

# **Kalispell Regional Healthcare and North Valley Hospital 2019 – 2022 Joint Implementation Plan in Response to the 2019 Flathead County Community Health Needs Assessment**

As a result of the research and recommendations that appear in the 2019 Flathead County Community Health Needs Assessment and further exploration with hospital administrators, staff, and Boards of Directors, the following strategies, will guide the organizations in addressing the community's identified health needs over the next three years. These strategies were approved by the North Valley Hospital Board of Directors on June 25, 2019 and by the Kalispell Regional Healthcare Board of Trustees on June 27, 2019.

## ***Comprehensive Care***

### **1. Mental Health and Substance Abuse:**

Kalispell Regional Healthcare is committed to continuing the provision of mental health care through many existing services and activities including:

1. Pathways Treatment Center for acute mental health and substance abuse patients (adolescents and adults), and outpatient support groups for those discharged from Pathways Treatment Center.
2. Integrated Behavioral Health in nine primary care practices.
3. Comprehensive school-based treatment and mental health services for Bigfork, Columbia Falls, Kalispell, Somers/Lakeside, and Whitefish school districts.
4. The Newman Center, an outpatient mental health clinic.
5. Funding for a consortium of community members for mental health professionals/crisis response.
6. Funding for local transportation to/from medical appointments.

North Valley Hospital is committed to continuing the provision of mental health care through many existing services and activities including:

1. North Valley Behavioral Health for outpatient psychiatric and counseling treatment for children, adolescents and adults.
2. Behavioral Health screenings and referrals at School-Based Clinics in Columbia Falls High School and Whitefish Elementary, Middle and High School.
3. Behavioral Health Telehealth Outreach Services available at Eureka Healthcare Primary Care Clinic as well as the Eureka School-Based Clinic in Eureka, MT.
4. Integrated Licensed Clinical Social Worker in the North Valley Professional Center, Columbia Falls.
5. Tobacco and alcohol screening at clinics to gauge patient alcohol and tobacco use, and refer to local resources including Montana Quit Line.
6. Support for the Montana State tobacco cessation program to reduce tobacco effects on maternal, fetal, infants, and children.
7. Participation in the Drug Free Flathead Task Force, with an emphasis on the sub-committee for Maternal, Fetal, Infant, and Pre-pregnant Women Prevention Program to make a positive impact to reduce the use of opioid and other drugs within the valley deemed dangerous by Montana Code Annotated.
8. NVH Birth Center staff member representation on the Fetal, Infant, Child, & Maternal Mortality Review Committee that reviews teen and maternal suicides for prevention potential with goals to: 1) decrease suicide rate in teens and mothers up to one-year postpartum in the valley; and 2) promote programs to assist in prevention of future situations through analysis of current occurrences.
9. NVH Birth Center participation in the Best Beginnings Community Council sub-group on Postpartum Mood Disorder (PPMD) to support education and community members that are effected by PPMD, and therefore, at greater risk for suicide.
10. PPMD workshops provided by the NVH Birth Center for community members at risk to provide a safe place for depressed and anxious clients to process their feelings and refer to specialists in our community.

To augment these services, Kalispell Regional Healthcare and North Valley Hospital will:

**a. Alcohol and Tobacco Use**

*Kalispell Regional Healthcare will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>KRH Resources</i>	<i>Potential Collaborations</i>
1. Implement Tobacco Screening for every inpatient & outpatient	Increased identification, education and support services for patients impacted by alcohol and tobacco use.	<ul style="list-style-type: none"> <li>• Costs for developing educational materials for patients and families as well as education and training materials for employees and providers.</li> <li>• Resources at The Summit</li> <li>• KRH Nurse Navigation team</li> </ul>	<ul style="list-style-type: none"> <li>• MT Tobacco Quit Line</li> <li>• NVH Care Coordination team</li> </ul>
2. Develop a care pathway for education and support of patients who use alcohol or tobacco	Increased staff and provider knowledge related to importance of screening as well as resources available to support patients and their families in a team based approach to treatment and cessation.		
3. Educate providers and implement SBIRT (Screening, Brief Intervention, and Referral to Treatment) for every inpatient/outpatient	Patient identification, education and referral as necessary to access the appropriate treatment.		
4. Provide education and communication around Tobacco-Free Campus	Improved patient engagement and continuous messaging in support of patient smoking cessation.		

**North Valley Hospital will:**

<i>Action</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>
1. Develop a care pathway for education and support of patients who use alcohol or tobacco	Increased staff and provider knowledge related to importance of screening as well as resources available to support patients and their families in a team based approach to treatment and cessation.	<ul style="list-style-type: none"> <li>Costs for developing educational materials for patients and families as well as education and training materials for employees and providers.</li> <li>NVH Care Coordination team</li> </ul>	<ul style="list-style-type: none"> <li>MT Tobacco Quit Line</li> <li>KRH Nurse Navigation team</li> </ul>
2. Provide training to nursing staff on alcohol addiction.	Patient identification, education and referral as necessary to access the appropriate treatment.		
3. Develop registries for care coordinators to do outreach and follow-up on prescribed programs	Timely identification of referral resources.		

**b. Opioid Use and Medication Assisted Therapy**

**Kalispell Regional Healthcare will:**

<i>Actions</i>	<i>Anticipated Impact</i>	<i>KRH Resources</i>	<i>Potential Collaborations</i>
1. Work with NVH to implement system-wide opioid policy, which includes patient contracts to assure patient safety, education, monitoring, compliance, and	Create consistency for treatment of patients across the KRH system. Help prevent potential drug diversion.	<ul style="list-style-type: none"> <li>Cost of staffing hours to support initiatives and task force development and participation.</li> <li>Cost for continued education to staff and providers</li> </ul>	<ul style="list-style-type: none"> <li>Flathead County Health Department</li> <li>Independent Medical Groups in the Flathead Valley</li> </ul>

monitoring of opioid utilization		regarding awareness and alternative treatment options. <ul style="list-style-type: none"> <li>• Cost for providing community education to include marketing and staffing hours</li> </ul>	<ul style="list-style-type: none"> <li>• Flathead Valley Chemical Dependency</li> <li>• Alpenglow Medical</li> <li>• Dickerson Counseling</li> <li>• Primary Care Physicians</li> <li>• Schools</li> <li>• Local TV &amp; Radio</li> <li>• Law Enforcement</li> <li>• First Responders</li> </ul>
2. Conduct provider education around prescribing practices	Build bonds between primary care and an additional pain care option for patients.		
3. Include Physical Therapy and Occupational Therapy in the treatment plan	Cultivate stronger collaboration for alternative treatment options utilizing therapy services.		
4. Improve access to medication assisted treatment & associated opioid treatment modalities	More resources for patient care options.		
5. Develop community communications on the scope and impact of the opioid epidemic	Expand community awareness and understanding regarding the gravity and detriments of the opioid epidemic.		

*North Valley Hospital will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>
1. Work with KRH to implement system-wide opioid policy, which includes patient contracts to assure patient safety, education, monitoring, compliance, and monitoring opioid utilization	Create consistency for treatment of patients across the KRH system. Help prevent potential drug diversion.	<ul style="list-style-type: none"> <li>• Cost of staffing hours to support initiatives and task force development and participation.</li> <li>• Cost for continued education to staff, providers and the public regarding</li> </ul>	<ul style="list-style-type: none"> <li>• Flathead County Health Department</li> <li>• Independent Medical Groups in the Flathead Valley</li> </ul>

2. Creation of an opioid task force by NVH physical and occupational therapists to focus on collaboration with primary care and behavioral health clinicians to develop therapy alternatives to opioids when appropriate	Cultivate stronger collaboration for alternative treatment options utilizing therapy services.	awareness and alternative treatment options. <ul style="list-style-type: none"> <li>• Cost of electronic prescribing software</li> <li>• Cost for providing community education to include marketing and staffing hours</li> </ul>	<ul style="list-style-type: none"> <li>• Flathead Valley Chemical Dependency</li> <li>• Alpenglow Medical</li> <li>• Dickerson Counseling</li> <li>• Primary Care Physicians</li> <li>• Schools</li> <li>• Law Enforcement</li> <li>• First Responders</li> </ul>
3. Implement electronic prescribing of controlled substances	Help prevent potential drug diversion through electronic monitoring of drug inventories, dispensing, waste etc.		
4. Develop community communications on the scope and impact of the opioid epidemic	Expand community awareness and understanding regarding the gravity and detriments of the opioid epidemic.		

**c. Suicide Prevention**

*Kalispell Regional Healthcare will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>KRH Resources</i>	<i>Potential Collaborations</i>
1. Implement PHQ9 depression screening for inpatients and ambulatory outpatients	Increased identification of needs for support and treatment of depression and suicide.	<ul style="list-style-type: none"> <li>• Costs related to education and training materials for staff and providers</li> </ul>	<ul style="list-style-type: none"> <li>• Nate Chute Foundation</li> <li>• NVH Foundation</li> </ul>

2. Develop systematic pathway to connect patients with support and services they need	Increased staff and provider awareness of patients struggling with depression or suicidal ideation and resources available for their support and treatment.		
3. Increase collaboration with community partners to support patient needs	Enhanced relationships with community partners to provide support services to patients.		

*North Valley Hospital will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>
1. Implement PHQ2 and PHQ9 depression screenings for inpatients and ambulatory outpatients	Increased identification of needs for support and treatment of depression and suicide.	<ul style="list-style-type: none"> <li>• Costs related to education and training materials for staff and providers.</li> <li>• Costs related to purchasing, accommodating and training staff for TMS equipment.</li> <li>• Costs related to marketing and education on TMS services and treatment opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Nate Chute Foundation</li> <li>• KVH Foundation</li> </ul>
2. Develop systematic pathway to connect patients with support and services they need	Increased staff and provider awareness of patients struggling with depression or suicidal ideation and resources available for support and treatment.		
3. Adopt new Transcranial Magnetic Stimulation (TMS) equipment in North Valley Behavioral Health	Provides an additional treatment option as an alternative or supplement to prescription medication treatment.		
4. Increase collaboration with community partners to support patient needs	Enhanced relationships with community partners to provide support services to patients.		

5. Provide training to all nurses regarding teen suicide	Enhanced identification and care for teen patients and their families.		
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## 2. Chronic Disease Management and Prevention

Kalispell Regional Healthcare has invested and will continue to invest in many programs and services to treat some of the most prevalent causes of death in our county including:

1. Participation in the Comprehensive Primary Care Plus (CPC+) program in partnership with Medicare, Medicaid, Blue Cross Blue Shield, Pacific Source and Allegiance to prevent and manage chronic diseases through a care coordination activities.
2. A comprehensive cardiovascular program that includes interventional cardiology, heart surgery, electrophysiology, cardiac rehabilitation, a heart failure clinic and prevention education.
3. A comprehensive cancer program that includes medical oncology, surgical oncology, radiation oncology, supportive care and preventive screenings.
4. A Neuroscience & Spine Institute that includes neurosurgery, neurology, and a stroke program.
5. A Diabetes Care and Prevention Center that provides group education, one-on-one counseling and chronic disease management education.
6. The Journey to Wellness program to assist patients with gestational diabetes care and individuals with chronic health conditions/challenges.
7. The Healthy Measures program to facilitate corporate wellness, both at Kalispell Regional Healthcare and other employers throughout the region.
8. Mammograms to women in financial need through the Save a Sister free mammography initiative to lessen the impact of breast cancer in our community. The cost of mammograms is covered for underserved community members and education is provided on the importance of screening mammograms.
9. Spring into Safety Campaign.
10. Education of school staff, parents and children on the dangers of smoking and e-cigarettes.



North Valley Hospital has invested and will continue to invest in many programs and services to treat some of the most prevalent causes of death in our county including:

1. Chronic Care Management Program to help patients navigate and improve healthcare outcomes by addressing barriers to healthcare and decreasing emergency department and inpatient utilization.
2. Asthma Education Program for hospital inpatients and outpatients.
3. 3D Mammography and participation in the KRH Save a Sister free mammography initiative.
4. Preventative breast/rectal/prostate cancer screening in the clinic setting.
5. Tele-Stroke program to identify patients that may have had a stroke and to deliver appropriate treatment.
6. Free EKG's and sleep studies for Shepherd's Hand Free Clinic patients.
7. Individualized care plans for patients with chronic diseases who are high utilizers of the Emergency Department.
8. Diabetes Prevention Program for community members.
9. Education of school staff, parents and children on the dangers of smoking and e-cigarettes.

To augment these services, Kalispell Regional Healthcare and North Valley Hospital will:

**a. Respiratory Disease**

*Kalispell Regional Healthcare will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>KRH Resources</i>	<i>Potential Collaborations</i>
1. Educate primary care providers within KRH network on use of Low Dose CT scan for lung cancer screening	Identify more people at an earlier stage of lung cancer and thereby improve survival rates.	<ul style="list-style-type: none"> <li>• Costs for pulmonary and radiology staff educating primary care</li> <li>• Costs for training and time of clinic staff</li> </ul>	
2. Increase sleep apnea screening within KRH Network	Improve identification of patients who suffer from sleep apnea and their quality of life and related comorbidities.		

*North Valley Hospital will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>
1. Expand the Asthma Education Program to outpatient clinics	Help patients identify symptoms and manage their asthma.	<ul style="list-style-type: none"> <li>• Cost of asthma education materials</li> <li>• Care Coordinators</li> </ul>	
2. Develop care registries of outreach services	Engage more patients in team-based care approach to connect patients to respiratory support and services they need.		

**b. Cancer**

*Kalispell Regional Healthcare will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>KRH Resources</i>	<i>Potential Collaborations</i>
1. Provide classes such as Cooking for Wellness and Advance Care to youth and adults affected by cancer	Additional tools to address holistic needs to help ensure optimal care and outcomes.	<ul style="list-style-type: none"> <li>• Costs associated with education materials and staff labor hour.</li> <li>• Cancer Support and Survivorship Program</li> <li>• Save a Sister Initiative</li> </ul>	

*North Valley Hospital will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>
1. Create a Cancer Care Pathway for patients with newly diagnosed cancer	Address holistic needs and provide navigation assistance to medical care teams to ensure optimal care and outcomes, address barriers to healthcare.	<ul style="list-style-type: none"> <li>• Costs associated with education materials and staff labor hours</li> </ul>	<ul style="list-style-type: none"> <li>• KRH Care Navigators</li> </ul>

**c. Heart Disease**

*Kalispell Regional Healthcare will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>KRH Resources</i>	<i>Potential Collaborations</i>
1. Standardize hypertension screening within network clinical settings	Improve hypertension screening and care across the network.	<ul style="list-style-type: none"> <li>• Costs associated with staffing for education and participation in community events</li> <li>• Costs related to educational materials for staff, providers and patients</li> </ul>	<ul style="list-style-type: none"> <li>• The Summit and Occupational Health</li> </ul>
2. In conjunction with the Healthy Measures program, implement a program for follow up of abnormal findings	Improve the health and wellness of our KRH employees with potential health cost savings.		
3. Offer community events to increase engagement	Greater healthcare compliance in the community.		

*North Valley Hospital will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>
1. Facilitate a grant to enhance the Cardiac Rehab program	Help navigate and improve healthcare outcomes, address barriers to healthcare, increase percentage of patients attending Cardiac Rehab post hospitalization, and decrease emergency department and inpatient utilization.	<ul style="list-style-type: none"> <li>• Costs associated with staffing for education and participation in community events.</li> <li>• Costs related to educational materials and communication vehicles for staff, providers and patients.</li> </ul>	
2. Develop care registries for outreach support and treatment	Engage more patients in team-based care approach to connect patients to cardiovascular support and services they need.		
3. Add physical and occupational therapy exercise programs for post-rehab heart disease patients at North Valley	Continuation of outpatient services to maintain patients' heart health.		

Hospital Outpatient PT/OT			
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**d. Diabetes**

*Kalispell Regional Healthcare will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>KRH Resources</i>	<i>Potential Collaborations</i>
1. Develop cross continuum diabetes screening strategies per American Diabetes Association criteria in ambulatory, inpatient and community settings	Identify people with diabetes and those at risk for diabetes.	<ul style="list-style-type: none"> <li>Diabetes Education and Prevention Department</li> </ul>	<ul style="list-style-type: none"> <li>Area Hospitalists and Primary Care providers</li> <li>NW Specialists (Endocrinology) telehealth/remote site providers</li> <li>Diabetes Self-Management Education multi-sites (Libby, Ronan)</li> </ul>
2. Build stronger/more engaged community diabetes advisory committee	Improved identification of needs for healthcare providers and patients with regards to diabetes management.		
3. Create a Primary Care Diabetes Pathway to connect patients with diabetes to support and resources they need	Support patients and their families using consistent diabetes education across locations.		

*North Valley Hospital will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>
1. Create a Primary Care Diabetes Pathway to connect patients with	Engage more patients in team-based care approach to connect patients to diabetes support and services they need.	Costs associated with clinic and physical therapy staff	

diabetes to support and resources they need			
2. Develop a program in the North Valley Physical Therapy clinic which offers physical therapy to those who would like to address their diabetes with exercise	Engage more patients in team-based care approach that incorporates physical therapy as part of their diabetes management.		

### 3. Access to Care

Kalispell Regional Healthcare has invested and will continue to invest in many programs and services to improve access to care including:

1. Ongoing evaluation of the need for additional providers in the areas we serve.
2. A trauma prevention program that includes school presentations and a helmet safety program through the Save the Brain initiative and the Emergency Room. Over 1,000 helmets are given away annually at Spring into Safety Day.
3. Financial scholarships provided through the Kalispell Regional Healthcare Foundation to patients for fitness center memberships, weight loss programs, wellness programs, and other prevention activities
4. The Healthy Measures program to facilitate corporate wellness, both at Kalispell Regional Healthcare and other employers throughout the region.
5. Free mammograms to women in financial need through the Save a Sister initiative.
6. Funding for local transportation to/from medical appointments via Eagle Transit, Northern Transit, and ASSIST. Leadership representation on the Eagle Transit Board of Directors.
7. Same-day availability in primary care practices.
8. Primary care extended hours including continuity and walk-in primary care services.
9. Financial Assistance and Sliding Fee Scale Programs to aid patients who do not have the capability to pay for healthcare services.
10. Outreach to schools on education that includes oral hygiene.
11. Tracking “third next available” appointments, a measure from CMS to help us understand patient access to a given provider, as well as their clinic in general.

North Valley Hospital has invested and will continue to invest in many programs and services to improve access to care including:

1. Ongoing evaluation of the need for additional providers in the areas we serve.
2. Tracking “third next available” appointments, a measure from CMS to help us understand patient access to a given provider, as well as their clinic in general.
3. Offering blocked “same day” appointments in primary care clinics to allow our patient population prompt availability to providers for acute needs.
4. Designation of a walk-in provider for the rural patients in Eureka that do not have nearby access to urgent care or emergency services.
5. Extended hours for primary care clinics.
6. Charity care, sliding fee scale, uninsured/under insured discounts, and payment options for those in financial need.
7. Emergency Department Acute Care Plans to help Emergency Department patients transition to external follow-up care.
8. Financial support for Eagle Transit to provide low cost transportation for patients to visit medical providers in the north Flathead.
9. Participation in Save a Sister initiative to provide free mammograms to women in financial need.
10. Participation in the Save the Brain Program that develops and promotes cohesive and coherent concussion education, evaluation and treatment system related to concussion care.

To augment these services, Kalispell Regional Healthcare and North Valley Hospital will:

**a. Expand Number of Primary and Specialty Care Providers**

*Kalispell Regional Healthcare will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>KRH/NVH Resources</i>	<i>Potential Collaborations</i>
1. Develop a Healthcare Access Committee	Measure and evaluate unmet needs and opportunities to optimize access to healthcare.	<ul style="list-style-type: none"> <li>• Cost related to committee and implementation staff time</li> </ul>	

*North Valley Hospital will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>KRH/NVH Resources</i>	<i>Potential Collaborations</i>
1. Identify standard for appropriate panel size for primary care providers	Identification of unmet needs via strategic analysis of primary care and specialty services.	<ul style="list-style-type: none"> <li>• Costs related to staffing and provider time</li> </ul>	<ul style="list-style-type: none"> <li>• Western Montana Family Medicine Residency program</li> <li>• WWAMI Clerkship in Psychiatry</li> </ul>
2. Expand relationship with Western Montana Family Medicine Residency program	Collaboration with residency programs to foster relationships with students to enhance recruitment opportunities.		

**b. Health Insurance and Affordable Care**

*Kalispell Regional Healthcare will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>KRH Resources</i>	<i>Potential Collaborations</i>
1. Support continued for Medicaid Expansion coverage and appropriate funding levels	Greater insured coverage of area families.	<ul style="list-style-type: none"> <li>• Staff advocacy efforts</li> <li>• Administrative and board support for innovation and disruption to traditional payment models</li> </ul>	<ul style="list-style-type: none"> <li>• Montana Hospital Association</li> <li>• Flathead City-County Health Department</li> <li>• Payers, Employers and providers across Montana</li> </ul>
2. Work with employers and payers to establish innovative, rural value-based payment models	Improve access and quality; minimize cost increases.		

*North Valley Hospital will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>
1. Support continued for Medicaid Expansion coverage and appropriate funding levels	Greater insured coverage of area families.	<ul style="list-style-type: none"> <li>• Staff advocacy efforts</li> <li>• Administrative and board support</li> </ul>	<ul style="list-style-type: none"> <li>• Montana Hospital Association</li> <li>• Flathead City-County Health Department</li> </ul>

2. Work with employers and payers to establish innovative, rural value-based payment models	Improve access and quality; minimize cost increases.	for innovation and disruption to traditional payment models	<ul style="list-style-type: none"> <li>• Payers, Employers and providers across Montana</li> </ul>
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**c. Oral Health Care**

*Kalispell Regional Healthcare will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>KRH Resources</i>	<i>Potential Collaborations</i>
1. Refer oral health needs for underserved community members to organizations offering free or discounted oral health services	Help facilitate a greater number of families obtaining oral health care.	<ul style="list-style-type: none"> <li>• Financial support for Shepherd’s Hand Clinic</li> <li>• Primary care clinic care coordinators</li> </ul>	<ul style="list-style-type: none"> <li>• Shepherd’s Hand Clinic</li> <li>• Flathead Community Health Center</li> </ul>

*North Valley Hospital will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>
1. Refer oral health needs for underserved community members to organizations offering free or discounted oral health services	Help facilitate a greater number of families obtaining oral health care.	<ul style="list-style-type: none"> <li>• Financial support for Shepherd’s Hand Clinic</li> <li>• Primary care clinic care coordinators</li> </ul>	<ul style="list-style-type: none"> <li>• Shepherd’s Hand Clinic</li> <li>• Flathead Community Health Center</li> </ul>

**d. Appropriate Use of the Emergency Room**

*Kalispell Regional Healthcare will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>KRH Resources</i>	<i>Potential Collaborations</i>
1. Develop educational materials for providers, staff, patients and their	Help decrease inappropriate and more expensive emergency department usage when other	<ul style="list-style-type: none"> <li>• Costs associated with staff and</li> </ul>	<ul style="list-style-type: none"> <li>• Flathead City-County Health Department</li> </ul>



families around appropriate access to points of care	options are available to the patient based on their medical need.	provider labor expenses	<ul style="list-style-type: none"> <li>• Area primary care and urgent care clinics</li> </ul>
2. Support Medicaid Expansion efforts	Due to the availability of healthcare insurance, encourage the appropriate usage of primary care and urgent care vs. the emergency room for non-emergent care needs.	<ul style="list-style-type: none"> <li>• Costs associated with educational materials for staff, providers and the community</li> </ul>	

*North Valley Hospital will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>
1. Work with KRH to develop educational materials for providers, staff, patients and their families around appropriate access to points of care	Help decrease inappropriate and more expensive emergency department usage when other options are available to the patient based on their medical need.	<ul style="list-style-type: none"> <li>• Costs associated with staff and provider labor expenses</li> <li>• Costs associated with educational materials for staff, providers and the community</li> </ul>	<ul style="list-style-type: none"> <li>• Flathead City-County Health Department</li> <li>• Area primary care and urgent care clinics</li> </ul>
2. Add an emergency nurse to the Care Transitions Committee	Provide insights to the committee working to help decrease inappropriate use of the emergency department.		
3. Support Medicaid expansion efforts	Due to the availability of healthcare insurance, encourage the appropriate usage of primary care and urgent care vs. the emergency room for non-emergent care needs.		

**e. Locations and Hours of Service**

*Kalispell Regional Healthcare will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>KRH Resources</i>	<i>Potential Collaborations</i>
1. Evaluate appropriate location of services based on patient experience and access needs	Create improved access and more appropriate access for patients as needed.	<ul style="list-style-type: none"> <li>Potential costs would include labor and building improvements and/or capital projects.</li> </ul>	

*North Valley Hospital will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>
1. Evaluate appropriate location of services based on patient experience and access needs	Create improved access and more appropriate access for patients as needed.	<ul style="list-style-type: none"> <li>Potential costs would include labor and building improvements and/or capital projects.</li> </ul>	

## *Social Determinants of Health (SDoH)*

### **1. Environmental Determinants:**

Kalispell Regional Healthcare recognizes the importance of social determinants of health and wellbeing for our community members and will continue to provide:

1. Financial Assistance and sliding fee scale programs to aid patients who do not have the capability to pay for healthcare services.
2. Support for other non-profits who work to alleviate challenges related to SDoH.
3. Support for Eagle Transit and the Northern Transit to provide public transportation to healthcare facilities.
4. Design and implementation of Food Rx programs for patients screened as food insecure; support and partnership with other non-profits who specialize in providing food resources to the food insecure.
5. Support for ASSIST in regional transportation and short term housing needs for patients.
6. Organizational involvement in the development of community walking/biking paths in all Flathead County cities/areas.
7. Engagement with local area organizations and governments on active transportation initiatives.
8. Complex Care Navigation addressing job/resume assistance, educational opportunity development, facilitation of proper insurance coverage, assisting with SDoH barriers of a personal nature, addressing housing options, collaborating with area housing authorities, transportation coordination and food access assistance.
9. The use of two new ASSIST vans purchased by KRH Foundation donors.
10. Weekly delivery by the KRH Foundation Community Outreach Committee of 450 backpacks to 19 schools to address food insecurity.
11. Outreach to schools providing education on body image, tobacco use, hygiene, oral hygiene, nutrition, activity, substance abuse and healthy cooking.
12. Screening patients in the primary care setting at KRH for SDoH indicators and referral to community services as indicated in those results.

North Valley Hospital recognizes the importance of social determinants on the health and wellbeing for our community members and will continue to provide:

1. Financial assistance and sliding fee scale programs to aid patients who meet financial guidelines regarding ability to pay for healthcare services.
2. Support for other non-profits who work to alleviate challenges related to SDoH.
3. Support for Eagle Transit to provide public transportation to healthcare facilities.

4. Design and implementation of Food Rx programs for patients screened as food insecure; support and partnership with other non-profits who specialize in providing food resources to the food insecure.
5. Collaboration with the Flathead Valley Breastfeeding Coalition and Baby Friendly USA certification program to promote breastfeeding; free community classes on breastfeeding, including an ongoing weekly support group, to promote optimal family nutrition by the NVH Birth Center.
6. Financial and in-kind support for medical and dental care and free meals to the patients and guests of Shepherd’s Hand Free Clinic. NVH leadership representation on the Shepherds Hand Board of Directors.

To augment these services, Kalispell Regional Healthcare and North Valley Hospital will:

**a. Poverty**

*Kalispell Regional Healthcare will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>KRH Resources</i>	<i>Potential Collaborations</i>
1. Support Shepherd’s Hand Free Clinic (medical and dental)	Increase the number of patients that Shepherd’s Hand can service for medical and dental care so they may build the confidence and wellbeing to pursue options for desired lifestyles.	<ul style="list-style-type: none"> <li>• Financial support</li> </ul>	<ul style="list-style-type: none"> <li>• Shepherd’s Hand Free Clinic</li> </ul>

*North Valley Hospital will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>
1. Implement screening tool for social determinants of health in the clinic setting	Identify at risk patients and align access to community resources.	<ul style="list-style-type: none"> <li>• Cost of staff time</li> <li>• 340B pharmaceutical savings redistribution</li> </ul>	
2. Implement Free Rx program for qualifying patients to receive a free short term supply of	Reduce hospital readmission risk and increase adherence to medication compliancy.		

discharge medication prescriptions			
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**b. Housing**

*Kalispell Regional Healthcare will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>KRH Resources</i>	<i>Potential Collaborations</i>
1. Develop a task force for application and management of the Montana Healthcare Foundation’s “Housing as Healthcare” planning grant	Regional planning to address housing needs for homeless patients and a strategic plan for future funding acquisition.	<ul style="list-style-type: none"> <li>• Financial support</li> <li>• Costs surrounding staff labor</li> </ul>	<ul style="list-style-type: none"> <li>• Community Action Partnership of NW MT</li> <li>• Agency on Aging</li> <li>• Tiny Home Village</li> <li>• Flathead City-County Health Department</li> <li>• Montana Healthcare Foundation</li> </ul>

*North Valley Hospital will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>
1. Implement screening tool for SDoH in the clinic setting	Identify at risk patients and align access to community housing resources.	<ul style="list-style-type: none"> <li>• Costs surrounding staff labor time</li> </ul>	<ul style="list-style-type: none"> <li>• ASSIST</li> <li>• Community Action Partnership</li> <li>• Agency on Aging</li> </ul>

**c. Transportation**

*Kalispell Regional Healthcare will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>KRH Resources</i>	<i>Potential Collaborations</i>
1. Explore opportunities to support “blue line” growth for Eagle Transit	Improved funding to streamline patient access via public transportation using routes that bring people closer to the hospital from areas around the community including long term care facilities, apartments and assisted living facilities.	<ul style="list-style-type: none"> <li>• KRH and Kalispell Regional Medical Group Leadership</li> <li>• Possible Foundation funds (#1)</li> </ul>	<ul style="list-style-type: none"> <li>• Eagle Transit</li> <li>• Uber</li> <li>• ASSIST</li> <li>• ASSIST utilizers</li> <li>• Flathead City-County Health Department</li> <li>• Local EMS services</li> <li>• Community leaders</li> </ul>
2. Assess feasibility of UberHealth adoption or similar program that may be supported by KRH	Streamlined and coordinated free transportation for qualified patients to and from KRH facilities for reduction in missed appointments or poor disease management.		
3. Support ASSIST program in coordinating specific clinic days with KRH clinics to maximize ride shares	Improved coordination to streamline transportation availability and improve resource allocation for ASSIST to maximize their time and benefit to community.		
4. Investigate feasibility of partnership with MT DPHHS and local EMS to apply for grant funding to pilot or support growth of EMS as Community Health Worker	Provide community health care for expansion of telehealth/triage and reduction in transportation needs to healthcare facilities.		

**North Valley Hospital will:**

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>
1. Implement screening tool for SDoH in the ambulatory setting	Identify at risk patients and align access to community transportation resources.	<ul style="list-style-type: none"> <li>Costs associated with staff time</li> </ul>	<ul style="list-style-type: none"> <li>Eagle Transit</li> <li>Local taxi companies</li> <li>ASSIST</li> </ul>
2. Support and participate in KRH's efforts in developing transportation strategies to improve access to healthcare services	Additional transportation options for patients to get to their health care services.		

**d. Food Insecurity**

**Kalispell Regional Healthcare will:**

<i>Actions</i>	<i>Anticipated Impact</i>	<i>KRH Resources</i>	<i>Potential Collaborations</i>
1. Host quarterly food drives in KRH facilities to raise food for local food banks	Expand the volume of non-perishable items available in our communities to decrease the likelihood of food scarcity being a barrier to health.	<ul style="list-style-type: none"> <li>Cost of staff time including leadership, KRH kitchen, Summit, Diabetes Prevention and Education Registered Dietitians</li> </ul>	<ul style="list-style-type: none"> <li>Area food banks</li> <li>Public relations outlets</li> <li>Flathead Valley Community Collage</li> <li>Lower Valley Farms, Whitefish Stage Farms and other regional farms and famers market producers.</li> <li>Shepard's Hand Free Clinic</li> </ul>
2. Initiate conversations with regional growers/food producers to host farmers market at KRH hospitals on a weekly basis	Create easier access during working hours to healthy foods to encourage KRH staff, patients and visitors to eat a healthier diet while supporting the local economy.		
3. Create food access task force composed of KRH,	Help expand on current initiatives to improve healthy food access and grow our plans and goals		

The HealthCenter and NVH staff	as an overarching organization to ensure coordinated effort in addressing food insecurity.		
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**North Valley Hospital will:**

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>
1. Develop a Food Rx program at North Valley Professional Center in Columbia Falls	Serve 9-12 families impacting up to 48 people who are food insecure.	<ul style="list-style-type: none"> <li>• Cost of staff time.</li> <li>• Financial support to the mission of Farm Hands</li> </ul>	<ul style="list-style-type: none"> <li>• Farm Hands – Nourish the Flathead</li> <li>• ASSIST</li> </ul>
2. Provide support to Farm Hands – Nourish the Flathead for Columbia Falls Backpack Assistance Program	Serve over 200 children in Columbia Falls school district impacting up to 800 people who are in financial need or food insecure through the support and collaboration with Farm Hands.		
3. Implement screening tool for SDoH in the clinic setting	Identify at risk patients and align access to community food resources.		
4. Participate in food access task force composed of KRH, The HealthCenter and NVH staff	Help expand on current initiatives to improve healthy food access.		

**e. Built Environment**

**Kalispell Regional Healthcare will:**

<i>Actions</i>	<i>Anticipated Impact</i>	<i>KRH Resources</i>	<i>Potential Collaborations</i>
1. Support private and public development initiatives creating active	Help drive active transportation as a necessary good for all communities to improve patient health outcomes for chronic diseases and behavioral	<ul style="list-style-type: none"> <li>• KRH leadership time</li> </ul>	<ul style="list-style-type: none"> <li>• Montana West Economic Development Corp</li> </ul>



transportation available in all Flathead County Communities	health issues. Improve patient ability to access healthcare services through alternative modes of transportation.		<ul style="list-style-type: none"> <li>• County and city planning boards</li> <li>• Rails to trails initiators</li> <li>• Bike Walk Montana</li> <li>• Eagle Transit</li> </ul>
2. Continue goal development to improve pedestrian movement on the KRH and The HealthCenter campus	Improve patient ability to access healthcare services via optimized routes that are conducive to pedestrians.		

*North Valley Hospital will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>
1. Support private and public development initiatives creating active transportation available in all Flathead County Communities	Help drive active transportation as a necessary good for all communities to improve patient health outcomes for chronic diseases and behavioral health issues. Improve patient ability to access healthcare services through alternative modes of transportation.	<ul style="list-style-type: none"> <li>• NVH leadership time</li> </ul>	<ul style="list-style-type: none"> <li>• Montana West Economic Development Corp.</li> <li>• County and city planning boards</li> <li>• Rails to trails initiators</li> <li>• Bike Walk Montana</li> <li>• Eagle Transit</li> </ul>

## 1. Community Resilience:

Kalispell Regional Healthcare is committed to providing care that focuses on individuals’ overall wellbeing by continuing:

1. To follow its core values including “showing compassion to every person, every time.”
2. Chronic Care Management program to identify barriers to health and social services and assist with navigation to community partners with expertise in the identified services.

North Valley Hospital is committed to providing care that focuses on individuals’ overall wellbeing by continuing:

1. Its culture of Planetree Patient Centered Care that focuses on caring for the mind, body and spirit in a healing environment at the hospital, NVH clinics and associated offices.
2. NVH Birth Center clinical staff training and monthly community support groups for Postpartum Mood Disorders and Perinatal Loss, weekly Mother/Baby Support groups, and collaboration with Best Beginnings Council for coordination of best practices for children in the Flathead Valley.
3. Chronic Care Management program to identify barriers to health and social services and assist with navigation to community partners with expertise in the identified services.

To augment these services, Kalispell Regional Healthcare and North Valley Hospital will:

### a. Trauma Informed Care - Supporting those who have experienced traumatic events via safety, choice, collaboration, trustworthiness and empowerment

*Kalispell Regional Healthcare will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>KRH Resources</i>	<i>Potential Collaborations</i>
1. Create consistent education for providers and care givers regarding trauma, its prevalence,	Staff development in an understanding of and responsiveness to the impact of trauma that emphasizes physical, psychological, and emotional safety for everyone, and that creates	<ul style="list-style-type: none"> <li>• Costs associated with staff training and associated educational</li> </ul>	<ul style="list-style-type: none"> <li>• Flathead City-County Health Dept.</li> <li>• DPHHS</li> </ul>

and types within the KRH system	opportunities for survivors to rebuild a sense of control and empowerment.	materials for staff, providers and the community	<ul style="list-style-type: none"> <li>• State of MT Primary Care association</li> <li>• Behavioral Health of Montana Association</li> </ul>
2. Identify medical exams and procedures that exacerbate trauma and approach patients from a culture of safety, empowerment and healing	Engage more patients in a team-based care approach to improve their health and create a positive patient experience of empowerment.		
3. Use community events as avenues for education and awareness	Community support via collaboration, education and awareness of trauma informed care.		

***North Valley Hospital will:***

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>
1. Explore additional options to enhance service quality and the patient experience in alignment with Planetree Patient Centered Care	Enhanced patient / caregiver partnerships that facilitate holistic care and wellbeing.	<ul style="list-style-type: none"> <li>• Costs associated with educational materials, training and staff time.</li> </ul>	<ul style="list-style-type: none"> <li>• Planetree International</li> <li>• National Institute of Child Health and Human Developments' Safe to Sleep Program</li> </ul>
2. Implement the Safe Sleep Program focusing on sleep related infant deaths to promote health and safety of infants up to 1 year of age	Educate families on ways to help reduce SIDS, the leading cause of death among babies between 1 month and 1 year of age.		

**b. Access to Non-Clinical Services**

*Kalispell Regional Healthcare will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>KRH Resources</i>	<i>Potential Collaborations</i>
1. Community Resource Partners (AKA as Community Health Workers) will visit people in their homes to connect them to community resources to help them regain their health and independence. Examples: Medicaid, Food Stamps, Disability and Veteran benefits.	Financial stability to meet individuals' basic social determinant of health and insurance needs that allow them to seek the care they need.	Costs associated with Community Resource Partners' time and leased vehicles for transportation to reach people in need across the entire Flathead Valley, especially rural areas	<ul style="list-style-type: none"> <li>• Agency on Aging</li> <li>• Complex Care</li> <li>• Community Action Partnership</li> <li>• United Way</li> <li>• Kalispell Veterans Center</li> <li>• And more</li> </ul>

*North Valley Hospital will:*

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>
1. Expand Chronic Care Management program to identify barriers to health care for hospital and clinic patients and assist them with navigation to needed non-clinical services	Help patients obtain the non-clinical assistance they need as a foundation for overall health and wellbeing.	<ul style="list-style-type: none"> <li>• Costs associated with Care Management time and any creation of corresponding patient information</li> </ul>	<ul style="list-style-type: none"> <li>• ASSIST</li> <li>• Agency on Aging</li> <li>• Flathead City-County Health Department</li> <li>• Community Action Partnership</li> <li>• United Way</li> <li>• Kalispell Veterans Center</li> <li>• Samaritan House &amp; more</li> </ul>