

# IMPLEMENTATION PLAN

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*2015 Community Health Needs Assessment*

*Big Sandy Medical Center ~ Big Sandy, Montana*

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### **Vision**

To be the best Critical Access Hospital in North Central Montana.

### **Mission**

Big Sandy Medical Center will provide the best possible care for its patients at the most reasonable cost in a competent, professional manner.

### **Implementation Planning Process**

Big Sandy Medical Center (BSMC) Board of Directors and Administration has developed an implementation plan to systematically and thoughtfully address issues and opportunities brought up by their community during the 2015 Community Needs Assessment process. In August of 2015, 117 out of 690 surveys sent to community members were returned, representing 18 percent, and the data and responses compiled and summarized by Sam J. Allen, FACHE, of Allen, Allen & Eliot, Inc. The findings were presented to the Board, Administration and BSMC staff.

The overall conclusion of the assessment was that “Big Sandy Medical Center is currently serving the residents of its service area properly, efficiently, and with apparent high quality health care. The organization is obviously well managed, thoughtfully and consistently governed, and has an appropriate and professional medical staff.” However, the assessment did identify “several opportunities for BSMC to better serve its community.” These opportunities are the focus of this implementation plan.

#### **Implementation Planning Session Attendees:**

- Leah Grubb – CEO, Big Sandy Medical Center
- Del Simon – Special Projects Coordinator, Big Sandy Medical Center
- Amber Beaudette – Director of Nursing, Big Sandy Medical Center
- Nora Grubb – Office Manager, Big Sandy Medical Center
- Board of Directors, Big Sandy Medical Center

## Executive Summary

**Objective 1:** Obtain association with the Veteran's Administration to serve the patients who use that service for health care.

**Strategy 1:** Big Sandy Medical Center will complete the registration process.

**Activities:**

- Submit necessary application and documentation.
- Follow-up and monitor registration process and status.

**Strategy 2:** Research the potential impact on the patient population in the Big Sandy area.

**Activities:**

- Contact representatives at the VA to obtain details as to how the association between BSMC and the VA will benefit patients in the area.
- Provide information to area VA patients as needed.

**Measure of Success:** Big Sandy Medical Center is able to provide services and assist VA patients.

**Objective 2:** Investigate the potential for physicians and other specialists to provide services at the BSMC facility.

**Strategy 1:** Investigate which providers currently hold clinic days in nearby cities.

**Activities:**

- Obtain a list of Benefis specialists who currently see patients at nearby clinics.
- Inquire if those providers would be able/willing to hold clinic days in Big Sandy.

**Strategy 2:** Research the potential for utilizing Telehealth via REACH for this purpose.

**Activities:**

- Obtain a list of current Telehealth services available to offer patients.
- Contact Benefis REACH staff regarding services available.
- Investigate reimbursement requirements for Telehealth services.

**Measure of Success:** Big Sandy Medical Center provides opportunities for patients to receive onsite services, whether in-person or via Telehealth, from out-of-town providers.

**Objective 3:** Investigate the possibility of bringing some facet of mental health service to the community.

**Strategy 1:** Develop a list of available mental health services in the area.

**Activities:**

- Research and compile a list of available resources.
- Provide this list to local agencies, BSMC staff, community members and others as needed.

**Strategy 2:** Partner with Big Sandy School officials regarding ways to address adolescent and child mental health topics.

**Activities:**

- Explore training opportunities for both BSMC and school staff.
- Provide presentations by providers and other community professionals at BSMC and the schools.
- Investigate outside opportunities for presentations and education for BSMC and school staff and the community as a whole.

**Measure of Success:** Big Sandy Medical Center partners with the local school system and other agencies to provide mental health training and education in the community.

**Objective 4:** Actively support healthy lifestyle activities to further the goals of bettering overall community health.

**Strategy 1:** Begin with promoting the health and well-being of BSMC staff.

**Activities:**

- Offer incentives and opportunities for staff to improve their individual health.
- Provide education to support staff in developing healthy lifestyles.

**Strategy 2:** Offer educational and supportive opportunities to the community.

**Activities:**

- Provide meeting space for group meetings and presentations as appropriate.
- Inquire if professionals at BSMC and surrounding areas are willing/able to provide education and presentations.
- Implement a regularly scheduled article submission in the local newspaper.

**Strategy 3:** Partner with Chouteau County Public Health to provide programs to address community health.

**Activities:**

- Assist with Health Fair at BSMC every two years.
- Explore educational and other opportunities available in the area to offer to community members.

**Measure of Success:** Big Sandy Medical Center implements and supports healthy lifestyle services and opportunities to better overall community health.

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

- Big Sandy Senior Citizen Center provides activities and services for senior citizens in Big Sandy.
- Big Sandy Public Schools consists of Warrick Elementary School, F.E. Miley Elementary School, and Big Sandy High School and provides education to youth grades K-12.
- Chouteau County Extension Agency provides research-based knowledge to strengthen the social, economic, and environmental well-being of family, communities, and agricultural enterprises in Chouteau County.
- Chouteau County Health Department focuses on the prevention and control of dangerous diseases in Chouteau County and offers health education and resources to improve overall community health.
- Health Occupations Students of America (HOSA) Future Health Professionals is an organization for high school students to develop leadership and technical HOSA skill competencies through a program of motivation, awareness and recognition, which is an integral part of the Health Science Education instructional program.
- The “Mountaineer” is Big Sandy’s local newspaper that circulates through surrounding areas of Box Elder, Fort Benton, Havre, and Loma.
- North Central Montana Area Health Education Center works to improve the supply and distribution of healthcare professionals with an emphasis on primary care through community/academic educational partnerships in order to increase access to quality healthcare in the north central region of Montana. They help connect students to healthcare careers, professionals to communities, and communities to better health.
- REACH (Realizing Education and Community Health) Montana is a consortium of healthcare providers linked to each other through live, interactive, video technology. From its hub site in Great Falls, the REACH Montana Telehealth Network currently serves rural counties in the north central region of the state.



## Opportunities Identified and Prioritized

### *Prioritized Opportunities to Address*

1. Better serve patients who use Veteran's Administration services for health care.
  - Two respondents included specific written comments regarding this issue. There are several known community members who utilize VA services and also receive services at BSMC.
2. Actively investigate how to have physicians or other providers of selected specialties provide health care at or in collaboration with BSMC.
  - Respondents favored BSMC hosting specialists by a margin of 2:1, with 37% of respondents having that opinion. Another option is to look into tele-medicine, which several respondents commented about.
3. Investigate the possibility of bringing some facet of mental health service to the community.
  - Several respondents specifically commented that mental health services are needed.
4. Actively support healthy lifestyle activities to better overall community health.
  - The respondents' self-perceived average fitness level was 3.4, halfway between "Good" and "OK."
5. Investigate other community services to support.
  - Numerous respondents claim to utilize the services of other community agencies; for example, 39% utilize the Big Sandy Senior Center.
6. Improve internet presence, containing health information and information about BSMC as a whole.
  - Fifty respondents (43%) claim to use the internet to seek medical information.
7. Devise strategies for timely dissemination of health-related information to the public.
  - Once again, 43% of respondents use the internet to seek medical information. It is also clear that an efficient way to provide information to the community about healthy lifestyles is through newsletters, newspaper articles and other forms of media.
8. Closely monitor the trends concerning the integration of "alternative health disciplines" into mainstream health care and be prepared to integrate those services at BSMC if appropriate.
  - Although there is no overt need to add alternative disciplines to BSMC services, the organization should continue to monitor the trends and respond accordingly.

***Big Sandy Medical Center's Presence in the Community:***

- Well Child Clinic: Space is provided for the county health department to provide children's check-ups and free or reduced price vaccines to all area children.
- Sports Physicals: BSMC provides sports physicals to all area children at a reduced rate.
- CPR Classes: BSMC staff volunteers it time to teach CPR classes for the general community as well as outfitters and guides, life guards and bus drivers.
- Ambulance: Free laundry services are provided for the local volunteer ambulance service as well as use of the BSMC computer system to do the ambulance billing and housing the entire EMS radio system for this area of the county. Staff members also man the ambulance as RNs or as EMTs.
- EMT Training: Staff have taught or assisted with classes that EMTs attend and BSMC provides free use of its telemedicine unit for training sessions.
- Blood pressure checks: Free blood pressure checks are provided to all community members.
- Durable Medical Equipment: BSMC loans any and all available wheelchairs, commodes, crutches, etc. to community members for short term rehabilitation free of charge.
- Partner with school programs: BSMC has partnered with the school for educational programs such as Cooperative Education and Adopt-a-Grandparent.
- Education Materials: Made educational materials and meeting space available to groups in areas such as weight management and diabetes education.

***Chouteau County Indicators:***Low Income Persons

- \*21.7% low income persons (persons below federal poverty level)

Median Household Income

- \*\*\$40,070

Uninsured Persons less than age 65 – \*\*26.8%

Primary and Chronic Diseases: Leading Causes of Death

- \*\*Heart Disease
- \*\*Cancer

Percent of Population Age 65 and older – \*\*18.1%

Percent of Population Age 18 and younger – \*\*24.8%

Number of Veterans - \*\*574

Size of County and Remoteness – \*\*5,813 in Chouteau County; Population Density: \*1.5 people per square mile

Nearest Major Hospitals – Benefis in Great Falls, MT and Northern MT Hospital in Havre, MT

\*<http://quickfacts.census.gov/qfd/states/30/30015.html>

\*\*<http://dphhs.mt.gov/Portals/85/publichealth/Publications/County%20Health%20Profiles/Chouteau%20Community%20Health%20Profile.pdf>

### Implementation Plan Grid

**Objective 1:** Obtain association with the Veteran's Administration to serve the patients who use that service for health care.

**Strategy 1:** Big Sandy Medical Center will complete the registration process.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Submit necessary application and documentation.</li> </ul>	Business Office Manager	Sept. 1, 2016	CEO	Veterans' Administration	Veterans' Administration
<ul style="list-style-type: none"> <li>Follow-up and monitor registration process and status.</li> </ul>	Business Office Manager	Sept. 1, 2016	CEO	Veterans' Administration	Veterans' Administration

**Strategy 2:** Research the potential impact on the patient population in the Big Sandy area.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Contact representatives at the VA to obtain details as to how the association between BSMC and the VA will benefit patients in the area.</li> </ul>	Business Office Manager	Sept. 1, 2016	CEO	Veterans' Administration	Veterans' Administration
<ul style="list-style-type: none"> <li>Provide information to area VA patients as needed.</li> </ul>	Business Office Manager	Sept. 1, 2016	CEO	All Staff	Veterans' Administration

**Measure of Success:** BSMC provides access to health education through Telemedicine by July 2013.

**Objective 2:** Investigate the potential for physicians and other specialists to provide services at the BSMC facility.

**Strategy 1:** Investigate which providers currently hold clinic days in nearby cities.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Obtain a list of Benefis specialists who currently see patients at nearby clinics.</li> </ul>	CEO	Sept. 1, 2016	Leadership Team	Benefis	Benefis
<ul style="list-style-type: none"> <li>Inquire if those providers would be able/willing to hold clinic days in Big Sandy.</li> </ul>	CEO	Sept. 1, 2016	Leadership Team	Benefis	Benefis

**Strategy 2:** Investigate which providers currently hold clinic days in nearby cities.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Obtain a list of current Telehealth services available to offer patients.</li> </ul>	CEO	Sept. 1, 2016	Leadership Team	Benefis REACH team	Benefis
<ul style="list-style-type: none"> <li>Contact Benefis REACH staff regarding services available.</li> </ul>	CEO	Sept. 1, 2016	Leadership Team	Benefis REACH team	Benefis
<ul style="list-style-type: none"> <li>Investigate reimbursement requirements for Telehealth services.</li> </ul>	CEO and Business Office Manager	Sept. 1, 2016	Leadership Team	Benefis REACH team	Benefis

**Measure of Success:** Big Sandy Medical Center provides opportunities for patients to receive onsite services, whether in-person or via Telehealth, from out-of-town providers.

**Objective 3:** Investigate the possibility of bringing some facet of mental health service to the community.

**Strategy 1:** Develop a list of available mental health services in the area.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Research and compile a list of available resources.</li> </ul>	CEO	Sept. 1, 2016	Leadership Team	County agencies and businesses	Chouteau Cty Public Health and others
<ul style="list-style-type: none"> <li>Provide this list to local agencies, BSMC staff, community members and others as needed.</li> </ul>	CEO	Sept. 1, 2016	Leadership Team	Community agencies and businesses	Chouteau Cty Public Health and others

**Strategy 2:** Partner with Big Sandy School officials regarding ways to address adolescent and child mental health topics.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Explore training opportunities for both BSMC and school staff.</li> </ul>	CEO	Sept. 1, 2016	Leadership Team	Big Sandy Public Schools administration and staff	Big Sandy Public Schools and others
<ul style="list-style-type: none"> <li>Provide presentations by providers and other community professionals at BSMC and the schools.</li> </ul>	CEO	Sept. 1, 2016	Leadership Team	Big Sandy Public Schools administration and staff	BSMC Providers and other professionals
<ul style="list-style-type: none"> <li>Investigate outside opportunities for presentations and education for BSMC and school staff and the community as a whole.</li> </ul>	CEO	Sept. 1, 2016	Leadership Team	Big Sandy Public Schools administration and staff	Big Sandy Public Schools and others

**Measure of Success:** Big Sandy Medical Center partners with the local school system and other agencies to provide mental health training and education in the community.

**Objective 4:** Actively support healthy lifestyle activities to further the goals of bettering overall community health.

**Strategy 1:** Begin with promoting the health and well-being of BSMC staff.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Offer incentives and opportunities for staff to improve their individual health.</li> </ul>	Special Projects Coordinator and DON	Sept. 1, 2016	Leadership Team	County agencies and businesses	Chouteau Cty Public Health and others
<ul style="list-style-type: none"> <li>Provide education to support staff in developing healthy lifestyles.</li> </ul>	Special Projects Coordinator and DON	Sept. 1, 2016	Leadership Team	Community agencies and businesses	Chouteau Cty Public Health and others

**Strategy 2:** Offer educational and supportive opportunities to the community.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Provide meeting space for group meetings and presentations as appropriate.</li> </ul>	Special Projects Coordinator and DON	Sept. 1, 2016	Leadership Team	Community programs and agencies	Community programs and agencies
<ul style="list-style-type: none"> <li>Inquire if professionals at BSMC and surrounding areas are willing/able to provide education and presentations.</li> </ul>	Special Projects Coordinator and DON	Sept. 1, 2016	Leadership Team	BSMC Providers and Community programs and agencies	BSMC Providers and other professionals
<ul style="list-style-type: none"> <li>Implement a regularly scheduled article submission in the local newspaper.</li> </ul>	Special Projects Coordinator	Sept. 1, 2016	Leadership Team	The Mountaineer	Big Sandy Medical Center, The Mountaineer

**Strategy 3:** Partner with Chouteau County Public Health to provide programs to address community health.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Assist with Health Fair at BSMC every two years.</li> </ul>	Special Projects Coordinator and DON	Sept. 1, 2016	Leadership Team	Chouteau County Health Dept.	BSMC and Chouteau County Health Dept.
<ul style="list-style-type: none"> <li>Explore educational and other opportunities available in the area to offer to community members.</li> </ul>	Special Projects Coordinator and DON	Sept. 1, 2016	Leadership Team	Community programs and agencies	Community programs and agencies

**Measure of Success:** Big Sandy Medical Center implements and supports healthy lifestyle services and opportunities to better overall community health.



### Dissemination of Needs Assessment

Big Sandy Medical Center disseminated the Community Needs Assessment and Implementation Plan by posting both documents conspicuously on the hospital's website ([www.bsmc.org](http://www.bsmc.org)). BSMC also provided a hard copy of the needs assessment and implementation plan at the facility should community members request to view the Community Health Needs Assessment or the Implementation Plan. Big Sandy Medical Center will also present the findings of the assessment and details of the plan to community members at the annual BSMC member meeting in November 2015.

The Steering Committee, which was convened at the beginning of the process and again when results from the report were first presented, will be informed of the Implementation Plan to see the value of their input and time in the process as well as how Big Sandy Medical Center is utilizing their input. This Steering Committee as well as the Board will be encouraged to act as advocates in Chouteau County as Big Sandy Medical Center seeks to address the healthcare needs of their community.

Furthermore, Board members of Big Sandy Medical Center will be directed to the hospital's website to view the assessment results. Big Sandy Medical Center's Board members approved and adopted the plan in October. Board members are encouraged to familiarize themselves with the report and Implementation Plan so they can publically promote Big Sandy Medical Center's plan to influence the community in a beneficial manner.