



BOZEMAN HEALTH
DEACONESS HOSPITAL

COMMUNITY BENEFIT
**STRATEGIC
PLAN**
2021-2023

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About Us

Bozeman Health is an independent, locally owned and controlled integrated healthcare delivery system serving an eight-county region in Southwest Montana. As a nonprofit organization, governed by a volunteer community board of directors, Bozeman Health is the largest private employer in Gallatin County, with more than 2,000 employees, including 270 medical providers representing 50 clinical specialties. Bozeman Health includes two hospitals, four urgent care sites (with two more just announced), two primary care and complementary service offering clinics (with two more scheduled to open in 2021), and an independent and assisted living center.

Bozeman Health Deaconess Hospital—the health system’s flagship care site—has been providing care to Southwest Montana for more than 110 years. With 125 licensed beds, Deaconess Hospital is a level three trauma center, is home to the region’s first neonatal intensive care unit, and recently added a three-story patient care tower with a new 20-bed critical care unit to the hospital campus.



SUMMARY

Every three years, in accordance with the requirements established by the Affordable Care Act and in alignment with our identity as a community hospital, Bozeman Health Deaconess Hospital conducts a Community Health Needs Assessment (CHNA). [Our 2020 CHNA](#) was conducted collaboratively, and incorporates data collected from community members and stakeholders, as well as from local, state, and national public health sources.

Our 2020 CHNA illuminated many areas of opportunity. Through a process that included community members, Bozeman Health staff and executive leadership, and the Bozeman Health Deaconess Hospital Board of Directors, we prioritized four areas to guide our community benefit work over the next three years:

**Behavioral
Health**

**Access to
Healthcare**

**Nutrition
& Physical
Activity**

**Injury &
Violence**

Mental health and substance abuse are addressed together under Behavioral Health.

This strategic plan presents a few key ways we intend to address these prioritized needs, and reaffirms Bozeman Health Deaconess Hospital's commitment to improve community health and wellness. The work outlined in this strategy is aligned with and complements our existing, foundational community benefit work – which includes providing subsidized healthcare services, offering financial assistance and charity care, investing in health professionals' education, and administering community grants.

Resources

In 2019, community benefits provided by Bozeman Health totaled \$32 million - representing more than 5% of our annual health system operating expenditures. We anticipate similar annual investments, with similar percentages, in community health improvement during this three year strategic plan. In addition to the resources we will commit to implement the strategies within this plan, we will also make community grants to organizations whose work is aligned with our priority areas. Organizations who demonstrate a commitment to health equity and correcting health disparities, who serve underserved and marginalized communities, and whose work is intersectional will be prioritized in the grant making process.

Commitment to Health Equity

The biggest needs in our community are not felt or experienced equitably. Black, Indigenous, and other people of color (BIPOC), older adults (age 65+), individuals who identify as part of the lesbian, gay, bisexual, transgender or queer (LGBTQ+) community, people with disabilities, folks experiencing homelessness, and individuals with lower incomes all experience health disparities. As we work to implement the strategies in this plan, our grounding intention is to advance health equity, and ensure that all people have access to resources and opportunities that empower them to lead healthy lives.



BEHAVIORAL HEALTH



Goal: Increase the percentage of people who rate their overall mental health favorably.

Strategies

In addition to our clinical and operational efforts – including, among other things, integrated behavioral health services, crisis coverage in our emergency department, and telepsychiatry access – Bozeman Health Deaconess Hospital is committing to the following to address behavioral health:

Strategy 1: Implement Youth Aware of Mental Health (YAM) programming in high schools and middle schools.

Strategy 2: Champion and disseminate community-wide awareness and stigma reduction education efforts.

Impact

Breaking down stigma, offering resources, and encouraging help seeking behavior by implementing community-wide and youth focused education programming will facilitate getting more people into appropriate mental health care and treatment. As we connect people to information and appropriate supports, more people will experience favorable mental health.

Partnership

We will continue to work with a wide array of community organization to address behavioral health - including, among others, Greater Gallatin United Way, Montana State University, Community Health Partners, Western Montana Mental Health, Bozeman School District #7, Gallatin City-County Health Department and The Help Center.

ACCESS TO HEALTHCARE

Goal: Increase the percentage of people who visit a healthcare provider for an annual checkup.

Strategies

In addition to our continued efforts to bring fast, convenient, innovate and affordable care to Southwest Montana, Bozeman Health Deaconess Hospital is committing to the following to increase access to healthcare services:

Strategy 1: Provide free preventative health services through the HealthCare Connections mobile screening program.

Strategy 2: Host and share the Bozeman Health podcast, *All Things Health*.

Impact

Providing quality free health services to our most vulnerable and working to increase health literacy throughout our communities will work together to build self-efficacy and dismantle barriers. As a result, more folks will feel empowered to participate in primary care, and the process of visiting with a provider will feel more accessible.

Partnership

Referrals from Healthcare Connections will continue to include service providers, including Gallatin City – County Health Department, Community Health Partners, Livingston Healthcare, Madison Valley Medical Center, and HRDC, among others. We will highlight, through the podcast, the services and expertise of community organizations working to address identified needs within the priority areas.



NUTRITION & PHYSICAL ACTIVITY



Goal: Increase the percentage of people who meet physical activity recommendations.

Strategies

Consuming a healthful diet and finding opportunities to move each day are critical components of overall health and wellness. In addition to our continued efforts to bolster employee wellness initiatives and facilitate an #OutdoorHealthyLife, Bozeman Health Deaconess Hospital is committing to the following:

Strategy 1: Convene and support the [5210+ Gallatin County](#) Coalition.

Strategy 2: Support GoNoodle access for schools in Park, Madison, and Gallatin Counties.

Impact

Leading and supporting the 5210+ Gallatin County Coalition will encourage healthy behaviors around physical activity, nutrition, and other lifestyle choices. Providing our schools with access to GoNoodle will promote physical activity in the classroom, and facilitate the formation of lifelong healthy habits for youth. Together, these efforts will elevate the importance of prevention in community health improvement.

Partnership

We will continue to expand the 5210+ Gallatin County Coalition partners, which currently include Gallatin Valley Farm to School, Gallatin Valley Land Trust, Montana State University, Gallatin City-County Health Department, Belgrade Community Library, Western Transportation Institute, HRDC, and others. Every middle school in Gallatin, Park and Madison Counties will remain collaborative GoNoodle partners.

INJURY & VIOLENCE

Goal: Decrease the number of adults who experience a fall.

Strategies

Bozeman Health Deaconess Hospital is a Level III Area Trauma Hospital, with the ambition to become a Level II Regional Trauma Center. In addition to the trauma care we provide, we are committing to the following to prevent injury and violence in our communities:

Strategy 1: Provide Stepping On fall prevention trainings.

Strategy 2: Promote the Stop The Bleed campaign.

Strategy 3: Host community events to raise awareness, reduce stigma, provide resources, and promote domestic violence prevention.

Impact

Falls experienced by older adults represent nearly one third of all traumas treated by our emergency department. Partnering to provide education will build our community's capacity to both respond to and prevent injury and violence from occurring.

Partnership

We will work with a wide variety of organizations to ensure our educational efforts have a broad impact. Our partners will include community centers like libraries and senior centers, emergency services like fire departments, school districts, and community-based organizations - including HAVEN, Community Health Partners, and Bridgercare.



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Feedback & Questions

The Bozeman Health Deaconess Hospital 2021-2023 Community Benefit Strategic Plan was approved by the Board of Directors on April 1, 2021. This strategic plan, as well as the 2020 Community Health Needs Assessment (CHNA), is posted at BozemanHealth.org/CHNA.

For questions or feedback, or to request a printed copy of the strategic plan or CHNA, email us at CommunityBenefit@bozemanhealth.org.

APPENDICES

Appendix A: Rational for Lower Prioritized Needs

Several of the CHNA identified needs were not selected as priority areas for Bozeman Health Deaconess Hospital. In order to best impact health outcomes, we focused on prioritizing health issues for which there are existing internal and external resources we can leverage to affect change. Additionally, some of the needs below will be indirectly impacted through our priority areas:

Cancer

- We will focus on preventing some of the root causes of certain cancers by promoting healthy diets and physical activity. Screening for certain cancers will remain a key part of our work to increase access to healthcare.

Diabetes

- We will focus on prevention by promoting healthy diets and physical activity.

Heart disease and stroke

- We will focus on prevention by promoting healthy diets and physical activity.

Oral health

- We've chosen to prioritize resources on higher acuity community needs.

Potentially Disabling Conditions

- Although we aren't directly addressing this need, by focusing on prevention – healthy diets and physical activity– we expect to see some positive impact.

Respiratory Disease

- Our care teams are currently engaged in providing care in this area. We will continually assess and be responsive to opportunities to expand programming and/or outreach.

Sexual health

- Our care teams are currently engaged in providing care in this area. We will continually assess and be responsive to opportunities to expand programming and/or outreach.

Tobacco Use

- We will work to decrease tobacco use through our behavioral health and nutrition & physical activity priority areas.