

IMPLEMENTATION PLAN

Addressing Community Health Needs

Roundup Memorial Healthcare ~ Roundup, Montana

Table of Contents

The Implementation Planning Process3

Prioritizing the Community Health Needs.....5

Roundup Memorial Healthcare’s Existing Presence in the Community.....5

List of Available Community Partnerships and Facility Resources to Address Needs5

Musselshell County Indicators7

Public Health and Underserved Populations Consultation Summaries.....8

Needs Identified and Prioritized.....9

Prioritized Needs to Address9

Needs Unable to Address.....9

Executive Summary.....10

Implementation Plan Grid13

Needs Not Addressed and Justification19

Dissemination of Needs Assessment20

The Implementation Planning Process

The implementation planning committee – comprised of Roundup Memorial Healthcare’s leadership team and board members – participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through the Community Health Services Development (CHSD) needs assessment process, a part of the Frontier Better Medicine Better Health Partnership (FMBHP) project. 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 fall of 2014 to determine the most important health needs and opportunities for Musselshell 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 5 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.rmhmt.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 8 for additional information regarding input received from community representatives).

The implementation planning committee determined which needs or opportunities could be addressed considering Roundup Memorial Healthcare’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. Improve access to healthcare services in the Roundup Memorial Healthcare service area.
2. Continue to improve the quality of care provided at Roundup Memorial Healthcare.
3. Increase awareness of services available at Roundup Memorial Healthcare.

In addressing the aforementioned issues, Roundup Memorial Healthcare seeks to:

- a) Provide access for the community to a wider range of healthcare services including diabetes education, mental health services and health and wellness education programs
- b) Use the recently implemented Cerner Electronic Health Record to promote continuity of care between Roundup Memorial Healthcare and tertiary care hospitals in Billings
- c) Attract more primary care providers to our community

Roundup Memorial Healthcare's Mission:

Delivering patient centered healthcare that is Careful, Competent and Kind

Roundup Memorial Healthcare's Vision:

Compassionate, safe and well-documented patient centered care based upon best practices and delivered with the kindness we would want for ourselves and our family

Roundup Memorial Healthcare's Values:

- Courage to be open and transparent
- Desire to be the best
- Love of service
- Loyalty to the hospital and one another
- Humility to listen, learn and change

Implementation Planning Committee Members:

- Sandy Jones, Mayor
- Sue Woods, Public Health Director, Central Montana Health District
- Laureli Scribner, Nurse Practitioner, Frontier Health Clinic
- Bryan Adolph, County Commissioner
- Tom Vandenberg, Elected Official
- Kenny Davis, Editor, Roundup Herald
- Ron Solberg, Ambulance Director
- Jay McKiernan, Roundup Memorial Healthcare, Better Health Improvement Specialist
- Bradley Howell, Roundup Memorial Healthcare, CEO

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

Roundup Memorial Healthcare's Existing Presence in the Community

Please list any other activities your facility performs in the community as well as any existing community benefit activities beyond "charity care" programs.

- Participate in the Spring Health Fair offering blood pressure checks, blood sugar checks, physical therapy assessments and infection control demonstrations
- Participate in the Musselshell Valley Trade Show and provide blood pressure checks and diabetes education
- Outreach clinics provided in Melstone and Winnett.
- Sports physicals provided in Melstone, Lavina and Roundup Clinic at reduced cost
- Education classes provided at local senior living center
- Hosted Ice Cream Social on hospital grounds
- Participate in "Meals on Wheels"
- Member of the Musselshell Valley Development Council
- Host Halloween Night Party for kids in the hospital basement
- Participate in the Local Emergency Planning Committee
- Art Shows held in the hospital
- CEO provides monthly updates to the community on local FM radio station
- One of 24 Critical Access Hospitals in Montana to participate in the Frontier Better Health Improvement Project

List of Available Community Partnerships and Facility Resources to Address Needs

- Montana Tobacco Use Prevention Program
- Musselshell Sheriff Department Probation and Parole
- Adult Protective Services & Domestic Violence
- Family Services
- Musselshell County Ambulance
- Mental Health Center – various programs
- Area Two Council on Aging
- Roundup Elementary School
- Roundup High School
- Musselshell County Food Bank
- Ministerial Association
- Human Resource Development Council
- RSVP
- Experience Works
- The Golden Thimble

Musselshell County Indicators

Low Income Persons

- 20% of persons are below the federal poverty level

Uninsured Persons

- 26.7% of adults less than age 65 are uninsured
- Data is not available by county (data is available for some counties) for uninsured children less than age 18

Leading Causes of Death: Primary and Chronic Diseases

- Heart Disease
- Cancer
- 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 Musselshell County's Population is 65 years and older

Size of County and Remoteness

- 4,498 people in Musselshell County
- 2.4 people per square mile

Nearest Major Hospitals

- Billings Clinic, Billings, MT - 50 miles from Roundup Memorial Healthcare
- St. Vincent Healthcare, Billings, MT - 50 miles from Roundup Memorial Healthcare

Public Health and Underserved Populations Consultation Summaries

Public Health Consultation

Sue Woods – Public Health Director, Central Montana Health District

First Steering Committee Meeting: August 11, 2014

Type of Consultation: Steering Committee (Interview, Steering Committee, Focus Group, etc.)

Input and Recommendations from Consultation:

- There is a lack of available mental health resources in the area.
- Musselshell County has a high suicide rate.
- The public health office is stretched very thin due to a low number of employees covering a large geographic area.

Populations Consultation (a leader or representative of populations such as medically underserved, low-income, minority and/or populations with chronic disease)

Population: Low-Income

Sue Woods – Public Health Director, Central Montana Health District

Date of Consultation: First Steering Committee Meeting: August 11, 2014

Type of Consultation: Steering Committee (Interview, Steering Committee, Focus Group, etc.)

Input and Recommendations from Consultation:

- There is a high number of uninsured children in Musselshell County due to a lack of information on available assistance programs and non-desire for assistance.
- Many diabetics in the community are diagnosed at a very late stage in the disease because they do not want to see a provider.

Needs Identified and Prioritized

Prioritized Needs to Address

1. Top health concerns: 'Alcohol/substance abuse (67.6%) and 'Overweight/obesity' (33.8%),
2. Survey respondents and focus group participants indicated a need for alcohol and substance abuse counseling and mental health treatment (68.4%)
3. The most important things for a healthy community: 'Access to health care and other services' (55.4%), and 'Healthy behaviors and lifestyles' (36.7%)
4. Respondents indicated a need for 'Alternative medicine' (28.8%), 'Dermatology' (18.0%), 'Massage therapy' (18.0%) and 'Mammography' (14.4%)
5. Focus Group Participants mentioned a need for various services (e.g., pediatrics and mental health services)
6. Significant percentage of survey respondents indicated that the community was 'Somewhat healthy' (60%)

Needs Unable to Address

(See page 19 for additional information)

1. Availability of child care
2. 35.2% of respondents indicate that they or a member of their household delayed getting health care services when they needed it because: 'Don't trust/like doctors/providers' (43.2%) or 'It costs too much' (36.4%).
3. High suicide rates and poor water quality were also mentioned by a number of survey respondents and focus group members.

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 9. For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section, which begins on page 13.

Goal 1: Improve access to healthcare services in the Roundup Memorial Healthcare service area.

Strategy 1.1: Increase access to primary care services

Activities:

- Recruit and hire one additional primary care providers at the M.D. or D.O. level
- Employ strategies to maintain current primary care staff
- Improve provider satisfaction by streamlining the medication refill process
- Continue to offer continuing education (CE) courses for providers on-site

Strategy 1.2: Increase access to specialty care services

Activities:

- Explore the addition of visiting specialties including: cardiology, pulmonology, urology, pain management, pediatrics, pre and post-natal care, and diabetes.
- Expand telemedicine capabilities
- Seek grant funding for the possibility of acquiring e-Emergency
- Promote monthly mobile mammography bus
- Use telemedicine to provide mental health services through Healthlink

Goal 2: Continue to improve the quality of care provided at Roundup Memorial Healthcare.

Strategy 2.1: Improve the continuity of care.

Activities:

- Optimize the use of the Cerner EHR and attest to Meaningful Use Stage 2
- Provide additional training for RMH staff on the use of the Cerner EHR
- Promote the use of Cerner Patient Portal
- Develop a clinical partnership with Billings Clinic
- Work with Billings Clinic and affiliates to develop a plan to achieve interoperability

Strategy 2.2: Improve the environment of Care

Activities:

- Remodel of CAH-North unit
- Use data to improve chronic illness care

Goal 3: Increase awareness of services available at Roundup Memorial Healthcare.

Strategy 3.1: Increase community outreach efforts

Activities:

- Educate patients and community about core measures
- Streamline the hospital website
- Place advertisements in local newspapers
- Continue participation in monthly radio show (CEO)
- Explore various forms of outreach to Musselshell County schools (sports physicals, etc.)
- Schedule more open-house activities to familiarize the community with hospital and clinic services

Strategy 3.2: Educate staff and board members about RMH services

Activities:

- Hold staff training about the hospital's implementation plan goals, and services offered at the facility.
- Recognizing the importance of "word of mouth", develop scripting for staff and hospital board to utilize to better inform community members and patients of available services

Implementation Plan Grid

Goal 1: Improve access to healthcare services in the Roundup Memorial Healthcare service area.

Strategy 1.1: Increase access to primary care services

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Recruit and hire one additional primary care providers at the M.D. or D.O. level	CEO	FY2016	Board Approved June 25, 2015	Billings Clinic RMH Medical Staff	
Employ strategies to maintain current primary care staff	CEO	FY2016 Thru FY2018	Board Approved June 25, 2015	APGAR AHEC	
Improve provider satisfaction by streamlining the medication refill process	Clinic Manager	FY2016	Board Approved June 25, 2015	Cerner	
Continue to offer continuing education (CE) opportunities for providers	CEO	FY2016	Board Approved June 25, 2015	Billings Clinic RMH Medical Staff	

Needs Being Addressed by this Strategy:

- Higher utilization of services

Anticipated Impact(s) of these Activities:

- Improved patient satisfaction scores and increased volume / revenue

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

- Monitor patient / new patient growth via registration reports every three months

Measure of Success: increased volume of patients and revenue growth of 2% annually

Goal 1: Improve access to healthcare services in the Roundup Memorial Healthcare service area.

Strategy 1.2: Increase access to specialty care services

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Explore the addition of visiting specialties including: cardiology, pulmonology, urology, pain management, pediatrics, pre and post-natal care, and diabetes.	CEO	FY2016 Thru FY2018	Board Approved June 25, 2015	RMH Medical Staff DNS & Nursing Staff	
Expand telemedicine capabilities	CEO	FY2016	Board Approved June 25, 2015	RMH Medical Staff DNS & Nursing Staff	
Seek grant funding for acquiring e-Emergency	CEO	FY2016	Board Approved June 25, 2015	Helmsley Trust Avera	
Promote monthly mobile mammography service	Clinic Manager	FY2016 Thru FY2018	Board Approved June 25, 2015	St. Vincent Healthcare	
Use telemedicine to provide mental health services through HealthLinkNow	Clinic Manager	FY2016 Thru FY2018	Board Approved June 25, 2015	RMH Medical Staff	

Needs Being Addressed by this Strategy:

- Higher utilization of services

Anticipated Impact(s) of these Activities:

- Facility recognition which brings patients in for other services offered

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

- Increased use of facility; increased patient volume; increased revenue

Measure of Success: Monitor Telemed usage and target 25% increase

Goal 2: Continue to improve the quality of care provided at Roundup Memorial Healthcare.

Strategy 2.1: Improve the continuity of care

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Optimize the use of the Cerner EHR	Informaticist DNS + CEO	FY2016 Thru FY2018	Board Approved June 25, 2015	RMH Clinicians Billings Clinic Cerner	
Provide additional training for RMH staff on the use of the Cerner EHR	Informaticist + DNS	FY2016	Board Approved June 25, 2015	Billings Clinic IT	
Attest to Meaningful Use	CEO	FY2016	Board Approved June 25, 2015	Cerner	
Promote the use of Cerner Patient Portal	HIM Director	FY2016	Board Approved June 25, 2015	Cerner	
Develop a clinical partnership between Billings Clinic and RMH Nursing Staff	DNS	FY2016	Board Approved June 25, 2015	Billings Clinic	
Explore Patient-Centered Medical Home as practice model	CEO	FY2016 Thru FY2018	Board Approved June 25, 2015	RMH Medical Staff DNS & Nursing Staff	
Work with Billings Clinic and St. Vincent Healthcare to develop a plan to achieve interoperability	CEO	FY2016 Thru FY2018	Board Approved June 25, 2015	RMH Medical Staff Cerner Billings Clinic IT	

Needs Being Addressed by this Strategy:

- Improvement in compliance with best practice + error reduction

Anticipated Impact(s) of these Activities:

- Improved patient satisfaction and continuity of care

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

- Increased quality of care

Measure of Success: :

Goal 2: Continue to improve the quality of care provided at Roundup Memorial Healthcare.

Strategy 2.2: Improve the environment of care

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Remodel of CAH-North unit	Nursing + Building Services	FY2016 Thru FY2018	Board Approved June 25, 2015	RMH Foundation	
Remodel CAH-S Nursing Station	Nursing + Building Services	FY2016 Thru FY2018	Board Approved June 25, 2015	RMH Foundation	
Improve chronic illness care	Nursing	FY2016	Board Approved June 25, 2015	Billings Clinic	
Upgrade facility HVAC	CEO + Building Services	FY2016	Board Approved June 25, 2015		

Needs Being Addressed by this Strategy:

- Improve maintenance of facility and resident satisfaction

Anticipated Impact(s) of these Activities:

- Improved appearance leads to greater patient volume and increased revenue

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

- Survey residents

Measure of Success: Residents' satisfaction more comfortable and healing environment

Goal 3: Increase awareness of services available at Roundup Memorial Healthcare.

Strategy 3.1: Increase community outreach efforts

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Educate patients and community about core measures	Quality Manager + Nursing DNS	FY2016 Thru FY2018	Board Approved June 25, 2015	RMH Medical Staff DNS & Nursing Staff	
Redesign the hospital website	BHIS	FY2016	Board Approved June 25, 2015	RMH SLT	
Place monthly articles in local newspapers	CEO + SLT	FY2016 Thru FY2018	Board Approved June 25, 2015	RMH Staff	
Continue participation in monthly radio show (CEO)	CEO	FY2016 Thru FY2018	Board Approved June 25, 2015	RMH Staff	
Explore additional forms of outreach to schools in RMH service area (sports physicals, etc.)	Clinic Manager	FY2016 Thru FY2018	Board Approved June 25, 2015	RMH SLT RMH Medical Staff	
Schedule more open-house activities to familiarize the community with hospital and clinic services	CEO	FY2016 Thru FY2018	Board Approved June 25, 2015	RMH SLT RMH Medical Staff	

Needs Being Addressed by this Strategy:

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Anticipated Impact(s) of these Activities:

- Next CHNA survey will show improvement

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

- This Action Plan is driven by CHNA survey responses

Measure of Success: Improved HCAHPS scores

Goal 3: Increase awareness of services available at Roundup Memorial Healthcare.

Strategy 3.2: Educate staff and board members about RMH services

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Hold staff training about the hospital's implementation plan goals, and services offered at the facility	CEO	FY2016	Board Approved June 25, 2015	RMH Staff	
Recognizing the importance of "word of mouth", develop scripting for staff and hospital board to utilize to better inform community members and patients of available services	CEO	FY2016 Thru FY2018	Board Approved June 25, 2015	Quality Manager + Nursing DNS	

Needs Being Addressed by this Strategy:

- Increase staff awareness of long range plan

Anticipated Impact(s) of these Activities:

- Provides staff ability to discuss the RMH Mission with community members

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

- Quarterly open meeting with staff

Measure of Success: Better community understanding of RMH Vision and Mission

Needs Not Addressed and Justification

Identified health needs unable to address by Roundup Memorial Healthcare	Rationale
1. High suicide rates	RMH is unable to directly address these community-wide general needs because its limited resources are focused on meeting its primary healthcare mission.
2. Substance abuse	RMH is unable to directly address these community-wide general needs because its limited resources are focused on meeting its primary healthcare mission.
3. Lack of daycare services	These needs are outside the scope of RMH's mission and goals nor does it have the resources and expertise required to address these challenges.
4. High poverty	These needs are outside the scope of RMH's mission and goals nor does it have the resources and expertise required to address these challenges.
5. Limited job opportunities	These needs are outside the scope of RMH's mission and goals nor does it have the resources and expertise required to address these challenges.
6. Cost of healthcare services	RMH cannot reduce the cost of services and remain financially viable. We do direct patients to sources of insurance, but it is their responsibility to follow up.

Dissemination of Needs Assessment

Roundup Memorial Healthcare (RMH) disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website(www.rmhmt.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 RMH is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Musselshell County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of RMH will be directed to the hospital's website to view the complete assessment results and the implementation plan. RMH board members approved and adopted the plan on June, 25, 2015. 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.

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