

IMPLEMENTATION PLAN

Addressing Community Health Needs

Fallon Medical Complex ~ Baker, Montana

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The Implementation Planning Process

The implementation planning committee comprised of Fallon Medical Complex (FMC) employees and community 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) Process, a community health assessment. FMC conducted the CHSD Process in conjunction with the Montana Office of Rural Health (MORH).

A Community Health Needs Assessment (CHNA) was performed in the fall of 2011 to determine the most important health needs and opportunities for Fallon County, Montana. “Need” was identified as the top issues or opportunities rated by respondents during the CHNA survey process or in the focus groups (see page 7 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 CHNA, which is posted on www.fallonmedical.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.

The implementation planning committee determined which needs or opportunities could be addressed considering FMC’s parameters of resources and limitations. The committee then prioritized the needs/opportunities using the additional parameters of the organizational vision, mission, and/or 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 are as follows:

1. **Health Issue 1:** A significant percentage of the community is not aware of the health care services and benefits provided by Fallon Medical Complex.
2. **Health Issue 2:** Two of the leading causes of death in Fallon County are Heart Disease and Cancer. The chronic disease burden of heart attaches in Fallon County is 5.5% compared to Montana’s 4.1%. The burden of strokes in Fallon County (2.9%) is reflective of Montana’s 2.5%. The burden of all sites cancer in the eastern region of Montana (472.3) is reflective of the entire state’s rate (455.5). The chronic disease burden of diabetes is 7.7% compared to Montana’s 6.2%. The diabetes-related mortality in Fallon County is 37.4 as compared to Montana (27.1) and the United States (21.8). The eastern region of Montana’s chronic disease hospitalization rate of diabetes (156.4) is concerning compared to Montana’s rate of 115.4. The eastern region of Montana’s Cervical Cancer screening rate is 79.5% compared to Montana’s 83%. The eastern region of

Montana's Breast Cancer screening rate for mammograms 69.2% compared to Montana's 71.9%; the region's blood stool screening is 21.8% compared to Montana's 25.3%; the region's Colonoscopy screening rate is 44.8% compared to Montana's 54.3%. The region's diabetic screening is 78% compared to Montana's 79%.

3. **Health Issue 3:** The second highest leading cause of death in Fallon County is Cancer. The burden of all sites cancer in the eastern region of Montana (472.3) is higher than Montana's rate of 455.5. The eastern region of Montana's Cervical Cancer screening rate is 79.5% compared to Montana's 83%. The eastern region of Montana's Breast Cancer screening rate for mammograms 69.2% compared to Montana's 71.9%; the region's blood stool screening is 21.8% compared to Montana's 25.3%; the region's Colonoscopy screening rate is 44.8% compared to Montana's 54.3%.
4. **Health Issue 4:** 36.9% of the community believes the overall health of Fallon County needs improvement. 'Healthy Behaviors and lifestyles' are essential for a healthy community.
5. **Health Issue 5:** Montana has a severe shortage of mental health professionals and there is a strong need for mental health services in these remote/frontier areas of the state.

In addressing the above issues, FMC seeks to:

- a) Improve access to health care services;
- b) Enhance the health of the community;
- c) Advance medical or health knowledge; and/or
- d) Relieve or reduce the burden of government or other community efforts.

FMC's Mission: Fallon Medical Complex, in its innovative pursuit of Friends Healing Friends, provides comfort, compassion and excellence in the promotion of quality of life to all individuals.

Steering Committee Members: Carla Rustad, Merri Beck, Lacy Burg, Mona Madler, Karol Zachmann, Deb Ranum, Lacey Janz, Nikki Buerkle, Carla Brown, Tereasa Arnold, David Espeland and Judy McWilliams.

Implementation Planning Committee Members: Lacey Janz, Nikki Buerkle, Michelle Smith, Linda Moore, Judy McWilliams, Karol Zachmann, Selena Nelson, Sue Lunde, Candy Mettler, Mary Mangold.

Executive Summary

Objective: Increase the community's awareness of Fallon Medical Complex's health care services and benefits.

Strategy 1.1: Assess community awareness of resources currently in place.

Activities:

- Create a comprehensive list of community resources.
- Make the resource list available via the website and marketing.
- Explore new resources and marketing techniques to enhance awareness.

Objective: Increase awareness and education of services related to chronic disease.

Strategy 2.1: Access resources related to chronic disease that already exist in the community.

Activities:

- Create a comprehensive list of services available related to chronic disease.
- Make resources readily available via the Rural Health Clinic.
- Advertise/publicize services provided by FMC in the newspaper, on the website and radio.

Strategy 2.2: Improve awareness of cancer and encourage the utilization of cancer prevention and screenings.

Activities:

- Continue to provide digital mammography and "Breast Cancer Awareness Soup and Salad Luncheon" events.
- Explore other events and marketing techniques to enhance awareness and education.

Objective: Increase the community's access to healthy behaviors and lifestyles.

Strategy 3.1: Implement a Healthy Lifestyles Program at Fallon Medical Complex.

Activities:

- Appoint a healthy lifestyles program coordinator.
- Advertise the program to the community.

Objective: Increase the community's access to mental health services.

Strategy 4.1: Access the need for telepsychiatric services in the community.

Activities:

- Appoint a telepsychiatric coordinator.
- Explore telepsychiatric options.
- Determine which telepsychiatric services to use.

Measure of Success: Fallon County community members report increased access, awareness and satisfaction regarding services provided by Fallon Medical Complex and its affiliates.

List of Available Community and Facility Resources to Address Needs

- Economic Development Groups
 - Baker Chamber of Commerce
 - Housing Board
 - Southeastern Montana Revitalization Team
- Health Services
 - Community Clinic
 - Long Term Care
 - Critical Access Hospital
 - Home Care Services
 - Public Health
 - Wibaux Clinic
 - On-demand Lab Testing
- Health/Wellness
 - Bountiful Baskets
 - Meals on Wheels
 - South Eastern Montana Health Fair
 - Healthy Lifestyles
 - Instant Recess
- Education
 - Lunch and Learn Sessions
 - Weekly Public Service Announcements
 - Southeastern Montana Health Fair
 - Healthy Lifestyles
 - 2 Eastern Montana Health-related Scholarship Committees
 - Certified Nursing Assistant Training Programs
 - Job Shadowing and Internships
- Health and Safety
 - Emergency Preparedness Committee
 - Hospital Emergency Incident Command System
 - Adopt a Highway

Needs Identified and Prioritized

Prioritized Needs to Address (Based on CHSD Process)

1. Top health concerns: ‘Cancer’ (55%), ‘Alcohol abuse/substance abuse’ (42.4%), ‘Heart disease’ (35.5%).
2. Three most important things for a healthy community: ‘Access to health care and other services’ (68%), ‘Good jobs and healthy economy’ (29.9%), ‘Healthy behaviors and lifestyles’ (28.1%).
3. Approximately 22% of survey respondents indicated that they have limited knowledge of Fallon Medical Complex’s health care services. The focus groups agreed with this issue.
4. Focus group participants believe FMC should increase the community’s awareness of health care services for the poor, and community members should be assisted in accessing those services.
5. Approximately 31% of respondents are interested in ‘Community weight loss classes’ and 29% of respondents are interested in ‘Health and wellness’ and ‘Women’s health education classes’.
6. Respondents indicated a need for a ‘Mental Health Office’.

Fallon Medical Complex’s Presence in the Community:

- Economic Development Groups
 - Baker Chamber of Commerce
 - Housing Board
 - Southeastern Montana Revitalization Team
- Health Services
 - Community Clinic
 - Athlete Physicals
 - Long Term Care
 - Hospital
 - Home Care Services
 - Wibaux Clinic

- Health/Wellness
 - Meals on Wheels
 - Instant Recess
- Education
 - Lunch and Learn Sessions
 - Weekly Public Service Announcements
 - Southeastern Montana Health Fair
 - Healthy Lifestyles
 - 2 Eastern Montana Health-related Scholarship Committees
 - Certified Nursing Assistant Training Programs
 - Job Shadowing and Internships
- Health and Safety
 - Emergency Preparedness Committee
 - Hospital Emergency Incident Command System
 - Adopt a Highway

Fallon County Indicators:

Low Income Persons

- 12% low income persons (persons below federal poverty level).

Uninsured Persons

- Uninsured adults less than age 65 (27%).
- Uninsured children less than age 18 (data not available by county).

Primary and Chronic Diseases: Leading Causes of Death

- Heart Disease
- Cancer
- Unintentional Injuries

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

Percent of Population Age 65 and older – 20%

Size of Town and Remoteness – 2,716 in Fallon County; Population Density: 1.7 people per square mile.

Nearest Major Hospital – Billings Clinic, Billings MT; 225 miles from FMC.

Needs Unable to Address

(See page 16 for additional information)

1. Respondents indicate that they or a member of their household delayed getting health care services when they needed it because: ‘It costs too much’ (42.2%), ‘Office wasn’t open when I could go (35.6%), or ‘Don’t like doctors’ (22.2%).
2. Suggestions to improve community’s access to health care: ‘More specialists’ (38.5%), ‘Clinic open Saturday’ (27.3%), and ‘More primary care providers’ (26%).
3. Of the respondents who do not have health insurance 87.5% indicated they cannot afford it.
4. Reasons for not being able to receive services or delay in receiving health care services: ‘It cost too much’ (42.2%), ‘Office wasn’t open when I could go’ (35.6%), and ‘Don’t like doctors’ (22.2%).

Implementation Plan Grid

Goal 1: Increase the community's awareness of Fallon Medical Complex's health care services and benefits.

Strategy 1.1: Assess community awareness of resources currently in place.

Health Issue Addressed: A significant percentage of the community is not aware of the health care services and benefits provided by Fallon Medical Complex.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Create a comprehensive list of community resources. 	FMC IPC	Fall 2013	BHIS	Fallon County Public Health Council on Aging	FMC
<ul style="list-style-type: none"> Make the resource list available via the website and marketing. 	FMC IPC	Spring 2014	BHIS	Fallon County	FMC
<ul style="list-style-type: none"> Explore new resources and marketing techniques to enhance awareness. 	FMC IPC	Summer 2014	CEO & CFO	Foundation ORCA	FMC

Needs Being Addressed by this Strategy:

- #3: Approximately 22% of survey respondents indicated that they have limited knowledge of Fallon Medical Complex's health care services. The focus groups agreed with this issue.
- #4: Focus group participants believe FMC should increase the community's awareness of health care services for the poor, and community members should be assisted in accessing those services.

Measure of Success: Fallon County community members report increased access, awareness and satisfaction regarding services provided by Fallon Medical Complex and its affiliates.

Goal 2: Increase awareness and education of services related to chronic disease.

Strategy 2.1: Assess resources related to chronic disease that already exist in the community.

Health Issue Addressed: Two of the leading causes of death in Fallon County are Heart Disease and Cancer. The chronic disease burden of heart attaches in Fallon County is 5.5% compared to Montana's 4.1%. The burden of strokes in Fallon County (2.9%) is reflective of Montana's 2.5%. The burden of all sites cancer in the eastern region of Montana (472.3) is reflective of the entire state's rate (455.5). The chronic disease burden of diabetes is 7.7% compared to Montana's 6.2%. The diabetes-related mortality in Fallon County is 37.4 as compared to Montana (27.1) and the United States (21.8). The eastern region of Montana's chronic disease hospitalization rate of diabetes (156.4) is concerning compared to Montana's rate of 115.4. The eastern region of Montana's cervical cancer screening rate is 79.5% compared to Montana's 83%. The eastern region of Montana's breast cancer screening rate for mammograms 69.2% compared to Montana's 71.9%; the region's blood stool screening is 21.8% compared to Montana's 25.3%; the region's colonoscopy screening rate is 44.8% compared to Montana's 54.3%. The region's diabetic screening is 78% compared to Montana's 79%.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Create a comprehensive list of services available related to chronic disease. 	FMC IPC	Fall 2013	Med Staff QI	Mountain Pacific QIO	Mountain Pacific QIO
<ul style="list-style-type: none"> Make resources readily available via the Rural Health Clinic. 	QI Department	Fall 2013	Med Staff QI	Mountain Pacific QIO	Mountain Pacific QIO FMC
<ul style="list-style-type: none"> Advertise/publicize services provided by FMC in the newspaper, on the website and radio. 	FMC PR Committee	Spring 2014	BHIS	Newel Broadcasting Fallon County Times	FMC

Needs Being Addressed by this Strategy:

- #1: Top health concerns: 'Cancer' (55%), 'Alcohol abuse/substance abuse' (42.4%), 'Heart disease' (35.5%).

Measure of Success: Fallon County community members report increased access, awareness and satisfaction regarding services provided by Fallon Medical Complex and its affiliates.

Goal 2: Increase awareness and education of services related to chronic disease.

Strategy 2.2: Improve awareness of cancer and encourage the utilization of cancer prevention and screenings.

Health Issue Addressed: The second highest leading cause of death in Fallon County is Cancer. The burden of all sites cancer in the eastern region of Montana (472.3) is higher than Montana's rate of 455.5. The eastern region of Montana's Cervical Cancer screening rate is 79.5% compared to Montana's 83%. The eastern region of Montana's Breast Cancer screening rate for mammograms 69.2% compared to Montana's 71.9%; the region's blood stool screening is 21.8% compared to Montana's 25.3%; the region's Colonoscopy screening rate is 44.8% compared to Montana's 54.3%.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Continue to provide digital mammography and "Breast Cancer Awareness Soup and Salad Luncheon" events. 	FMC DI Department	Ongoing	CEO	None	FMC Fallon County Fair Grounds
<ul style="list-style-type: none"> Explore other events and marketing techniques to enhance awareness and education. 	BHIS QI Director	Ongoing	CEO	None	FMC

Needs Being Addressed by this Strategy:

- #1: Top health concerns: 'Cancer' (55%), 'Alcohol abuse/substance abuse' (42.4%), 'Heart disease' (35.5%).

Measure of Success: Fallon County community members report increased access, awareness and satisfaction regarding services provided by Fallon Medical Complex and its affiliates.

Goal 3: Increase the community's access to healthy behaviors and lifestyles.

Strategy 3.1: Implement a Healthy Lifestyles Program at Fallon Medical Complex.

Health Issue Addressed: 36.9% of the community believes the overall health of Fallon County needs improvement. 'Healthy Behaviors and lifestyles' are essential for a healthy community.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Appoint a healthy lifestyles program coordinator. 	CEO	Fall 2013	FMC Management Team	Holy Rosary	FMC Telemedicine
<ul style="list-style-type: none"> Advertize the program to the community. 	Appointed Coordinator	Fall 2013	CEO	Newell Broadcasting Fallon County Times	FMC

Needs Being Addressed by this Strategy:

- #5: Approximately 31% of respondents are interested in 'Community weight loss classes' and 29% of respondents are interested in 'Health and wellness' and 'Women's health education classes'.

Measure of Success: Fallon County community members report increased access, participation, awareness and satisfaction regarding services provided by Fallon Medical Complex and its affiliates.

Goal 4: Increase the community's access to mental health services.

Strategy 4.1: Access the need for telepsychiatric services in the community.

Health Issue Addressed: Montana has a severe shortage of mental health professionals and there is a strong need for mental health services in these remote/frontier areas of the state.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Appoint a telepsychiatric coordinator. 	CEO	Summer 2013	FMC Management Team	None	FMC
<ul style="list-style-type: none"> Explore telepsychiatric options. 	FMC IPC	Fall 2013	Board Governing	None	FMC
<ul style="list-style-type: none"> Determine which telepsychiatric services to use. 	CEO	Fall 2013	ORCA	None	FMC

Needs Being Addressed by this Strategy:

- #2: Three most important things for a healthy community: 'Access to health care and other services' (68%), 'Good jobs and healthy economy' (29.9%), 'Healthy behaviors and lifestyles' (28.1%).
- #6: Respondents indicated a need for a 'Mental Health Office'.

Measure of Success: Fallon County community members report increased access, participation, awareness and satisfaction regarding services provided by Fallon Medical Complex and its affiliates.

Needs Not Addressed and Justification

Identified health needs unable to address by Fallon Medical Complex	Rationale
<p>Respondents indicate that they or a member of their household delayed getting health care services when they needed it because: ‘It costs too much’ (42.2%), ‘Office wasn’t open when I could go (35.6%), or ‘Don’t like doctors’ (22.2%).</p>	<ul style="list-style-type: none"> • FMC does not have the capacity or resources to address this need.
<p>Suggestions to improve community’s access to health care: ‘More specialists’ (38.5%), ‘Clinic open Saturday’ (27.3%), and ‘More primary care providers’ (26%).</p>	<ul style="list-style-type: none"> • FMC does not have the capacity or resources to address this need.
<p>Of the respondents who do not have health insurance 87.5% indicated they cannot afford it.</p>	<ul style="list-style-type: none"> • FMC does not have the capacity or resources to address this need.
<p>Reasons for not being able to receive services or delay in receiving health care services: ‘It cost too much’ (42.2%), ‘Office wasn’t open when I could go’ (35.6%), and ‘Don’t like doctors’ (22.2%).</p>	<ul style="list-style-type: none"> • FMC does not have the capacity or resources to address this need.

Dissemination of Needs Assessment

Fallon Medical Complex disseminated the CHSD Community Health Needs Assessment and Implementation Plan by posting both documents conspicuously on Fallon Medical Complex's website (www.fallonmedical.org) as well as having copies available at the facility should community members request to view the community health needs assessment (CHNA) or the implementation planning documents.

The Steering Committee, which was formed specifically as a result of the CHSD process and convened at the beginning of the 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 Fallon Medical Complex is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Fallon County as Fallon Medical Complex seeks to address the health care needs of their community.

Furthermore, Board members of FMC will be directed to the hospital's website to view the assessment results. Fallon Medical Complex's board members approved and adopted the plan on **June, 2013**. Board members are encouraged to familiarize themselves with the CHNA report and implementation plan so they can publically promote the facility's plan to influence the community in a beneficial manner.