

**Community Health Services Development (CHSD)
Implementation Plan Report**
Draft Approval Form

Please Review Your Facility's Plan Carefully

The Montana Office of Rural Health strongly encourages an accounting professional's review of this document before submission to the IRS. As of this publishing, this document should be reviewed by a qualified tax professional.

Per IRS Form 990 Schedule H requirements, your facility is expected to perform the activities included in the Implementation Plan. Your facility is also responsible for:

- a) Posting your community health needs assessment (CHNA) and your facility's Implementation Plan publicly – both "conspicuously" on your website as well as having a hard copy available at your facility should someone request to view either/both documents.
- b) Documenting approval of your facility's Implementation Plan by your facility's governing board. You must document the date upon which the plan was approved/adopted on the final page of the Implementation Plan in the "Dissemination" section.

Healthcare Facility: Glendive Medical Center
Date Draft was Received: Wednesday October 9, 2019

*Do not assume everything is correct without proofing thoroughly.
Be sure to complete and sign the Draft Approval Form.
Please return draft approval form to the Montana Office of Rural Health.*

CEO Name (please print): Parker Powell Date: 10/21/19

CEO Signature: 

By signing this form, I acknowledge my responsibilities as outlined above and have thoroughly reviewed and approve the Implementation Plan as drafted by the Montana Office of Rural Health.

The report is now the property of your healthcare facility. The Montana Office of Rural Health is not responsible for any changes found after the Draft Approval Form has been signed. If there are additional changes, you are responsible for making necessary corrections, alterations, or additions before publicly disseminating the Needs Assessment in some form and the Implementation Plan in its entirety.

Please return this form to the
Montana Office of Rural Health either by email to natalie.claiborne@montana.edu
or fax to Natalie Claiborne at 406-994-5653. Thank you.

IMPLEMENTATION PLAN

Addressing Community Health Needs



**Glendive
Medical
Center**

Glendive, Montana

2019-2022

1

Disclaimer: The Montana Office of Rural Health strongly encourages an accounting professional's review of this document before submission to the IRS. As of this publishing, this document should be reviewed by a qualified tax professional. Recommendations on its adequacy in fulfillment of IRS reporting requirements are forthcoming.

Table of Contents

The Implementation Planning Process..... 3

Prioritizing the Community Health Needs..... 5

GMC’s Existing Presence in the Community..... 5

List of Available Community Partnerships and Facility Resources to Address Needs..... 5

Dawson County Indicators 7

Public Health and Underserved Populations Consultation Summaries 8

Needs Identified and Prioritized..... 9

Prioritized Needs to Address 10

Needs Unable to Address 11

Executive Summary..... 12

Implementation Plan Grid..... 15

Needs Not Addressed and Justification..... 23

Dissemination of Needs Assessment..... 25

The Implementation Planning Process

The implementation planning committee – comprised of Glendive Medical Center (GMC) leadership team– participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through their community health needs assessment (CHNA) process.

The CHSD community health needs assessment was performed in the spring of 2019 to determine the most important health needs and opportunities for Dawson 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 10 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 (gmc.org).

The community steering and implementation planning committees 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 reviewed the priority recommendations provided by the community steering committee and determined which needs or opportunities could be addressed considering GMC’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. Mental and behavioral health
2. Healthy lifestyles
3. Access to healthcare services

In addressing the aforementioned issues, GMC seeks to:

- a) Improve access to healthcare services
- b) Enhance the health of the community
- c) Advance medical or health knowledge

Glendive Medical Center’s Mission: We are committed to caring, healing, and a healthier community.

Glendive Medical Center’s Vision: We support and nurture a culture of Respect, Integrity, Compassion, and Excellence (RICE).

Glendive Medical Center’s Values:

We will be the quality leader for healthcare in the region through:

- Promoting patient centered care;
- Embracing a passionate commitment to exceptional quality and safety;
- Providing an exemplary patient experience;
- Attracting and retaining caring, innovative medical providers and employees;
- Achieving cost efficiency through progressive and effective resource management;
- Developing visionary leaders;
- Serving as a catalyst for a growing network of collaborative partners.

Implementation Planning Committee Members:

- Parker Powell, CEO- Glendive Medical Center (GMC)
- Jamie Shanks, Foundation and Marketing Director- GMC
- Danica Vaira, Executive Assistant- GMC
- Sam Hubbard, Vice President of Operations- GMC
- Jill Domek, Vice President of Clinical Services- GMC
- Shawna Dotwart, Vice President of Patient Care- GMC
- Bill Robinson, Vice President of Finances- GMC

Prioritizing the Community Health Needs

The steering and implementation planning committees 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

GMC's Existing Presence in the Community

- Glendive Medical Center offers financial assistance to patients that do not have the ability to pay part or all of their hospital bills. Financial assistance is calculated on a sliding scale based on the Federal Poverty Guidelines published in the Federal Register each year, and number of households sharing the same income.
- Providers of Glendive Medical Center go to local elementary schools to provide information and presentations about various health topics.
- Patients at GMC have access to visiting specialists such as Cardiology, Dermatology, Psychiatry, Podiatry, Pulmonology, Oncology, Ophthalmology, Neurology, Orthopedic Spine Specialist, Orthopedics/Prosthetics, Neurosurgery, and Urology.
- Glendive Medical Center sponsors, promotes, and hosts a variety of events not limited to: Health Fairs and blood draws, the Dawson County Fair, Brown Bag Lunch program, Speaker's Bureau, Community Concert Association, Healthy Communities, Diabetes Support Group, Health screenings, Visit Glendive, C3 Meetings, Let's Get Squished Breast Cancer Awareness 5K, Building Active Glendive, Mental Health events, Corporate Sponsor of Chamber of Commerce, Alzheimer's Support Group, Baby Wellness Checks and Classes, Economic Development, and a Cancer outreach group.
- Many GMC employees serve on various boards and leadership positions in the community.

List of Available Community Partnerships and Facility Resources to Address Needs

- A.W.A.R.E., Inc.
- Al-Anon & Alcoholics Anonymous (AA)
- Alzheimer Support Groups
- American Bank Center
- Billings Clinic
- Boys & Girls Club of Richland County
- Boys & Girls Club of Dawson County
- Building Active Glendive
- Cancer: I Can Cope
- The Cancer Outreach Center & American Cancer Society
- Cardiac/Pulmonary Rehabilitation
- Commodity Supplemental Food program
- Community Home Oxygen
- Dawson Co Extension
- Dawson Co Health Department
- Dawson Co Healthy Communities Coalition
- Dawson Co Housing Authority
- District II Alcohol & Drug
- Domestic Violence
- Eastern MT Community Mental Health Center
- Family Planning
- Glendive Chamber of Commerce & Agriculture
- Glendive Lions Club
- Glendive Public Schools
- Glendive Recreation Department
- Job Service
- Kiwanis
- Montana Area Health Education Center
- The Nurturing Tree
- Richard Hadden’s book “Contented Cows Give Better Milk: The plain truth about employee relations and your bottom line”
- Rotary Club of Glendive
- Salvation Army
- Senior Citizens Center
- Watch East
- Youth Dynamics

Dawson County Indicators

Population Demographics

- 16.8% of Dawson County's population is 65 years and older
- 7.6% of Dawson County's population has Veteran status
- 16.6% of Dawson County's population has disability status

Size of County and Remoteness

- 8,996 people in Dawson County
- 3.8 people per square mile

Socioeconomic Measures

- 12.3% of persons are below the federal poverty level
- 9% of adults (age<65) are uninsured; 4% of children less than age 18, are uninsured
- 23.2% of children live in poverty; 30.2% receiving WIC benefits
- 5.3% of the population is enrolled in Medicaid

Select Health Measures

- 36.8% of children (2-5 years of age) are overweight or obese
- 27% of adults are considered obese
- 24% of the adult population report physical inactivity
- 16% of the adult population report smoking
- Unintentional injury death rate (per 100,000 population) is 45.7 compared to 41.3 for Montana
- Pertussis rate (per 100,000 population) is 101 compared to 44.6 for Montana

Nearest Major Hospital

- Billings Clinic- Billings, MT- 222 miles from Glendive Medical Center

Public Health and Underserved Populations Consultation Summaries

Public Health Consultation

Jill Domek- ACTION Eastern Montana and Dawson County Public Health Board; Parker Powell, CEO- GMC; Jamie Shanks, Marketing Director- GMC & Dawson County Health Communities Coalition Chairperson 2/19/2019

- When you look at the population age distribution, I was surprised to see that we have a larger below five population and a lower number of seniors than the state.
- In educational attainment too, we are pretty average.
- When referring to e-cigarettes, we hear the community using vaping and e-cigarettes equally.
- I wonder if we should add something about beautification to the question about what would improve our community. You know like cleaning up the weeds and garbage- a well-kept environment.
- We have diabetic education in town, so I am not sure if we need to include it in the list of desired services or classes.
 - Although I suppose if we leave it then we would know that we need to do a better job of getting the information out to the community.

Underserved Population – Low-Income, Underinsured

Jill Domek- ACTION Eastern Montana and Dawson County Public Health Board; Parker Powell, CEO- GMC; Lacy McCollough- Transitional Housing, Dawson County Domestic Violence; Amy Deines- Glendive Job Services 2/19/2019 & 05/03/2019

- Uninsured adults' number is still really high- I wonder if this has a big impact on the community
 - Yes, this has a really big impact on the facility.
- People don't really know what's available locally. I think we could do a better job in our community getting the word out and promoting what's available.
- Our community is a rural and isolated area. We do have limited resources here and so sometimes that does make it difficult to access services.
- Our community would benefit from financial planning or budget management education.
- We currently have a mental health crisis room, but our area would benefit from a facility for people who have a longer-term need. Long-term stay rather than just short term (crisis).
- It seems like there is a growing transient and homeless population in the community. At least we've noticed this trend. This group will have different needs and it's good that the community works together to look at these issues.

- Transportation, we have the Urban transport, but I think it could be made better. It could be more friendly to those who need it (hours, it can be cost prohibitive).
- Getting healthcare in general- people may not feel comfortable accessing care. How to get services or talking to doctors.

Underserved Population – Seniors

Jim Squires- Retired Farmer, Preacher, Ministerial Association; Amy Deines- Glendive Job Services 04/29/2019 & 05/03/2019

- Developing confidence in the hospital has been a barrier for people seeking care. In the past there has been some hard feelings towards the facility and it’s taking time to resolve. I think this is paramount. There are people who would rather go somewhere else than use locally because of the past; they have lost confidence in our facility.
- It was worse before, but I feel it has improved. The facility is doing so much more to reach out and be engaged with the community. PR [Public Relations] is so important and the people who are there now seem to be really working hard at it.
- Housing, we could use help. Elderly, low-income housing. We had some but it had to be torn down, I hope it will be revisited because it’s certainly a need.

Underserved Population – Youth and Young Adults

Amy Deines- Glendive Job Services Center

05/03/2019

- We would benefit from mental health services- youth to adults.
- Childcare is a huge need.
 - What’s scariest around here is that the schools do not have what they need. Counseling, mental health.

Needs Identified and Prioritized

Prioritized Needs to Address

1. 61.4% of survey respondents indicated they felt their community was “Somewhat Healthy.” 7.1% rated their community’s health as “Unhealthy” or “Very unhealthy”.
2. Top 5 identified health concerns for the community were: alcohol abuse/substance abuse, cancer, overweight/obesity, mental health issues, and depression/anxiety.
3. Top 5 components identified by survey respondents for a healthy community were: good jobs and a healthy economy, access to healthcare and other services, emergency services (police, fire, EMS), healthy behaviors and lifestyles, and strong family life.
4. 30.7% of survey respondents rated their knowledge of health services as “fair” or “poor”.
5. Survey respondents felt the top ways to improve the community’s access to healthcare were more primary care providers, more specialists, improved quality of care, and more information about available services.
6. 16.5% of survey respondents indicated they experienced periods of depression of at least three consecutive months in the past three years.
7. Key informant interviewees felt mental health and suicide were significant concerns for the area.
8. Key informant interviewees indicated a need for additional resources as well as more information about available mental/behavioral/substance use disorder services.
9. Suicide rate in Montana is 22.5 (per 100,000 people) compared to the national rate of 13.9.
10. Overweight/Obesity rate for children 2-5 years in Dawson County is 36.8% and adult obesity is 27% in Dawson County (compared to 27.9% and 25% (respectively) in MT).
11. 24% of Dawson County adults report physical inactivity (compared to 21% in MT).
12. Survey respondents indicated most interest in classes or programs related to health and wellness, senior wellness, and weight loss.
13. 11.6% of survey respondents indicated they have physical activity of at least 20 minutes “1-2 times per month” or “no physical activity”.
14. Key informant interviewees indicated a desire for more education on and support of healthy eating choices.
15. Survey respondents indicated they were interested in services (not currently available) such as dermatology, a wellness center, and ENT (ear/nose/throat) services.
16. 31.5% of survey respondents delayed or did not receive needed care; top reasons for the delay/no care were: it costs too much, too long to wait for an appointment, and don’t like doctors.
17. 6.3% of survey respondents indicated they did not have health insurance coverage. Top reasons why: cannot afford to pay for insurance and employer does not offer insurance.

18. 40% of survey respondents reported they did not know or were unsure of programs that help people pay for healthcare bills.

Needs Unable to Address

(See page 24 for additional information)

1. Many counties in Montana have recently lost their Office of Public Assistance and has had major impact on information dissemination and a coordination
2. 6.9% of survey respondents reported that in the last year, cost was a barrier to getting or taking their medications regularly.
3. Pertussis rates in Dawson County (per 100,000) is 101.0 compared to 44.6 for Montana.

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 10). For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section, which begins on page 15.

Goal 1: Improve access to mental and behavioral health services and resources in Dawson County.

Strategy 1.1: Increase awareness of available mental and behavioral health programs in Dawson County

Activities:

- Convene community stakeholder/provider group to discuss mental and behavioral health resources, gaps and opportunities
- Assess and catalogue available mental and behavioral health resources in Dawson County
- Develop dissemination plan for new behavioral/mental health resource guide
- Expand GMC workforce to include a behavioral health care coordination position

Strategy 1.2: Improve outreach and education regarding alcohol and substance use disorder in the community

Activities:

- Provide GMC staff to engage in local community groups that are working to address alcohol and substance use disorders in Glendive and Dawson County
- Explore opportunities to partner with community stakeholders to provide education and prevention outreach (i.e. local schools, police, community mental health providers)
- Develop and host a medication disposal event at GMC
 - Create marketing and outreach related to disposal program/event
- Explore feasibility of offering a chronic pain management program

Goal 2: Support programs and events that promote healthy lifestyles and choices in Dawson County

Strategy 2.1: Enhance GMC programs and community events that support healthy behaviors and lifestyles

Activities:

- Continue to support local events and programs that promote healthy lifestyles (goat yoga, fun runs, Breast Cancer 5k, etc.)
- Continue to participate in and promote Building Active Glendive and Dawson County Healthy Communities efforts
- Host annual community health fair and provide/promote low/no-cost wellness screenings and sports physicals
- Engage with community partners to enhance community trail access and utilization through a hospital/clinic-based program (ex. Trails Rx, Walk with a Doc)
- Explore development of a women’s health and wellness program upon expansion of OB/GYN staff
- Explore development of a nutrition education/outreach program through hospital/clinic (farm to table efforts, healthy food choices, healthy meal prep/recipes)
- Enhance prevention, wellness promotion, and educational outreach efforts to promote engagement in chronic care management and annual wellness visits

Goal 3: Improve access to healthcare services in Dawson County.

Strategy 3.1: Enhance Dawson County community’s access to specialty services

Activities:

- Explore opportunities to grow available specialty services at GMC (onsite and via telemedicine)

Strategy 3.2: Improve the community's access to healthcare by enhancing knowledge of available services and resources

Activities:

- Enhance GMC's outreach and education related to current services and resources
 - Assess current efforts and explore new opportunities and modalities
- Enhance knowledge of available financial assistance programs/charity care, discount programs, and payment programs
- Create educational offerings (presentations, videos, etc.) to educate the community on insurance plan options (Medicare, Medicaid, supplemental, Marketplace, etc.), billing, and financial assistance resources
- Continue patient navigator program to assist patients in accessing healthcare insurance, services, and resources

Implementation Plan Grid

Goal 1: Improve access to mental and behavioral health services and resources in Dawson County.

Strategy 1.1: Increase awareness of available mental and behavioral health programs in Dawson County

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|--|-----------------------------|--------------------|----------------|-----------------|--|
| Convene community stakeholder/provider group to discuss mental and behavioral health resources, gaps and opportunities | CEO | First Quarter 2021 | CEO | Billings Clinic | Resource limitations Scheduling conflicts |
| Assess and catalogue available mental and behavioral health resources in Dawson County | Administration | First Quarter 2021 | CEO | | Resource limitations |
| Develop dissemination plan for new behavioral/mental health resource guide | VP of Patient Care Services | First Quarter 2021 | CEO | Billings Clinic | Resource limitations |
| Expand GMC workforce to include a behavioral health care coordination position | VP of Operations | First Quarter 2021 | CEO | | Financial limitations Resource limitations Workforce limitations |

Needs Being Addressed by this Strategy:

- 1. 61.4% of survey respondents indicated they felt their community was “Somewhat Healthy.” 7.1% rated their community’s health as “Unhealthy” or “Very unhealthy”.
- 2. Top 5 identified health concerns for the community were: alcohol abuse/substance abuse, cancer, overweight/obesity, mental health issues, and depression/anxiety.
- 3. Top 5 components identified by survey respondents for a healthy community were: good jobs and a healthy economy, access to healthcare and other services, emergency services (police, fire, EMS), healthy behaviors and lifestyles, and strong family life.
- 4. 30.7% of survey respondents rated their knowledge of health services as “fair” or “poor”.
- 5. Survey respondents felt the top ways to improve the community’s access to healthcare were more primary care providers, more specialists, improved quality of care, and more information about available services.
- 6. 16.5% of survey respondents indicated they experienced periods of depression of at least three consecutive months in the past three years.
- 7. Key informant interviewees felt mental health and suicide were significant concerns for the area.

- 8. Key informant interviewees indicated a need for additional resources as well as more information about available mental/behavioral/substance use disorder services.
- 9. Suicide rate in Montana is 22.5 (per 100,000 people) compared to the national rate of 13.9.

Anticipated Impact(s) of these Activities:

- Improve access to mental health and behavioral health services
- Enhanced knowledge of available mental health and behavioral health services
- Decrease societal stigma associated with mental illness and substance use disorders
- Strengthen community partnerships
- Build community capacity
- Service, policy, and resources development
- Increased community knowledge of resources

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

- Patient census
- 2022 CHNA comparison
- Creation and dissemination of new resources

Measure of Success: GMC implements a behavioral health care coordinator by end of 2019 calendar year.

Goal 1: Improve access to mental and behavioral health services and resources in Dawson County.

Strategy 1.2: Improve outreach and education regarding alcohol and substance use disorder in the community

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|---|--|------------------------------|----------------|---------------------------|--|
| Provide GMC staff to engage in local community groups that are working to address alcohol and substance use disorders in Glendive and Dawson County | Marketing Director/ Behavioral Health Staff | Ongoing | CEO | Community Organizations | Resource limitations Scheduling conflicts |
| Explore opportunities to partner with community stakeholders to provide education and prevention outreach (i.e. local schools, police, community mental health providers) | Administration | 2 nd Quarter 2020 | CEO | Superintendent of Schools | Resource limitations Scheduling conflicts |
| Develop and host a medication disposal event at GMC <ul style="list-style-type: none"> ○ Create marketing and outreach related to disposal program/event | Pharmacy/ Marketing | 3rd Quarter of 2020 | CEO | | Resource limitations |
| Explore feasibility of offering a chronic pain management program | CRNA Team | 3rd Quarter 2020 | CEO | | Financial limitations Resource limitations Workforce limitations |

Needs Being Addressed by this Strategy:

- 1. 61.4% of survey respondents indicated they felt their community was “Somewhat Healthy.” 7.1% rated their community’s health as “Unhealthy” or “Very unhealthy”.
- 2. Top 5 identified health concerns for the community were: alcohol abuse/substance abuse, cancer, overweight/obesity, mental health issues, and depression/anxiety.
- 3. Top 5 components identified by survey respondents for a healthy community were: good jobs and a healthy economy, access to healthcare and other services, emergency services (police, fire, EMS), healthy behaviors and lifestyles, and strong family life.
- 4. 30.7% of survey respondents rated their knowledge of health services as “fair” or “poor”.
- 5. Survey respondents felt the top ways to improve the community’s access to healthcare were more primary care providers, more specialists, improved quality of care, and more information about available services.
- 6. 16.5% of survey respondents indicated they experienced periods of depression of at least three consecutive months in the past three

years.

- 7. Key informant interviewees felt mental health and suicide were significant concerns for the area.
- 8. Key informant interviewees indicated a need for additional resources as well as more information about available mental/behavioral/substance use disorder services.
- 9. Suicide rate in Montana is 22.5 (per 100,000 people) compared to the national rate of 13.9.

Anticipated Impact(s) of these Activities:

- Improve access to mental health and behavioral health services
- Enhanced knowledge of available mental health and behavioral health services
- Decrease societal stigma associated with mental illness and substance use disorders
- Strengthen community partnerships
- Build community capacity
- Service, policy, and resources development
- Increased community knowledge of substance use disposal resources

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

- Number of mental health events hosted
- Number of participants
- Number of community boards/events GMC participates in
- Determination of feasibility of chronic pain management program

Measure of Success: GMC sustains current behavioral health services and adds up to three new, enhancing available behavioral health services.

Goal 2: Support programs and events that promote healthy lifestyles and choices in Dawson County

Strategy 2.1: Enhance GMC programs and community events that support healthy behaviors and lifestyles

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|--|--|---------------------------------|----------------|--|--|
| Continue to support local events and programs that promote healthy lifestyles (goat yoga, fun runs, Breast Cancer 5k, etc.) | Marketing/ Medical Providers | Ongoing | CEO | Makoshika Wellness/ Community Organizations | Financial limitations Resource limitations Workforce limitations |
| Continue to participate in and promote Building Active Glendive and Dawson County Healthy Communities efforts | Marketing/ Behavioral Health/ Volunteer Services | Ongoing | CEO | Community Organizations | Resource limitations Scheduling conflicts |
| Host annual community health fair and provide/promote low/no-cost wellness screenings and sports physicals | Lab/Clinic/ Marketing/ Business/IT | Annually | CEO | | Financial limitations Resource limitations |
| Engage with community partners to enhance community trail access and utilization through a hospital/clinic-based program (ex. Trails Rx, Walk with a Doc) | Marketing/ Clinic/Admin/ Staff | 3 rd Quarter 2021 | CEO | Building Active Glendive | Financial limitations Resource limitations |
| Explore development of a women’s health and wellness program upon expansion of OB/GYN staff | Women’s Health Providers/ Admin/ Marketing | 2 nd Quarter 2020 | CEO | Billings Clinic | Financial limitations Resource limitations Workforce limitations |
| Explore development of a nutrition education/outreach program through hospital/clinic (farm to table efforts, healthy food choices, healthy meal prep/recipes) | Dietary | 2 nd Quarter 2021 | CEO | | Financial limitations Resource limitations Workforce limitations |
| Enhance prevention, wellness promotion, and | Respiratory Therapy/ | 2 nd Quarter 2021 | CEO | | Resource limitations |

| | | | | | |
|---|---|--|--|--|--|
| educational outreach efforts to promote engagement in chronic care management and annual wellness visits | Cardiac Rehab/ Diabetes Education | | | | |
| <p>Needs Being Addressed by this Strategy:</p> <ul style="list-style-type: none"> ▪ 1. 61.4% of survey respondents indicated they felt their community was “Somewhat Healthy.” 7.1% rated their community’s health as “Unhealthy” or “Very unhealthy”. ▪ 2. Top 5 identified health concerns for the community were: alcohol abuse/substance abuse, cancer, overweight/obesity, mental health issues, and depression/anxiety. ▪ 3. Top 5 components identified by survey respondents for a healthy community were: good jobs and a healthy economy, access to healthcare and other services, emergency services (police, fire, EMS), healthy behaviors and lifestyles, and strong family life. ▪ 10. Overweight/Obesity rate for children 2-5 years in Dawson County is 36.8% and adult obesity is 27% in Dawson County (compared to 27.9% and 25% (respectively) in MT). ▪ 11. 24% of Dawson County adults report physical inactivity (compared to 21% in MT). ▪ 12. Survey respondents indicated most interest in classes or programs related to health and wellness, senior wellness, and weight loss. ▪ 13. 11.6% of survey respondents indicated they have physical activity of at least 20 minutes “1-2 times per month” or “no physical activity”. ▪ 14. Key informant interviewees indicated a desire for more education on and support of healthy eating choices. | | | | | |
| <p>Anticipated Impact(s) of these Activities:</p> <ul style="list-style-type: none"> ▪ Increase access to community activities and program that promote prevention and healthy behaviors ▪ Strengthen community partnerships ▪ Build community capacity ▪ Service, policy, and resources development ▪ Increased community knowledge of resources | | | | | |
| <p>Plan to Evaluate Anticipated Impact(s) of these Activities:</p> <ul style="list-style-type: none"> ▪ Number of events hosted ▪ Number of participants ▪ Number of community partners engaged | | | | | |
| <p>Measure of Success: GMC will host an event related to healthy lifestyles and behaviors every quarter.</p> | | | | | |

Goal 3: Improve access to healthcare services in Dawson County.

Strategy 3.1: Enhance Dawson County community’s access to specialty services

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|---|----------------|------------------------------|------------------------|-----------------|--|
| Explore opportunities to grow available specialty services at GMC (onsite and via telemedicine) | CEO | 4 th Quarter 2020 | GMC Board of Directors | Billings Clinic | Financial limitations Workforce limitations |

Needs Being Addressed by this Strategy:

- 1. 61.4% of survey respondents indicated they felt their community was “Somewhat Healthy.” 7.1% rated their community’s health as “Unhealthy” or “Very unhealthy”.
- 3. Top 5 components identified by survey respondents for a healthy community were: good jobs and a healthy economy, access to healthcare and other services, emergency services (police, fire, EMS), healthy behaviors and lifestyles, and strong family life.
- 5. Survey respondents felt the top ways to improve the community’s access to healthcare were more primary care providers, more specialists, improved quality of care, and more information about available services.
- 15. Survey respondents indicated they were interested in services (not currently available) such as dermatology, a wellness center, and ENT (ear/nose/throat) services.
- 16. 31.5% of survey respondents delayed or did not receive needed care; top reasons for the delay/no care were: it costs too much, too long to wait for an appointment, and don’t like doctors.

Anticipated Impact(s) of these Activities:

- Increase access to specialty healthcare services
- Decrease in community need for travel/time off to access healthcare services
- Improved health outcomes

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

- Number of added specialty services
- Patient utilization

Measure of Success: GMC enhances access to specialty services in Dawson County.

Goal 3: Improve access to healthcare services in Dawson County.

Strategy 3.2: Improve the community’s access to healthcare by enhancing knowledge of available services and resources

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|--|--------------------|------------------------------|----------------|----------------------|---|
| Enhance GMC’s outreach and education related to current services and resources <ul style="list-style-type: none"> ○ Assess current efforts and explore new opportunities and modalities | VP of Operations | 3 rd Quarter 2020 | CFO | | Resource limitations |
| Enhance knowledge of available financial assistance programs/charity care, discount programs, and payment programs | Business/Marketing | 1 st Quarter 2021 | CFO | American Bank Center | Resource limitations |
| Create educational offerings (presentations, videos, etc.) to educate the community on insurance plan options (Medicare, Medicaid, supplemental, Marketplace, etc.), billing, and financial assistance resources | Business/Marketing | 1 st Quarter 2021 | CFO | | Financial limitations Resource limitations |
| Continue patient navigator program to assist patients in accessing healthcare insurance, services, and resources | Business | Ongoing | CFO | | Financial limitations Resource limitations |

Needs Being Addressed by this Strategy:

- 1. 61.4% of survey respondents indicated they felt their community was “Somewhat Healthy.” 7.1% rated their community’s health as “Unhealthy” or “Very unhealthy”.
- 3. Top 5 components identified by survey respondents for a healthy community were: good jobs and a healthy economy, access to healthcare and other services, emergency services (police, fire, EMS), healthy behaviors and lifestyles, and strong family life.
- 4. 30.7% of survey respondents rated their knowledge of health services as “fair” or “poor”.
- 5. Survey respondents felt the top ways to improve the community’s access to healthcare were more primary care providers, more specialists, improved quality of care, and more information about available services.
- 16. 31.5% of survey respondents delayed or did not receive needed care; top reasons for the delay/no care were: it costs too much, too long to wait for an appointment, and don’t like doctors.
- 17. 6.3% of survey respondents indicated they did not have health insurance coverage. Top reasons why: cannot afford to pay for insurance and employer does not offer insurance.

- 18. 40% of survey respondents reported they did not know or were unsure of programs that help people pay for healthcare bills.

Anticipated Impact(s) of these Activities:

- Enhanced knowledge of available health services
- Enhanced knowledge of health cost related financial services and state/federal resources
- Build community capacity

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

- Patient financial educational created
- Service utilization
- 2022 CHNA comparison

Measure of Success: In the 2022 CHNA report, CMC’s community reports an increase in knowledge of available services and resources.

Needs Not Addressed and Justification

| Identified health needs unable to address by GMC | Rationale |
|--|---|
| 1. Key informant interviewees identified a need for enhanced coordination and information dissemination/community assistance in the community. | <ul style="list-style-type: none"> GMC continues to provide information to the community related to community services and to coordinate with area partners to fill this gap. |
| 2. 6.9% of survey respondents reported that in the last year, cost was a barrier to getting or taking their medications regularly. | <ul style="list-style-type: none"> GMC works with patients to sign up for Medicare and Medicaid and recently, added a new payment plan in conjunction with American Bank Center of Glendive that requires no credit check, lower monthly payments, and longer terms. |
| 3. Pertussis rates in Dawson County (per 100,000) is 101.0 compared to 44.6 for Montana. | <ul style="list-style-type: none"> This was part of an outbreak that occurred this past year. GMC will continue to partner with Public Health to monitor. |

Dissemination of Needs Assessment

Glendive Medical Center “GMC” disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website (gmc.org) as well as having copies available at the facility (Marketing Office and Administration) 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 GMC is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Dawson County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of GMC will be directed to the hospital’s website to view the complete assessment results and the implementation plan. GMC board members approved and adopted the plan on **September 26, 2019**. Board members are encouraged to familiarize themselves with the needs assessment report and implementation plan, so they can publicly promote the facility’s plan to influence the community in a beneficial manner.

Written comments on this 2019-2022 Glendive Medical Center Community Benefit Strategic Plan can be submitted to the Marketing Department at GMC:

Marketing Department
Glendive Medical Center
202 Prospect Drive
Glendive, MT 59330

Contact Glendive Medical Center’s Marketing Director at (406) 345-2627 or marketing@gmc.org with any questions.