upon the Youth Risk Behavior Assessment by November of 2018.

Goal 1: Improve awareness of services at Stillwater Billings Clinic (SBC) through enhanced community outreach and education.

Strategy 1.2: Enhance website features and develop social media marketing presence.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Explore developing a social media campaign for SBC (i.e. Facebook and Instagram).	Marketing	7/2019	CEO	Public Health	Resource limitations
Designate staff to engage and be responsible for marketing and outreach.	Marketing	7/2019	CEO	Public Health	Resource limitations
Determine feasibility of adding online clinic scheduling to website.	Beth Nordstrom	7/2019	CEO	Billings Clinic	Financial limitations, Resource limitations
Add current events scrolling banner to website.	Marketing	7/2019	CEO	Billings Clinic	Resource limitations

Needs Being Addressed by this Strategy:

- #1: 59% of respondents indicated they felt the community was ‘somewhat healthy,’ ‘unhealthy’ or ‘poor.’
- #2: 32% of respondents indicated they have a ‘fair’ or ‘poor’ knowledge of health services available at SBC.
- #3: 13% of respondents indicated they did not or delayed receiving needed medical services because they ‘didn’t know where to go’ or they were ‘unsure if services were available.’
- #4: Focus group participants felt there was a need for better advertising of health services in the community.

Anticipated Impact(s) of these Activities:

- Increased awareness of available services through Stillwater Billings Clinic
- Improved access to care of patients in Stillwater County
- Increased community engagement
- Improved health outcomes

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

- Track community engagement on various social media platforms
- Online clinic scheduling implemented and operational
- 10 percent of patients utilizing online scheduling
- Current event scrolling banner live on website

Measure of Success: Stillwater Billings Clinic implements online clinic scheduling and is live by January 2019.

Goal 1: Improve awareness of services at Stillwater Billings Clinic (SBC) through enhanced community outreach and education.

Strategy 1.3: Improve community knowledge of available health services in Stillwater County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Research/catalogue community events, programs, resources and services in Stillwater County.	Natasha Sailer	1/2018	CEO	Chamber of Commerce	Resource limitations
Develop community resource list of available resources and marketing campaign.	Natasha Sailer Marketing	7/2019	CEO	Chamber of Commerce	Financial limitations, Resource limitations
Meet and partner with local schools to develop health and wellness resource page for students and families.	Natasha Sailer	1/2020	CEO	County Public Schools	Financial limitations, Resource limitations
Host and open house to showcase new equipment, physicians, telemedicine options, swing beds, Avera (e-emergency), and other SBC services/equipment/improvements.	Stillwater Leadership Group	7/2018	CEO	Avera Montana Tele-health Network	Financial limitations, Scheduling conflicts, Resource limitations

Needs Being Addressed by this Strategy:

- #1: 59% of respondents indicated they felt the community was ‘somewhat healthy,’ ‘unhealthy’ or ‘poor.’
- #2: 32% of respondents indicated they have a ‘fair’ or ‘poor’ knowledge of health services available at SBC.
- #3: 13% of respondents indicated they did not or delayed receiving needed medical services because they ‘didn’t know where to go’ or they were ‘unsure if services were available.’
- #4: Focus group participants felt there was a need for better advertising of health services in the community.

Anticipated Impact(s) of these Activities:

- Increased awareness of available services at Stillwater Billings Clinic
- Improved access to care for patients of Stillwater County
- Increased community engagement
- Improved health outcomes

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

- Facebook hits to community resource page
- Number of schools and or students receiving health and wellness resource
- Number of community participants in open house

Measure of Success: Stillwater Billings Clinic hosts a community open house by December 2018.

Goal 2: Improve community’s access to transportation in and around Stillwater County.

Strategy 2.1: Collaborate with community partners on transportation needs in Stillwater County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Determine community stakeholder group working on transportation needs in Stillwater County.	Natasha Sailer	7/2019	CEO	Stillwater Co. Local Police Local Clergy Local Business	Resource limitations
Convene stakeholder group to discuss and identify transportation needs and opportunities in the community.	Natasha Sailer	Yearly by 7/2019	CEO	Stillwater Co Local Police Local Clergy Local Business	Scheduling conflicts, Resource limitations
Research community models and best practices for transportation in communities of similar size.	Natasha Sailer	7/2019	CEO		Resource limitations
Explore grant opportunities.	Natasha Sailer	7/2019	CEO		Resource limitations
Develop patient transportation protocol for SBC staff if/when assisting patients	Bev Kovanda Natasha Sailer	7/2019	CEO	Billings Clinic Stillwater County EMS	Financial limitations, Resource limitations

Needs Being Addressed by this Strategy:

- #5: 40.2% of respondents indicated ‘access to healthcare and other services’ was a top component of a healthy community, followed by 34.5% indicating ‘healthy behaviors and lifestyles.’
- #6: Top three ways to improve the community’s access to healthcare: ‘more primary care providers’ (30.5%); ‘more specialists’ (29.9%); and ‘transportation assistance’ (26.4%).
- #7: Focus group participants indicated a need for public transportation services available locally.

Anticipated Impact(s) of these Activities:

- Improved access to care
- Increased community engagement
- Improved understanding of transportation needs in Stillwater County

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

- Number of Transportation stakeholder group meetings
- Number of grant submissions

- Patient transportation protocol created and disseminated with staff

Measure of Success: A Stillwater County Transportation group is developed and convened by 7/2019.

Goal 3: Enhance health and wellness opportunities in Stillwater County.

Strategy 3.1: Explore creating a Stillwater County Recreation Coalition.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Determine community stakeholder group who deal with or are interested in improving health and wellness in Stillwater County.	Natasha Sailer	7/2019	CEO	Billings Clinic Wellness	Resource limitations
Convene Coalition to discuss resources and needs for potential projects.	Natasha Sailer	7/2019	CEO	MT RHI	Scheduling conflicts Resource limitations
Explore developing a walking trail around hospital campus.	Stillwater Leadership Group	12/2019	CEO	MT RHI MT BACI	Financial limitations, Resource limitations
Engage with MT BACI program to explore feasibility of BACI program in Stillwater County.	Natasha Sailer	7/2019	CEO	MT BACI	Resource limitations

Needs Being Addressed by this Strategy:

- #1: 59% of respondents indicated they felt the community was ‘somewhat healthy,’ ‘unhealthy’ or ‘poor.’
- #8: Top three health concerns in the community were: ‘Alcohol/substance abuse’ (58.6%), ‘Cancer’ (37.9%), and ‘Overweight/obesity’ (37.9%).
- #9: 34.5% of respondents rated ‘healthy behaviors and lifestyles’ as a top component of a healthy community.
- #10: 25.9% of respondents indicated ‘greater health and education services’ would improve the community’s access to healthcare.
- #11: 33.9% reported ‘fitness’ was a course/educational program desired locally followed by 29.3% reporting a desire for ‘health and wellness.’
- #12: 18.4% of respondents reported an interest in ‘exercise/nutrition programs’ for community youth would be beneficial.
- #13: 20.1% of respondents reported they had exercised 3-5 times a month or less for at least 20 minutes in the past month.
- #14: Focus group participants indicated they felt there was a need for more walking trails and more opportunities to be physically active to improve the health of the community.

Anticipated Impact(s) of these Activities:

- Increased community engagement
- Increased opportunities for health and wellness
- Improved health outcomes

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

- Number of health and wellness coalition meetings
- Track development of walking trail on hospital campus
- Track developments of BACI engagement

Measure of Success: New walking trail implemented by June 2020.

Goal 4: Improve access to mental health services in Stillwater County.

Strategy 4.1: Improve access and education of mental health resources for community and SBC staff.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Explore available training and education for mental health and substance abuse.	Natasha Sailer	1/2018	CEO	Billings Clinic	Resource limitations
Determine staff responsible to deliver mental health education for staff and community.	Natasha Sailer	1/2018	CEO	Billings Clinic	Resource limitations
Develop suicide risk assessment protocol for all staff at Stillwater Billings Clinic.	Stillwater Leadership Group	7/2019	CEO	Billings Clinic	Resource limitations
Adopt and modify education for community members as appropriate.	Natasha Sailer	7/2018	CEO	Billings Clinic MT DPHHS	Scheduling conflicts, Resource limitations
Meet with local schools to develop mental health, suicide risk, and substance abuse resource page for teachers and counselors.	Natasha Sailer	9/2018	CEO Public Schools	Local Schools	Scheduling conflicts, Resource limitations

Needs Being Addressed by this Strategy:

- #1: 59% of respondents indicated they felt the community was ‘somewhat healthy,’ ‘unhealthy’ or ‘poor.’
- #2: 32% of respondents indicated they have a ‘fair’ or ‘poor’ knowledge of health services available at SBC.
- #10: 25.9% of respondents indicated ‘greater health and education services’ would improve the community’s access to healthcare.
- #15: 21.3% of respondents reported ‘mental health issues’ as a top health concern and 19.5% reported ‘depression/anxiety.’ Additionally, significantly more respondents identified ‘mental health issues’ as a top concern when compared to 2013 CHNA assessment.
- #16: 12.9% of respondents reported they have experienced periods of depression for at least 3 consecutive months in the past three years.
- #17: Focus group participants noted a need for substance abuse programs as well as a lack of awareness and services for mental health.

Anticipated Impact(s) of these Activities:

- Increased knowledge of mental health issues in the community
- Increased access to mental health resources
- Increased community engagement
- Improved health outcomes

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

- Number of mental health educational offerings
- Number of community participants

- Track implementation of suicide risk assessment protocol
- Track development of mental health resource page for schools
- Track dissemination of resource page with schools

Measure of Success: Suicide risk assessment protocol is developed and implemented by July 2019.

Goal 5: Improve access to specialty services at Stillwater Billings Clinic.

Strategy 5.1: Explore opportunities to expand specialty services at SBC.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Explore feasibility of offering dermatology and optometry visiting specialists.	Barb Orednick	7/2019	CEO	Billings Clinic	Financial limitations, Resource limitations, Workforce availability
Explore feasibility of expanding telemedicine at SBC (i.e. tele-psychiatry).	Natasha Sailer	12/2019	CEO	Billings Clinic	Financial limitations, Resource limitations
Create marketing campaign for new services and providers.	Marketing	12/2019	CEO	Billings Clinic	Resource limitations

Needs Being Addressed by this Strategy:

- #1: 59% of respondents indicated they felt the community was ‘somewhat healthy,’ ‘unhealthy’ or ‘poor.’
- #2: 32% of respondents indicated they have a ‘fair’ or ‘poor’ knowledge of health services available at SBC.
- #3: 13% of respondents indicated they did not or delayed receiving needed medical services because they ‘didn’t know where to go’ or they were ‘unsure if services were available.’
- #4: Focus group participants felt there was a need for better advertising of health services in the community.
- #5: 40.2% of respondents indicated ‘access to healthcare and other services’ was a top component of a healthy community, followed by 34.5% indicating ‘healthy behaviors and lifestyles.’
- #6: Top three ways to improve the community’s access to healthcare: ‘more primary care providers’ (30.5%); ‘more specialists’ (29.9%); and ‘transportation assistance’ (26.4%).
- #18: Top desired local healthcare services identified was a ‘dermatologist’ (22.4%). Focus group participants also expressed a desire for vision services.

Anticipated Impact(s) of these Activities:

- Increased access to specialty services
- Increased knowledge of available specialty services
- Improved health outcomes

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

- Track specialty service utilization
- New marketing materials are developed and dissemination plan determined

Measure of Success: Determination made on feasibility of specialty service expansion by December 2019.

Needs Not Addressed and Justification

Identified health needs unable to address by Stillwater Billings Clinic	Rationale
<ul style="list-style-type: none"> Top identified way to improve the community’s access to healthcare was ‘more primary providers’ with 30.5%. 	<ul style="list-style-type: none"> Stillwater Billings Clinic has recently added Edwin Sheils, PA-C, and will also be adding a new Physician to the practice by September 2017.
<ul style="list-style-type: none"> Other top identified specialists desired were: ‘cardiologist’ (12.6%), ‘sleep studies’ (11.5%), and ‘OB/GYN’ (10.3%). 	<ul style="list-style-type: none"> Cardiology and OB/GYN has very little availability of outreach services related to the high volume of patients they are currently seeing in their primary setting, resulting in a lack of outreach in other communities. Hiring a full time cardiologist, OB/GYN, and providing the ability to perform sleep studies is well above what Stillwater Billings Clinic can manage financially.
<ul style="list-style-type: none"> Focus group participants identified a need for additional, coordinated senior services. 	<ul style="list-style-type: none"> Many of the suggestions for coordinated senior services revolve around things that already exist, for example, classes are currently provided to the senior’s specifically, but they are unaware of the services. Therefore, Stillwater Billings Clinic will continue to incorporate community information and include the seniors as a focus group. Other services are beyond the financial scope of what Stillwater Billings Clinic can provide; specifically, an indoor swimming pool.

Dissemination of Needs Assessment

Stillwater Billings Clinic “SBC” disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website (<http://stillwaterbillingsclinic.com>) as well as having copies available at the Administration Office and Community Health Services Building, 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 SBC is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Stillwater County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of SBC will be directed to the hospital’s website to view the complete assessment results and the implementation plan. SBC board members approved and adopted the plan on **August 28, 2017**. 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.

SBC will establish an ongoing feedback mechanism to take into account any written comments it may receive on the adopted implementation plan document.