

# IMPLEMENTATION PLAN

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*Addressing Community Health Needs*

*Liberty Medical Center ~ Chester, Montana*

*September 2018*

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## The Implementation Planning Process

The implementation planning committee – comprised of Liberty Medical Center’s leadership team– participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through the Community Health Services Development (CHSD) needs assessment process. The facility conducted the CHSD process in conjunction with the Montana Office of Rural Health (MORH).

The CHSD community health needs assessment was performed in the spring of 2018 to determine the most important health needs and opportunities for Liberty 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 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 assessment report, which is posted on the facility’s website (<https://www.libertymedicalcenter.org/about/community-health>).

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 Liberty 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 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. Access to healthcare services
2. Outreach and education
3. Behavioral health

In addressing the aforementioned issues, Liberty Medical Center seeks to:

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

**Liberty Medical Center's Purpose:** To provide remarkable care to every person, every day.

**Liberty Medical Center's Identity:** Commitment to quality care, close to home.

**Liberty Medical Center's Behaviors:**

- Act with integrity
- Practice positivity
- Embrace innovation
- Work as a team
- Practice clinic excellence

**Implementation Planning Committee Members:**

- Matt Waller– CEO, Liberty Medical Center (LMC)
  - Julie Erickson – Foundation Manager, LMC
  - Jennifer Rideout – Director of Quality and Safety, LMC
  - Bev Halter – Director of Human Resources, LMC
  - Lacey Lalum – Director of Finance, LMC
  - Jenni Chelmo – Wheat Country Estate Manager, LMC
  - Shirley Morkrid- CNO, LMC
  - April Malan- Director of Outpatient Services, LMC
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## Prioritizing the Community Health Needs


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

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

## Liberty Medical Center's Existing Presence in the Community

- Please list any other activities your facility performs in the community as well as any existing community benefit activities beyond "charity care" programs. Examples may include: health fairs, wellness programs, education classes, sponsorships of community activities, etc.
  - Safe Sitter Class
  - Childhood Illnesses and Injuries class
  - Flu Shot Clinics
  - Summer Fair for school and Joplin Car Show
  - Camera system in schools
  - Back to school picnics
  - Donation to Golden Triangle Center
  - Fun Runs
  - Healthcare Career Days for high schools
  - Advisory Council
  - Job Shadowing opportunities
  - Senior Leader presence on Mental Health Board, Liberty County Chamber, Transportation Board, Health Planning, LEPC & Healthy Liberty County Collation

### List of Available Community Partnerships and Facility Resources to Address Needs

- Local schools
  - MSU Extension – Liberty County
  - Liberty County Chamber of Commerce
  - Liberty County Community and Senior Center
  - Liberty County Times
  - Patient Assistance Prescription Program
  - Liberty County Library
  - Liberty County Council on Aging
  - Liberty County Healthy Coalition
  - Liberty County Mental Health Board
  - Liberty County Board of Health
  - Liberty County LEPC
  - Healthy Liberty County Coalition
  - Liberty County Transit
  - Area on Aging
  - Hi-Line Health Foundation
  - National Health Services Corps (due to Medically Underserved Area)
  - 340B Prescription Drug Program
  - Local churches
  - Guild
  - Liberty County Public Health
  - Local pharmacies
  - Local EMTs (Emergency Medical Technicians)
  - Fitness Xpress
  - Shelby radio stations
  - Havre radio stations
  - Montana Area Health Education Center (AHEC)
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## Liberty County Indicators

### Low Income Persons

- 17% of persons are below the federal poverty level

### Uninsured Persons

- 19% of adults less than age 65 are uninsured
- Data is not available by county for uninsured children less than age 18

### Leading Causes of Death: Primary and Chronic Diseases (Montana)

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

### Elderly Populations

- 19.9% of Liberty County's Population is 65 years and older

### Size of County and Remoteness

- 2,359 people in Liberty County
- 1.6 people per square mile

### Nearest Major Hospital

- Benefis in Great Falls, MT is 93 miles (~1 hr. 50 min.) from Liberty Medical Center

Public Health Consultation [Melissa Kantorowicz – Liberty County Public Health; Maureen Wicks – LMC Board Member, Liberty County Commissioner; Larry Henderson- LMC Board Chair, Liberty County Commissioner; Julie Erickson- PR Director, Liberty Medical Center – March 29, 2018]

- 20% of Liberty County are Hutterite and this affects our county statistics. Especially in educational attainment and socioeconomic measures.
- Mental health is a large concern in our area.
- I think on the survey we should say Clinic and Lab instead of outpatient services to ensure people understand what we are talking about.
- I think we should include Kremlin and Ledger in the survey distribution.


Underserved Population – Low -Income [Maureen Wicks – LMC Board Member, Liberty County Commissioner – March 29, 2018]

- Large Hutterite community in our area.
- Opioids- abusing prescription medications and prescription sharing

Underserved Population – Senior Citizens [Joette Woods- Liberty County Commissioner; Julie Erickson- PR Director, Liberty Medical Center – March 29, 2018]

- Cancer rates seem off. Cancer is one of the top mortality causes in Liberty County.
- I think rates from having an older population as well as lifestyles.
- I think we should switch the order of the questions on the survey to have primary care use first then hospitalization to avoid confusion.

Underserved Population – Youth [Rita Chvilicek, Principal- Chester Public Schools– March 29, 2018]

- Schools have been very proactive around suicides.
  - There are some drug use/abuse concerns
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## Needs Identified and Prioritized

### *Prioritized Needs to Address*

1. 73.9% of survey respondents indicated “Access to healthcare and other services” was the most important component of a healthy community.
2. Two of the top ways survey respondents indicated would improve the community’s access to healthcare were: “More primary care providers” (40.3%) and “Additional specialists” (35%).
3. Significantly more 2018 respondents (30.3%) indicated they delayed or did not get needed medical services in the past three years, compared to the previous assessments.
4. Top reasons survey respondents indicated for delaying/not receiving needed care: “Could not get an appointment”, “It costs too much”, “Don’t like doctors” and “Too long to wait for an appointment”.
5. Focus group respondents indicated a need for a stable primary care workforce.
6. Focus group respondents indicated access to specialty services was an important local healthcare issue.
7. Focus group respondents indicated one of the reasons people leave the community for healthcare was for specialty services.
8. Over half of the survey respondents (57.1%) felt their community was “Somewhat health” or “Unhealthy”. Rating community health has been declining since the 2015 assessment.
9. 32.7% of survey respondents felt “Healthy behaviors and lifestyles” was an important component of a healthy community.
10. Survey respondents indicated the top three health concerns for the community were: “Alcohol and substance abuse” (48.7%), “Cancer” (46.9%), and “Overweight/obesity” (34.1%).
11. A desire for “Greater health education services” has been significantly increasing since the 2011 CHNA.
12. Survey respondents indicated interest in additional educational classes and programs such as: women’s health, weight loss, fitness and nutrition.
13. Respondents indicated they most often learn of available health services through: “Word of mouth/reputation” (68.1%), “Clinic/hospital staff” (65.5%), “Friends/family” (57.1%) and “Healthcare provider” (50.9%).
14. Overall rating of knowledge of available health services at Liberty Medical Center has been significantly decreasing since 2011.
15. 24.6% of survey respondents rated their knowledge of available health services at Liberty Medical Center as “Fair” or “Poor”.
16. 39.1% of survey respondents indicated they did not know or were not sure about available programs to help people pay for healthcare bills.
17. “Mental health” and “depression/anxiety” has significantly increased as a health concern in 2018.
18. Focus group participants indicated mental health was an important local healthcare issue, as well as identifying a need for additional mental health services.

### *Needs Unable to Address*

*(See page 21 for additional information)*

1. Focus group participants indicated a need for senior services such as home health, hospice, and personal care attendants. Additionally, 40.7% of survey respondents indicated home health would make the greatest improvement to the community's health.
2. Focus group participants voiced concerns over availability and affordability of senior living options.
3. Childcare services were identified as a community service needed locally.
4. 19% of adults under age 65 years in Liberty County are uninsured (compared to 17% in Montana and 13.3% nationally).



## Executive Summary

The following summary briefly represents the goals and corresponding strategies and activities which the facility will execute to address the prioritized health needs (from page 9). For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section, which begins on page 13.

**Goal 1:** Improve access to healthcare services in Liberty County.

**Strategy 1.1:** Improve access to primary care services in Liberty County.

**Activities:**

- Recruit MD/DO.

**Strategy 1.2:** Improve access to specialty services in Liberty County.

**Activities:**

- Explore opportunities to expand specialty services in Liberty County via telemedicine or on-site (urology, ENT, eye care, dermatology).

**Goal 2:** Enhance Liberty Medical Center outreach and education efforts.

**Strategy 2.1:** Support health and wellness activities in Hi-Line Communities.

**Activities:**

- Continue to provide LMC staff participation in community groups/coalitions that support health in area Hi-Line communities (Mental Health Board, Adult Protection Services Board, Board of Health, LEPC, Healthy Liberty County, Re-Act).
- Explore opportunities to support and partner with community health and wellness events (ex. Fun runs).

**Strategy 2.2:** Enhance LMC outreach efforts of available services.

**Activities:**

- Develop internal staff communication plan to improve dissemination of information on available services with patients.
- Improve marketing of available services and resources to community.
- Develop educational offering for staff and community on available telehealth services.
- Explore opportunities to host/demonstrate LMC telehealth services for community.

**Goal 3:** Improve access to behavioral health services in Liberty County.

**Strategy 3.1:** Enhance mental health services available at LMC.

**Activities:**

- Meet with partners to enhance relationships and explore opportunities to improve referral/transfer resources for patients in crisis.
- Evaluate mental health service needs in Liberty County based on diagnoses, referrals and re-admission data.
- Determine feasibility of mental health service expansion at Liberty Medical Center.
- Partner with MT AHEC to offer Mental Health First Aid training locally.
- Explore additional mental health training opportunities for LMC staff.

**Strategy 3.2:** Enhance community knowledge of alcohol and substance abuse resources.

**Activities:**

- Determine available alcohol and substance abuse resources in Liberty County.
- Develop education/referral protocol for LMC addiction counseling services and other substance abuse resources in an outpatient setting.
- Continue promotion and partnership with Public Health on community drug disposal program.

## Implementation Plan Grid

<b>Goal 1:</b> Improve access to healthcare services in Liberty County.					
<b>Strategy 1.1:</b> Improve access to primary care services in Liberty County.					
Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Recruit MD/DO.	CEO	09/2019	Board	Senior Leadership Medical Staff	Immigration issues related to J1 visa Timeline of arrival
<b>Needs Being Addressed by this Strategy:</b>					
<ul style="list-style-type: none"> <li>▪ #1. 73.9% of survey respondents indicated “Access to healthcare and other services” was the most important component of a healthy community.</li> <li>▪ #2. Two of the top ways survey respondents indicated would improve the community’s access to healthcare were: “More primary care providers” (40.3%) and “Additional specialists” (35%).</li> <li>▪ #3. Significantly more 2018 respondents (30.3%) indicated they delayed or did not get needed medical services in the past three years, compared to the previous assessments.</li> <li>▪ #4. Top reasons survey respondents indicated for delaying/not receiving needed care: “Could not get an appointment”, “It costs too much”, “Don’t like doctors” and “Too long to wait for an appointment”.</li> <li>▪ #5. Focus group respondents indicated a need for a stable primary care workforce.</li> </ul>					
<b>Anticipated Impact(s) of these Activities:</b>					
<ul style="list-style-type: none"> <li>▪ Improved access to healthcare services</li> <li>▪ Improved health outcomes</li> <li>▪ Decrease in clinic wait times or scheduling issues</li> <li>▪ Improved retention and stability of provider staff team</li> <li>▪ Increase in variety of services provided</li> </ul>					
<b>Plan to Evaluate Anticipated Impact(s) of these Activities:</b>					
<ul style="list-style-type: none"> <li>▪ Track efforts in recruitment of new provider</li> </ul>					
<b>Measure of Success:</b> A new full-time provider (MD/DO) will be hired and providing services by 09/2019.					

**Goal 1:** Improve access to healthcare services in Liberty County.

**Strategy 1.2:** Improve access to specialty services in Liberty County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Explore opportunities to expand specialty services in Liberty County via telemedicine or on-site (urology, ENT, eye care, dermatology).	DOS	2021	CEO	Senior Leadership Medical Staff	Financial limitations Resource limitations Workforce limitations

**Needs Being Addressed by this Strategy:**

- #1. 73.9% of survey respondents indicated “Access to healthcare and other services” was the most important component of a healthy community.
- #2. Two of the top ways survey respondents indicated would improve the community’s access to healthcare were: “More primary care providers” (40.3%) and “Additional specialists” (35%).
- #6. Focus group respondents indicated access to specialty services was an important local healthcare issue.
- #7. Focus group respondents indicated one of the reasons people leave the community for healthcare was for specialty services.

**Anticipated Impact(s) of these Activities:**

- Improved access to specialty care services
- Improved health outcomes
- Decrease in community need to travel for specialized services

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

- Track number of new specialty care services offered
- Track patient utilization of new services
- Track patient satisfaction.
- Annual Market Analysis

**Measure of Success:** Change in the next CHNA patient needs. Higher patient satisfaction scores. Shift in the annual marketing analysis.



**Goal 2:** Enhance Liberty Medical Center outreach and education efforts.

**Strategy 2.1:** Support health and wellness activities in Hi-Line Communities.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue to provide LMC staff participation in community groups/coalitions that support health in area Hi-Line communities (Mental Health Board, Adult Protection Services Board, Board of Health, LEPC, Healthy Liberty County, Re-Act).	CEO	2021	Board	Mental Health Board, Adult Protection Services Board, Board of Health, LEPC, Healthy Liberty County, Re-Act Senior Leadership Medical Staff	Resource limitations Scheduling conflicts
Explore opportunities to support and partner with community health and wellness events (ex. Fun runs).	Marketing	2021	CEO	Senior Leadership Medical Staff Advisory Board	Financial limitations Resource limitations Scheduling conflicts

**Needs Being Addressed by this Strategy:**

- #8. Over half of the survey respondents (57.1%) felt their community was “Somewhat health” or “Unhealthy”. Rating community health has been declining since the 2015 assessment.
- #9. 32.7% of survey respondents felt “Healthy behaviors and lifestyles” was an important component of a healthy community.
- #10. Survey respondents indicated the top three health concerns for the community were: “Alcohol and substance abuse” (48.7%), “Cancer” (46.9%), and “Overweight/obesity” (34.1%).

**Anticipated Impact(s) of these Activities:**

- Increased community engagement
- Improved communication with community partners
- Improved collaboration with community partners
- Increased participation in health and wellness events in Liberty County

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

- Track number of community groups/coalitions with LMC staff participation
- Track number of new community health and wellness events

**Measure of Success:** Increase in engagement among community.



**Goal 2:** Enhance Liberty Medical Center outreach and education efforts.

**Strategy 2.2:** Enhance LMC outreach efforts of available services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Develop internal staff communication plan to improve dissemination of information on available services with patients.	Marketing	2021	CEO	Senior Leadership Medical Staff	Resource limitations
Improve marketing of available services and resources to community.	Marketing	2021	CEO	Senior Leadership Medical Staff	Financial limitations Resource limitations
Develop educational offering for staff and community on available telehealth services.	Marketing	2021	CEO	Senior Leadership Medical Staff	Resource limitations
Explore opportunities to host/demonstrate LMC telehealth services for community.	Marketing	2021	CEO	Senior Leadership Medical Staff	Resource limitations

**Needs Being Addressed by this Strategy:**

- #1. 73.9% of survey respondents indicated “Access to healthcare and other services” was the most important component of a healthy community.
- #8. Over half of the survey respondents (57.1%) felt their community was “Somewhat health” or “Unhealthy”. Rating community health has been declining since the 2015 assessment.
- #11. A desire for “Greater health education services” has been significantly increasing since the 2011 CHNA.
- #12. Survey respondents indicated interest in additional educational classes and programs such as: women’s health, weight loss, fitness and nutrition.
- #13. Respondents indicated they most often learn of available health services through: “Word of mouth/reputation” (68.1%), “Clinic/hospital staff” (65.5%), “Friends/family” (57.1%) and “Healthcare provider” (50.9%).
- #14. Overall rating of knowledge of available health services at Liberty Medical Center has been significantly decreasing since 2011.
- #15. 24.6% of survey respondents rated their knowledge of available health services at Liberty medical Center as “Fair” or “Poor”.
- #16. 39.1% of survey respondents indicated they did not know or were not sure about available programs to help people pay for healthcare bills.

**Anticipated Impact(s) of these Activities:**

- Improved knowledge of available healthcare services
- Improved access to healthcare services
- Improved LMC staff communication and engagement with patients/community

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

- Track development of staff communication plan
- Track development of marketing and outreach materials
- Track pre/post marketing efforts of service utilization
- Determine feasibility of hosting telehealth demonstration
- Track number of community participants in demonstration presentation

**Measure of Success:** Increased patient volumes with telehealth services.



**Goal 3:** Improve access to behavioral health services in Liberty County.

**Strategy 3.1:** Enhance mental health services available at LMC.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Meet with partners to enhance relationships and explore opportunities to improve referral/transfer resources for patients in crisis.	WCE DOS SS	2021	CEO	Senior Leadership Medical Staff	Resource limitations
Evaluate mental health service needs in Liberty County based on diagnoses, referrals and re-admission data.	WCE DOS SS	2021	CEO	Senior Leadership Medical Staff	Resource limitations
Determine feasibility of mental health service expansion at Liberty Medical Center.	WCE DOS SS	2021	CEO	Senior Leadership Medical Staff	Financial limitations Resource limitations Workforce limitations
Partner with MT AHEC to offer Mental Health First Aid training locally.	WCE DOS SS	2021	CEO	MT AHEC Senior Leadership Medical Staff	Financial limitations Resource limitations Scheduling conflicts
Explore additional mental health training opportunities for LMC staff.	WCE DOS SS	2021	CEO	Senior Leadership Medical Staff	Financial limitations Resource limitations Scheduling conflicts

**Needs Being Addressed by this Strategy:**

- #1. 73.9% of survey respondents indicated “Access to healthcare and other services” was the most important component of a healthy community.
- #17. “Mental health” and “depression/anxiety” has significantly increased as a health concern in 2018.
- #18. Focus group participants indicated mental health was an important local healthcare issue, as well as identifying a need for additional mental health services.

**Anticipated Impact(s) of these Activities:**

- Improved partner engagement
- Improved coordination of care
- Improved access to mental health services
- Increased staff knowledge and skills

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

- Track development or strengthening of partner transfers/resources
- Determine mental health needs or service gaps
- Track number of staff participating in Mental Health First Aid training
- Track number of community participating in Mental Health First Aid training
- Track number of mental health training opportunities provided for LMC staff
- Track number of staff participants in mental health trainings

**Measure of Success:** Developing a standard and stable protocol for addressing mental health needs in our community.



**Goal 3:** Improve access to behavioral health services in Liberty County.

**Strategy 3.2:** Enhance community knowledge of alcohol and substance abuse resources.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Determine available alcohol and substance abuse resources in Liberty County.	SS	2019	CEO	Senior Leadership Medical Staff Ministerial Association	Resource limitations
Develop education/referral protocol for LMC addiction counseling services and other substance abuse resources in an outpatient setting.	DOS CNO SS	2019	CEO	Senior Leadership Medical Staff	Resource limitations
Continue promotion and partnership with Public Health on community drug disposal program.	DOS CNO SS	2019	CEO	Senior Leadership Marketing Medical Staff Local Pharmacy	Resource limitations

**Needs Being Addressed by this Strategy:**

- #10. Survey respondents indicated the top three health concerns for the community were: “Alcohol and substance abuse” (48.7%), “Cancer” (46.9%), and “Overweight/obesity” (34.1%).
- #17. “Mental health” and “depression/anxiety” has significantly increased as a health concern in 2018.
- #18. Focus group participants indicated mental health was an important local healthcare issue, as well as identifying a need for additional mental health services.

**Anticipated Impact(s) of these Activities:**

- Increased knowledge of available mental health resources
- Increased access to addiction counseling or other substance abuse resources
- Enhanced collaboration with local mental health and substance abuse partners
- Improved health outcomes

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

- Track development and implementation of referral protocol

**Measure of Success:** Continue make known resources available to the community and connecting community to resources.



### Needs Not Addressed and Justification

Identified health needs unable to address by Liberty Medical Center	Rationale
1. Focus group participants indicated a need for senior services such as home health, hospice, and personal care attendants. Additionally, 40.7% of survey respondents indicated home health would make the greatest improvement to the community's health.	<ul style="list-style-type: none"> <li>Additional Licensure / regulatory requirements for home health present a barrier as well as adequate staff to support these services.</li> </ul>
2. Focus group participants voiced concerns over availability and affordability of senior living options.	<ul style="list-style-type: none"> <li>Currently evaluating on internal strategic plan to expand senior services.</li> </ul>
3. Childcare services were identified as a community service needed locally.	<ul style="list-style-type: none"> <li>Currently evaluating on internal strategic plan to expand childcare services. This will require collaboration with other entities within the county.</li> </ul>
4. 19% of adults under age 65 years in Liberty County are uninsured (compared to 17% in Montana and 13.3% nationally).	<ul style="list-style-type: none"> <li>Federal and State programs are better suited to address the uninsured. (Medicaid)</li> </ul>

## Dissemination of Needs Assessment

Liberty Medical Center “LMC” disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website (<https://www.libertymedicalcenter.org/about/community-health>) as well as having copies available at the facility should community members request to view the community health needs assessment or the implementation planning documents.

The Steering Committee, which was formed specifically as a result of the CHSD [Community Health Services Development] process to introduce the community to the assessment process, will be informed of the implementation plan to see the value of their input and time in the CHSD process as well as how LMC is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Liberty County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of LMC will be directed to the hospital’s website to view the complete assessment results and the implementation plan. LMC board members approved and adopted the plan on **November 28, 2018**. 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.

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