

IMPLEMENTATION PLAN

Addressing Community Health Needs

Wheatland Memorial Healthcare ~ Harlowton, Montana

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The Implementation Planning Process

The implementation planning committee – comprised of lead staff members of Wheatland Memorial Healthcare – participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through the Community Health Services Development (CHSD) Process, a community health assessment. The facility conducted the CHSD Process in conjunction with the Montana Office of Rural Health (MORH).

A Community Health Needs Assessment (CHNA) was performed in the summer of 2013 in order to determine the most important health needs and opportunities for Wheatland County, Montana. “Need” was identified as the top issues or opportunities rated by respondents during the CHNA survey process or in the focus groups (see page 9 for a list of “Needs Identified and Prioritized”). For more information regarding the needs identified, as well as the assessment process/approach/methodology, please refer to the facility’s CHNA, which is posted on the facility’s website (www.wheatlandmemorial.org).

The implementation planning committee identified the most important health needs to be addressed by reviewing the CHNA, secondary data, community demographics, and input from representatives representing the broad interest of the community, including those with public health expertise (see page 8 for additional information regarding input received from community representatives).

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

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

1. Need for specialty services
2. Lack of space for desired services
3. Lack of awareness of local services/resources

In addressing the aforementioned issues, Wheatland Memorial Healthcare seeks to:

- a) Improve access to health care 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

Wheatland Memorial Healthcare’s Mission:

Responsive to the healthcare needs of the communities we serve, Wheatland Memorial Healthcare is dedicated to providing sustainable quality care with respect, compassion and teamwork.

Wheatland Memorial Healthcare’s Vision:

Quality healthcare close to home.

Wheatland Memorial Healthcare’s Values:

- Respect
- Excellence
- Stewardship
- Wholeness
- Response to need

Implementation Planning Committee Members:

1. Mike Zwicker – Chief Executive Officer, Wheatland Memorial Healthcare
2. Jane Moe – Marketing Director, Wheatland Memorial Healthcare
3. Lauri Cooney – Director Of Nursing, Wheatland Memorial Healthcare
4. Peggy Hiner – Human Resources Director, Wheatland Memorial Healthcare

Prioritizing the Community Health Needs

The implementation planning committee completed the following in order 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

Wheatland Memorial Healthcare's Presence in the Community:

- The Community Education Fair involves representatives from the three insurance companies that are included in the Health Insurance Exchange program, along with Medicare and Medicaid representatives, to assist the public in answering questions or to sign up for insurance.
- Wheatland Memorial Healthcare employs a Montana Health Insurance Navigator, a public advisor who helps individuals and small employers compare the health insurance options in the new Marketplace website.
- A Nurse Practitioner (NP) hosts a community "lunch and learn" to provide free mammography education.
- Wheatland Memorial Healthcare's annual health fair provides health activities to the community including: a skin check, lab check, free blood pressure check, Physical Therapy, Hearing Aid Institute, hand washing station, Senior Companion information, nutrition information, Mental Health, Kagen Water, essential oils, and financial health.
- Wheatland Memorial Healthcare sponsors community events such as Chamber of Commerce, 4th Of July Rodeo, Kiwanis, and School Sporting Events.

List of Available Community and Facility Resources to Address Needs

- Al-Anon are weekly group meetings for family and friends of alcoholics.
- Alcoholics Anonymous (AA) is a group meeting that provides support and focuses on awareness for community members affected by alcohol abuse.
- Audiologists from the public health department in Lewistown perform hearing tests for students in the schools.
- Billings Clinic offers resources and support through its organization.
- Harlowton Chamber of Commerce is dedicated to promoting the Harlowton community.
- Harlowton Public Schools are available to provide learning opportunities to students regarding healthy living.

- Central Montana Health Department Lewistown, Montana performs communicable disease activities.
- Montana State University Wheatland County Extension connects the people in the community with research at the university to help them improve their lives.
- Montana NAPA [Nutrition and Physical Activity] assists with health and wellness initiatives involving physical activity, nutrition, and breastfeeding.
- NAMI [National Alliance on Mental Illness] Montana supports, educates, and advocates for Montanans with severe mental illnesses and their families.
- Public Assistance and Child and Family Services are a state office that handles and administers food stamps, Medicaid, and TANF cash programs. The Child and Family services department of the office handles child abuse/neglect cases and investigations, and family services.
- Rocky Mountain Sleep Disorders Center is an accredited sleep disorder facility based in Great Falls, Montana.
- The Mental Health Center of Central Montana Health Department in Lewistown offers a LCPC counselor to provide mental health counseling services in Harlowton twice a month.
- Wheatland County Senior Citizens Center provides programs including meals at the center and delivered to homes, a senior van, health screenings, and a shuttle service to appointments in Billings.
- WIC [Women, Infants, and Children] provides supplemental foods, health care referrals, and nutrition education for low-income pregnant, breastfeeding, and non-breastfeeding postpartum women, and to infants and children up to age five who are found to be at nutritional risk.

Wheatland County Indicators:

Low-Income Persons

- 19% low-income persons (persons below federal poverty level)

Uninsured Persons

- Uninsured adults less than age 65 – 26%
- Uninsured children less than age 18 – data not available by county (data available for some counties)

Primary and Chronic Diseases: Leading Causes of Death

- Heart Disease
- Cancer
- Unintentional Injuries (*External cause of injury often by, but not limited to, drowning, fall, fire/burn, motor vehicle/traffic-related, other transportation-related, poisoning, and suffocation.*)

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

Percent of Population Age 65 and older – 18%

Size of County and Remoteness – 2,010 in Wheatland County; Population Density: 1.4 people per square mile

Nearest Major Hospital – St. Vincent Healthcare in Billings, MT – 91.2 miles from Wheatland Memorial Healthcare

Public Health and Underserved Populations Consultation Summaries

Public Health Consultation [Michelle Foy, Central Montana Health District – May 13, 2013]

- A large need in the area is improving access to dental and mental health services.
- Affordability and availability of healthy food/health choices is important.
- There is a lack of home services such as home health and hospice.

Underserved Population – Young families, underinsured/no insurance [Harlowton Mom's Group – June 25, 2013]

- There needs to be a place where community members can get information about services that are available locally.
- Many people don't know about public assistance-type programs to help pay their health care bills.
- It would be helpful to have information/flyers on when to utilize the ER versus making an appointment at the clinic.
- Harlowton has a growing youth/toddler population in the community. We need to try to branch out services and educational information for that group.
- There is a need for education classes/programs about health and wellness as well as healthy eating and nutrition.

Underserved Population – Senior Citizens [Miriam Simpson, Wheatland Memorial Healthcare – April 15, 2013]

- Our community has a very large aging/elderly population.

Needs Identified and Prioritized

Prioritized Needs to Address

1. The majority (73.1%) of respondents indicated ‘Access to health care and other services’ is the most important thing for a healthy community.
2. 24.4% of survey respondents as well as many focus group attendees indicated ‘More specialists’ would improve the community’s access to health care.
3. 47.7% of survey respondents felt ‘Good jobs and healthy economy’ is most important to a healthy community.
4. 13.7% of respondents indicated a need for ‘Sleep studies’ at Wheatland Memorial Healthcare.
5. Focus group attendees were concerned about the lack of awareness of health services/resources in the community.
6. 18.7% of the population in the south central region of Montana uses tobacco.
7. Heart disease is the leading cause of death in Wheatland County.
8. 39.6% of respondents felt that ‘Overweight/obesity’ is a top health concern in their community.
9. Survey respondents indicated interest in classes/programs including: ‘Fitness’ (32.5%), ‘Weight loss’ (28.4%), ‘Health and wellness’ (21.8%). Focus group participants requested nutrition information and cooking classes.
10. 22.8% of respondents indicated ‘Greater health education services’ improves access to health care.
11. Focus group participants mentioned a need for additional services for the aging population.
12. 15.2% of survey respondents indicated a need for ‘Home health services.’
13. 10.7% of respondents identified a need for mental health services.
14. 61.9% of survey respondents identified ‘Alcohol abuse/substance abuse’ as a top health concern.

Needs Unable to Address

(See page 28 for additional information)

1. ‘Unintentional injuries’ are the third leading cause of death in Wheatland County.
2. Only 28.6% of the county’s population age 24-35 months is up-to-date on their childhood immunizations.
3. 35.2% of respondents indicated they or a member of their household delayed getting health care services. Of those respondents, reasons given were: ‘It costs too much’ (46%), ‘Too long to wait for an appointment’ (23.8%), and ‘No insurance’ (20.6%).
4. The top suggestion to improve the community’s access to health care was ‘More primary care providers’ (33.5%).
5. ‘Cancer’ was named by 47.2% of survey respondents as a top health concern.
6. Focus group participants identified a need for a ‘lactation consultant.’

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 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: Increase access to healthcare by providing additional healthcare-related services to the community.

Strategy 1.1: Provide visiting specialty providers at Wheatland Memorial Healthcare to address health needs.

Activities:

- Finalize contract and credentialing for an onsite pulmonologist to review sleep study results and provide other services once a month
- Finalize contract and credentialing for an onsite internist who will see sleep study patients for follow-up care
- Designate space for each specialist in the clinic
- Market the new specialists that are available via hospital newsletter, newspaper, webpage, and provider education
- Determine the local demand for additional visiting specialists such as dermatology and urology

Strategy 1.2: Open a sleep study lab at Wheatland Memorial Healthcare.

Activities:

- Designate and prepare a space for the sleep lab
- Acquire a Murphy bed
- Meet with medical staff to approve the credentialing of the new internist and pulmonologist as Board Certified Sleep Medicine providers
- Meet with the Board to approve the credentialing of the new internist and pulmonologist as Board Certified Sleep Medicine providers
- Review and finalize the 3-year contract with Rocky Mountain Sleep Disorders Center
- Finalize fee structure in Charge Master
- Market the availability of the new sleep study room via a Berlin sleep questionnaire handout in the hospital newsletter and advertisements in the Billings Gazette
- Educate providers to refer patients to the sleep study

Strategy 1.3: Provide a line of pulmonary services.

Activities:

- Advertise the job opening for a full-time respiratory therapist
- Hire a respiratory therapist to develop a pulmonary service line
- Determine the needs of the new pulmonary service line and provide services and programs like: asthma education, smoking cessation, pulmonary rehabilitation, cardiac rehabilitation
- Market the newly available pulmonary programs/services

Strategy 1.4: Start a weight loss program that provides support from a healthcare provider, healthy meal planning from a dietician, and a fitness regimen through the physical therapy department.

Activities:

- Assemble program buy-in and input from a provider, the dietician, and the physical therapist
- Explore reimbursement rates for weight loss programs
- Determine the needs of the program (i.e. space in the clinic, nutritional menus, progress recording sheets, etc.)
- Market the new weight loss program via Website, Brochures, and advertisements
- Increase provider awareness of the weight loss program
- Begin enrolling participants in the new weight loss program

Strategy 1.5: Investigate home health options in the community.

Activities:

- Determine the demand for home health services in Wheatland Memorial Healthcare's service area
- Explore potential partnerships with home health agencies to provide satellite group home health services in the Harlowton area

Strategy 1.6: Provide an educational program for new moms.

Activities:

- Contact the local public health department and determine services they can provide in partnership with Wheatland Memorial Healthcare
- Partner with the local public health department to provide educational resources
- Determine interest and demand for a one-day education event specifically for new moms (i.e. a lunch and learn, guest speakers, etc.)
- Market the availability of each new program

Goal 2: Plan an expansion of Wheatland Memorial Healthcare to accommodate community needs.

Strategy 2.1: Develop a plan to optimize space for potential healthcare services, including: expanded physical therapy department, fitness center, assisted living, etc.

Activities:

- Determine the feasibility of the architectural plans already developed
- Hold a Board meeting to gain support for the building expansion to be completed in the next three years
- Explore funding options
- Develop committees to maximize staff participation, create workflows, and gain input for potential expansion plans

Strategy 2.2: Determine the feasibility of adding an assisted living facility to the plan for expansion.

Activities:

- Examine regulations and licensing requirements for assisted living
- Determine the number of beds that would be feasible to fulfill the community's needs
- Explore reimbursement rates for assisted living
- Plan staffing responsibilities for the new assisted living

Goal 3: Enhance awareness of existing community health services.

Strategy 3.1: Provide assistance with marketing and advertising for partner organizations in the community.

Activities:

- Increase advertisements for the room available for NAMI [National Alliance on Mental Illness]
- Help advertise counseling services available in the community especially for substance abuse counseling

Implementation Plan Grid

Goal 1: Increase access to healthcare by providing additional healthcare-related services to the community.

Strategy 1.1: Provide visiting specialty providers at Wheatland Memorial Healthcare to address health needs.

Health Issue Addressed: Access to an optimal level of health care services is often limited in rural communities. Exploring options for additional specialty services, providing education opportunities and increasing awareness of the services that are available will allow Wheatland Memorial Healthcare to help community members access local care and services.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|---|---------------------|---------------|----------------|---------------------------------------|--------------------|
| <ul style="list-style-type: none"> Finalize contract and credentialing for an onsite pulmonologist to review sleep study results and provide other services once a month | Quality Improvement | January 2014 | CEO | Rocky Mountain Sleep Disorders Center | |
| <ul style="list-style-type: none"> Finalize contract and credentialing for an onsite internist who will see sleep study patients for follow-up care | QI | January 2014 | CEO | Rocky Mountain Sleep Disorders Center | |
| <ul style="list-style-type: none"> Designate space for each specialist in the clinic | CEO | October 2013 | CEO | | |
| <ul style="list-style-type: none"> Market the new specialists that are available via hospital newsletter, newspaper, webpage, and provider education | Marketing | November 2013 | CEO | | |
| <ul style="list-style-type: none"> Determine the local demand for additional visiting specialists such as dermatology and urology | CEO | July 2014 | Board | Potentially, Billings Clinic | |

Needs Being Addressed by this Strategy:

- #1: The majority (73.1%) of respondents indicated ‘Access to health care and other services’ is the most important thing for a healthy community.
- #2: 24.4% of survey respondents as well as many focus group attendees indicated ‘More specialists’ would improve the community’s access to health care.

Strategy 1.1 continued...

- #3: 47.7% of survey respondents felt 'Good jobs and healthy economy' is most important to a healthy community.
- #4: 13.7% of respondents indicated a need for 'Sleep studies' at Wheatland Memorial Healthcare.
- #5: Focus group attendees were concerned about the lack of awareness of health services/resources in the community.

Anticipated Impact(s) of these Activities:

- Reduced need to travel out of Harlowton for health services
- More local residents utilize specialized health services in Harlowton
- Increased access to health care services
- Increased awareness of local services

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

- Track utilization rates and no-show rates for each specialty

Measure of Success: Wheatland Memorial Healthcare signed contracts with specialists by December 2014.

Goal 1: Increase access to healthcare by providing additional healthcare-related services to the community.

Strategy 1.2: Open a sleep study lab at Wheatland Memorial Healthcare.

Health Issue Addressed: Access to an optimal level of health care services is often limited in rural communities. Exploring options for additional specialty services, providing education opportunities and increasing awareness of the services that are available will allow Wheatland Memorial Healthcare to help community members access local care and services.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|--|----------------|---------------|----------------|---------------------------------------|--------------------|
| <ul style="list-style-type: none"> Designate and prepare a space for the sleep lab | Marketing | October 2013 | CEO | | |
| <ul style="list-style-type: none"> Acquire a Murphy bed | Marketing | October 2013 | CEO | | |
| <ul style="list-style-type: none"> Meet with medical staff to approve the credentialing of the new internist and pulmonologist as Board Certified Sleep Medicine providers | CEO | October 2013 | Medical Staff | Rocky Mountain Sleep Disorders Center | |
| <ul style="list-style-type: none"> Meet with the Board to approve the credentialing of the new internist and pulmonologist as Board Certified Sleep Medicine providers | CEO | October 2013 | Board | | |
| <ul style="list-style-type: none"> Review and finalize the 3-year contract with Rocky Mountain Sleep Disorders Center | CEO | December 2013 | Board | Rocky Mountain Sleep Disorders Center | |
| <ul style="list-style-type: none"> Finalize fee structure in Charge Master | CFO | October 2013 | CEO | | |
| <ul style="list-style-type: none"> Market the availability of the new sleep study room via a Berlin sleep questionnaire handout in the hospital newsletter and advertisements in the Billings Gazette | Marketing | October 2013 | CEO | Billings Gazette | |

| | | | | | |
|--|------------------------------------|---------------------|------------|--|--|
| <p><i>Strategy 1.2 continued...</i></p> <ul style="list-style-type: none"> Educate providers to refer patients to the sleep study | <p>Pulmonologist and Internist</p> | <p>October 2013</p> | <p>CEO</p> | | |
| <p>Needs Being Addressed by this Strategy:</p> <ul style="list-style-type: none"> #1: The majority (73.1%) of respondents indicated ‘Access to health care and other services’ is the most important thing for a healthy community. #2: 24.4% of survey respondents as well as many focus group attendees indicated ‘More specialists’ would improve the community’s access to health care. #3: 47.7% of survey respondents felt ‘Good jobs and healthy economy’ is most important to a healthy community. #4: 13.7% of respondents indicated a need for ‘Sleep studies’ at Wheatland Memorial Healthcare. #5: Focus group attendees were concerned about the lack of awareness of health services/resources in the community. | | | | | |
| <p>Anticipated Impact(s) of these Activities:</p> <ul style="list-style-type: none"> Reduced need to travel out of Harlowton for health services Increased awareness of local services | | | | | |
| <p>Plan to Evaluate Anticipated Impact(s) of these Activities:</p> <ul style="list-style-type: none"> Track the number of referrals made to the sleep lab, then monitor number of sleep study participants on a monthly basis. | | | | | |
| <p>Measure of Success: Wheatland Memorial Healthcare opens the sleep study lab by January 1, 2014.</p> | | | | | |

Goal 1: Increase access to healthcare by providing additional healthcare-related services to the community.

Strategy 1.3: Provide a line of pulmonary services.

Health Issue Addressed: Access to an optimal level of health care services is often limited in rural communities. Exploring options for additional specialty services, providing education opportunities and increasing awareness of the services that are available will allow Wheatland Memorial Healthcare to help community members access local care and services. Heart disease is the leading cause of death in Wheatland County. 18.7% of the South Central region of Montana uses tobacco.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|---|-----------------------|--------------|----------------|----------|--------------------|
| <ul style="list-style-type: none"> Advertise the job opening for a full-time respiratory therapist | Human Resources | Ongoing | CEO | 3rNet | |
| <ul style="list-style-type: none"> Hire a respiratory therapist to develop a pulmonary service line | Human Resources | April 2014 | CEO | | |
| <ul style="list-style-type: none"> Determine the needs of the new pulmonary service line and provide services and programs like: asthma education, smoking cessation, pulmonary rehabilitation, cardiac rehabilitation | Respiratory Therapist | Pending hire | CEO | | |
| <ul style="list-style-type: none"> Market the newly available pulmonary programs/services | Marketing | Pending hire | CEO | | |

Needs Being Addressed by this Strategy:

- #1: The majority (73.1%) of respondents indicated ‘Access to health care and other services’ is the most important thing for a healthy community.
- #2: 24.4% of survey respondents as well as many focus group attendees indicated ‘More specialists’ would improve the community’s access to health care.
- #3: 47.7% of survey respondents felt ‘Good jobs and healthy economy’ is most important to a healthy community.
- #5: Focus group attendees were concerned about the lack of awareness of health services/resources in the community.
- #6: 18.7% of the population in the south central region of Montana uses tobacco.
- #7: Heart disease is the leading cause of death in Wheatland County.

Strategy 1.3 continued...

Anticipated Impact(s) of these Activities:

- More local residents utilize specialized health services in Harlowton
- Local community members have access to pulmonary services
- Increased awareness of local services

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

- Monitor the number of participants in each new pulmonary program

Measure of Success: Wheatland Memorial Healthcare hires a respiratory therapist by December 31, 2016.

Goal 1: Increase access to healthcare by providing additional healthcare-related services to the community.

Strategy 1.4: Start a weight loss program that provides support from a healthcare provider, healthy meal planning from a dietician, and a fitness regimen through the physical therapy department.

Health Issue Addressed: 24.2% of the South Central region of Montana are obese and another 38.3% are overweight.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|---|--------------------------------------|----------------|----------------|----------|--------------------|
| <ul style="list-style-type: none"> Assemble program buy-in and input from a provider, the dietician, and the physical therapist | CEO | November 2013 | Board | | |
| <ul style="list-style-type: none"> Explore reimbursement rates for weight loss programs | CFO | June 2014 | CEO | | |
| <ul style="list-style-type: none"> Determine the needs of the program (i.e. space in the clinic, nutritional menus, progress recording sheets, etc.) | Marketing | August 2014 | CEO | | |
| <ul style="list-style-type: none"> Market the new weight loss program via Website, Brochures, and advertisements | Marketing | December 2014 | CEO | | |
| <ul style="list-style-type: none"> Increase provider awareness of the weight loss program | Providers | August 2014 | CEO | | |
| <ul style="list-style-type: none"> Begin enrolling participants in the new weight loss program | Provider, Dietician, Phys. Therapist | September 2014 | CEO | | |

Needs Being Addressed by this Strategy:

- #1: The majority (73.1%) of respondents indicated ‘Access to health care and other services’ is the most important thing for a healthy community.
- #5: Focus group attendees were concerned about the lack of awareness of health services/resources in the community.
- #8: 39.6% of respondents felt that ‘Overweight/obesity’ is a top health concern in their community.
- #9: Survey respondents indicated interest in classes/programs including: ‘Fitness’ (32.5%), ‘Weight loss’ (28.4%), ‘Health and wellness’ (21.8%). Focus group participants requested nutrition information and cooking classes.

Strategy 1.4 continued...

- #10: 22.8% of respondents indicated ‘Greater health education services’ improves access to health care.

Anticipated Impact(s) of these Activities:

- Participants learn healthy behaviors such as healthy eating and physical activity
- Program participants lose weight

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

- Determine demand for the program based on provider referrals and patient inquiries
- Weigh participants before and after the program to track weight loss
- Conduct follow-up to determine if participants maintain their new weight after completing the program

Measure of Success: Wheatland Memorial Healthcare enrolls 6 participants in the new weight loss program by January 2015.

Goal 1: Increase access to healthcare by providing additional healthcare-related services to the community.

Strategy 1.5: Investigate home health options in the community.

Health Issue Addressed: Aging populations are particularly common in rural states like Montana. As the population ages, there is higher demand for services to address the needs of older adults such as home care. In 2010, 18% of Wheatland County’s population was age 65 or older.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|--|--------------------|--------------|----------------|----------|--------------------|
| <ul style="list-style-type: none"> Determine the demand for home health services in Wheatland Memorial Healthcare’s service area | Nurse Practitioner | October 2014 | CEO | | |
| <ul style="list-style-type: none"> Explore potential partnerships with home health agencies to provide satellite group home health services in the Harlowton area | Nurse Practitioner | October 2014 | CEO | | |

Needs Being Addressed by this Strategy:

- #1: The majority (73.1%) of respondents indicated ‘Access to health care and other services’ is the most important thing for a healthy community.
- #11: Focus group participants mentioned a need for additional services for the aging population.
- #12: 15.2% of survey respondents indicated a need for ‘Home health services.’

Anticipated Impact(s) of these Activities:

- Partnership allows for senior citizens to receive basic nursing care in their homes
- Senior citizens would have more options to continue to live in the community

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

- Determine the number of people in Harlowton’s service area who would qualify for home health services

Measure of Success: Wheatland Memorial Healthcare identifies potential home health service partnerships in the area.

Goal 1: Increase access to healthcare by providing additional healthcare-related services to the community.

Strategy 1.6: Provide an educational program for new moms.

Health Issue Addressed: Access to an optimal level of health care services is often limited in rural communities. Exploring options for additional specialty services, providing education opportunities and increasing awareness of the services that are available will allow Wheatland Memorial Healthcare to help community members access local care and services.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|--|----------------|---------------|----------------|--|--------------------|
| <ul style="list-style-type: none"> Contact the local public health department and determine services they can provide in partnership with Wheatland Memorial Healthcare | Marketing | December 2013 | CEO | Central Montana Health Department | |
| <ul style="list-style-type: none"> Partner with the local public health department to provide educational resources | Marketing | January 2014 | CEO | Central Montana Health Department | |
| <ul style="list-style-type: none"> Determine interest and demand for a one-day education event specifically for new moms (i.e. a lunch and learn, guest speakers, etc.) | Marketing | January 2014 | CEO | Montana NAPA [Nutrition and Physical Activity] | |
| <ul style="list-style-type: none"> Market the availability of each new program | Marketing | April 2014 | CEO | | |

Needs Being Addressed by this Strategy:

- #1: The majority (73.1%) of respondents indicated ‘Access to health care and other services’ is the most important thing for a healthy community.
- #2: 24.4% of survey respondents as well as many focus group attendees indicated ‘More specialists’ would improve the community’s access to health care.
- #3: 47.7% of survey respondents felt ‘Good jobs and healthy economy’ is most important to a healthy community.
- #5: Focus group attendees were concerned about the lack of awareness of health services/resources in the community.
- #10: 22.8% of respondents indicated ‘Greater health education services’ improves access to health care.

Strategy 1.6 continued...

Anticipated Impact(s) of these Activities:

- Increased number of services available to new moms
- Increased awareness of local services available

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

- Track the number of people who utilize lactation consultant services
- Monitor participation in educational programs

Measure of Success: Wheatland Memorial Healthcare partners with *Central Montana Health Department and Montana NAPA* by July 2014.

Goal 2: Plan an expansion of Wheatland Memorial Healthcare to accommodate community needs.

Strategy 2.1: Develop a plan to optimize space for potential healthcare services, including: expanded physical therapy department, fitness center, assisted living, etc.

Health Issue Addressed: Access to an optimal level of health care services is limited by the facility and space available. Exploring options for building expansion allows Wheatland Memorial Healthcare to provide services to meet the needs of community members.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|--|-----------------|--------------|----------------|------------------|--------------------|
| <ul style="list-style-type: none"> Determine the feasibility of the architectural plans already developed | Human Resources | October 2013 | CEO | | |
| <ul style="list-style-type: none"> Hold a Board meeting to gain support for the building expansion to be completed in the next three years | CEO | March 2014 | Board | | |
| <ul style="list-style-type: none"> Explore funding options | CFO | January 2014 | Board | Triangle US Bank | |
| <ul style="list-style-type: none"> Develop committees to maximize staff participation, create workflows, and gain input for potential expansion plans | CEO | April 2014 | Board | | |

Needs Being Addressed by this Strategy:

- #1: The majority (73.1%) of respondents indicated ‘Access to health care and other services’ is the most important thing for a healthy community.
- #2: 24.4% of survey respondents as well as many focus group attendees indicated ‘More specialists’ would improve the community’s access to health care.
- #3: 47.7% of survey respondents felt ‘Good jobs and healthy economy’ is most important to a healthy community.
- #4: 13.7% of respondents indicated a need for ‘Sleep studies’ at Wheatland Memorial Healthcare.
- #9: Survey respondents indicated interest in classes/programs including: ‘Fitness’ (32.5%), ‘Weight loss’ (28.4%), ‘Health and wellness’ (21.8%). Focus group participants requested nutrition information and cooking classes.
- #11: Focus group participants mentioned a need for additional services for the aging population.

Strategy 2.1 continued...

Anticipated Impact(s) of these Activities:

- Increased engagement with community members and staff

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

- Determine community member support for the expansion initiative

Measure of Success: Wheatland Memorial Healthcare develops a master plan for expansion of the hospital by December 31, 2016.

Goal 2: Plan an expansion of Wheatland Memorial Healthcare to accommodate community needs.

Strategy 2.2: Determine the feasibility of adding an assisted living facility to the plan for expansion.

Health Issue Addressed: Access to an optimal level of health care services is limited by the facility and space available. Exploring options for building expansion allows Wheatland Memorial Healthcare to provide services to meet the needs of community members.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|--|---------------------|--------------|----------------|----------|--------------------|
| <ul style="list-style-type: none"> Examine regulations and licensing requirements for assisted living | CEO | July2014 | Board | | |
| <ul style="list-style-type: none"> Determine the number of beds that would be feasible to fulfill the community's needs | CFO | July2014 | Board | | |
| <ul style="list-style-type: none"> Explore reimbursement rates for assisted living | CFO | March 2014 | Board | | |
| <ul style="list-style-type: none"> Plan staffing responsibilities for the new assisted living | Director of Nursing | October 2016 | CEO | | |

Needs Being Addressed by this Strategy:

- #1: The majority (73.1%) of respondents indicated 'Access to health care and other services' is the most important thing for a healthy community.
- #3: 47.7% of survey respondents felt 'Good jobs and healthy economy' is most important to a healthy community.
- #11: Focus group participants mentioned a need for additional services for the aging population.

Anticipated Impact(s) of these Activities:

- Increased engagement with community members and staff
- Increased access to health care services
- Better understanding of the needs of senior citizens in the community

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

- Determine community member support for the expansion initiative

Measure of Success: Wheatland Memorial Healthcare adds a plan for an assisted living center to the master expansion plan.

Goal 3: Enhance awareness of existing community health services.

Strategy 3.1: Provide assistance with marketing and advertising for partner organizations in the community.

Health Issue Addressed: A major challenge in rural areas is sustaining health services and improving awareness of existing resources and programs. Many organizations in rural areas do not have the resources to market their services.

| Activities | Responsibility | Timeline | Final Approval | Partners | Potential Barriers |
|---|----------------|---------------|----------------|----------|--------------------|
| <ul style="list-style-type: none"> Increase advertisements for the room available for NAMI [National Alliance on Mental Illness] | Marketing | November 2013 | CEO | NAMI | |
| <ul style="list-style-type: none"> Help advertise counseling services available in the community especially for substance abuse counseling | Marketing | November 2013 | CEO | | |

Needs Being Addressed by this Strategy:

- #1: The majority (73.1%) of respondents indicated ‘Access to health care and other services’ is the most important thing for a healthy community.
- #7: Focus group attendees were concerned about the lack of awareness of health services/resources in the community.
- #10: 22.8% of respondents indicated ‘Greater health education services’ improves access to health care.
- #13: 10.7% of respondents identified a need for mental health services.
- #14: 61.9% of survey respondents identified ‘Alcohol abuse/substance abuse’ as a top health concern.

Anticipated Impact(s) of these Activities:

- An increased number of people receive needed mental health care
- Increased awareness of alcohol and substance abuse programs
- Increased coordination and collaboration with local organizations
- Increased awareness of local services
- Wheatland Memorial Healthcare recognized as a major support of mental health services

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

- Determine if participation rates in programs (such as AA, Al-Anon, or NAMI) increase each year
- Track the number of referrals to alcohol/substance abuse and mental health programs

Measure of Success: Wheatland Memorial Healthcare advertises quarterly for other mental health programs in the community.

Needs Not Addressed and Justification

| Identified health needs unable to address by Wheatland Memorial Healthcare | Rationale |
|--|--|
| ‘Unintentional injuries’ are the third leading cause of death in Wheatland County. | <ul style="list-style-type: none"> This issue is addressed through schools and other local organizations as well as Wheatland Memorial Healthcare. There are opportunities to educate the community about safety through safety classes at the school and bicycle helmet education during the health fair. |
| Only 28.6% of the county’s population age 24-35 months is up-to-date on their childhood immunizations. | <ul style="list-style-type: none"> A large proportion of the community may opt out of childhood immunizations due to religious beliefs and customs. |
| 35.2% of respondents indicated they or a member of their household delayed getting health care services. Of those respondents, reasons given were: ‘It costs too much’ (46%), ‘Too long to wait for an appointment’ (23.8%), and ‘No insurance’ (20.6%). | <ul style="list-style-type: none"> Wheatland Memorial Healthcare is hosting an educational event about the Insurance Exchange to assist the public in answering questions or to sign up for insurance. WMH has also expanded operating hours for the clinic and is working to improve community perception of the availability of health care services at the hospital. |
| The top suggestion to improve the community’s access to health care was ‘More primary care providers’ (33.5%). | <ul style="list-style-type: none"> Wheatland Memorial Healthcare does not have the capacity and the community does not demonstrate enough demand to justify the addition of more primary providers to the hospital staff. |
| ‘Cancer’ was named by 47.2% of survey respondents as a top health concern. | <ul style="list-style-type: none"> At this time, Wheatland Memorial Healthcare does not have the financial capacity to provide oncology services. |
| Focus group participants identified a need for a ‘lactation consultant.’ | <ul style="list-style-type: none"> There is currently not enough demand in Wheatland County to justify hiring a lactation consultant. |

Dissemination of Needs Assessment

Wheatland Memorial Healthcare (WMH) disseminated the community health needs assessment (CHNA) and implementation plan by posting both documents conspicuously on the WMH website (www.wheatlandmemorial.org) 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 WMH is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Wheatland County as the facility seeks to address the health care needs of their community.

Furthermore, the board members of WMH will be directed to the hospital's website to view the assessment results and the implementation plan. WMH board members approved and adopted the plan on **December 19, 2013**. 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.

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