

IMPLEMENTATION PLAN

Addressing Community Health Needs

Broadwater Health Center ~ Townsend, Montana

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Disclaimer: The National Rural Health Resource Center and the Montana Office of Rural Health strongly encourage 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.

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The Implementation Planning Process

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

The CHNA was performed in the Fall of 2013 to determine the most important health needs and opportunities for Broadwater County, Montana. “Need” was identified as the top issues or opportunities rated by respondents during the CHNA survey process or in the focus groups (see page 8 for a list of “Needs Identified and Prioritized”). For more information regarding the needs identified, as well as the assessment process/approach/methodology, please refer to the facility’s CHNA, which is posted on the facility’s website (www.broadwaterhealthcenter.com).

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 7 for additional information regarding input received from community representatives).

The implementation planning committee determined which needs or opportunities could be addressed considering Broadwater Health Center’s parameters of resources and limitations. The committee then prioritized the needs/opportunities using the additional parameters of the organizational vision, mission, and/or values, as well as existing and potential community partners. Participants then created a goal to achieve through strategies and activities, as well as the general approach to meeting the stated goal (i.e. staff member responsibilities, timeline, potential community partners, anticipated impact(s), and performance/evaluation measures).

The prioritized health needs as determined through the assessment process and which the facility will be addressing relates to the following ‘community imperatives’:

1. Recruitment and Retention of Healthcare Professionals
2. Community Outreach/Education
3. Partnering with Other Organizations
4. Quality of Care
5. Fundraising
6. Manage/Improve Facility’s Revenue Cycle

In addressing the aforementioned issues, Broadwater Health Center seeks to:

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

Broadwater Health Center's Vision:

We will be the healthcare organization where the most caring professionals are employed, where quality medical providers practice, and where the community chooses to receive care.

Broadwater Health Center's Mission:

We are dedicated to improving the health of our community, our patients, and ourselves.

Broadwater Health Center's Values:

- Patient Safety: We will continually advance patient safety and quality of care.
- Financial Viability: We use our resources wisely to meet our needs today and tomorrow.
- Integrity: We are truthful, accountable, fair, ethical and transparent in our relationships.
- Excellence: We provide quality of care for our patients because we expect the best of ourselves.

Implementation Planning Committee Members:

- Tom Arensmeyer, Board of Directors Member – Broadwater Health Center
- Kyle Hopstad, Chief Executive Officer (CEO) – Broadwater Health Center
- Bill Hubber, Chairman of the Board of Directors – Broadwater Health Center
- Patsy Krause, Better Health Improvement Specialist – Broadwater Health Center
- Nancy Marks, Community Ad Hoc Committee Chairperson – Broadwater Health Center
- Gary Buchanan – Director of Nursing – Broadwater Health Center
- Jenny Clowes – Chief Financial Officer (CFO) – Broadwater Health Center
- Jackie Kynett – Director of Social Services – Broadwater Health Center

Prioritizing the Community Health Needs

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

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

Broadwater Health Center's Presence in the Community:

- Broadwater Health Center (BHC) provides ambulance coverage at local athletic events.
- Providers at BHC administer wellness programs for school staff and local businesses.
- The facility offers athletic physicals at a reduced price.
- Broadwater Health Center is present at an annual health fair in Helena, as well as other community events during the year (i.e. Fallfest).
- The facility staffs a physical therapy booth at school during the Spring and Fall Sports Rules meetings
- BHC hosts students interested in health careers.
- The facility hosts social events periodically to promote hospital services and to raise funds for hospital equipment.
- BHC recently hired three physician assistants (PAs), two physical therapists (PTs) and one occupational therapist (OT), CT technician, and nursing staff (RNs, LPNs, and CNAs).
- List any other activities your facility performs in the community. Wellness screens. Community Foundation fundraising events

List of Available Community and Facility Resources to Address Needs

- Broadwater County schools provide resources and education regarding various health topics (i.e. dental health, alcohol and substance abuse, etc.).
- The Montana Hospital Association provides educational training, technical assistance to BHC regarding grants and other opportunities available.

| The Monida Healthcare Network provides a joint venture Mobile MRI service to facilities (including BHC) across western Montana.

- Bozeman Deaconess Hospital provides training and assistance regarding BHC's revenue cycle management.

List of Available Community and Facility Resource to Address Needs continued...

- Mountain-Pacific Quality Health Montana provides resources and assistance to Montana providers to ensure the best quality healthcare for patients.
- The Frontier Medicine Better Health Partnership (FMBHP) is a collaboration formed to address the unique healthcare challenges in frontier/rural communities.
- Economic Development Groups (Rotary, Chamber, HRDC)
- Health Services (CHC, Public Health, Mental Health Services)
- Health/Wellness (Fitness Center, Bountiful Baskets, Fun Run)
- Broadwater County Development Corporation retains and expands businesses in Broadwater County and supports infrastructure and beautification efforts.
- Community Development Block Grant, a division of the Montana Department of Commerce.

Broadwater County Indicators:

Low Income Persons

- 11% low income persons (persons below federal poverty level)

Uninsured Persons

- Uninsured adults less than age 65 – 22.4%
- Uninsured children less than age 18 – data not available by county (data available for some counties)

Primary and Chronic Diseases: Leading Causes of Death

- Cancer
- Heart Disease
- Unintentional Injuries

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

Percent of Population Age 65 and older – 21%

Size of County and Remoteness – 4,704 in Broadwater County; Population Density: 3.9 people per square mile

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Nearest Major Hospital – St. Peter’s Hospital in Helena, MT– 34 miles from Broadwater Health Center

Public Health and Underserved Populations Consultation Summaries

Public Health Consultation [Linda Campbell – Public Health Nurse, Broadwater County Health Services - July 17, 2013]

- Data indicates a low immunization rate; however, people immunize in two different counties, so data is hard to track.

Underserved Population – Low Income Population Consultation [Don Peace – President, Broadwater Food Pantry - July 17, 2013]

- Results of the CHNA will be of great value to the community and future initiatives.
- Information about basic hygiene would be helpful to offer.

Underserved Population – Youth Population Consultation [Jill Flynn – Townsend Schools, July 17, 2013]

- Sports physicals for students can be considered a preventative service.

Underserved Population – Senior Population Consultation [Ernie Nunn – Foundation, Broadwater Health Center / Barbara Kircher – District Board / Paul Bray – Ad Hoc Committee, July 17, 2013]

- Classes/education regarding estate planning would be helpful for community members in the area.
- Need to upgrade the local ambulance service to expand its transport capabilities for cardiac patients.
 - Improved equipment and better training for EMTs is a must.
- Patients requiring cardiac rehabilitation are referred to a private physical therapist. People would use cardiac rehabilitation services at Broadwater Health Center if it was available to them.

Needs Identified and Prioritized

Prioritized Needs to Address

1. Most important component of a healthy community: “Access to healthcare and other services” (60%).
2. Top two responses for improving the community’s access to healthcare: “More primary care providers” (43.3%), “Improved quality of care” (37.8%).
3. Survey respondents indicated the highest interest in “Health and wellness” (30.6%) educational classes/programs.
4. “Overweight/obesity” (36.1%) was identified as one of the top three health concerns.
5. 26.7% of respondents reported that they or a member of their household thought they needed healthcare services but did not get it or had to delay getting it.
 - a. “It costs too much” (45.8%) was the most frequently selected option by the survey respondents who indicated needing to delay receiving healthcare.
6. Respondents indicated that they were either unaware (25%) or unsure (8.9%) of programs which help people pay for healthcare bills.
7. Respondents indicated a desire for “Mammography” (23.3%) and “MRI” (20%) to be available locally.

Needs Unable to Address

(See page 30 for additional information)

1. “Transportation assistance” (23.9%) was the third-most selected option regarding improvement for the community’s access to healthcare.
2. 26.7% of respondents reported that they or a member of their household thought they needed healthcare services but did not get it or had to delay getting it.
 - a. “Office wasn’t open when I could go” (27.1%) was the second-most selected option by the survey respondents who indicated needing to delay receiving healthcare.
3. Survey respondents indicated that “Ophthalmology (eye doctor)” (23.3%) was one of the most needed services to be available locally.
4. Two of the top three health concerns identified in the assessment: “Alcohol abuse/substance abuse” (65%) and “Cancer” (42.2%).

Executive Summary

The following represents a summary of the goals and corresponding strategies and activities which the facility will execute in order to address the prioritized health needs (from page 8). 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: Rebuild and maintain a well-staffed organization in order to meet community health needs related to access.

Strategy 1.1: Recruit healthcare professionals to meet Broadwater Health Center's (BHC) needs.

Activities:

- Continue working with sever recruitment agencies to recruit additional nursing staff
- Continue recruiting efforts on BHC's website, in local and regional newspapers, Monster.com, thrifty Nickel, Missoulian, Billings Gazette.

Strategy 1.2: Increase community awareness of newly-recruited healthcare professionals at BHC.

Activities:

- Publish new clinical hires (PAs, PT/OTs, nursing staff, etc.) local and regional newspapers.
- Date to be determined. Targeting May 2014 during National Hospital Week

Strategy 1.3: Develop a pipeline plan to recruit healthcare professionals within the community/region.

Activities:

- Investigate programs (through MHA, AHEC, etc.) which can assist with healthcare pipeline activities
- Determine funding available to support healthcare pipeline activities
- Continue providing job shadowing opportunities for local students
- Continue providing 'Career Day' to local students
- Build upon sponsorship/opportunities for community members to explore healthcare careers

Goal 2: Be proactive in providing information/education to the region regarding availability of local services and health/wellness topics.

Strategy 2.1: Build relationships with other community organizations to establish a community network.

Activities:

- Continue administering worksite wellness programs for local businesses and schools
- Continue providing ambulance coverage at local athletic events
- Continue providing athletic physicals at a reduced price with the Townsend schools
- Continue providing a physical therapy (PT) booth in the Spring and Fall during the BHS sports rules meetings.
- Continue outreach activities with providers in the area specific to senior services available
- Investigate partnerships with local faith-based organizations for potential outreach/fundraising opportunities
- Provide information about current health services available to the local faith-based organizations for dissemination
- Participate in the Pastor Council
- Investigate partnering with or sponsoring school organizations (4-H, etc.)

Strategy 2.2: Continue outreach efforts in order to raise community awareness of local services.

Activities:

- Continue participating in Helena Health Fair and at Townsend's Oktoberfest events
Continue publishing the BHC insert in The Helena Independent Record, Townsend Reporter and Three Forks Herald.
- Continue sponsoring events (e.g. Valentine's Tea) to promote hospital services (e.g. nursing home)
- Continue promoting BHC Auxiliary fundraisers to raise awareness and funds for hospital and nursing home services/equipment
- Develop a strategy to improve the BHC website

Strategy 2.3: Develop a health and wellness program to make available to the community.

Activities:

- Explore partnering with the Nutrition and Physical Activities (NAPA) organization for technical assistance
- Develop a community-based education program specific to obesity and obesity-related conditions (e.g. diabetes)
- Explore partnering with the local gym and/or Physical Therapy Department for resources/equipment
- Investigate providing continuing education on various chronic diseases to the schools
- Create a schedule of health and wellness events for community members
- Market activities to improve community awareness of programs available

Goal 3: Develop partnerships with other organizations to expand potential service offerings to the community.

Strategy 3.1: Build/utilize relationships with regional healthcare organizations to ensure BHC's success.

Activities:

- Continue partnership with Bozeman Deaconess, Monida, and Montana Health Network to receive technical and operational assistance as BHC works towards full capacity
- Investigate partnership with Billings Clinic to provide specialty services on a rotational basis or through telemedicine services
- Explore additional telemedicine options through the Frontier Medicine Better Health Partnership (FMBHP) grant
- Investigate potential partnership with Kalispell Regional Medical Center (KRMC) for mobile mammography services

Goal 4: Develop a quality management system to ensure that patients receive consistent high-quality care.

Strategy 4.1: Develop quality measures to be tracked/benchmarked.

Activities:

- Develop goals related to prevention, infection control, hand washing, proper glove use, etc.
- Develop internal quality improvement (QI) measures to be tracked on a monthly basis
- Work with available resources (e.g. AHRQ) as needed

Strategy 4.2: Continue current quality management work.

Activities:

- Continue monthly analysis of departmental quality improvement (QI) indicators
- Continue receiving QI training through the FMBHP grant
- Disseminate QI training lessons to facility staff through infection control in-service training and Relias Learning.

Goal 5: Become a financially viable hospital which will ensure healthcare access to the community.

Strategy 5.1: Develop a comprehensive plan for securing public and private funding to increase BHC's endowment levels.

Activities:

- Continue hosting BHC's annual fundraiser
- Continue ongoing fundraising activities
- Develop fundraising 'strike teams' which can focus on approaching specific organizations/individuals for donations
- Focus on grant-writing activities
- Gain support from the county government to leverage local funds for grants
- Increase funding for providers and other services through fundraisers

Strategy 5.2: Fully develop the patient assistance program to assist those who cannot afford to pay for BHC's healthcare services.

Activities:

- Create applications and policies regarding financial assistance
- Develop a community education strategy to improve awareness of financial assistance available

Strategy 5.3: Increase service offerings based on demand in the community.

Activities:

- Add radiology (CT) services
- Add physical therapy (PT)/ occupational therapy (OT) services
- Develop a marketing plan to raise awareness of these services

Implementation Plan Grid

Goal 1: Rebuild and maintain a well-staffed organization in order to meet community health needs related to access.

Strategy 1.1: Recruit healthcare professionals to meet Broadwater Health Center's (BHC) needs.

Health Issue Addressed: Broadwater Health Center recently reopened and is working to rebuild its staff as the facility transitions towards full capacity. Survey respondents clearly indicated their concern with access to healthcare and a majority of respondents stated that the presence of more primary care providers would improve the access issues in the community.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Continue working with several recruiting agencies to recruit additional nursing staff 	Human Resources	Ongoing	CEO	Partners? Recruiting Agencies, MHA, Monida	Difficulty in attracting providers, financial limitations
<ul style="list-style-type: none"> Continue recruiting efforts on BHC's website and in local and regional newspapers 	Marketing	Ongoing	CEO	Helena Independent Record, Townsend Reporter, Three Forks Herald	Difficulty in attracting providers, financial limitations

Needs Being Addressed by this Strategy:

- #1: Most important component of a healthy community: "Access to healthcare and other services" (60%).
- #2: Top two responses for improving the community's access to healthcare: "More primary care providers" (43.3%), "Improved quality of care" (37.8%).

Anticipated Impact(s) of these Activities:

- More providers will lead to greater access to healthcare
- Community members' travel for healthcare services will be reduced
- Increased financial strength of the facility

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

- Track number of providers recruited and method of recruitment

Measure of Success: Rebuild staffing levels so that Broadwater Health Center can provide services to the community.

Goal 1: Rebuild and maintain a well-staffed organization in order to meet community health needs related to access.

Strategy 1.2: Increase community awareness of newly-recruited healthcare professionals at BHC.

Health Issue Addressed: Broadwater Health Center recently reopened and is working to rebuild its staff as the facility transitions towards full capacity. Survey respondents clearly indicated their concern with access to healthcare and a majority of respondents stated that the presence of more primary care providers would improve the access issues in the community.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Publish new clinical hires (PAs, PT/OTs, nursing staff, etc) 	Marketing	Monthly	CEO	Helena Independent Record, Townsend Report, Three Forks Herald	Financial limitations
<ul style="list-style-type: none"> Provide a 'meet the providers' event During National Hospital Week 	Marketing	May 2014	CEO	Community Ad Hock Committee	Financial limitations, lack of availability

Needs Being Addressed by this Strategy:

- #1: Most important component of a healthy community: "Access to healthcare and other services" (60%).
- #2: Top two responses for improving the community's access to healthcare: "More primary care providers" (43.3%), "Improved quality of care" (37.8%).

Anticipated Impact(s) of these Activities:

- Increased awareness of services may lead to an improvement in access
- Build positive relationships between providers and the community
- May assist in retaining providers

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

- Track patients who come to BHC as a result of marketing efforts (e.g. question during patient check-in)

Measure of Success: BHC will publish 6 advertisements Helena Independent Record, Townsend Reporter, Three Forks Herald and the respective monthly inserts regarding newly hired providers.

Goal 1: Rebuild and maintain a well-staffed organization in order to meet community health needs related to access.

Strategy 1.3: Develop a pipeline plan to recruit healthcare professionals within the community/region.

Health Issue Addressed: Broadwater Health Center recently reopened and is working to rebuild its staff as the facility transitions towards full capacity. Survey respondents clearly indicated their concern with access to healthcare and a majority of respondents stated that the presence of more primary care providers would improve the access issues in the community.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Investigate programs (through MHA, AHEC, etc.) which can assist with healthcare pipeline activities 	DON	May 2014	CEO	MHA, AHEC	Financial limitations
<ul style="list-style-type: none"> Determine funding available to support healthcare pipeline activities 	CFO	June 2014	CEO		
<ul style="list-style-type: none"> Continue providing job shadowing opportunities for local students 	DON	Ongoing	CEO	Townsend Schools, 4-H Others	Resource limitations
<ul style="list-style-type: none"> Continue providing 'Career Day' to local students 	DON HR BHIS	Ongoing	CEO	Townsend schools	Resource/financial limitations
<ul style="list-style-type: none"> Build upon sponsorship/opportunities for community members to explore healthcare careers 	HR BHIS CFO Admin	December 2014	CEO	Townsend schools, Others	Resource/financial limitations

Needs Being Addressed by this Strategy:

- #1: Most important component of a healthy community: "Access to healthcare and other services" (60%).
- #2: Top two responses for improving the community's access to healthcare: "More primary care providers" (43.3%), "Improved quality of care" (37.8%).

Anticipated Impact(s) of these Activities:

- Increased interest in healthcare careers
- 'Homegrown' local employees

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

- Track number of students utilizing job shadowing opportunities and those who are interested in healthcare careers

Measure of Success: BHC will offer opportunities to expose students to healthcare careers, as requested.

Goal 2: Be proactive in providing information/education to the region regarding availability of local services and health/wellness topics.

Strategy 2.1: Build relationships with other community organizations to establish a community network.

Health Issue Addressed: Broadwater Health Center recently reopened a wellness clinic, rehabilitation services, nursing home and is working to build awareness of services offered. Survey respondents indicated an interest in health and wellness educational classes/programs.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> • Continue administering worksite wellness programs for local businesses and schools 	Administrator	Ongoing	CEO	Townsend schools, Mill	Resource/financial limitations
<ul style="list-style-type: none"> • Continue providing ambulance coverage at local athletic events 	BHC EMTs and Ambulance Staff	Ongoing	CEO	Townsend schools	Resource/financial limitations
<ul style="list-style-type: none"> • Continue providing athletic physicals at a reduced price with the Townsend schools 	BHC Wellness Clinic	Ongoing	CEO	Townsend schools BHC Wellness Clinic	Resource/financial limitations
<ul style="list-style-type: none"> • Continue providing a physical therapy (PT) booth in the Spring and Fall BHS sports rules meeting 	PT Staff	Ongoing	CEO	Townsend schools	Resource/financial limitations
<ul style="list-style-type: none"> • Continue outreach activities with providers in the area specific to senior services available 	Marketing Activities Director	Ongoing	CEO	Townsend Senior Center, Rotary	Resource/financial limitations
<ul style="list-style-type: none"> • Investigate partnerships with local faith-based organizations for potential outreach/fundraising opportunities 	Marketing	September 2014	CEO	Local churches	

<ul style="list-style-type: none"> Provide information about current health services available to the local faith-based organizations for dissemination 	Marketing	September 2014	CEO	Local churches	Resource/financial limitations
<ul style="list-style-type: none"> Participate in the Pastor Council 	CEO	Ongoing	CEO	Pastor Council	

<i>Strategy 2.1 continued...</i> <ul style="list-style-type: none"> Investigate partnering with or sponsoring school organizations (4-H, etc.) 	Marketing	September 2014	CEO	Townsend schools, MSU Extension	Resource/financial limitations
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Needs Being Addressed by this Strategy:

- #1: Most important component of a healthy community: “Access to healthcare and other services” (60%).
- #3: Survey respondents indicated the highest interest in “Health and wellness” (30.6%) educational classes/programs.

Anticipated Impact(s) of these Activities:

- Increased awareness of services may lead to an improvement in access
- Build positive relationships between providers and the community
- Increased financial strength of the facility

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

- Track partnerships created with other organizations in the community
- Track patients who come to BHC as a result of outreach efforts (e.g. question during patient check-in)
- Determine number of students receiving services

Measure of Success: BHC will develop a partnership with area organizations and will serve area students (through physicals and partnership with the schools).

Goal 2: Be proactive in providing information/education to the region regarding availability of local services and health/wellness topics.

Strategy 2.2: Continue outreach efforts in order to raise community awareness of local services.

Health Issue Addressed: Broadwater Health Center recently reopened and is working to build awareness of services offered. Survey respondents indicated an interest in health and wellness educational classes/programs.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Continue participating in Helena Health Fair and at Townsend's Fallfest events 	Marketing	Ongoing	CEO	BHC Wellness Clinic BHC Rehab Services	Resource/financial limitations
<ul style="list-style-type: none"> Continue publishing the BHC insert Helena Independent Record, Townsend Reporter, Three Forks Herald 	Marketing	Ongoing	CEO	Helena Independent Record, Townsend Reporter, Three Forks Herald	Resource/financial limitations
<ul style="list-style-type: none"> Continue sponsoring events (e.g. Valentine's Tea) to promote hospital and nursing home services 	Marketing	Ongoing	CEO	BHC Auxiliary, Rotary	Resource/financial limitations
<ul style="list-style-type: none"> Continue promoting BHC Auxiliary fundraisers to raise awareness and funds for nursing home and hospital services/equipment 	Marketing Activities	Ongoing	CEO	BHC Auxiliary Members, Community Volunteers	Resource/financial limitations
<ul style="list-style-type: none"> Develop a strategy to improve the BHC website 	Marketing	June 2014	CEO	Helena Independent Record	Resource/financial limitations

Needs Being Addressed by this Strategy:

- #1: Most important component of a healthy community: "Access to healthcare and other services" (60%).

Anticipated Impact(s) of these Activities:

- Increased awareness of services may lead to an improvement in access
- Build positive relationships between providers and the community
- Increased financial strength of the facility

Strategy 2.2 continued...

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

- Track patients who come to BHC as a result of marketing efforts
- Track website utilization
- Track number of publications which carry the BHC insert
- Track number of people who utilized health fairs (and number of people who spoke with a BHC provider concerning lab tests)

Measure of Success: BHC will hold events and will roll out a new website design by June 2015.

Goal 2: Be proactive in providing information/education to the region regarding availability of local services and health/wellness topics.

Strategy 2.3: Develop a health and wellness program to make available to the community.

Health Issue Addressed: Survey respondents indicated that obesity was a major health concern; respondents expressed interest in health and wellness educational classes/programs.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Explore partnering with the Nutrition and Physical Activities (NAPA) organization for technical assistance 	BHIS	June 2015	CEO	NAPA local grocery stores, Community Health	Resource/financial limitations
<ul style="list-style-type: none"> Develop a community-based education program specific to obesity and obesity-related conditions (e.g. diabetes) 	Dietitian	September 2015	CEO	Local grocery stores, Community Health	Resource/financial limitations
<ul style="list-style-type: none"> Explore partnering with the local gym and/or Physical Therapy Department for resources/equipment 	BHC Rehab Services	December 2014	CEO	Train Station	Resource/financial limitations
<ul style="list-style-type: none"> Investigate providing continuing education on various chronic diseases to the schools 	Dietitian	December 2014	CEO	Townsend schools	Resource/financial limitations
<ul style="list-style-type: none"> Create a schedule of health and wellness events for community members 	Marketing	December 2014	CEO		Resource/financial limitations
<ul style="list-style-type: none"> Market activities to improve community awareness of programs available 	Marketing	March 2015	CEO		Resource/financial limitations

Needs Being Addressed by this Strategy:

- #1: Most important component of a healthy community: “Access to healthcare and other services” (60%).
- #3: Survey respondents indicated the highest interest in “Health and wellness” (30.6%) educational classes/programs.
- #4: “Overweight/obesity” (36.1%) was identified as one of the top three health concerns.

Strategy 2.3 continued...

Anticipated Impact(s) of these Activities:

- Improved health outcomes in Broadwater County
- Decrease in chronic disease in Broadwater County
- Build positive relationships between providers and the community
- Improved awareness of programs available
- Higher utilization of preventative health services

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

- Track patients who utilize preventative health services as a result of programs
- Track admissions based on chronic disease
- Track utilization of programs

Measure of Success: BHC will develop an education program specific to obesity and other chronic diseases by March 31, 2015 and will report an average of 2 community members who use the program on a monthly basis.

Goal 3: Develop partnerships with other organizations to expand potential service offerings to the community.

Strategy 3.1: Build/utilize relationships with regional healthcare organizations to ensure BHC's success.

Health Issue Addressed: Broadwater Health Center recently reopened and is working towards operating at full capacity. Survey respondents clearly indicated their concern with access to healthcare, as well as quality healthcare. Building or improving relationships with local providers would address access and quality concerns.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Continue partnership with Bozeman Deaconess, Monida, and Montana Health Network to receive technical and operational assistance as BHC works towards full capacity 	CEO	Ongoing	Board	Bozeman Deaconess, Monida, Montana Health Network	Resource/financial limitations
<ul style="list-style-type: none"> Investigate partnership with Billings Clinic to provide specialty services on a rotational basis or through telemedicine services 	CEO	July 2015	Board	Billings Clinic	Resource/financial limitations
<ul style="list-style-type: none"> Explore additional telemedicine options through the Frontier Medicine Better Health Partnership (FMBHP) grant 	CEO	June 2015	Board	FMBHP	Resource/financial limitations
<ul style="list-style-type: none"> Investigate potential partnership with Kalispell Regional Medical Center (KRMC) for mobile mammography services 	CEO	March 2014 ongoing	Board	KRMC	Resource/financial limitations

Needs Being Addressed by this Strategy:

- #1: Most important component of a healthy community: "Access to healthcare and other services" (60%).
- #2: Top two responses for improving the community's access to healthcare: "More primary care providers" (43.3%), "Improved quality of care" (37.8%).
- #7: Respondents indicated a desire for "Mammography" (23.3%) and "MRI" (20%) to be available locally.

Strategy 3.1 continued...

Anticipated Impact(s) of these Activities:

- Community members' travel for healthcare services will be reduced
- Increased financial strength of the facility
- Build positive relationships between BHC and the community
- Increased access to specialty healthcare services

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

- Track utilization of specialty services
- Measure financial performance on a regular basis

Measure of Success: BHC will offer specialty services via telemedicine or on a rotational basis for the community by September 2015.

Goal 4: Develop a quality management system to ensure that patients receive consistent high-quality care.

Strategy 4.1: Develop quality measures to be tracked/ benchmarked.

Health Issue Addressed: Broadwater Health Center recently reopened and continues to work towards full capacity. The facility will need to focus on high-quality outcomes to stay financially viable. Survey respondents indicated a need for improved quality of care.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Develop goals related to prevention review quality measures to prevent future issues. 	Better Health Improvement Specialist	reviewed quarterly	CEO	Mountain-Pacific Quality Health Montana, FMBHP	Resource/financial limitations
<ul style="list-style-type: none"> Develop internal quality improvement (QI) measures to be tracked on a monthly basis 	Better Health Improvement Specialist	Sept 2013 ongoing	CEO	Mountain-Pacific Quality Health Montana, FMBHP	Resource/financial limitations
<ul style="list-style-type: none"> Work with available resources (e.g. AHRQ) as needed 	Better Health Improvement Specialist		CEO	Mountain-Pacific Quality Health Montana, FMBHP, AHRQ	Resource/financial limitations

Needs Being Addressed by this Strategy:

- #1: Most important component of a healthy community: “Access to healthcare and other services” (60%).
- #2: Top two responses for improving the community’s access to healthcare: “More primary care providers” (43.3%), “Improved quality of care” (37.8%).

Anticipated Impact(s) of these Activities:

- Improved health outcomes for patients
- Decrease in number of readmissions
- Lower overall patient costs
- Improved financial strength of BHC

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

- Observe trends in QI measures
- Track inpatient readmissions

Measure of Success: BHC will develop a QI strategy and will begin implementation by September 2013.

Goal 4: Develop a quality management system to ensure that patients receive consistent high-quality care.

Strategy 4.2: Continue current quality management work.

Health Issue Addressed: Broadwater Health Center recently reopened and continues to work towards full capacity. The facility will need to focus on high-quality outcomes to stay financially viable. Survey respondents indicated a need for improved quality of care.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Continue monthly analysis of departmental quality improvement (QI) indicators 	Department Managers	Ongoing	CEO	Mountain-Pacific Quality Health Montana	Resource/financial limitations
<ul style="list-style-type: none"> Continue receiving QI training through the FMBHP grant 	Better Health Improvement Specialist	Ongoing	CEO	FMBHP	Resource/financial limitations
<ul style="list-style-type: none"> Continue to Disseminate QI training lessons to facility staff. 	Better Health Improvement Specialist	Ongoing	CEO	FMBHP	Resource/financial limitations

Needs Being Addressed by this Strategy:

- #1: Most important component of a healthy community: “Access to healthcare and other services” (60%).
- #2: Top two responses for improving the community’s access to healthcare: “More primary care providers” (43.3%), “Improved quality of care” (37.8%).

Anticipated Impact(s) of these Activities:

- Improved health outcomes for patients
- Decrease in number of readmissions
- Lower overall patient costs
- Improved financial strength of BHC

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

- Observe trends in QI measures
- Record QI trainings given to staff and subsequent outcomes

Measure of Success: BHC will continually work achieve its QI goals among the departments..

Goal 5: Become a financially viable hospital which will ensure healthcare access to the community.

Strategy 5.1: Develop a comprehensive plan for securing public and private funding to increase BHC’s endowment levels.

Health Issue Addressed: Broadwater Health Center recently reopened and is working towards operating at full capacity. Survey respondents clearly indicated their concern with access to healthcare and the facility is working diligently to ensure its financial viability so that it may continue providing services to the local community.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
• Continue ongoing fundraising activities	Fundraising Committee	Ongoing	CEO	BHC Auxiliary, Rotary	Resource/financial limitations
• Develop fundraising ‘strike teams’ which can focus on approaching specific organizations/individuals for donations	Foundation Fundraising Committee	ongoing	CEO		Resource/financial limitations
• Focus on grant-writing activities	Administrator	on-going	CEO		Resource/financial limitations
• Gain support from the county government to leverage local funds for grants	CEO	ongoing	Board		Resource/financial limitations
• Increase funding for providers and other services through fundraisers	CEO	on-going	Board		Resource/financial limitations

Needs Being Addressed by this Strategy:

- #1: Most important component of a healthy community: “Access to healthcare and other services” (60%).

Anticipated Impact(s) of these Activities:

- Improved financial strength of BHC
- Build positive relationships between BHC and community
- Increased awareness of services available may lead to an improvement in access

Strategy 5.1 continued...

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

- Track endowment as a result of donations
- Track incoming funds (from grant-writing activities)

Measure of Success: BHC Foundation will double its endowment to \$5 million by 2017.

Goal 5: Become a financially viable hospital which will ensure healthcare access to the community.

Strategy 5.2: Fully develop the patient assistance program in order to assist those who cannot afford to pay for BHC's healthcare services.

Health Issue Addressed: Broadwater Health Center recently reopened and is working towards operating at full capacity. Survey respondents clearly indicated their concern with access to healthcare and the facility is working diligently to ensure its financial viability so that it may continue providing services to the local community.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Create applications and policies regarding financial assistance 	CFO	on-going	CEO		New changing health care rules.
<ul style="list-style-type: none"> Develop a community education strategy to improve awareness of financial assistance available 	CFO	on-going	CEO	BHIS	New changing health care rules

Needs Being Addressed by this Strategy:

- #1: Most important component of a healthy community: "Access to healthcare and other services" (60%).
- #5: 26.7% of respondents reported that they or a member of their household thought they needed healthcare services but did not get it or had to delay getting it.
 - "It costs too much" (45.8%) was the most frequently selected option by the survey respondents who indicated needing to delay receiving healthcare.
- #6: Respondents indicated that they were either unaware (25%) or unsure (8.9%) of programs which help people pay for healthcare bills.

Anticipated Impact(s) of these Activities:

- Increased awareness of services may lead to an improvement in access
- Build positive relationships between BHC and the community
- Improved health outcomes

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

- Track utilization of financial assistance program

Measure of Success: BHC developed a financial assistance program that serves all qualified patients, February 2014.

Goal 5: Become a financially viable hospital which will ensure healthcare access to the community.

Strategy 5.3: Increase service offerings based on demand in the community.

Health Issue Addressed: Broadwater Health Center recently reopened and is working towards operating at full capacity. Survey respondents clearly indicated their concern with access to healthcare and the facility is working diligently to ensure its financial viability so that it may continue providing services to the local community.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
• Add radiology (CT) services	CEO	May 2014	Board	Big Sky Radiology, Helena Imaging	Resource/financial limitations
• Add physical therapy (PT)/(OT) and speech therapy services	CEO	March 2014	Board		Resource/financial limitations
• Develop a marketing plan to raise awareness of these services	Marketing	Ongoing	CEO		Resource/financial limitations

Needs Being Addressed by this Strategy:

- #1: Most important component of a healthy community: “Access to healthcare and other services” (60%).
- #7: Respondents indicated a desire for “Mammography” (23.3%) and “MRI” (20%) to be available locally.

Anticipated Impact(s) of these Activities:

- Increased awareness of services may lead to an improvement in access
- Build positive relationships between BHC and the community
- Community members’ travel for healthcare services will be reduced
- Improved health outcomes

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

- Track utilization of new services
- Track effectiveness of marketing plan in raising awareness of new services

Measure of Success: BHC will experience 20% increase in patient load as a result of newly added services by December 2014.

Needs Not Addressed and Justification

Identified health needs unable to address by Broadwater Health Center	Rationale
<p>“Transportation assistance” (23.9%) was the third-most selected option regarding improvement for the community’s access to healthcare.</p>	<ul style="list-style-type: none"> • Transportation via a bus service is available to the community. BHC does not have the financial resources required to market this service and there may be other organizations in the community that are better suited to raising awareness of this service.
<p>26.7% of respondents reported that they or a member of their household thought they needed healthcare services but did not get it or had to delay getting it.</p> <ul style="list-style-type: none"> • “Office wasn’t open when I could go” (27.1%) was the second-most selected option by the survey respondents who indicated needing to delay receiving healthcare. 	<ul style="list-style-type: none"> • BHC offers a clinic during the week; however, the current fiscal situation would not allow the facility to offer an after-hours clinic to the community at this time.
<p>Survey respondents indicated that “Ophthalmology (eye doctor)” (23.3%) was one of the most needed services to be available locally.</p>	<ul style="list-style-type: none"> • Broadwater Health Center does not have the financial resources or space to provide ophthalmology services at this time.
<p>Two of the top three health concerns identified in the assessment: “Alcohol abuse/substance abuse” (65%) and “Cancer” (42.2%).</p>	<ul style="list-style-type: none"> • BHC does not have the financial resources or staff resources to address alcohol or substance abuse issues at this time. The community does have some supports in place; however, the facility would be unable to provide support for these issues due to its current fiscal situation. Also, there may also be other organizations in the community that are better suited to addressing these important issues.

Dissemination of Needs Assessment

Broadwater Health Center disseminated the community health needs assessment (CHNA) and implementation plan by posting both documents conspicuously on the Broadwater Health Center website (www.broadwaterhealthcenter.com) as well as having copies available at the facility should community members request to view the community health needs assessment (CHNA) or the implementation planning documents.

The Steering Committee, which was formed specifically as a result of the CHNA process in order to introduce the community to the assessment process, will be informed of the implementation plan to see the value of their input and time in the CHNA process, as well as how Broadwater Health Center is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Broadwater County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of Broadwater Health Center will be directed to the hospital's website to view the assessment results and the implementation plan. Broadwater Health Center board members approved and adopted the plan on **May 9, 2014**. Board members are encouraged to familiarize themselves with the CHNA report and implementation plan so they can publically promote the facility's plan to influence the community in a beneficial manner.

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