

IMPLEMENTATION PLAN

Addressing Community Health Needs



Columbus, Montana

2020-2023

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The Implementation Planning Process

The implementation planning committee – comprised of Stillwater Billings Clinic’s (SBC) leadership team – participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through their community health needs assessment (CHNA) process.

The CHSD community health needs assessment was performed in the Winter/Spring of 2020 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 11 for a list of “Needs Identified and Prioritized”). For more information regarding the needs identified, as well as the assessment process/approach/methodology, please refer to the facility’s assessment report, which is posted on the facility’s website (https://stillwaterbillingsclinic.com/wp-content/uploads/SBC_2020-CHNA-Final-Report.pdf).

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

The implementation planning committee reviewed the priority recommendations provided by the community steering committee and determined which needs or opportunities could be addressed considering SBC’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:

- Mental and behavioral health
- Awareness of services and resources
- Access to healthcare services
- Health, wellness, and prevention

In addressing the aforementioned issues, SBC seeks to:

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



Mission: Focused, Quality Healthcare

Implementation Planning Committee Members:

- Dave Ryerse – CEO
- Natasha Sailer – Director of Community Health Services
- Stephanie Perdue-Wetmore – Director of Physical Therapy
- Carrie Gable – Director of Quality
- Beau Gurie – Marketing & Foundation Coordinator
- Lisa Lindsay – Registered Dietitian
- Durene Kober - Human Resources
- Jane Pomeroy - Director of Nursing

Prioritizing the Community Health Needs

The steering and implementation planning committees 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

SBC'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.
- 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

Population Demographics

- 96.4% of Stillwater County's population white, and 1% is American Indian or Alaska Native and 3.9% other
- 15.3% of Stillwater County's population has disability status
- 18.9% of Stillwater County's population is 65 years and older
- 10.8% of Stillwater County's population has Veteran status
- 5.98% of Stillwater County's population has No High School as their highest degree attained; 37.19% have High School Degrees.

Size of County and Remoteness

- 9,117 people in Stillwater County
- 5.1 people per square mile

Socioeconomic Measures

- 8.7% of children live in poverty
- 6.5% of persons are below the federal poverty level
- 9% of adults (age<65) are uninsured; 5% of children less than age 18, are uninsured
- 4.8% of the population is enrolled in Medicaid

Select Health Measures

- 31.8% of children (2-5 years of age) are considered overweight or obese
- 20% of the adult population report excessive drinking
- All Sites Cancer rate (per 100,000 population) is 538.1 compared to 441.6 for Montana and 444 nationally
- Unintentional Injury Death rate (per 100,000 population) is 55.0 compared to 41.3 for Montana and nationally
- 41% of adults living in frontier Montana report two or more chronic conditions
- Montana's suicide rate (per 100,000 population) is 34.7 compared to 22.5 for Montana and 13.9 nationally

Nearest Major Hospital

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

Public Health and Underserved Populations Consultation Summaries

Public Health Consultation

Natasha Sailer, RN- Stillwater County Public Health, Director of Community Health

Jane Pomeroy, RN DON- Stillwater Billings Clinic

Lisa Lindsay, RD- Stillwater Billings Clinic

12/11/2019

- Lack of mental health services available to our community is a big issue that the community has blinders on towards.
- Unsafe driving habits are always an issue. Especially with where we are in relation to the major highways.
- The amount of people not wearing seatbelts stands out to me.
- Texting and driving rate is high.
- Suicide rate for our population is high. And dogs- I see so many people driving with dogs on their lap; I saw a dog on the steering wheel the other day. That cannot be safe.

Population: Seniors

Natasha Sailer, RN, Stillwater County Public Health, Director of Community Health

Stephanie Perdue-Wetmore, Director of Therapy

Stillwater Billings Clinic, Resident- Park City

12/11/2019

- Outlying folks needing to get to appointments. Some do telemed, but it isn't always an option. We had one uber driver, but not any more
- Trying to find a support system for chemo folks to not only drive them but support them along the way.
- Those people doing chemo and dialysis have a huge barrier when it comes to transportation.
- Does American Cancer Society come to our community? I know that they do some transportation, but I don't know how far outside of Billings that they go. It would be worth looking into.

Population: Low-Income, Underinsured

Natasha Sailer, RN, Stillwater County Public Health, Director of Community Health

Phyllis Brown, Absarokee Resident

12/11/2019

- Transportation is an issue. We were involved with the BACI program, but the funding ran out. We are trying to find transportation. 100% positive that it will show up on the survey.

Population: Youth

Natasha Sailer, RN, Stillwater County Public Health, Director of Community Health

12/11/2019

- Youth risk behavior is eye opening.
- You could count 50-60% of those driving away from the middle school and/or high school that are texting and driving.
- Surprising – the data around carrying a weapon on school property. This includes pocketknives, which the school allows them to have. Don't know if that accurately reflects weapons being brought. We are in rural Montana, but it is strange.

Needs Identified and Prioritized

Prioritized Needs to Address

1. Focus group participants indicated a desire for better access to fitness opportunities especially for school-aged children.
2. 45.9% of respondents felt more information about available services would improve their community's access to care.
3. 24% of respondents rated their health knowledge as fair or poor.
4. 53% of the community feel it is "Somewhat healthy"
5. Focus group participants indicated diabetes are chronic diseases are a concern for the community.
6. Survey respondents indicated interest in "Fitness" classes/programs (40.4%) and "Health and wellness" classes/programs (35.5%).
7. Top health concerns in the community included "Overweight/obesity" (30.1%), "Lack of exercise" (13.7%), and "Diabetes" (12%).
8. Desired local health services for children included "Exercise/nutrition programs" (53%).
9. Top health concerns included "Alcohol/substance abuse" (53%), "Mental health issues" (16.4%), and "Depression/anxiety" (15.8%).
10. Respondents indicated "Access to mental health services" (21.3%) is a leading component of a healthy community.
11. Mental and behavioral health services and resources were discussed as a need in the community by the focus group participants.
12. 15% of respondents indicated they felt depressed on most days for 3 consecutive months.
13. 47% of respondents indicated they felt lonely or isolated within the last year.
14. The most desired community service for seniors was "Transportation" (20.8%)
15. 27.3% of respondents felt "Transportation assistance" would improve their community's access to care.
16. Top suggestions to improve the community's access to health care included "More specialists" (33.3%) and "More primary care providers" (32.8%).
17. Focus group respondents indicated a need for more education regarding and utilization of telehealth services
18. 27% of respondents indicated they delayed or did not receive needed healthcare services; reasons for delay included "Transportation problems", and "Too long to wait for an appointment".

Needs Unable to Address

(See page 31 for additional information)

1. Survey respondents indicated that they would be the most interested in a “Senior retirement housing/community”, “Independent living”, and “Personal care services” if they were made available to the community.
2. 34.4% of respondents felt “Payment assistance programs” would improve community access to healthcare.

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 11). For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section, which begins on page 16.

Goal 1: Improve awareness of resources and services in Stillwater County through enhanced community outreach and education

Strategy 1.1: Explore opportunities to enhance County-wide health education and partnership in community events.

- Continue to partner with local school to support and co-sponsor health education and promotion events in Columbus and Absorokee. Expand outreach to Park City, Reed Point, and Rapelje.
- Develop County outreach materials to improve knowledge and access to local services and resources (i.e. information booth materials, handouts for community events).
- Explore opportunities support/grow area health fairs/wellness events with new community partners (i.e. Stillwater Mine). Enhancing opportunities to share educational materials and provide various outreach and/or screening services for free or nominal cost.
- Develop and publish community ‘patient experience’ stories in local newspaper and through social media to help enhance community knowledge of services available.

Goal 2: Improve overall health in Stillwater County through increased access to health and wellness opportunities

Strategy 2.1: Engage with community partners to improve and expand health and wellness resources in the county

- Continue to develop a walking trail on campus to improve access to fitness opportunities in Stillwater County.
- Expand current community coalition to a County wide wellness coalition-stakeholder group. Meeting at least twice a year to determine goals and project awareness.

- With coalition, conduct an environmental scan of current projects, and research new potential projects, funding, and sustainability strategies.
- Develop programs at SBC that address fitness, nutrition, wellness (ex. Diabetes prevention program).
- Develop new education/outreach on chronic disease, communicable disease, fall prevention and monthly health topics.

Goal 3: Improve access to mental health and behavioral health services in Stillwater County

Strategy 3.1: Continue to collaborate with community partners to enhance efforts addressing mental and behavioral health needs in Stillwater County

- Continue to foster relationship and collaboration with local mental health center to enhance care collaboration and referrals
- Continue to send staff to participate in Local Mental Health Advisory Council which helps to coordinate mental health resources in Stillwater County
- Work with community partners/LAC to explore available/new trainings and education for mental health and substance abuse.

Strategy 3.2: Enhance access to behavioral health services

- Continue to participate in Billings Clinic Behavioral Health grant to enhance access to mental health services provided in the area.
- Develop and implement Integrated Behavioral Health protocol to improve referral process to psychiatric care and expand mental health workforce in community.
- Implement new Integrated Behavioral Health program and create marketing and outreach materials to educate community and providers on new resources.
- Create tools to assess and evaluate program process and success of new Integrated Behavioral Health program.

Strategy 3.3: Continue to enhance mental health outreach and education for area residents

- Meet with local schools to develop mental health, suicide risk, and substance abuse education programs in the schools.
- Partner with local schools to implement the PAX good behavior game.
- Offer community Mental health First Aid (Adopt and modify education for community members as appropriate).
- Continue to catalogue local mental health/substance use resources, services, and programs available, and educate community.

Goal 4: Improve access to healthcare services in Stillwater County**Strategy 4.1: Collaborate with County partners on transportation needs in Stillwater County**

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

Strategy 4.2: Expand access to specialty services in Stillwater County

- Explore feasibility to expand available specialty services such as cardiology, psychiatry, OB/GYN and dermatology.
- Continue growth of telehealth services (i.e. Clinic, counseling, Avera E-emergency, nutrition, pharmacy, physical, occupational, speech therapies, home health, and transitional care).
- Develop outreach campaign for new services and providers to increase knowledge and access to services.

Strategy 4.3: Explore expanding available hours of various services

- Determine feasibility to expand hours of various services (ex. Physical, occupational, and speech therapies) to improve availability and enhance access.

Implementation Plan Grid

| Goal 1: Improve awareness of resources and services in Stillwater County through enhanced community outreach and education | | | | | |
|---|---------------------------------|----------------|----------------|--|---|
| Strategy 1.1: Explore opportunities to enhance County-wide health education and partnership in community events | | | | | |
| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
| Continue to partner with local school to support and co-sponsor health education and promotion events in Columbus and Absarokee. Expand outreach to Park City, Reed Point, and Rapelje. | Natasha Sailer, Beau Gurie | 2020 - Ongoing | CEO | Columbus, Park City, Absarokee, Reed Point, Rapelje, Local schools | COVID 19 for 2020 School year |
| Develop County outreach materials to improve knowledge and access to local services and resources (i.e. information booth materials, handouts for community events). | Beau Gurie | 2020 - ongoing | CEO | County Planning Board and Economic Development | Resource limitations |
| Explore opportunities support/grow area health fairs/wellness events with new community partners (i.e. Stillwater Mine). Enhancing opportunities to share educational materials and provide various outreach and/or screening services for free or nominal cost. | Beau Gurie, Hospital Leadership | 2021 -2022 | CEO | Stillwater Mine, Stillwater County Residents | Resource limitations, workforce limitations |
| Develop and publish community 'patient experience' stories in local newspaper and through social media to help enhance community knowledge of services available. | Beau Gurie, Leadership | 2020-2022 | CEO | Community, Hospital, Clinic | Lack of interest from public |
| Needs Being Addressed by this Strategy: | | | | | |
| 1. Focus group participants indicated a desire for better access to fitness opportunities especially for school-aged children. 2. 45.9% of respondents felt more information about available services would improve their community's access to care. 3. 24% of respondents rated their health knowledge as fair or poor. | | | | | |

4. 53% of the community feel it is “Somewhat healthy”
5. Focus group participants indicated diabetes are chronic diseases are a concern for the community.
6. Survey respondents indicated interest in “Fitness” classes/programs (40.4%) and “Health and wellness” classes/programs (35.5%).
7. Top health concerns in the community included “Overweight/obesity” (30.1%), “Lack of exercise” (13.7%), and “Diabetes” (12%).
8. Desired local health services for children included “Exercise/nutrition programs” (53%).

Anticipated Impact(s) of these Activities:

- Enhance access to preventative education and screenings
- Increased community knowledge of services
- Increased participation in health education offerings
- Increased community engagement
- Improved health outcomes

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

- Track number of co-sponsored health education events held in Columbus, Absorokee, Park City, Reed Point, and Rapelje. Number of participants/engagements in each community
- 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:

- 2 patient experience stories per year, new pamphlets/informational booklets to provide to area businesses and outreach to educate individuals of those services, add 1 additional school to our health education programs.

Goal 2: Improve overall health in Stillwater County through increased access to health and wellness opportunities**Strategy 2.1: Engage with community partners to improve and expand health and wellness resources in the county**

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|---|----------------|------------------|----------------|----------------------------------|--|
| Continue to develop a walking trail on campus to improve access to fitness opportunities in Stillwater County. | SBC Wellness | Complete by 2022 | CEO | Maintenance, Outside contractors | Resource limitations, Financial |
| Expand current community coalition to a County wide wellness coalition-stakeholder group. Meeting at least twice a year to determine goals and project awareness. | SBC Wellness | 2021 – 2022 | CEO | Public, Schools, Businesses | Resource limitations Scheduling conflicts |
| With coalition, conduct an environmental scan of current projects, and research new potential projects, funding, and sustainability strategies. | Beau Gurie | 2021-2022 | CEO | County/City Businesses | Resource limitations |
| Develop programs at SBC that address fitness, nutrition, wellness (ex. Diabetes prevention program). | SBC Wellness | 2020-2022 | CEO | Riverstone Health | Resource limitations Financial limitations |
| Develop new education/outreach on chronic disease, communicable disease, fall prevention and monthly health topics. | Leadership | 2020-2022 | CEO | Hospital, Clinic | Resource limitations |

Needs Being Addressed by this Strategy:

1. Focus group participants indicated a desire for better access to fitness opportunities especially for school-aged children.
2. 45.9% of respondents felt more information about available services would improve their community's access to care.
3. 24% of respondents rated their health knowledge as fair or poor.
4. 53% of the community feel it is "Somewhat healthy"
5. Focus group participants indicated diabetes are chronic diseases are a concern for the community.
6. Survey respondents indicated interest in "Fitness" classes/programs (40.4%) and "Health and wellness" classes/programs (35.5%).
7. Top health concerns in the community included "Overweight/obesity" (30.1%), "Lack of exercise" (13.7%), and "Diabetes" (12%).
8. Desired local health services for children included "Exercise/nutrition programs" (53%).

Anticipated Impact(s) of these Activities:

- Shift community attitudes and beliefs around healthy eating and physical activity
- Increased community engagement
- Increased community knowledge of services
- Increased participation in health education offerings
- Empower community to make healthful lifestyle choices

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

- Meet quarterly with internal group to track the development of the walking trail
- Meet with community coalition at least twice a year
- Catalogue current health and wellness programs in the community
- Research X amount of potential new programs and funding sources a year
- Track number and reach of the “monthly health” outreach topics
- Track number and reach of outreach clinics and programs via number of the patients

Measure of Success:

- New walking trail completed by 2022.
- 2 New outreach programs that sustain over 2 years (arthritis exercise, walk with ease), identify and establish coalition.

| Goal 3: Improve access to mental and behavioral health services in Stillwater County | | | | | |
|---|-------------------------------------|-----------------|-----------------------|----------------------------|---|
| Strategy 3.1: Continue to collaborate with community partners to enhance efforts addressing mental and behavioral health needs in Stillwater County | | | | | |
| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
| Continue to foster relationship and collaboration with local mental health center to enhance care collaboration and referrals. | Natasha Sailer | 2020-2022 | CEO | Local Mental Health Center | Fullness of Mental Health |
| Continue to send staff to participate in Local Mental Health Advisory Council which helps to coordinate mental health resources in Stillwater County. | Natasha Sailer | 2020-2022 | CEO | Local Mental Health Center | Scheduling conflicts |
| Work with community partners/LAC to explore available/new trainings and education for mental health and substance abuse. | Natasha Sailer, Krista Pettersen | 2020-2022 | CEO | Local Mental Health Center | Resource limitations Financial limitations Scheduling conflicts |
| Needs Being Addressed by this Strategy: | | | | | |
| 9. Top health concerns included “Alcohol/substance abuse” (53%), “Mental health issues” (16.4%), and “Depression/anxiety” (15.8%). | | | | | |
| 10. Respondents indicated “Access to mental health services” (21.3%) is a leading component of a healthy community. | | | | | |
| 11. Mental and behavioral health services and resources were discussed as a need in the community by the focus group participants. | | | | | |
| 12. 15% of respondents indicated they felt depressed on most days for 3 consecutive months. | | | | | |
| 13. 47% of respondents indicated they felt lonely or isolated within the last year. | | | | | |
| Anticipated Impact(s) of these Activities: | | | | | |
| <ul style="list-style-type: none"> ▪ Increase access to mental health services ▪ Decrease societal stigma associated with mental illness and substance use disorders ▪ Strengthen community partnerships ▪ Build community capacity ▪ Service, policy, and resources development ▪ Increased community knowledge of resources | | | | | |

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

- Track numbers of collaboration meetings with local mental health groups
- Track number of mental health trainings and educational opportunities held
- Track mental health measures in subsequent CHNA

Measure of Success:

- In collaboration with community partners, SBC provides 3 new mental health trainings to the community by June 2022.
- Develop soft handoffs for those needing direct care with local partners, establishing a connection where we can work directly with the mental health groups in our area.

| Goal 3: Improve access to mental and behavioral health services in Stillwater County | | | | | |
|---|----------------------------------|-----------------|-----------------------|---------------------------------------|---------------------------|
| Strategy 3.2: Enhance access to behavioral health services | | | | | |
| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
| Continue to participate in Billings Clinic Behavioral Health grant to enhance access to mental health services provided in the area. | Natasha Sailer, Krista Petterson | 2020-2022 | CEO | Billings Clinic | Resource limitations |
| Develop and implement Integrated Behavioral Health protocol to improve referral process to psychiatric care and expand mental health workforce in community. | Natasha Sailer, Krista Petterson | 2020-2022 | CEO | Billings Clinic, Mental Health Center | Resource limitations |
| Implement new Integrated Behavioral Health program and create marketing and outreach materials to educate community and providers on new resources. | Beau Gurie | 2020-2022 | CEO | Billings Clinic | Resource limitations |
| Create tools to assess and evaluate program process and success of new Integrated Behavioral Health program. | Natasha Sailer | 2020-2022 | CEO | Billings Clinic | Resource limitations |
| Needs Being Addressed by this Strategy: | | | | | |
| 9. Top health concerns included “Alcohol/substance abuse” (53%), “Mental health issues” (16.4%), and “Depression/anxiety” (15.8%). | | | | | |
| 10. Respondents indicated “Access to mental health services” (21.3%) is a leading component of a healthy community. | | | | | |
| 11. Mental and behavioral health services and resources were discussed as a need in the community by the focus group participants. | | | | | |
| 12. 15% of respondents indicated they felt depressed on most days for 3 consecutive months. | | | | | |
| 13. 47% of respondents indicated they felt lonely or isolated within the last year. | | | | | |
| Anticipated Impact(s) of these Activities: | | | | | |
| <ul style="list-style-type: none"> ▪ Increase access to mental health services ▪ Decrease societal stigma associated with mental illness and substance use disorders ▪ Strengthen community partnerships ▪ Build community capacity ▪ Service, policy, and resources development | | | | | |

- Increased community knowledge of resources

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

- Track utilization of and demand for onsite counselors
- Track number of patients monthly that utilize tools and assessments based on service need
- Track implementation of new IBH model in clinic
- Track tele-psychiatry utilization pre/post outreach effort
- Track mental health measures in subsequent CHNA

Measure of Success:

- SBC expands access to mental and behavioral health services through use of an Integrated behavioral Health program by 6/2021.
- Tracking of number of patients that have been screened using the PHQ9 assessment and the consistency of the use of PHQ9 for all behavioral health patients.

Goal 3: Improve access to mental and behavioral health services in Stillwater County**Strategy 3.3: Continue to enhance mental health outreach and education for area residents**

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|---|----------------|-----------|----------------|--|---|
| Meet with local schools to develop mental health, suicide risk, and substance abuse education programs in the schools. | Natasha Sailer | 2020-2022 | CEO | Local schools, Prevention Coordinator | Resource limitations Scheduling conflicts COVID19 |
| Partner with local schools to implement the PAX good behavior game. | Natasha Sailer | 2020-2022 | CEO | Local schools, Prevention Coordinator | Resource limitations Financial limitations |
| Offer community Mental health First Aid (Adopt and modify education for community members as appropriate). | Natasha Sailer | 2020-2022 | CEO | Local Schools, Community Members, Prevention Coordinator | Resource limitations Financial limitations |
| Continue to catalogue local mental health/substance use resources, services, and programs available, and educate community. | Beau Gurie | 2020-2022 | CEO | Local Public Health Partners | Resource limitations |

Needs Being Addressed by this Strategy:

9. Top health concerns included “Alcohol/substance abuse” (53%), “Mental health issues” (16.4%), and “Depression/anxiety” (15.8%).
10. Respondents indicated “Access to mental health services” (21.3%) is a leading component of a healthy community.
11. Mental and behavioral health services and resources were discussed as a need in the community by the focus group participants.
12. 15% of respondents indicated they felt depressed on most days for 3 consecutive months.
13. 47% of respondents indicated they felt lonely or isolated within the last year.

Anticipated Impact(s) of these Activities:

- Increase access to mental health services
- Decrease societal stigma associated with mental illness and substance use disorders
- Strengthen community partnerships
- Build community capacity
- Service, policy, and resources development

- Increased community knowledge of resources

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

- Number of schools participating in PAX program
- Pre and Post testing of students using PAX and Mental Health First Aid
- Number of mental health educational offerings/trainings held
- Number of community participants

Measure of Success:

- SBC will offer/sponsor a Mental Health First Aid training for area residents by 7/2021.
- 1 Local school will participate in the PAX good behavior program by June 2022.

Goal 4: Improve access to healthcare services in Stillwater County**Strategy 4.1: Collaborate with County 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 | 2020 – 2022 | CEO | Stillwater Chamber of Commerce | Resource limitations Financial limitations |
| Convene stakeholder group to discuss and identify transportation needs and opportunities. | Natasha Sailer | By July 1 2020 | CEO | Stillwater County | Scheduling conflicts Resource limitations |
| Research community models and best practices for transportation in communities/counties of similar size. | Beau Gurie | 2020 – 2021 | CEO | Livingston Billings Clinic | Resource limitations Financial Limitations |
| Continue to explore grant opportunities. | Natasha Sailer/Beau Gurie | 2020 – 2022 | CEO | Stillwater Chamber | Resource limitations |
| Develop patient transportation protocol for SBC staff when assisting patients and community members. | Natasha Sailer | 2020 – 2022 | CEO | PALS Program, Billings Clinic | Resource limitations |
| Needs Being Addressed by this Strategy: | | | | | |
| 14. The most desired community service for seniors was “Transportation” (20.8%) | | | | | |
| 15. 27.3% of respondents felt “Transportation assistance” would improve their community’s access to care. | | | | | |
| 18. 27% of respondents indicated they delayed or did not receive needed healthcare services; reasons for delay included “Transportation problems”, and “Too long to wait for an appointment”. | | | | | |
| Anticipated Impact(s) of these Activities: | | | | | |
| <ul style="list-style-type: none"> ▪ Increase access to healthcare services ▪ Service, and resource development ▪ Increased community engagement ▪ Improved understanding of transportation needs in Stillwater County ▪ Track access and transportation measures in subsequent CHNA | | | | | |

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

- Number of Transportation stakeholder group meetings
- Meeting with Billings Clinic and Livingston Billings Clinic for assistance
- 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 July 1, 2021.
- Transportation for local area residents is established by 2022.

Goal 4: Improve access to healthcare services in Stillwater County**Strategy 4.2: Expand access to specialty services in Stillwater County**

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|---|---------------------------|-------------|----------------|------------------------------|---|
| Explore feasibility to expand available specialty services such as cardiology, psychiatry, OB/GYN and dermatology. | RHC Manager | 2020 – 2022 | CEO | Billings Clinic | Resource limitations Financial limitations |
| Continue growth of telehealth services (i.e. Clinic, counseling, Avera E-emergency, nutrition, pharmacy, physical, occupational, speech therapies, home health, and transitional care). | RCH Manager, Jane Pomeroy | 2020 – 2022 | CEO | Billings Clinic, Avera | Resource limitations Financial limitations |
| Develop outreach campaign for new services and providers to increase knowledge and access to services. | Beau Gurie | 2020-2022 | CEO | Billings Clinic, Local Media | Resource limitations |

Needs Being Addressed by this Strategy:

2. 45.9% of respondents felt more information about available services would improve their community's access to care.
3. 24% of respondents rated their health knowledge as fair or poor.
16. Top suggestions to improve the community's access to health care included "More specialists" (33.3%) and "More primary care providers" (32.8%).
18. 27% of respondents indicated they delayed or did not receive needed healthcare services; reasons for delay included "Transportation problems", and "Too long to wait for an appointment".

Anticipated Impact(s) of these Activities:

- Increase access to healthcare services
- Increased community knowledge of services
- Improved health outcomes
- Track access measures in subsequent CHNA

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

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

- Number of new telehealth services offered and utilized.
- Review offerings of outreach based upon CHNA and determine best implementation guidance

Measure of Success:

- Determination made on feasibility of specialty service expansion by June 30, 2021.
- Develop outreach campaign for specialty service expansion by June 1, 2021.

Goal 4: Improve access to healthcare services in Stillwater County**Strategy 4.3: Explore expanding available hours of various services**

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|--|--------------------------|----------|----------------|---|---|
| Determine feasibility to expand hours of various services (ex. Physical, occupational, and speech therapies) to improve availability and enhance access. | Stephanie Perdue-Wetmore | 2022 | CEO | Stillwater Billings Clinic Leadership, Hospital and RHC | Resource limitations Financial limitations |

Needs Being Addressed by this Strategy:

16. Top suggestions to improve the community's access to health care included "More specialists" (33.3%) and "More primary care providers" (32.8%).
 18. 27% of respondents indicated they delayed or did not receive needed healthcare services; reasons for delay included "Transportation problems", and "Too long to wait for an appointment"

Anticipated Impact(s) of these Activities:

- Increase access to healthcare services
- Improved health outcomes

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

- Track therapy service utilization before and after expanded hours
- Increased or decreased utilization of expanded hours
- Employee and patient satisfaction surveys

Measure of Success:

- SBC determines feasibility of expanding hours to therapy services by determining the best staffing and hours of operation in the clinic by June 30, 2021. Overall satisfaction of services from therapy.

Needs Not Addressed and Justification

| Identified health needs unable to address by SBC | Rationale |
|---|---|
| 1. Survey respondents indicated that they would be the most interested in a “Senior retirement housing/community”, “Independent living”, and “Personal care services” if they were made available to the community. | <ul style="list-style-type: none">• Cost prohibitive for our facility• There are multiple groups in the area that are providing this service and are working to get more support to the community• Stakeholder group within the county already established. |
| 2. 34.4% of respondents felt “Payment assistance programs” would improve community access to healthcare. | <ul style="list-style-type: none">• Payment assistance programs are already available for all of our patients. Information and a media campaign has been established prior to the Implementation Report, and will continue to be an effort we push to all patients. |

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 (<https://stillwaterbillingsclinic.com/>) as well as having copies available at the facility should community members request to view the community health needs assessment or the implementation planning documents.

The Steering Committee, which was formed specifically as a result of the CHSD [Community Health Services Development] process to introduce the community to the assessment process, will be informed of the implementation plan to see the value of their input and time in the CHSD process as well as how 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 **October 5th, 2020**. Board members are encouraged to familiarize themselves with the needs assessment report and implementation plan, so they can publicly promote the facility’s plan to influence the community in a beneficial manner.

Written comments on this 2020-2023 Stillwater Billings Clinic Community Benefit Strategic Plan can be submitted to:

Administration
Stillwater Billings Clinic
710 N. 11th Street
Columbus, Montana 59019

Please reach out to Stillwater Billing Clinic’s CEO, at 406-322-1002 or dryerse@billingsclinic.org with any questions.