

# IMPLEMENTATION PLAN

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*Addressing Community Health Needs*

*Deer Lodge Medical Center ~ Deer Lodge, Montana*

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## The Implementation Planning Process

The implementation planning committee – comprised of Deer Lodge Medical Center’s leadership team and members of the community steering committee – 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/summer of 2016 to determine the most important health needs and opportunities for Powell County, Montana. “Needs” were identified as the top issues or opportunities rated by respondents during the CHSD survey process or during focus groups. For more information regarding the needs identified, as well as the assessment process/approach/methodology, please refer to the facility’s assessment report, which is posted on the facility’s website (<http://www.dlmed.org/>).

The implementation planning committee identified the most important health needs to be addressed by reviewing the community health needs assessment, secondary data, community demographics, and input from representatives representing the broad interest of the community, including those with public health expertise.

The implementation planning committee determined which needs or opportunities could be addressed considering Deer Lodge 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
2. Alcohol and substance abuse
3. Outreach and education

In addressing the aforementioned issues, Deer Lodge 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

**Deer Lodge Medical Center's Mission:**

- To Provide Patient Focused Healthcare

**Deer Lodge Medical Center's Vision:**

- To partner with our community to be the first choice healthcare provider; creating a healing environment by personalizing, demystifying, and humanizing the healthcare experience for patients and their caregivers

**Deer Lodge Medical Center's Values:**

Our Values are our core principals and are fundamental to our purpose. Our values affirm the beliefs of our employees and reflect how we commit to treat our patients, our colleagues, and our community. We commit to:

- Treat each other and those we serve with compassion, respect and dignity
- Customize care according to patients' personal choices through informed, engaged interactions
- Act with integrity and adhere to the highest ethical standards, valuing honesty, trust, and professionalism
- Attract and retain high quality professionals
- Value teamwork, collaboration and cooperation
- Demonstrate accountability to our patients and each other for high standards of care
- Doing the right thing, at the right time, for the right reason

**Implementation Planning Committee Members:**

- Tony Pfaff, CEO, DLMC
- Cathy Pfaff- CNO, DLMC
- Jaena Richards, COO, DLMC
- Chris Foster, CIO, DLMC

- Kathy Brown, Clinic Manager
- Laurie Duncan, Planetree Coordinator

## 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

### Deer Lodge Medical Center's Existing Presence in the Community

- DLMC hosts an annual Health fair
- DLMC has medical staff present at the schools' athletic events.
- DLMC staffs a Navigator to assist community members with the health insurance marketplace.
- DLMC provides free blood pressure checks.
- DLMC also supports the school with required impact testing free of charge.
- DLMC hosts and employs the county health nurse and county visiting nurse
- DLMC provides free bike helmets to local children free of charge

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

- The Powell County Office of Public Assistance provides information and/or referral services to applicants/recipients of public assistance programs.
- The Powell County Health Department offers a variety of services to the community, including child/adult immunizations, disease surveillance, public health emergency preparedness, and referrals for care or resources. The County Health department is housed at DLMC
- The Powell County Senior Citizen Center houses the Senior Center, which provides meals, wellness services, and activities to seniors in the area. The Senior Center also runs the Loan Closet, which provides donated durable medical equipment for short term individual use.
- The Powell County Senior Citizen Center prepares and delivers nutritious meals to seniors in the community.
- DLMC partners with both the High School and Middle School to provide free impact testing.
- DLMC provides healthcare personnel to home sporting events
- Montana Connections/AHEC Recruitment Program assist in recruiting primary care physicians to rural areas
- Montana Office of Rural Health (MORH) provides technical assistance to rural health systems and organizations
- DLMC partners with St. Patrick Hospital in Missoula to provide and comprehensive EHR to residents
- DLMC partners with Community Hospital of Anaconda to provide access to Orthopedics
- DLMC partners with Kalispell Regional Medical Center for Cardiology and Echo services
- DLMC works with the University of Utah for telemedicine services
- St. Vincent Hospital in Billings provides access to emergency pediatric telemedicine services
- DLMC hosts physician assistant students for Idaho State University
- DLMC has a partnership with Providence Healthcare for psychiatric and stroke telemedicine

## Public Health and Underserved Populations Consultation Summaries

### Public Health Consultation (Marianne Saylor – Powell County Health Department)

- Transportation is a big issue here.
- The lack of access to mental health resources is an issue. There is a high need for children's mental health services.
- Many people leaving for Pediatric Care

### Underserved Population – Low Income (Dodie Rennfield, Council of Aging Coordinator)

- Transportation is a need, especially for the seniors in the community. It is difficult for them to get to appointments if they do not have someone to take them.
- There is a need for hospice and assisted living here. People want to stay in the community but cannot if the services are not here to allow them to age in place.
- There is a need for legal help for senior citizens
- The Council on Aging works with DLMC to provide a traveling nurse to perform some public health functions.
- There is a home health agency in Powell County, but more services are needed



## Needs Identified and Prioritized

### *Prioritized Needs to Address*

1. Access to Healthcare Services
2. Alcohol and substance abuse Services
3. Outreach and education

### *Needs Unable to Address*

1. Alcohol and Substance Abuse Services

## Executive Summary

The following summary briefly represents the goals and corresponding strategies and activities which the facility will execute to address the prioritized health need.

**Goal 1:** Access to Healthcare Services

*Initials*

**Strategy 1.1:** Compile listing of all available Healthcare Services available in the community.

**Activities:**

- Identify resources/programs that are currently available in Powell County.
- Develop brochure or other mode of outreach to educate community on available resources/programs.

- Continue to advertise available resources

**Goal 2: Alcohol and Substance Abuse Counseling**

**Strategy 2.1:** Due to financial constraints, DLMC cannot provide Alcohol and Substance Abuse Counseling

**Activities:**

- Explore other funding opportunities for services
- Work with current services in the community
- Explore Telemedicine options for services

**Goal 3: Develop Outreach and Education.**

**Strategy 3.1:** Explore services to assist increasing outreach and education.

**Activities:**

- Research education offerings for both medical providers and general community
- Develop a process and schedule for determining service availability with regional referral partners.
- Brainstorm community events that DLMC could sponsor/host to raise awareness of services and resources.
- Create process/protocol to document obstacles/barriers present in healthcare services in Powell County.

**Strategy 3.2:** Increase access and education of available behavioral health services in the community.

**Activities:**

- Continue to seek partners in providing services at DLMC.
- Work with Western Montana Mental Health to expand availability of Services

**Strategy 3.3:** Explore Pediatric tele-mental health services.

**Activities:**

- Follow up with St. Patrick Hospital regarding offering tele-mental health services.
- Explore other networks that offer tele-mental health services.

**Strategy 3.4:** Increase access to health services in the community.

**Activities:**

- Continue to provide no-cost blood pressure checks in clinic/hospital.
- Explore opportunities to provide services/information/education at various community events, current facility events (i.e. Haunted House), or with other community organizations.
- Continue Navigator services for health insurance marketplace.
- Continue partnership and support of local school to provide impact testing.
- Continue being present at school athletic events.

**Strategy 3.5:** Explore expansion of current services

**Activities:**

- Continue discussions potential partners (Missoula, Butte, Helena, University of Utah) to provide specialty services via telemedicine (i.e. oncology, cardiology, orthopedics, burn care, etc.)
- Develop outreach strategies to make community aware of telemedicine offerings.

## Implementation Plan Grid

<b>Goal 1: Access to Healthcare</b>					
<b>Strategy 1.1: Compile listing of all available healthcare services in the community.</b>					
Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Identify resources/programs that are currently available in Powell County	Senior Management team/Count Health	7/1/2017	CEO	Public Health, Senior Center	Resource limitations
Develop brochure or other mode of outreach to educate community on available resources/programs.	Marketing	7/1/2017	CEO	Chamber of Commerce, Senior Center	Resource limitations
Convene community partners to discuss feasibility of sharing resources	Senior Management	9/1/2017	CEO	Senior Center, churches, Rotary, County	Resource limitations
Develop Advertising plan of available resources	Marketing	7/1/2017	CEO		Resource Limitation
<b>Needs Being Addressed by this Strategy:</b>					
<ul style="list-style-type: none"> <li>▪ Access to health care and other services</li> </ul>					
<b>Anticipated Impact(s) of these Activities:</b>					
<ul style="list-style-type: none"> <li>▪ Increased awareness of available resources in the community.</li> <li>▪ Increased community engagement and partnership</li> <li>▪ Increased access to healthcare services.</li> </ul>					
<b>Plan to Evaluate Anticipated Impact(s) of these Activities:</b>					
<ul style="list-style-type: none"> <li>▪ Compare data from 2016 assessment with 2019 assessment to determine whether the need for transportation services has increased or decreased.</li> </ul>					

- Track number of interested stakeholders and actions taken by community partners.

**Measure of Success:** DLMC convenes a meeting with community partners and makes decisions regarding sponsorship of the van and volunteer program.

**Goal 2:** Alcohol and Substance Abuse

**Strategy 2.1:** Education community of available services

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Explore additional funding for services	CEO, COO	8/1/2018	CEO	University of Montana, Providence, Powell County, Southwest Montana Mental Health	Resource limitations
Explore Telemedicine Services	Clinic Manager, COO	Ongoing	CEO	State of Montana, University of Montana	Resource limitations, liability restrictions

*Initials*

**Needs Being Addressed by this Strategy:**

- #1: Alcohol abuse /Substance Abuse” (71.6%) was the most cited way to improve the community’s access to healthcare.
- #3: “Mental health issues” (17.6%) as an important component of a health community.

**Anticipated Impact(s) of these Activities:**

- Determine community resources and use
- Defined reimbursement plan

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

- Track need and use of available resources

**Measure of Success:** Increased access to resources

**Goal 3: Outreach and education****Strategy 3.1: Increase awareness of available healthcare resources**

<b>Activities</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Final Approval</b>	<b>Partners</b>	<b>Potential Barriers</b>
Publicize current resources	Marketing	ongoing	CEO	Council on Aging, Senior Center, Powell County	Resource limitations
Implement additional outreach/education services	Management Team	ongoing	CEO	Council on Aging, Powell County, Service groups	Resource limitations, regulatory restrictions

**Needs Being Addressed by this Strategy:**

- “Access to health care and other services” (61.3%) and “Healthy behaviors and lifestyles” (37.1%) were indicated as two of the most important components required for a healthy community.

**Anticipated Impact(s) of these Activities:**

- Increased awareness of available programs/resource in the community.
- Increased access to needed services.
- Higher quality of life for seniors.

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

- Track utilization of community outreach.

**Measure of Success:** Increased utilization

**Goal 3: Develop Outreach and education****Strategy 3.2: Increase access to Behavioral health services**

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Implement Psychiatric Telemedicine Services	Clinic Manager, COO, CEO	1/1/2017	CEO	St. Patrick's	Resource limitations, financial limitations
Discuss partnering options with Western Montana Mental Health	CEO, Clinic Manager	1/1/2018	CEO	Schools, Public Health, Powell County	Resource limitations, financial limitations, Space Limitations

**Needs Being Addressed by this Strategy:**

- #1: "Alcohol abuse/substance abuse" (71.6%) and "Healthy behaviors and lifestyles" (37.1%) were indicated as two of the most important components required for a healthy community.
- #5: "Mental Health was the 5<sup>th</sup> most desired local healthcare service not currently available (68.3%).

**Anticipated Impact(s) of these Activities:**

- Increased awareness of available programs/resource in the community.
- Increased access to Mental health service

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

- Determine community interest and use of mental health services

**Measure of Success:** DLMC will determine feasibility of increase telemedicine utilization

**Goal 3:** Outreach and Education**Strategy 2.3:** Explore Pediatric Mental health telemedicine

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Research other rural communities that have successfully brought in Telemedicine	CEO, Clinic Manager, COO	1/1/2018	CEO	St. Pats, Shodair	Resource limitations
Explore additional networks for Pediatric Telemedicine, CEO ,.	COO, Clinic Manager	ongoing	CEO	Shodair, St. Pats, Uof Utah	Resource limitations
Contact statewide resources to develop recruitment plan with the regional dental schools.	CEO	11/15/2016	CEO	MHA, PCO, 3RNet, MORH/AHEC	Resource limitations

**Needs Being Addressed by this Strategy:**

- #1: “Alcohol abuse/substance abuse” (71.6%) and “Healthy behaviors and lifestyles” (37.1%) were indicated as two of the most important components required for a healthy community.
- #5: “Mental Health was the 5<sup>th</sup> most desired local healthcare service not currently available (68.3%).

**Anticipated Impact(s) of these Activities:**

- Increased access to needed services.

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

- Increased access to services

**Measure of Success:** DLMC will reach out to potential partners regarding opportunities



**Goal 3: Outreach and Education****Strategy 3.3: Increased access to healthcare services in the community**

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Explore no-cost blood pressure checks in Senior Citizens Center	County/TCU Coordinator/Visiting Nurse	1/1/2017	CEO	Area on Aging, Senior Center, Public Health	Resource limitations
Explore opportunities to provide services/information/education to various community events	Marketing, Senior leadership	ongoing	CEO	Chamber of Commerce, Senior Center, Rotary, Auxiliary, Foundation	Resource limitations
Explore services (i.e. visiting nurses) that will provide care/companionship for those who do not want or are unable to leave their homes.	CEO/Nursing/Clinic	3/1/2017	CEO	Area on Aging, Senior Center, Public Health	Resource limitations, financial limitations
Continue Navigator Services	Ida, COO, CFO	1/1/2017	CEO	Area on Aging, Senior Center, Eastern Montana Health Network, Council on Aging	Resource limitations Funding
Partnership and support of local schools to provided required impact testing	PT manager, Clinic Manager,	12/1/2016	CEO	High School, Middle School, Foundation	Resource limitations
Continue to be present at school athletic events	Medical Staff, Clinic Manager, PT Manager	ongoing	CEO		Resource limitations

**Needs Being Addressed by this Strategy:**

- #1: Top three suggestions to improve community's access to healthcare: 'Transportation assistance' (31.3%), 'Greater health education services' (26%), and 'More specialists' (26%).
- #3: "Access to health care and other services" (61.3%) and "Healthy behaviors and lifestyles" (37.1%) were indicated as two of the most important components required for a healthy community.

**Anticipated Impact(s) of these Activities:**

- Increased awareness of available programs/resources in the community.
- Increased access to health and wellness programs/resources.
- Higher quality of life
- Decrease in youth concussions

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

- Determine community interest in senior/youth volunteer program.
- Define resources currently available

**Measure of Success:** DLMC will develop a programs with community partners which provides services in the community.

*Initials*

## Needs Not Addressed and Justification

Identified health needs unable to address by Mountainview Medical Center	Rationale	<u>Initials</u>
1. "Cancer" (40.9%) was chosen as the third serious health concern by survey respondents.	<ul style="list-style-type: none"> <li>DLMC provides initial cancer screening and Oncology referral. Offering additional cancer services would not be feasible from a staffing and financial standpoint.</li> </ul>	
2. Alcohol abuse/substance Abuse was the most listed health concern (71.6%)	DLMC offered mental health and substance abuse counseling through a grant program with the University of Montana. After 2 years the program proved to not be financially viable.	
3. Overweight and Obesity was indicated as the second highest health concern (43.3%)	<ul style="list-style-type: none"> <li>MMC offers several offerings in weight management. DLMC and the medial staff will continue to work with the current available programs</li> </ul>	

InitialsInitials

## Dissemination of Needs Assessment

Deer Lodge Medical Center (DLMC) disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website (<http://www.dlmed.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.

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

Furthermore, the board members of DLMC will be directed to the hospital's website to view the complete assessment results and the implementation plan.. 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.

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