

IMPLEMENTATION PLAN

Addressing Community Health Needs

Missouri River Medical Center ~ Fort Benton, Montana

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The Implementation Planning Process

The implementation planning committee – comprised of administrative team members for Missouri River Medical Center – participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through the Community Health Needs Assessment (CHNA) Process, a part of the Frontier Better Medicine Better Health Partnership (FMBHP). The facility conducted the CHNA Process in conjunction with the Montana Office of Rural Health (MORH).

A Community Health Needs Assessment (CHNA) was performed in the Fall of 2013 in order to determine the most important health needs and opportunities for Chouteau 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 9 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 the facility’s website (www.mrmcfb.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 Missouri River 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/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 relates to the following:

1. Access to Healthcare
2. Obesity and Related Chronic Diseases
3. Mental Health Services

In addressing the aforementioned issues, Missouri River Medical Center seeks to:

- a) Improve access to healthcare 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

Missouri River Medical Center's Mission:

Missouri River Medical Center exists to promote and enhance the quality of life in Chouteau County through a wide range of healthcare services including Physical Therapy, Emergency and Primary Care, Ancillary Services, Acute, Long Term and Restorative Care, Home Health and Community Programs.

Implementation Planning Committee Members:

- Jay Pottenger, CEO – Missouri River Medical Center
- Kim Umscheid, Physical Therapist – Missouri River Medical Center
- Bryan Cartwright, IT/Marketing – Missouri River Medical Center
- Ann Koch, Social Worker – Missouri River Medical Center
- Anna Hazen, Lab/Radiology – Missouri River Medical Center
- Darcy Zanto, RN, Clinic Manager – Missouri River Medical Center
- Shannon Walker, RN, Associate Director of Nursing – Missouri River Medical Center
- Janice Woodhouse, RN, Director of Nursing – Missouri River Medical Center

Prioritizing the Community Health Needs

The implementation planning committee completed the following to prioritize the community health needs:

- Review the facility's presence in the community (i.e. activities already being done to address community need)
- Consider organizations outside of the facility which may serve as collaborators in executing the facility's implementation plan
- Assess the health indicators of the community through the available secondary data
- Evaluate the feedback received from consultations with those representing the community's interests, including public health

Missouri River Medical Center's Presence in the Community:

- Missouri River Medical Center (MRMC) and the health department jointly sponsor a biennial health fair in the community.
- The facility offers the 'EMS Live @ Nite' program to educate community members on various emergency medical services topics.
- MRMC provides cancer awareness classes through its video conferencing capabilities.
- The facility hosts several cancer/chronic illness support groups at its facility.
- MRMC hosts Research and Explore Awesome Careers in Healthcare (REACH) camps for local students interested in pursuing healthcare careers.
- The facility provides reduced-rate sports physicals to local students.
- Missouri River Medical Center is a sponsor of the local 'Summer Celebration' event, the local fair, and the derby.

List of Available Community and Facility Resources to Address Needs

- The Chouteau County Health Department provides services and education designed to improve the health of the community.
- The Fort Benton Chamber of Commerce is a community organization whose goal is to promote, stimulate, increase, and improve business conditions, and to build a better community through positive participation and involvement.
- The Benton Pharmacy provides pharmacy services to the community and partners with MRMC.
- The Fort Benton Golden Age Center provides activities and support services to seniors in the community.
- The Lions Club strives to be a leader in community and humanitarian service.
- The Montana Hospital Association (MHA) is the principal advocate for the interests of its members in their efforts to improve the health status of the communities they serve.

Chouteau County Indicators:

Low Income Persons

- 20% low income persons (persons below federal poverty level)

Uninsured Persons

- Uninsured adults less than age 65 – 31.3%
- Uninsured children less than age 18 – data not available by county (data available for some counties)

Primary and Chronic Diseases: Leading Causes of Death

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

* 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 County and Remoteness – 5,225 in Chouteau County; Population Density: 1.3 people per square mile

Nearest Major Hospital – Benefis Health System in Great Falls, MT – 41.5 miles from Missouri River Medical Center

Public Health and Underserved Populations Consultation Summaries

Public Health Consultation [Angel Johnson, RN – Chouteau County Public Health / Nancy Lachapelle – Chouteau County Public Health / Melissa Meyer – Accreditation Coordinator, Teton County Health Department – 9/17/2013]

- There is a need for more educators (e.g. nutrition and diabetic educators).
- Obesity, heart disease, diabetes, mental health, and tobacco/substance abuse are prominent in this community.

Underserved Population – Youth Population Consultation [Allyson Briese, K-12 Education/Preschool Director – 9/17/2013]

- The community has faced several suicides in young people recently.
- Parents could use advice on discussing challenging issues with their children (e.g. drug use, mental health issues).

Underserved Population – Senior Citizen Population Consultation [Nancy Lachapelle – Chouteau County Public Health / Janice Woodhouse – Director of Nursing, Missouri River Medical Center – 9/17/2013]

- Higher demand for home health services in the community.

Needs Identified and Prioritized

Prioritized Needs to Address

1. Survey respondents indicated that the three most important components of a healthy community are: 'Access to healthcare and other services' (63.3%), 'Good jobs and a healthy economy' (40.7%), 'Healthy behaviors and lifestyles' (33.3%).
2. The survey indicated that the top three health concerns in the community are: 'Cancer' (68.9%), 'Overweight/obesity' (38.4%), 'Alcohol abuse/substance abuse' (36.7%).
 - a. Significantly more respondents rated 'Overweight/obesity' as a top concern in 2013 versus 2008.
3. In 2013, significantly more respondents gave their community's health a lower rating than in 2008 (2013: 41.7% rated the community as 'Very healthy' or 'Healthy'; 2008: 69.8% rated the community as 'Very healthy' or 'Healthy').
4. The three most-desired healthcare services for the community were: 'Dermatology' (23.2%), 'Massage therapy' (18.1%), and 'Acupuncture' (16.9%).
5. Focus group participants and key informants indicated a need for new and expanded home health services to address the growing aging population in the community.
6. Respondents indicated interest in classes/programs related to: 'Fitness' (27.7%), 'Health and wellness' (27.1%), 'Weight loss' (22.6%), and 'Women's health' (22.6%).
7. Eleven (11%) percent of respondents indicated that there were periods of at least three consecutive months in the past three years where they felt depressed on most days.
8. Thirteen (13%) percent of respondents stated that medication costs had prohibited them from getting a prescription or taking their medication regularly.
9. Approximately 45% of respondents indicated that they were unaware (31.3%) or were unsure (13.8%) of programs that help people pay for healthcare bills.

Needs Unable to Address

(See page 27 for additional information)

1. Transportation assistance was cited significantly more often in 2013 than in 2008 when respondents were asked to indicate what they felt would improve their community's access to healthcare. In 2013, significantly more respondents stated that transportation problems were a reason for not receiving needed medical services than in 2008.
2. Respondents indicated that 'Decreased insurance co-pays' (29.9%), 'More primary care providers' (27.7%), and 'More specialists' (20.9%) would improve the community's access to healthcare.

Executive Summary

The following represents a summary of 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 14.

Goal 1: Continue to build and increase awareness of Missouri River Medical Center's (MRMC) services throughout the community so that community members do not have to travel to receive healthcare.

Strategy 1.1: Develop a comprehensive marketing strategy to be proactive in providing information to the community.

Activities:

- Develop comprehensive marketing strategy for MRMC.
- Publish an article or advertisement in the newspaper showcasing various hospital services.

Strategy 1.2: Perform outreach to referring providers so they are aware of services available at MRMC.

Activities:

- Assign a staff member to be the public relations liaison with referring providers.
- Identify all referring providers in the area and develop a contact list to be available to facility staff members.
- Perform outreach in person with identified providers.
- Create mailings/materials for referring providers to use/distribute.

Goal 2: Investigate/develop new services which will enhance or increase community members' access to healthcare services.

Strategy 2.1: Develop a comprehensive financial assistance program/protocol for those who need assistance paying for healthcare services.

Activities:

- Improve awareness among MRMC staff regarding the facility's financial assistance program/protocol.
- Identify patients in bad financial standing and refer them to potential programs that may be of assistance.

Strategy 2.2: Investigate addition of new/enhanced services.

Activities:

- Explore options and opportunities in the area for "home health services", identify potential partners/staff for home health services, and promote the Visiting Nurse program.
- Explore implementation of tele-ER through Sanford Health Care.
- Increase community awareness of tele-cardiology services available.
- Explore funding options available to expand community health work program/services and broaden community health worker's scope of practice in current funding contract.
- Explore services to be offered in-house or on an outpatient basis (i.e. ultrasound, CT scan).
- Identify potential resources and partners for dermatology, orthopedics, and oncology services.

Strategy 2.3: Explore building a new facility to meet current/future healthcare needs.

Activities:

- Complete financial feasibility of new building.
- Continue investigating the acquisition of additional land.
- Explore additional funding options available for resources required to develop more detailed drawings/plans for the proposed facility.
- Complete a schematic design of the master site plan.
- Complete a timeline for the building project.
- Increase promotion/fundraising/grant writing activities for new facility.

Goal 3: Offer programs and services to address needs for health/wellness programs and needs related to obesity and obesity-related diseases.

Strategy 3.1: Develop programs specific to addressing and preventing obesity.

Activities:

- Continue supporting the Weight Watchers program.
- Provide seminars which focus on 1) pre-diabetes, 2) fitness, and 3) diet.
- Identify resources and partners within the community to address health and wellness issues.
- Highlight/sponsor existing programs in the community.

Goal 4: Address mental health needs in the community through additional services/partnerships.

Strategy 4.1: Develop a program specific to mental health issues.

Activities:

- Partner with community groups to address mental health concerns, identify resources and partners to assist in addressing mental health issues in the community, and prioritize mental health issues to address.
- Explore opportunities to introduce community members to available technology/services.

Implementation Plan Grid

Goal 1: Continue to build and increase awareness of Missouri River Medical Center’s (MRMC) services throughout the community so that community members do not have to travel to receive healthcare.

Strategy 1.1: Develop a comprehensive marketing strategy to be proactive in providing information to the community.

Health Issue Addressed: Survey respondents indicated that ‘Access to healthcare and other services’ was the most important component of a healthy community. Increasing awareness of services through outreach activities may assist in increasing access to local healthcare services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Develop comprehensive marketing strategy for MRMC. 	Marketing	Ongoing/ Annual Review	CEO		Staff/financial limitations
<ul style="list-style-type: none"> Publish an article or advertisement in the newspaper showcasing various hospital services. 	Marketing	Quarterly	CEO	Public Health	Staff/financial limitations

Needs Being Addressed by this Strategy:

- #1: Survey respondents indicated that the three most important components of a healthy community are: ‘Access to healthcare and other services’ (63.3%), ‘Good jobs and a healthy economy’ (40.7%), ‘Healthy behaviors and lifestyles’ (33.3%).
- #3: In 2013, significantly more respondents gave their community’s health a lower rating than in 2008 (2013: 41.7% rated the community as ‘Very healthy’ or ‘Healthy’; 2008: 69.8% rated the community as ‘Very healthy’ or ‘Healthy’).

Anticipated Impact(s) of these Activities:

- Increased awareness of healthcare services available
- Increased access to healthcare services
- Increase in utilization of healthcare services at MRMC
- Improved health outcomes

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

- Track utilization of facility before and after the marketing campaign is implemented

Measure of Success: Missouri River Medical Center (MRMC) will develop a comprehensive marketing campaign by 09/14 and will perform an annual review of the campaign.

Goal 1: Continue to build and increase awareness of Missouri River Medical Center’s (MRMC) services throughout the community so that community members do not have to travel to receive healthcare.

Strategy 1.2: Perform outreach to referring providers so they are aware of services available at MRMC.

Health Issue Addressed: Survey respondents indicated that ‘Access to healthcare and other services’ was the most important component of a healthy community. Increasing awareness of services through outreach activities may assist in increasing access to local healthcare services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Assign a staff member to be the public relations liaison with referring providers. 	DON, Clinic Manager	July 1 (Annually)	CEO	Local providers, specialists, Benefis	Staff limitations
<ul style="list-style-type: none"> Identify all referring providers in the area and develop a contact list to be available to facility staff members. 	DON, Clinic Manager	July 1 (Annually)	CEO	Local providers, specialists, Benefis	Staff limitations
<ul style="list-style-type: none"> Perform outreach in person with identified providers. 	DON, Clinic Manager	July 1 (Annually)	CEO	Local providers, specialists, Benefis	Staff limitations
<ul style="list-style-type: none"> Create mailings/materials for referring providers to use/distribute. 	Marketing	September (Annually)	CEO		Staff/financial limitations

Needs Being Addressed by this Strategy:

- #1: Survey respondents indicated that the three most important components of a healthy community are: ‘Access to healthcare and other services’ (63.3%), ‘Good jobs and a healthy economy’ (40.7%), ‘Healthy behaviors and lifestyles’ (33.3%).
- #3: In 2013, significantly more respondents gave their community’s health a lower rating than in 2008 (2013: 41.7% rated the community as ‘Very healthy’ or ‘Healthy’; 2008: 69.8% rated the community as ‘Very healthy’ or ‘Healthy’).

Anticipated Impact(s) of these Activities:

- Decreased readmission rate due to increased coordination of care / Improved health outcomes
- Increase in local referrals
- Increased awareness of healthcare services available
- Increased access to healthcare services
- Increase in utilization of healthcare services at MRMC

Strategy 1.2 continued...

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

- Track referrals by provider/service type

Measure of Success: MRMC will review the provider/service tracking system quarterly and will revise the strategic plan as needed.

Goal 2: Investigate/develop new services which will enhance or increase community members’ access to healthcare services.

Strategy 2.1: Develop a comprehensive financial assistance program/protocol for those who need assistance paying for healthcare services.

Health Issue Addressed: Survey respondents indicated that ‘Access to healthcare and other services’ was the most important component of a healthy community. Adding or enhancing services, as well as providing financial assistance to those in need, will allow more community members to access healthcare and may decrease the need for those members to travel for healthcare services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Improve awareness among MRMC staff regarding the facility’s financial assistance program/protocol. 	Billing Office/Social Worker	July 2014 / Annually	CEO		Staff limitations
<ul style="list-style-type: none"> Identify patients in bad financial standing and refer them to potential programs that may be of assistance. 	Billing Office/Social Worker	Ongoing	CEO		Staff limitations

Needs Being Addressed by this Strategy:

- #1: Survey respondents indicated that the three most important components of a healthy community are: ‘Access to healthcare and other services’ (63.3%), ‘Good jobs and a healthy economy’ (40.7%), ‘Healthy behaviors and lifestyles’ (33.3%).
- #3: In 2013, significantly more respondents gave their community’s health a lower rating than in 2008 (2013: 41.7% rated the community as ‘Very healthy’ or ‘Healthy’; 2008: 69.8% rated the community as ‘Very healthy’ or ‘Healthy’).
- #8: Thirteen (13) percent of respondents stated that medication costs had prohibited them from getting a prescription or taking their medication regularly.
- #9: Approximately 45% of respondents indicated that they were unaware (31.3%) or were unsure (13.8%) of programs that help people pay for healthcare bills.

Anticipated Impact(s) of these Activities:

- Increase in patients seeking financial assistance
- Increase in patients utilizing charity care
- Increase in access to healthcare services
- Improved health outcomes

Strategy 2.1 continued...

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

- Track number of patients utilizing financial assistance program
- Record total amount of financial assistance given

Measure of Success: Missouri River Medical Center will review the financial assistance program and monitor the referral of patients on a semi-annual basis.

Goal 2: Investigate/develop new services which will enhance or increase community members’ access to healthcare services.

Strategy 2.2: Investigate addition of new/enhanced services.

Health Issue Addressed: Survey respondents indicated that ‘Access to healthcare and other services’ was the most important component of a healthy community. Adding or enhancing services, as well as providing financial assistance to those in need, will allow more community members to access healthcare and may decrease the need for those members to travel for healthcare services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Explore options and opportunities in the area for home health services, identify potential partners/staff for home health services, and promote the Visiting Nurse program. 	DON, Clinic Manager	September 2014	CEO	Spectrum, Community Health Worker	Staff/financial limitations
<ul style="list-style-type: none"> Explore implementation of tele-ER through Sanford Health Care 	BHIS	October 2014	CEO	Sanford Health Care, Benefis	Staff/financial limitations
<ul style="list-style-type: none"> Increase community awareness of tele-cardiology services available. 	Clinic Manager	September 2014	CEO	Benefis	Staff/financial limitations
<ul style="list-style-type: none"> Explore funding options available to expand community health work program/services and broaden community health worker’s scope of practice in current funding contract. 	BHIS	August 2014	CEO	MHA	Staff/financial limitations
<ul style="list-style-type: none"> Explore services to be offered in-house or on an outpatient basis (i.e. ultrasound, CT scan). 	Radiology Manager	October 2014 / Annually	CEO	Benefis, MHA	Staff/financial limitations
<ul style="list-style-type: none"> Identify potential resources and partners for dermatology, orthopedics, and oncology services. 	Clinic Manager	October 2014	CEO	Benefis, Great Falls Clinic	Staff/financial limitations

Strategy 2.2 continued...**Needs Being Addressed by this Strategy:**

- #1: Survey respondents indicated that the three most important components of a healthy community are: 'Access to healthcare and other services' (63.3%), 'Good jobs and a healthy economy' (40.7%), 'Healthy behaviors and lifestyles' (33.3%).
- #2: The survey indicated that the top three health concerns in the community are: 'Cancer' (68.9%), 'Overweight/obesity' (38.4%), 'Alcohol abuse/substance abuse' (36.7%).
- #3: In 2013, significantly more respondents gave their community's health a lower rating than in 2008 (2013: 41.7% rated the community as 'Very healthy' or 'Healthy'; 2008: 69.8% rated the community as 'Very healthy' or 'Healthy').
- #4: The three most-desired healthcare services for the community were: 'Dermatology' (23.2%), 'Massage therapy' (18.1%), and 'Acupuncture' (16.9%).
- #5: Focus group participants and key informants indicated a need for new and expanded home health services to address the growing aging population in the community.

Anticipated Impact(s) of these Activities:

- Increased access to healthcare services
- Decreased need to travel for specialty services
- Improved health outcomes

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

- Track referrals for specialty services to determine whether patients are receiving care locally
- Track number of patients who utilize e-cardiology services

Measure of Success: MRMC will implement its tele-ER services in 2014.

Goal 2: Investigate/develop new services which will enhance or increase community members’ access to healthcare services.

Strategy 2.3: Explore building a new facility to meet current/future healthcare needs.

Health Issue Addressed: Survey respondents indicated that ‘Access to healthcare and other services’ was the most important component of a healthy community. Increasing awareness of services through outreach activities may assist in increasing access to local healthcare services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
• Complete financial feasibility of new building.	CEO	Ongoing	Board	Bear Paw, LPW, Green	Financial limitations
• Continue investigating the acquisition of additional land.	CEO	August 2014	Board	Foundation	Financial limitations, availability of land
• Explore additional funding options available for resources required to develop more detailed/drawings/plans for the proposed facility.	CEO, BHIS	Ongoing	Board	Bear Paw, LPW, Green	Financial limitations
• Complete a schematic design of the master site plan.	BHIS	July 2015	Board	Architects	Financial limitations
• Complete a timeline for the building project.	CEO, BHIS	Ongoing	Board	Bear Paw, LPW, Green	Financial limitations
• Increase promotion/fundraising/grant writing activities for new facility.	Marketing, BHIS	Ongoing	CEO	Bear Paw, Foundation	Financial/staff limitations

Needs Being Addressed by this Strategy:

- #1: Survey respondents indicated that the three most important components of a healthy community are: ‘Access to healthcare and other services’ (63.3%), ‘Good jobs and a healthy economy’ (40.7%), ‘Healthy behaviors and lifestyles’ (33.3%).
- #3: In 2013, significantly more respondents gave their community’s health a lower rating than in 2008 (2013: 41.7% rated the community as ‘Very healthy’ or ‘Healthy’; 2008: 69.8% rated the community as ‘Very healthy’ or ‘Healthy’).
- #5: Focus group participants and key informants indicated a need for new and expanded home health services to address the growing aging population in the community.

Strategy 2.3 continued...**Anticipated Impact(s) of these Activities:**

- Increased access to healthcare services
- Decreased need to travel for specialty services
- Improved health outcomes
- Increased economic development

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

- Compare non-emergent admissions pre/post new facility
- Track patient referrals pre/post new facility
- Economic analysis pre/post new facility

Measure of Success: Missouri River Medical Center breaks ground on a new facility (ER, acute care, lab, radiology) by 2016.

Goal 3: Offer programs and services to address needs for health/wellness programs and needs related to obesity and obesity-related diseases.

Strategy 3.1: Develop programs specific to addressing and preventing obesity.

Health Issue Addressed: Significantly more respondents rated ‘Overweight/obesity’ as a top health concern in 2013 than in 2008. In 2013, significantly more respondents gave the community a lower health rating than in 2008.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Continue supporting the Weight Watchers program. 	CEO	Ongoing	CEO	Weight Watchers	Resource limitations
<ul style="list-style-type: none"> Provide seminars which focus on 1) pre-diabetes, 2) fitness, and 3) diet. 	Clinic Manager	Ongoing	CEO	Benefis	Staff/financial/resource limitations
<ul style="list-style-type: none"> Identify resources and partners within the community to address health and wellness issues. 	Clinic Manager	Ongoing	CEO	Health Department	Staff/financial/resource limitations
<ul style="list-style-type: none"> Highlight/sponsor existing programs in the community. 	DON, Marketing	Bi-annually	CEO	Health Department, EMS	Staff/financial/resource limitations

Needs Being Addressed by this Strategy:

- #1: Survey respondents indicated that the three most important components of a healthy community are: ‘Access to healthcare and other services’ (63.3%), ‘Good jobs and a healthy economy’ (40.7%), ‘Healthy behaviors and lifestyles’ (33.3%).
- #2: The survey indicated that the top three health concerns in the community are: ‘Cancer’ (68.9%), ‘Overweight/obesity’ (38.4%), ‘Alcohol abuse/substance abuse’ (36.7%).
 - Significantly more respondents rated ‘Overweight/obesity’ as a top concern in 2013 versus 2008.
- #3: In 2013, significantly more respondents gave their community’s health a lower rating than in 2008 (2013: 41.7% rated the community as ‘Very healthy’ or ‘Healthy’; 2008: 69.8% rated the community as ‘Very healthy’ or ‘Healthy’).
- #6: Respondents indicated interest in classes/programs related to: ‘Fitness’ (27.7%), ‘Health and wellness’ (27.1%), ‘Weight loss’ (22.6%), and ‘Women’s health’ (22.6%).

Anticipated Impact(s) of these Activities:

- More informed community members
- Improved health outcomes
- Decrease in admissions related to obesity and its related diseases

Strategy 3.1 continued...

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

- Track number of patients admitted for obesity-related issues
- Track effectiveness of community members participating in Weight Watchers/seminars
- Track number of partners with whom MRMC collaborates
- Track provider referrals to health/wellness programs
- Measure number of community members utilizing health/wellness programs

Measure of Success: MRMC will successfully promote Weight Watchers to community members, provide seminars to the public, and partner with organizations for health and wellness programs on a bi-annual basis.

Goal 4: Address mental health needs in the community through additional services/partnerships.

Strategy 4.1: Develop a program specific to mental health issues.

Health Issue Addressed: ‘Alcohol/substance abuse’ was rated as one of the top health concerns by survey respondents. Focus group and key informant participants also indicated concerns regarding the lack of mental health services available.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Partner with community groups to address mental health concerns, identify resources and partners to assist in addressing mental health issues in the community, and prioritize mental health issues to address. 	Clinic Manager, DON, Providers	September 2014	CEO	Schools, Sheriff Department, Health Department	Staff/resource limitations
<ul style="list-style-type: none"> Explore opportunities to introduce community members to available technology/services. 	Marketing	September 2014	CEO	HealthLinkNow	Staff/resource limitations

Needs Being Addressed by this Strategy:

- #1: Survey respondents indicated that the three most important components of a healthy community are: ‘Access to healthcare and other services’ (63.3%), ‘Good jobs and a healthy economy’ (40.7%), ‘Healthy behaviors and lifestyles’ (33.3%).
- #2: The survey indicated that the top three health concerns in the community are: ‘Cancer’ (68.9%), ‘Overweight/obesity’ (38.4%), ‘Alcohol abuse/substance abuse’ (36.7%).
- #3: In 2013, significantly more respondents gave their community’s health a lower rating than in 2008 (2013: 41.7% rated the community as ‘Very healthy’ or ‘Healthy’; 2008: 69.8% rated the community as ‘Very healthy’ or ‘Healthy’).
- #6: Respondents indicated interest in classes/programs related to: ‘Fitness’ (27.7%), ‘Health and wellness’ (27.1%), ‘Weight loss’ (22.6%), and ‘Women’s health’ (22.6%).

Anticipated Impact(s) of these Activities:

- More informed community members
- Improved health outcomes
- Decrease in admissions related to mental health crises

Strategy 4.1 continued...

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

- Track provider referrals to mental health services at MRMC or in the community
- Track number of partners with whom MRMC collaborates
- Track number of patients admitted for mental health crises
- Measure number of community members utilizing mental health services

Measure of Success: Increase utilization of MRMC's mental health services.

Needs Not Addressed and Justification

Identified health needs unable to address by Missouri River Medical Center	Rationale
<p>Transportation assistance was cited significantly more often in 2013 than in 2008 when respondents were asked to indicate what they felt would improve their community's access to healthcare. In 2013, significantly more respondents stated that transportation problems were a reason for not receiving needed medical services than in 2008.</p>	<p>MRMC does not have the staff or financial resources required to provide transportation assistance at this time.</p>
<p>Respondents indicated that 'Decreased insurance co-pays' (29.9%), 'More primary care providers' (27.7%), and 'More specialists' (20.9%) would improve the community's access to healthcare.</p>	<p>The facility has no ability to adjust insurance co-pays; however, it is working on providing additional financial assistance (see strategy 2.1 on pages 17-18). MRMC is also actively recruiting additional primary care providers and is seeking access to specialists on a rotational basis (see strategy 2.2 on pages 19-20).</p>

Dissemination of Needs Assessment

Missouri River Medical Center (MRMC) disseminated the community health needs assessment (CHNA) and implementation plan by posting both documents conspicuously on the Missouri River Medical Center website (www.mrmcfb.org) as well as having copies available at the facility (and anywhere else?) 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 CHNA 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 CHNA process, as well as how Missouri River Medical Center is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Chouteau County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of MRMC will be directed to the hospital's website to view the assessment results and the implementation plan. Missouri River Medical Center board members approved and adopted the plan on April 29, 2014. 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.