

IMPLEMENTATION PLAN

Addressing Community Health Needs

Glendive Medical Center

*Dawson County Public Health Department
Glendive, Montana*

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Disclaimer: The Montana Office of Rural Health encourage an accounting professional's review of this document before submission to the IRS. As of this publishing, this document should be reviewed by a qualified tax professional. Recommendations on its adequacy in fulfillment of IRS reporting requirements are forthcoming.

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The Implementation Planning Process

The implementation planning committee – comprised of Glendive Medical Center’s leadership team in partnership with the Dawson County Health Department– 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 2016 to determine the most important health needs and opportunities for Dawson 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 (www.gmc.org/) and also posted on the Dawson County Health Department’s website (www.dawsoncountymontana.org).

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 Glendive Medical Center’s parameters of resources and limitations. The committee then prioritized the needs/opportunities using the additional parameters of the organizational vision, mission, and values, as well as existing and potential community partners. Participants then created a goal to achieve through strategies and activities, as well as the general approach to meeting the stated goal (i.e. staff member responsibilities, timeline, potential community partners, anticipated impact(s), and performance/evaluation measures).

The prioritized health needs as determined through the assessment process and which the facility will be addressing relates to the following healthcare issues:

1. Access to Healthcare Services
2. Outreach and Education
3. Behavioral Health

In addressing the aforementioned issues, Glendive Medical Center 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.

Glendive Medical Center’s Mission:

We are committed to caring, healing, and a healthier community.

Glendive Medical Center’s Vision:

We will be the quality leader for health care in the region through...

- promoting patient centered care;
- embracing a passionate commitment to exceptional quality and safety;
- providing an exemplary patient experience;
- attracting and retaining caring, innovative medical providers and employees;
- achieving cost efficiency through progressive and effective resource management;
- developing visionary leaders;
- serving as a catalyst for a growing network of collaborative partners.

Glendive Medical Center’s Values:

We support and nurture a culture of Respect, Integrity, Compassion, and Excellence (RICE).

Implementation Planning Committee Members:

- Parker Powell – CEO, Glendive Medical Center
- Marti Schmeling – Executive Assistant, Glendive Medical Center
- Bill Robinson – CFO, Glendive Medical Center
- Jill Domek – VP of Patient Care Services, Glendive Medical Center
- Sam Hubbard – VP of Operations, Glendive Medical Center
- Jen Fladager, RN – Dawson County Health Department
- Timber Dempewolf, RN – Dawson County Health Department

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

Glendive Medical Center's Existing Presence in the Community

- Glendive Medical Center offers financial assistance to patients that do not have the ability to pay part or all of their hospital bills. Financial assistance is calculated on a sliding scale based on the Federal Poverty Guidelines published in the Federal Register each year, and number of household sharing the same income.
- Providers of Glendive Medical Center go to local elementary schools to provide information and presentations about various health topics.
- Patients at GMC have access to visiting specialists such as Cardiology, Dermatology, Psychiatry, Podiatry, Pulmonology, Oncology, Ophthalmology, Neurology, Orthopedic Spine Specialist, Orthopedics/Prosthetics, Neurosurgery, and Urology.
- Glendive Medical Center sponsors, promotes, and hosts a variety of events not limited to: Health Fairs and blood draws, the Dawson County Fair, Brown Bag Lunch program, Speaker's Bureau, Relay for Life, March of Dimes, Community Concert Association, ACT [Activities, Conventions, & Tourism] Committee, Healthy Communities, Ladies Day Out, Discounted mammography (twice a year), Diabetes Support Group, Health screenings, and a Cancer outreach group.
- Many GMC employees serve on various boards and leadership positions in the community.
- The above list is from your 2013 IP report. Please list any other activities your facility performs in the community as well as any existing community benefit activities beyond "charity care" programs. Examples may include: health fairs, wellness programs, education classes, sponsorships of community activities, etc.

List of Available Community Partnerships and Facility Resources to Address Needs

- Dawson County Health Department has a variety of programs to assist the underserved populations of Dawson County including, but not limited to, the Parents as Teachers program, SafeCare, county-wide communicable disease monitoring, Home Health, housekeeping services, Family Planning for women's and men's health services, adult and child immunizations, school nursing, WIC, blood pressure and cholesterol clinics, and emergency planning for functional needs populations.
- Dawson County Healthy Communities Coalition is dedicated to making Dawson County a better place to live, work, and play.
- Eastern Montana Community Mental Health Center provides individual and group counseling; support groups; intensive case management services; day treatment; children's play therapy; anger management; medication management; marriage counseling; and 24-hour crisis line.
- District II Alcohol and Drug provides counseling, education, referrals, evaluations, support groups for adults, and prevention services.
- Action for Eastern Montana promotes education, advocacy and dignity for achieving independence in Eastern Montana.
- Glendive Chamber of Commerce & Agriculture directs inquiries and connects people with agencies that are best able to meet needs.
- Ministerial Association provide support for community members in and around Glendive.
- Dawson County Youth Court Probation work with adolescents and their families who interface with the Court system.
- Dawson County Sheriff's Office serves the citizens and visitors of Dawson County offering a wide array of community-based programs.
- Glendive Police Department community based public service, working in partnership with community members, which strives to ensure the safety of all citizens and their property.
- A.W.A.R.E., Inc. provides youth case management, family therapeutic care, and community based psychiatric rehabilitative support for youth and their families.
- Al-Anon are weekly group meetings for family and friends of alcoholics.
- Alcoholics Anonymous (AA) is a group meeting that provides support and focuses on awareness for community members affected by alcohol abuse.
- Glendive Public Schools is for grades Kindergarten through 12th grade and also provides services for students with specialized educational needs. In particular, Jefferson Elementary School organizes opportunities for Glendive Medical Center providers to give presentations to elementary students about various health topics.
- Glendive Recreation Department provides a variety of youth and adult activities, equipment rental, classes, and games in a gym area.
- Glendive Public Library is a resource and partner for information.
- Dawson County Urban Transit provides transportation services.

List of Available Community and Facility Resources to Address Needs continued...

- Senior Citizens Centers provide meals to Senior Citizens for a suggested donation. No Senior Citizen is turned away because of inability to pay. In addition, Meals on Wheels are home-delivered noon meals provided to senior citizens 60 years old or older.
- Dawson Community College provides access to quality teaching and learning in Glendive and Eastern Montana.
- Dawson County Domestic Violence Program provides support and resources for those impacted by domestic violence, dating violence, sexual assault, and stalking.
- Dawson County Attorney's Office offers a Victim Witness Advocate to assist victims of crime in navigating the court system and judicial processes
- Dawson County Extension provides free education material and programs on a variety of topics, including health.
- Billings Clinic offers resources and support through its organization. Glendive Medical Center recently signed a formal partnership agreement with Billings Clinic. This partnership will provide greater access to specialists, improved quality of care, and more efficiency. Patients of Glendive Medical Center will have access to specialists such as oncologists, dermatologists, mental health professionals and ear, nose, and throat (ENT) physicians.
- Glendive Counseling Services provides mental health consults and counseling.

Dawson County Indicators

Low Income Persons

- 14% of persons are below the federal poverty level

Uninsured Persons

- 17.5% of adults less than age 65 are uninsured
- Data is not available by county for uninsured children less than age 18

Leading Causes of Death: Primary and Chronic Diseases

- Cancer
- Heart Disease
- CLRD (Chronic Lower Respiratory Disease)

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

Elderly Populations

- 18% of Dawson County's Population is 65 years and older

Size of County and Remoteness

- 8,490 people in Dawson County
- 3.6 people per square mile

Nearest Major Hospital

- Billings Clinic — Billings, Montana (222 miles from Glendive Medical Center)

Public Health and Underserved Populations Consultation Summaries

Public Health Consultation [Jen Fladager, RN & Timber Dempewolf, RN – Dawson County Public Health – February 24, 2016]

- Tobacco use- including e-cigarettes.
- Sexual assault is a health concern in our community
- There are not just the typical language barriers, people may have difficulty communicating- whether that be they are deaf, visually impaired, etc.

Underserved Population – Youth [Ross Farber – Superintendent, Glendive Schools – February 24, 2016; Jill Domek – VP of Patient Care Services, GMC]

- We should include Facebook and social media as a mode that people learn about available health services.

Underserved Population – Senior Citizens [Jill Domek – VP of Patient Care Services, GMC – February 24, 2016]

- Access to primary care- specifically, providers is an issue.
- Additional specialty services- diabetic education, sleep studies, audiology.

Underserved Population – Low Income [Jen Fladager, RN & Timber Dempewolf, RN – Dawson County Public Health – February 24, 2016; Jill Domek- VP of Patient Care Services, GMC – February 24, 2016]

- Access to primary care- specifically, providers is an issue.
- Additional specialty services- diabetic education, sleep studies, audiology.

Needs Identified and Prioritized

Prioritized Needs to Address

1. “Access to health care and other services” (55%) was indicated as the most important component required for a healthy community.
2. 38% of respondents (or someone in their household) delayed or did not receive needed medical services in the past three years.
3. “Too long to wait for an appointment” (32.9%) and “Could not get an appointment” (19%) were two of the top three reasons why respondents did not receive or had to delay seeking medical services.
4. “Retention of physicians” (70%), “More primary care providers” (56.4%), and “More specialists” (39.1%) were the top three ways to improve the community’s access to health care.
5. “ENT” (22.7%) and “Sleep center” (17.3%) were two of the top three desired local healthcare services.
6. Focus group participants expressed a desire for “Pediatric” services.
7. Focus group participants expressed desire for a more walkable and bike-able community.
8. Focus group participants expressed desire for more community events/opportunities to be more physically active.
9. “Overweight/obesity” (26.4%) was selected as the third-highest health concern in the community.
10. “It costs too much” (27.8%) was the second-highest reason reported for why respondents had to delay or not received needed medical services.
11. 40% of respondents indicated they did not know or were unsure of programs that help people pay for healthcare bills.
12. Significantly more respondents cited “Alcohol/substance abuse” (65.9%) as the highest health concern in 2016 versus 2013.
13. 16.5% of respondents reported they experienced periods of feeling depressed on most days for at least three consecutive months.
14. 19.5% of respondents reported “Mental health issues” were a health concern in the community followed by 17.7% reporting “Depression/anxiety” as a health concern.
15. 31.5% of respondents rated their knowledge of health services available in Dawson County as “Fair” or “Poor.”
16. “Healthy behaviors and lifestyles” (29.1%) was the fourth-highest indicated important component of a healthy community.
17. “Weight loss” (30.5%) and “Health and wellness” (29.5%) were the top two most popular choices of respondents in terms of interest in educational classes/programs.

Needs Unable to Address

(See page 30 for additional information)

1. “Cancer” (55%) was chosen as the second-most serious health concern by survey respondents.
2. “Dermatology” (27.7%) was chosen as the most desired local healthcare service not currently available.
3. “Women’s health” (27.7%) was the third-most desired educational class/program.

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 10). 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 access to healthcare service in Dawson County.

Strategy 1.1: Explore development of an Urgent Care Clinic.

Activities:

- Investigate staffing model.
- Conduct assessment to determine best location and space needs.
- Conduct a feasibility study to assess funding needs or other potential barriers.

Strategy 1.2: Improve access to specialty services.

Activities:

- Explore possibility of expansion of specialty services through telemedicine.
- Assess current specialty services utilization (demand for services).
- Determine feasibility of providing ENT, Pediatric, and Sleep Study services at GMC.

Strategy 1.3: Improve access to transportation services in Dawson Co. through strategic partnership with community organizations.

Activities:

- Partner with Dawson County Healthy Community Coalition's Building Active Glendive sub-committee.
- Support implementation of community "Wayfaring Signs."
- Partner with Dawson County Public Health Department and other community organizations to provide comprehensive community outreach on utilization of Wayfaring Signs.
- Convene community group to explore feasibility of expanding Glendive's Urban Transit availability/hours.

Strategy 1.4: Decrease barriers to accessing health care services due to cost.

Activities:

- Conduct community outreach to educate community on GMC’s new Billing and Registration process.
- Continue Navigator and Patient Advocate programs.
- Develop new marketing materials on Navigator and Patient Advocate resources.
- Determine best opportunities to distribute new marketing materials on patient resources.
- Convene community partner workgroup to better understand what community resources are available regarding access to insurance coverage.
- Partner with local bank to provide Patient Loan program.
- Develop marketing information to provide patients regarding Patient Loan program.

Goal 2: Improve access to behavioral health services in Dawson County.

Strategy 2.1: Explore re-opening GMC Behavioral Health Unit.

Activities:

- Investigate staffing model.
- Conduct assessment to determine best location and space needs.
- Conduct a feasibility study to assess funding needs and other potential barriers.

Strategy 2.2: Improve access to mental health services through telehealth.

Activities:

- Develop marketing information to educate community on availability of current mental telehealth services.
- Explore expanding telemedicine availability for inpatient services.

Strategy 2.3: Enhance behavioral health services for victims of sexual assault.

Activities:

- Develop referral process protocol for victims of sexual assault.
- Integrate behavioral health referral protocol into SANE process (Sexual Assault Nursing Exam).

Strategy 2.4: Explore development of a Safe Room at GMC.

Activities:

- Convene community partner workgroup (law enforcement, Dawson County Attorney’s Office, SART Team, Dawson County Public Health) to discuss development of Safe Room.
- Assess location and space needs.
- Conduct a feasibility study to assess funding needs and other potential barriers.

Strategy 2.5: Expand prevention and educational offerings in schools regarding behavioral and mental health.

Activities:

- Meet with local school partners to determine opportunities for providing behavioral and mental health education for community youth.
- Develop prevention and educational outreach related to: suicide, sexual assault, and drug and alcohol abuse.
- Explore opportunity for providing counselling services for local schools.

Goal 3: Increase community awareness of health resources and services in Dawson County.

Strategy 3.1: Increase community awareness of available educational programs and classes.

Activities:

- Develop resource list of available classes and programs.
- Develop marketing strategy to promote available offerings for community and GMC staff.
- Continue current classes and programs that enhance community health and wellness (Healthy Lifestyles, Diabetic education, cooking class, Brown Bag Luncheon, Stepping On, etc.).
- Review current GMC marketing strategy.
- Explore expansion of marketing and outreach efforts such as ‘Promoted Facebook’ or utilization of other social media outlets (Twitter, Instagram).
- Research opportunities for outreach for Seniors in the community (‘Let’s Talk About It, ‘Community Happens’).
- Partner with Mid-Rivers on Community Calendar to highlight health and wellness initiatives.

Strategy 3.2: Continue partnership with Dawson County Healthy Community Coalition.

Activities:

- Determine GMC representative to participate on Building Active Glendive sub-committee.

Implementation Plan Grid

| Goal 1: Improve access to healthcare services in Dawson County. | | | | | |
|---|----------------|-----------|----------------|----------|--|
| Strategy 1.1: Explore development of an Urgent Care Clinic. | | | | | |
| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
| Investigate staffing model. | VPO | Dec. 2016 | CEO | None | Resource limitations, financial limitations |
| Conduct assessment to determine best location and space needs. | CEO | Dec. 2016 | GMC Board | None | Resource limitations, financial limitations, capacity issues |
| Conduct a feasibility study to assess funding needs or other potential barriers. | CEO | Dec. 2016 | CEO | | Resource limitations, financial limitations, regulatory issues |
| Needs Being Addressed by this Strategy: <ul style="list-style-type: none"> ▪ #1: “Access to health care and other services” (55%) was identified as the most important component required for a healthy community. ▪ #2: 38% of respondents (or someone in their household) delayed or did not receive needed medical services in the past three years. ▪ #3: “Too long to wait for an appointment” (32.9%) and “Could not get an appointment” (19%) were two of the top three ways to improve the community’s access to health care. | | | | | |
| Anticipated Impact(s) of these Activities: <ul style="list-style-type: none"> ▪ Improved access to healthcare services. ▪ Decrease wait times for appointments. ▪ Decrease delay in receiving or avoiding care. ▪ Improved community health outcomes. | | | | | |
| Plan to Evaluate Anticipated Impact(s) of these Activities: <ul style="list-style-type: none"> ▪ A feasibility study is conducted. ▪ Staffing plan is developed. ▪ A location for Urgent Care is determined. | | | | | |
| Measure of Success: A decision is reached to provide Urgent Care services or not by June 30, 2017. | | | | | |

Goal 1: Improve access to healthcare services in Dawson County.

Strategy 1.2: Improve access to specialty services.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|---|----------------|-----------|----------------|-------------------------|--|
| Explore possibility of expansion of specialty services through telemedicine. | VPO | Nov. 2016 | CEO | Billings Clinic DCHD | Resource limitations, financial limitations |
| Assess current specialty services utilization (demand for services). | VPO | Nov. 2016 | CEO | None | Resource limitations, financial limitations |
| Determine feasibility of providing ENT, Pediatric, and Sleep Study services at GMC. | VPO | Nov. 2017 | CEO | None | Resource limitations, financial limitations |

Needs Being Addressed by this Strategy:

- #1: “Access to health care and other services” (55%) was identified as the most important component required for a healthy community.
- #4: “Retention of physicians” (70%), “More primary care providers” (56.4%), and “More specialists” (39.1%) were the top three ways to improve the community’s access to health care.
- #5: “ENT” (22.7%) and “Sleep Center” (17.3%) were two of the top three desired local healthcare services.
- #6: Focus group participants expressed a desire for “Pediatric” services.

Anticipated Impact(s) of these Activities:

- Improved access to healthcare services.
- Improved community health outcomes.

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

- Meeting(s) were held with Billings Clinic regarding expansion of available telemedicine services.
- Assessment completed to determine demand for current specialty services.
- Feasibility study is conducted regarding expansion of specialty services.

Measure of Success: GMC expands specialty services provided in Dawson County by January 2017.

| Goal 1: Improve access to healthcare services in Dawson County. | | | | | |
|---|--|------------|-----------------------------------|---|---|
| Strategy 1.3: Improve access to transportation services in Dawson County through strategic partnership with community organizations. | | | | | |
| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
| Partner with Dawson County Healthy Community Coalition’s Building Active Glendive (BAG) subcommittee | DCHD Community Health Nurse, GMC | On-going | Health Director & DCHD BAG Member | Dawson County Healthy Community Coalition | Resource limitations, scheduling conflicts |
| Support implementation of community “Wayfaring Signs.” | DCHD, BAG Member GMC | Sept. 2016 | DCHD BAG Member | Dawson County Healthy Community Coalition | Financial limitations |
| Partner with Dawson County Public Health Department and other community organizations to provide comprehensive community outreach on utilization of Wayfaring Signs. | GMC Marketing | Sept. 2016 | None | Dawson County Healthy Community Coalition, Dawson County Public Health Department | Resource limitations, financial limitations |
| Convene community group to explore feasibility of expanding Glendive’s Urban Transit availability/hours. | DCHD-BAG Member | Sept. 2017 | DCHD BAG Member | Dawson County Healthy Community Coalition, Urban Transit | Resource limitations, scheduling conflicts |
| Needs Being Addressed by this Strategy: | | | | | |
| <ul style="list-style-type: none"> ▪ #1: “Access to health care and other services” (55%) was identified as the most important component required for a healthy community. ▪ #7: Focus group participants expressed desire for a more walkable and bike-able community. ▪ #8: Focus group participants expressed desire for more community events/opportunities to be more physically active. ▪ #9: “Overweight/obesity” (26.4%) was selected as the third-highest health concern in the community. | | | | | |
| Anticipated Impact(s) of these Activities: | | | | | |
| <ul style="list-style-type: none"> ▪ Improved access to healthcare services. ▪ Improved access to transportation services in Dawson County. ▪ Improved community health outcomes. | | | | | |
| Plan to Evaluate Anticipated Impact(s) of these Activities: | | | | | |
| <ul style="list-style-type: none"> ▪ Track utilization of community transportation. ▪ Evaluate community utilization of Wayfaring Signs pre and post marketing campaign. | | | | | |
| Measure of Success: GMC and partners work together to expand Urban Transit’s hours/availability by September 2017. | | | | | |

Goal 1: Improve access to healthcare services in Dawson County.

Strategy 1.4: Decrease barriers to accessing health care services due to cost.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|---|-------------------------------|---------------|----------------|------------------|---|
| Conduct community outreach to educate community on GMC’s new Billing and Registration process. | CFO Marketing | Dec. 30 2016 | CEO | | Resource limitations |
| Determine best opportunities to distribute new marketing materials on patient resources. | Marketing | Ongoing | CEO | | Resource limitations, financial limitations |
| Convene community partner workgroup to better understand what community resources are available regarding access to insurance coverage. | GMC Business Office Marketing | Dec. 30, 2016 | CEO | | Resource limitations, financial limitations, scheduling conflicts |
| Partner with local bank to provide Patient Loan program. | CFO | Dec. 30, 2016 | CEO | To Be Determined | Financial limitations |
| Develop marketing information to provide patients regarding Patient Loan program. | CFO Marketing | Dec. 30, 2016 | CEO | | Resource limitations, financial limitations |

Needs Being Addressed by this Strategy:

- #1: “Access to health care and other services” (55%) was identified as the most important component required for a healthy community.
- #10: “It costs too much” (27.8%) was the second-highest reason reported for why respondents had to delay or did not receive needed medical services.
- #11: 40% of respondents indicated they did not know or were unsure of programs that help people pay for healthcare bills.
- #15: 31.5% of respondents rated their knowledge of health services available in Dawson County as “Fair” or “Poor.”

Anticipated Impact(s) of these Activities:

- Improved access to healthcare services.
- Improved community health outcomes.
- Decrease in patients avoiding care due to cost.
- Increase in community’s knowledge of available health services.

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

- Track development of Patient Loan Program
- Track utilization of Loan Program.
- Development of a community insurance informational resource.
- Track utilization of Navigator and Patient Advocate resources pre-and post-marketing campaign.

Measure of Success: GMC forms partnership with local Bank to provide a Patient Loan program by January 2017.

Goal 2: Improve access to behavioral health services in Dawson County.

Strategy 2.1: Explore re-opening GMC Behavioral Health Unit.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|---|----------------|---------------------------|----------------|----------|--|
| Investigate staffing model. | VPPCS | Jan. 2017 | CEO | None | Resource limitations, financial limitations |
| Conduct assessment to determine best location and space needs. | CEO VPPCS | 1 st Qtr. 2017 | CEO | None | Resource limitations, financial limitations, capacity issues |
| Conduct feasibility study to assess funding needs and other potential barriers. | CEO CFO | 1 st Qtr. 2017 | CEO | None | Resource limitations, financial limitations, regulatory issues |

Needs Being Addressed by this Strategy:

- #12: Significantly more respondents cited “Alcohol/substance abuse” (65.9%) as the highest health concern in 2016 versus 2013.
- #13: 16.5% of respondents reported they experienced periods of feeling depressed on most days for at least three consecutive months.
- #14: 19.5% of respondents reported “Mental health issues” were a health concern in the community followed by 17.7% reporting “Depression/anxiety” as a health concern.

Anticipated Impact(s) of these Activities:

- Improved access to behavioral and mental health services in Dawson County.
- Improved community health outcomes.

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

- A feasibility study is conducted.
- Staffing plan is developed.

Measure of Success: A decision is reached to re-open the Behavioral Health Unit or not by June 30, 2017.

Goal 2: Improve access to behavioral health services in Dawson County.

Strategy 2.2: Improve access to mental health services though telehealth.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|---|----------------|---------------------------|----------------|-----------------|--|
| Develop marketing information to educate community on availability of current mental telehealth services. | Marketing | 2 nd Qtr. 2017 | CEO | Billings Clinic | Resource limitations, financial limitations |
| Explore expanding telemedicine availability for inpatient services. | VPO | 1 st Qtr. 2017 | CEO | Billings Clinic | Resource limitations, financial limitations, regulatory issues |

Needs Being Addressed by this Strategy:

- #1: “Access to health care and other services” (55%) was identified as the most important component required for a healthy community.
- #4: “Retention of physicians” (70%), “More primary care providers” (56.4%), and “More specialists” (39.1%) were the top three ways to improve the community’s access to health care.
- #12: Significantly more respondents cited “Alcohol/substance abuse” (65.9%) as the highest health concern in 2016 versus 2013.
- #13: 16.5% of respondents reported they experienced periods of feeling depressed on most days for at least three consecutive months.
- #14: 19.5% of respondents reported “Mental health issues” were a health concern in the community followed by 17.7% reporting “Depression/anxiety” as a health concern.
- #15: 31.5% of respondents rated their knowledge of health services available in Dawson County as “Fair” or “Poor.”

Anticipated Impact(s) of these Activities:

- Improved access to behavioral and mental health services in Dawson County.
- Improve community health outcomes.

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

- Track telehealth utilization pre-and post-marketing campaign.

Measure of Success: A decision is reached regarding expansion of telehealth for inpatient services by January 2017.

Goal 2: Improve access to behavioral health services in Dawson County.

Strategy 2.3: Enhance behavioral health services for victims of sexual assault.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|---|----------------------------------|-----------|-----------------------------------|---|----------------------|
| Develop referral process protocol for victims of sexual assault. | VPPCS SANE Team, SART Team | Jan. 2018 | GMC Leadership and DCHD Rep | SART Team, County Attorney's Office | Resource limitations |
| Integrate behavioral health protocol into SANE process (Sexual Assault Nursing Exam). | VPPCS SANE Team, SART Team | Jan. 2018 | GMC Leadership and DCHD Rep | SART Team, County Attorney's Office | Resource limitations |

Needs Being Addressed by this Strategy:

- #1: "Access to health care and other services" (55%) was identified as the most important component required for a healthy community.
- #13: 16.5% of respondents reported they experienced periods of feeling depressed on most days for at least three consecutive months.
- #14: 19.5% of respondents reported "Mental health issues" were a health concern in the community followed by 17.7% reporting "Depression/anxiety" as a health concern.

Anticipated Impact(s) of these Activities:

- Improved access to behavioral health services for victims of sexual assault.

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

- Track number of referrals to behavioral health services for victims of sexual assault.
- Track utilization of behavioral health services from those referrals.

Measure of Success: All victims of sexual assault treated by GMC will be referred to behavioral health services starting March 2018.

Goal 2: Improve access to behavioral health services in Dawson County.

Strategy 2.4: Explore the expansion of services of a SANE Room at GMC.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|--|----------------|---------------------------|----------------|--|--|
| Convene community partner workgroup (law enforcement, Dawson County Attorney’s Office, SART team, Dawson County Public Health) to discuss expansion of SANE Room to include pediatric exams. | DCHD | Jan. 2018 | None | Law enforcement, Dawson County Attorney’s Office, SART team, Dawson County Public Health | Financial limitations, scheduling conflicts |
| Assess location and space needs. | DCHD & GMC | Jan. 2018 | None | SART Team, Teresea Olson | Resource limitations, financial limitations, capacity issues |
| Conduct a feasibility study to assess funding needs and other potential barriers. | DCHD & GMC | 2 nd Qtr. 2018 | None | GMC | Resource limitations, financial limitations |

Needs Being Addressed by this Strategy:

- #12: Significantly more respondents cited “Alcohol/substance abuse” (65.9%) as the highest health concern in 2016 versus 2013.
- #13: 16.5% of respondents reported they experienced periods of feeling depressed on most days for at least three consecutive months.
- #14: 19.5% of respondents reported “Mental health issues” were a health concern in the community followed by 17.7% reporting “Depression/anxiety” as a health concern.

Anticipated Impact(s) of these Activities:

- Improved access to healthcare services.
- Improved community health outcomes.
- Decrease in number of patients sent out for crisis services

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

- Meetings will be held with community partners to discuss development of a SANE Room.
- A feasibility study is conducted.

Measure of Success: Expanded services offered through SANE room available at GMC by August 2018.

Goal 2: Improve access to behavioral health services in Dawson County.

Strategy 2.5: Expand prevention and educational offerings in schools regarding behavioral and mental health.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|--|----------------|---------------------------|----------------|--|---|
| Meet with local school partners to determine opportunities for providing behavioral and mental health education for community youth. | VPPCS | 3 rd Qtr. 2018 | CEO | Lincoln, Jefferson, Washington, and DCHS | Resource limitations, financial limitations, scheduling conflicts |
| Develop prevention and educational outreach related to: suicide, sexual assault, and drug and alcohol abuse. | VPPCS | 4 th Qtr. 2018 | CEO | | Resource limitations, financial limitations |
| Explore opportunity for providing counselling services for local schools. | VPPCS | 4 th Qtr. 2018 | CEO | Local schools | Resource limitations, financial limitations |

Needs Being Addressed by this Strategy:

- #12: Significantly more respondents cited “Alcohol/substance abuse” (65.9%) as the highest health concern in 2016 versus 2013.
- #13: 16.5% of respondents reported they experienced periods of feeling depressed on most days for at least three consecutive months.
- #14: 19.5% of respondents reported “Mental health issues” were a health concern in the community followed by 17.7% reporting “Depression/anxiety” as a health concern.
- #16: “Healthy behaviors and lifestyles” (29.1%) was the fourth-highest indicated important component of a healthy community.

Anticipated Impact(s) of these Activities:

- Increase in student knowledge related to educational offerings.
- Improved access to behavioral and mental health services in Dawson County.
- Improve community health outcomes.

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

- Track number of educational programs developed.
- Track number of students participating in educational offering.

Measure of Success: GMC in partnership with local schools, offers prevention and educational offerings by December 2018.

Goal 3: Increase community awareness of health resources in Dawson County.

Strategy 3.1: Increase community awareness of available educational programs and classes.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|---|--------------------------------|---------------------------|--------------------------------|-------------------|---|
| Develop resource list of available classes and programs. | Public Health Nurse, GMC | Annually | Health Director/GMC Leadership | DCHD, Job Service | Resource limitations |
| Develop marketing strategy to promote available offerings for community and GMC staff. | Marketing | Ongoing | CEO | | Resource limitations |
| Continue current classes and programs that enhance community health and wellness (Healthy Lifestyles, Diabetic education, cooking class, Brown Bag Luncheon, Stepping On, etc.) | Marketing | Ongoing | VPO | DCHD | Resource limitations, financial limitations |
| Review current GMC marketing strategy. | Marketing | 3 rd Qtr. 2016 | CEO | | Resource limitations |
| Explore expansion of marketing and outreach efforts such as ‘Promoted Facebook’ or utilization of other social media outlets (Twitter, Instagram). | Marketing | 4 th Qtr. 2016 | VPO | | Resource limitations, financial limitations |
| Research opportunities for outreach for Seniors in the community (‘Let’s Talk About It’, ‘Community Happens’). | Marketing, DCHD Aging Services | 4 th Qtr. 2016 | Health Director/GMC Leadership | DCHD | Resource limitations, financial limitations |
| Partner on Community Calendar to highlight health and wellness initiatives. | Marketing | 3 rd Qtr. 2016 | Health Director/GMC Leadership | DCHD | Resource limitations, financial limitations |

Needs Being Addressed by this Strategy:

- #1: “Access to health care and other services” (55%) was identified as the most important component required for a healthy community.
- #15: 31.5% of respondents rated their knowledge of health services available in Dawson County as “Fair” or “Poor.”
- #17: “Weight loss” (30.5%) and “Health and wellness” (29.5%) were the top two most popular choices of respondents in terms of interest in educational classes/programs.

Anticipated Impact(s) of these Activities:

- Improved access to healthcare services.
- Improved community health outcomes.
- Increase in community's knowledge of available health services.

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

- Development of a community resource for classes and programs offered at GMC and in the community.
- Track utilization of GMC offered classes/programs pre-and post-marketing efforts.
- Development of Community Calendar highlighting health and wellness initiatives.

Measure of Success: GMC will develop an outreach and education strategy and expand social media presence by January 2017.

Goal 3: Increase community awareness of health resources in Dawson County.

Strategy 3.2: Continue partnership with Dawson County Health Community Coalition.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|--|----------------|--------------|----------------|--|--|
| Determine GMC representative to participate on Building Active Glendive sub-committee. | VPPCS | October 2016 | CEO | Dawson County Health Community Coalition | Resource limitations, scheduling conflicts |

Needs Being Addressed by this Strategy:

- #1: “Access to health care and other services” (55%) was identified as the most important component required for a healthy community.
- #7: Focus group participants expressed desire for a more walkable and bike-able community.
- #8: Focus group participants expressed desire for more community events/opportunities to be more physically active.
- #9: “Overweight/obesity” (26.4%) was selected as the third-highest health concern in the community.
- #15: 31.5% of respondents rated their knowledge of health services available in Dawson County as “Fair” or “Poor.”
- #16: “Healthy behaviors and lifestyles” (29.1%) was the fourth-highest indicated important component of a healthy community.
- #17: “Weight loss” (30.5%) and “Health and wellness” (29.5%) were the top two most popular choices of respondents in terms of interest in educational classes/programs.

Anticipated Impact(s) of these Activities:

- Improved access to healthcare services.
- Improved community health outcomes.
- Increase in community’s knowledge of available health services.

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

- Track number of Building Active Glendive sub-committee meetings attended.
- Track initiatives developed through partnership with Building Active Glendive sub-committee.

Measure of Success: Community members in Glendive and Dawson County have access to new health and wellness initiatives by May 2017.

Needs Not Addressed and Justification

| Identified health needs unable to address by Glendive Medical Center | Rationale |
|---|--|
| 1. “Cancer” (55%) was chosen as the second-most serious health concern by survey respondents. | <ul style="list-style-type: none"> GMC currently provides Oncology/Chemotherapy Infusion services. Offering additional cancer services would not be feasible from a staffing and financial standpoint. |
| 2. “Dermatology” (27.7%) was chosen as the most desired local healthcare service not currently available. | <ul style="list-style-type: none"> At this time, GMC currently offers dermatology services through visiting physicians, approximately a once a month. GMC is working with the provider to expand offerings/and or determine if telemedicine is a feasible option. |
| 3. “Women’s health” (27.7%) was the third-most desired educational class/program. | <ul style="list-style-type: none"> GMC currently offers OB/GYN services and will look to the future to expand Women’s Health services for women in Dawson County and the surrounding region. |

Dissemination of Needs Assessment

Glendive Medical Center “GMC” disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website (www.gmc.org/) 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. Additionally, Dawson County Health Department is posting the report on their website (www.dawsoncountymontana.org).

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 GMC is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Dawson County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of GMC will be directed to the hospital’s website to view the complete assessment results and the implementation plan. GMC board members approved and adopted the plan on **August 25, 2016**. Board members are encouraged to familiarize themselves with the needs assessment report and implementation plan so they can publically promote the facility’s plan to influence the community in a beneficial manner.

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

[Please remove the following statement and the disclaimer in the footer once the planning document is finalized]

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

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