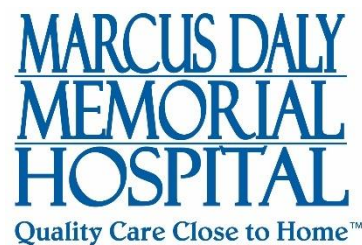


IMPLEMENTATION PLAN

Addressing Community Health Needs



Hamilton, Montana

2021-2024

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Implementation Planning Process

The implementation planning committee – comprised of Marcus Daly Memorial Hospital’s (MDMH) Executive Leadership team– participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through their community health needs assessment (CHNA) process.

The CHSD community health needs assessment was performed in January 2021 to determine the most important health needs and opportunities for Ravalli County, Montana. “Needs” were identified as the top issues or opportunities rated by respondents during the CHSD survey process or during key informant interviews (see page 12 for a list of “Needs Identified and Prioritized”). For more information regarding the needs identified, as well as the assessment process/approach/methodology, please refer to the facility’s assessment report, which is posted on the facility’s website (mdmh.org).

The community steering and implementation planning committees identified the most important health needs to be addressed by reviewing the CHNA, secondary data, community demographics, and input from representatives of the broad interest of the community, including those with public health expertise (see page 10 for additional information regarding input received from community representatives).

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

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

- Behavioral and mental health
- Access to healthcare and resources
- Population health

In addressing the aforementioned issues, MDMH seeks to:

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

Mission: To provide the Bitterroot Valley with quality, accessible, and personalized healthcare.

Vision: The Marcus Daly healthcare team aspires to be a trusted community leader known for exceeding the expectations of those we serve. We promise exceptional care delivered by dedicated, compassionate professionals who take pride in achieving the highest level of satisfaction.

Implementation Planning Committee Members:

- John Bishop- Marcus Daly Memorial Hospital (MDMH), Chief Executive Officer (CEO)
- Becci Conroy- MDMH, Chief Transitional Officer (CTO)
- Troy Hanson- MDMH, Chief Operating Officer (COO)
- Kathy Padilla- MDMH, Chief Nursing Officer (CNO)
- April Weinberger- MDMH, Chief Medical Officer (CMO)
- Brad Kowalski- MDMH, Chief Information Officer (CIO)
- Trevor Lewis- MDMH, Chief Financial Officer (CFO)

Prioritizing the Community Health Needs

The steering and implementation planning committees completed the following to prioritize the community health needs:

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

MDMH's Existing Presence in the Community

Marcus Daly Memorial Hospital currently has a very strong presence in the town of Hamilton and surrounding areas. We are the largest employer in the Bitterroot Valley with over 640 employees and we therefore contribute significantly to the economy of the area. MDMH works interactively with stakeholders throughout the community to ensure the delivery of high quality patient care that meets the needs of our community members. External stakeholder groups including; but not limited to, the Ravalli County Sheriff's Department, Ravalli County Public Health and the Bitterroot Valley Chamber of Commerce. MDMH is also currently working to expand our reach outside of the town of Hamilton and will be developing additional service offerings for our community members in the Stevensville and Darby areas.

List of Available Community Partnerships and Facility Resources to Address Needs

- Public Health
 - The Ravalli County Public Health Department provides support to our community members in numerous ways, including immunization clinics, communicable disease surveillance, emergency preparedness, nursing services, WIC, and community and school health programs, as well as investigation and control of sources of communicable and environmental disease and dangers to the public health.
- Hospitals
 - Marcus Daly Memorial Hospital – 1200 Westwood Drive, Hamilton
- Clinics and Specialty Practices
 - Specialty Clinic – 1150 Westwood Drive, Hamilton

- Pulmonology
- Allergy and Asthma Care
- Nephrology
- Oncology
- Maternal Fetal Medicine
- Lift Plastic Surgery
- Bitterroot Surgical Associates – 215 N. 10th Street, Suites A & B, Hamilton
- Bitterroot Dermatology – 1103 Westwood Drive, Hamilton
- Bitterroot Physicians Clinic – 1200 Westwood Drive, Hamilton
- Bitterroot Pain Management – 1103 Westwood Drive, Hamilton
- Bitterroot Orthopedics and Sports Medicine – 1200 Westwood Drive, Hamilton
- Bitterroot Valley Eye Associates – 300 North 10th Street, Hamilton
- Family Medicine Center of the Bitterroot – 330 North 10th Street, Hamilton
- Bitterroot Foot & Ankle Clinic – 330 North 10th Street, Hamilton
- Rocky Mountain Neurosurgery Center – 1190 Westwood Drive, Hamilton
- Valley View Estates Health & Rehabilitation – 225 North 8th Street, Hamilton
- Ravalli Family Medicine – 411 West Main Street, Hamilton
- Ravalli Orthopedics and Sports Medicine – 312 Fairgrounds Road, Hamilton
- Stevensville Community Medical Center – 3800 Eastside Highway, Stevensville
- Providence Lifespan Family Medicine – 715 South Main Street, Ste. A, Stevensville
- Bitterroot Cosmetic & Reconstructive Surgery – 715 Main Street, Stevensville
- Storybrook Medicine – 400 Main Street, Stevensville
- Guardian Healthcare Centers – 39 Stevi Cutoff Road, Stevensville
- Bitterroot Physicians Clinic North – 2386 Highway 93 North, Victor
- Bitterroot Physicians Clinic South – 3334 DVN Lane, Darby
- Corvallis Family Medicine – 1037 Main Street, Corvallis
- Bitterroot Valley Urgent Care – 1230 North First Street, Hamilton
- Rocky Mountain Neurosurgery Clinic – 1190 Westwood Drive, Hamilton
- Hamilton OB/GYN – 1200 Westwood Drive, Hamilton
- Sapphire Community Health Clinic – 303 North Third Street, Hamilton
- Convenient Care – 1200 Westwood Drive, Hamilton

- International Heart Institute – 1200 Westwood Drive, Hamilton
- Surgical Arts Center – 1201 Westwood Drive, Suite C, Hamilton
- Pharmacies, Medical Equipment, and Senior Support
 - Bitterroot Drug – 211 West Main Street, Hamilton
 - Albertsons Osco Pharmacy – 1313 North 1st Street, Hamilton
 - Walgreens Pharmacy – 901 North 1st Street, Hamilton
 - Healthcare Providers Pharmacy – 1900 North 1st Street, Hamilton
 - Timber Ridge Pharmacy in Super1 – 1131 North 1st Street, Ste. B, Hamilton
 - Family Pharmacy – 3804 Eastside Highway, Stevensville
 - Valley Drug and Variety – 301 Main Street, Stevensville
 - Ridgeway Pharmacy at Super1 – 39 Stevi Cutoff Road, Stevensville
 - Allergy EZ – 122 Indian Prairie Loop, Stevensville
 - Ridgeway Mail Order Pharmacy – 2824 Highway 93, Victor, (406) 642-6040
 - Corvallis Drug – 1029 Main Street, Corvallis
 - Norco Medical – 1001 North First Street, Hamilton
 - Florence Pharmacy – 5549 Old US Highway 93, Florence, (406) 273-6565
 - Express Scripts 844-225-7518
 - Optum Rx 800-791-7658
 - Council on Aging - 406-363-5690
- Substance Abuse and Mental Health Services
 - Riverfront-Western Montana Mental Health –209 North 10th Street, Hamilton
 - (406) 532-8990
 - Riverfront Counseling & Western Montana Addiction Services-
 - (406) 532-9140 or 532-9101
 - Ravalli County West House Crisis Facility– 1404 Westwood Drive, Hamilton
 - (406) 532-8990
 - Sapphire Mental Health- 316 N. 3rd Street, Hamilton (406) 541-0032
 - Bitterroot Valley Education Co-op – PO Box 187, Stevensville – (406) 777-2494
 - Bitterroot Valley Mental Health Local Advisory Council – (406) 363-1311
 - Ravalli County Suicide Prevention Alliance – (406) 360-2708
 - Montana Suicide Prevention Lifeline – (800) 273-8255

- Montana Warm Line – (877) 688-3377
- Montana Crisis Text Line- text “MT” to 741741
- Montana Nurse First Line- (800) 330-7847
- Clinical Psychologist Specialist /Debra Rugiero, PhD – 715 Main Street, Suite C, Stevensville
- Transportation Services
 - The Bitterroot Bus – (406) 363-7484
 - Huckleberry Taxi – (406) 369-3520
 - iRide Vanpool/Carpool – (406) 327-8515
 - Yellow Cab – (406) 543-6644

Ravalli County Indicators

Population Demographics

- 95.8% of Ravalli County's population white, and 0.9% is American Indian or Alaska Native
- 22.4% of Ravalli County's population has disability status
- 25.1% of Ravalli County's population is 65 years and older
- 12.9% of Ravalli County's population has Veteran status
- 30.4% of Ravalli County's population is a High School graduate as their highest degree attained; 23.6% have some college, no degree

Size of County and Remoteness

- 42,512 people in Ravalli County
- 17.7 people per square mile

Socioeconomic Measures

- 17.8% of children live in poverty
- 12.3% of persons are below the federal poverty level
- 13% of adults (age<65) are uninsured; 7% of children less than age 18, are uninsured
- 9.1% of the population is enrolled in Medicaid

Select Health Measures

- 27% of adults are considered obese
- 24% of the adult population report physical inactivity
- Intentional Self-Harm ED visit rate (per 100,000 population) is 257.2 compared to 150.9 for Montana
- 41% of adults living in frontier Montana report two or more chronic conditions
- Ravalli County's suicide rate (per 100,000 population) is 24.9 compared to 22.5 for Montana, and 13.9 for the U.S.

Public Health and Underserved Populations Consultation Summaries

Name/Organization

November 16, 2020

Cathy Orr – Ravalli County Council on Aging
 David Bedey – Montana Legislator, House District 86
 Debbie Sesa-Gantz – Soroptomists
 John Bishop – Chief Executive Officer, Marcus Daly Memorial Hospital
 Becci Conroy – Chief Transitional Officer, Marcus Daly Memorial Hospital
 Jon Konen – Superintendent, Corvallis Public Schools
 Katelyn Andersen – MSU Extension Office, Ravalli County
 Linda Doughty – Community Member
 Chris Farey – Quality Manager at Sapphire Community Health
 Weston Harmon – Bishop, Church of Latter-day Saints
 Allison Dunne – Bitterroot CASA
 Tiffany Webber – Ravalli County Public Health

Public and Community Health

- There is a strong sense of self-reliance in Ravalli County, which may contribute to the lower participation in services.
- Upon first look, the disability status rate was a surprise. However, considering the average age and veteran status of the county, it wasn't as shocking.
- A major behavioral health issue in Ravalli County is intentional self-harm.
- The intentional self-harm ED visit rate is high but not shocking. At one point, Ravalli County had the highest rate of intentional self-harm in the state.
- There is an inordinate amount of outpatient services in the area, but I would be interested to see the differences between rural counties with "adequate" and "inadequate" services.
- Just from reading police blotter reports, it seems like drugs are a persistent problem in Ravalli County. However, the drug use hospitalization rate appears low. Perhaps this is due to the plethora of outpatient services already noted.
- The rate of chronic conditions seems pretty low, which is peculiar given that the county's population is primarily white.
- Ravalli County is unique when it comes to HPSA scores. Since the scores are determined by zip code, it should be mentioned that due to proximity and/or preference, many Ravalli County residents may be seeking care in Missoula County.

- At the moment, COVID-19 is the biggest issue for the community. Whether you believe it or if you think it's a hoax. We are very divided in this community. The mask mandate here is just not happening.
- With the vaccine now available, things are getting a little hectic, and many are trying to get on a list to receive the vaccine.
- We have really very low rates of vaccinations here. There is a large anti-vax presence in the community.
- We have a lot of communicable diseases here, I think, because there have been huge influxes of people coming to the community. We are seeing a lot more sexually transmitted infections like chlamydia and gonorrhea.

Population: Low-Income, Underinsured

- Interestingly, there is a higher than average poverty rate in Ravalli County, yet lower than average enrolled in Medicaid. It makes me wonder what could be done to correct this discrepancy.
- Enrollment in Medicaid may be tied to an issue with transportation. Human Resource Center helps with enrollment, but again perhaps there is a lack of awareness and access.
- There are not good services for low-income in this area. There is a low-income clinic. To try to get a hold of anyone for food stamps, it's hard to get assistance. There are not a lot of programs to help people. It seems like the safe house is full. Often people are given gas money so they can go to Missoula and get services.

Population: Seniors

- Over the last decade, Marcus Daly Memorial Hospital has made a concerted effort to increase the number of medical specialties available.

Population: Youth

- The percentage of children in poverty is concerning.
- All children in Victor and Darby – and potentially Hamilton – have free and reduced school lunch. All other schools that drop below the 50% eligibility have a backpack program to ensure children have meals over the weekends. Most families haven't filled out the application for free and reduced school lunch yet.
- There are a few populations in Ravalli County that refuse to vaccinate. Much of the opposition being tied to religion. It would be interesting to look at the differences in immunization rates by zip codes rather than merely by county.
- It is peculiar that Rocky Mountain Labs is located within Ravalli County, yet there is such opposition to immunizations.
- Immunizations are a constant debate in the county, especially within mom groups.
- There needs to be a lot more education so we can help young people make better, more informed choices.
- I would like to see the public health department spending more time on youth once Covid-19 has been handled.

Needs Identified and Prioritized

Prioritized Needs to Address

1. Top health concerns of survey respondents included “Alcohol/substance abuse” (45.0%), “COVID-19” (32.5%), and “Depression/anxiety/mental illness” (30.5%).
2. Survey respondents indicated that “Access to healthcare services” (45.0%), “Good jobs and a healthy economy” (43.0%), “Affordable housing” (41.5%), and “Healthy behaviors and lifestyles” (25.5%) are components of a health community.
3. 50% of respondents rated their knowledge of health services available at Marcus Daly Memorial Hospital as good and 31% rated as fair.
4. Top suggestions to improve the community's access to health care included “More information about available services” (47.0%), “Payment assistance programs (healthcare expenses)” (46.5%), “More primary care providers” (38.0%), and “More specialists” (35.5%).
5. Key informant interview participants expressed a desire to enhance EMS services in the northern part of Ravalli County.
6. Survey respondents indicated an interest in the following classes or programs: “Fitness” (38.5%), “Health and wellness” (29.5%), and “First aid/CPR” (26.0%)
7. Key informant interview participants indicated the need to adopt preventive health measures and behaviors rather than continually reacting to health threats in the county retroactively.
8. Top suggestions for desired local health services included “Telemedicine” (20.5%), “Cancer treatment and support services” (16.0%), “Mental health services” and “Support groups” (10.5% each).
9. The top preventive services utilized in the last year included: “Dental check” (71.0%), “Health checkup” (67.5%), “Blood pressure check” (65.5%), and “Flu shot/ immunizations” (65.0%).
10. 37% of survey respondents indicated they delayed or did not receive needed healthcare services; reasons for delay included “COVID-19 concerns/barriers” (41.4%), “It cost too much” (38.6%), and “Could not get an appointment,” “My insurance didn’t cover it,” and “No insurance” (18.6% each).
11. 17% of respondents described their mental health in general as fair or poor.
12. 46.7% of respondents described their stress level over the past year as moderate.

13. 43% of survey respondents were negatively affected by their own or someone else's substance abuse issues, including alcohol, prescription, or other drugs.
14. 64.0% of survey respondents felt that there are not adequate and affordable housing options available.
15. Key informant interview participants expressed a concern for low immunization rates in Ravalli County, particularly among children.

Needs Unable to Address

(See page 36 for additional information)

1. During the last year, 5.6% of survey respondents were worried that they would not have enough food to eat.
2. 6.6% of survey respondents indicated that prescription cost had prohibited them from getting a prescription or taking their medication regularly.
3. Intentional Self-Harm ED visit rate (per 100,000 population) is 257.2 compared to 150.9 for Montana.

Executive Summary

The following summary briefly represents the goals and corresponding strategies and activities which the facility will execute to address the prioritized health needs (from page 12). For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section, which begins on page 18.

Goal 1: Enhance access to behavioral and mental health services in Ravalli County.

Strategy 1.1: Improve access to behavioral and mental health services in Ravalli County by implementing an integrated behavioral health model.

- Expand access to behavioral health services available through recruitment of additional behaviorists to be situated within each MDMH primary care clinic location.
- Explore the feasibility of expanding the integrated behavioral health model into MDMH's OB/GYN clinics.

Strategy 1.2: Align behavioral health initiatives and resources in Ravalli County.

- Champion efforts to support the Ravalli County Crisis System with community partners. Explore external funding opportunities that will support the sustainability of the system.
- Explore the expansion of a hospital-based telepsychiatry model through a partnership with a tertiary partner.
- Determine feasibility of expanding MDMH's Pain Clinic services to include substance use disorders (SUDs). Determine a staffing model that will adequately support screening protocol.

Goal 2: Improve access to healthcare and resources in Ravalli County.

Strategy 2.1: Expand access to primary and specialty care services in Ravalli County.

- Improve patient digital health access and management by making scheduling and communication seamless with the MDMH health system. Create a community outreach and education campaign to accompany the system enhancements.
- Expand and sustain access to specialty care services to reduce travel and other burdens associated with accessing care (i.e., ophthalmology, orthopedics, ENT, pain management, etc.).
- Explore the feasibility of partnering and expanding dialysis services in Ravalli County.
- Support infrastructure improvements associated with expanding access to primary care services in Stevensville and Darby. Develop an outreach campaign to educate community members about the new locations and services available in Stevensville and Darby.

Strategy 2.2: Enhance EMS services in Ravalli County.

- Improve EMS access and response times in the northern part of the county by building a new EMS location and relocating the existing ambulance in Stevensville. The new location shall include an improved layout of facility features (i.e., drive-through for ambulances and patients, etc.).
- Sustain support of the EMS system in Ravalli County to ensure residents have access to timely, quality care in emergencies.
- Continue to align the efforts among the EMS and Community Integrated Health (CIH) program to ensure continuity of care for patients. This paramedicine model includes but is not limited to behavioral health well checks, social determinants of health (SDOH) screening, and primary care linkages.

Strategy 2.3: Enhance access to oncology services in Ravalli County.

- Explore workforce and staffing models needed to enable the cancer center to be open five days per week and inherently enhance patient's access.
- Develop an outreach and education campaign to inform Ravalli County of the improved access to oncology services locally.

Goal 3: Advance population health initiatives in Ravalli County.

Strategy 3.1: Engage in opportunities to address SDOH present in the community.

- Implement evidence-based interventions that allow providers to screen for and connect patients to integrated behavioral health services and resources.
- Explore opportunities to engage with the affordable housing conversations and efforts taking place in Ravalli County.

Strategy 3.2: Preserve MDMH's presence in the community as a trusted partner in addressing emergent health issues, such as COVID-19 and lagging childhood vaccination rates.

- Continue supporting COVID-19 testing and vaccination outreach efforts, particularly among local schools.
- Continue partnering with local schools and other community partners to promote COVID-19 vaccination utilization, provide health education related to prevention and mitigation best practices.
- Remain a strong partner in Ravalli County's emergency planning efforts and participating in community Emergency Preparedness Coalition.

Strategy 3.3: Continue MDMH's support of and relationship with area schools.

- Sustain the subsidization of school nurse programs to ensure children have access to timely health resources.
- Continue the subsidization of athletic training programs in local schools to ensure timely identification of emergent needs, orthopedic problems, concussion assessments, etc. before they become more complex issues.
- Support the longevity of local athletes by maintaining the promotion and outreach associated with annual sports physicals.
- Continue furnishing EMS service at local school sports programming as it is a vital component of local school sporting events.
- Continue to provide career shadowing experiences for local high school students interested in pursuing a career in the health sciences.

Strategy 3.4: Enhance MDMH's health promotion and wellness programming in Ravalli County.

- Explore opportunities to expand remote patient monitoring (i.e., vitals, medication adherence, self-monitored blood pressure, etc.). Create outreach and educational materials as appropriate.

- MDMH’s population health team shall continue to champion chronic care management in Ravalli County.
- Explore opportunities to revitalize health and wellness initiatives that were halted due to COVID-19 restrictions (i.e., health fairs, providing space for Alcoholics Anonymous meetings, and community education series, etc.).

Implementation Plan Grid

Goal 1: Enhance access to behavioral and mental health services in Ravalli County.

Strategy 1.1: Improve access to behavioral and mental health services in Ravalli County by implementing an integrated behavioral health model.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Expand access to behavioral health services available through recruitment of additional behaviorists to be situated within each MDMH primary care clinic location.	CMO	2022	CEO	TBD	Resource limitations Workforce limitations
Explore the feasibility of expanding the integrated behavioral health model into MDMH's OB/GYN clinics.	CMO	2022	CEO	TBD	Resource limitations Financial limitations

Needs Being Addressed by this Strategy:

- 1. Top health concerns of survey respondents included "Alcohol/substance abuse" (45.0%), "COVID-19" (32.5%), and "Depression/anxiety/mental illness" (30.5%).
- 2. Survey respondents indicated that "Access to healthcare services" (45.0%), "Good jobs and a healthy economy" (43.0%), "Affordable housing" (41.5%), and "Healthy behaviors and lifestyles" (25.5%) are components of a health community.
- 4. Top suggestions to improve the community's access to health care included "More information about available services" (47.0%), "Payment assistance programs (healthcare expenses)" (46.5%), "More primary care providers" (38.0%), and "More specialists" (35.5%).
- 7. Key informant interview participants indicated the need to adopt preventive health measures and behaviors rather than continually reacting to health threats in the county retroactively.
- 8. Top suggestions for desired local health services included "Telemedicine" (20.5%), "Cancer treatment and support services" (16.0%), "Mental health services" and "Support groups" (10.5% each).
- 11. 17% of respondents described their mental health in general as fair or poor.

Anticipated Impact(s) of these Activities:

- Increase access to mental and behavioral health services.
- Improve mental and behavioral health outcomes.

- Decrease societal stigma associated with accessing mental and behavioral health resources.

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

- Track behavioral health utilization after primary care clinic integration.
- Track progress towards expanding the integrated behavioral health model into MDMH's OB/GYN clinics.
- Track behavioral and mental health access measures in subsequent CHNA.

Measure of Success: MDMH will observe an increase in Ravalli County residents being able to access to behavioral and mental health services.

Goal 1: Enhance access to behavioral and mental health services in Ravalli County.

Strategy 1.2: Align behavioral health initiatives and resources in Ravalli County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Champion efforts to support the Ravalli County Crisis System with community partners. Explore external funding opportunities that will support the sustainability of the system.	CMO	Ongoing	CEO	Various Ravalli County Emergency Management groups	Resource limitations Financial limitations
Explore the expansion of a hospital-based telepsychiatry model through a partnership with a tertiary partner.	CNO and CMO	2022	CEO	TBD	Resource limitations Financial limitations Workforce limitations
Determine feasibility of expanding MDMH's Pain Clinic services to include substance use disorders (SUDs). Determine a staffing model that will adequately support screening protocol.	CMO	2022 – 2023	CEO	TBD	Resource limitations Financial limitations Workforce limitations

Needs Being Addressed by this Strategy:

- 1. Top health concerns of survey respondents included “Alcohol/substance abuse” (45.0%), “COVID-19” (32.5%), and “Depression/anxiety/mental illness” (30.5%).
- 2. Survey respondents indicated that “Access to healthcare services” (45.0%), “Good jobs and a healthy economy” (43.0%), “Affordable housing” (41.5%), and “Healthy behaviors and lifestyles” (25.5%) are components of a health community.
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- 7. Key informant interview participants indicated the need to adopt preventive health measures and behaviors rather than continually reacting to health threats in the county retroactively.
- 8. Top suggestions for desired local health services included “Telemedicine” (20.5%), “Cancer treatment and support services” (16.0%), “Mental health services” and “Support groups” (10.5% each).
- 11. 17% of respondents described their mental health in general as fair or poor.
- 12. 46.7% of respondents described their stress level over the past year as moderate.

- 13. 43% of survey respondents were negatively affected by their own or someone else’s substance abuse issues, including alcohol, prescription, or other drugs.

Anticipated Impact(s) of these Activities:

- Increased access to behavioral health resources and services.
- Improved behavioral and mental health outcomes.
- Decrease societal stigma associated with accessing mental and behavioral health resources.
- Improved access to high quality, coordinated care.
- Effective and efficient behavioral health initiatives.

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

- Track progress towards securing funding for the Ravalli County Crisis System.
- Track mental and behavioral health access measures in subsequent CHNA.

Measure of Success: The alignment of behavioral health initiatives in Ravalli County will reduce redundancies, inherently resulting in effective and efficient resources.

Goal 2: Improve access to healthcare and resources in Ravalli County.

Strategy 2.1: Expand access to primary and specialty care services in Ravalli County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Improve patient digital health access and management by making scheduling and communication seamless with the MDMH health system. Create a community outreach and education campaign to accompany the system enhancements.	CIO and CMO	2021-2022	CEO	Cerner and/or other 3 rd party vendors with digital access capabilities	Resource limitations Financial limitations
Expand and sustain access to specialty care services to reduce travel and other burdens associated with accessing care (i.e., ophthalmology, orthopedics, ENT, pain management, etc.).	CMO	2023	CEO	NA	Resource limitations Financial limitations Scheduling conflicts Workforce limitations
Explore the feasibility of partnering and expanding dialysis services in Ravalli County.	CEO	2022	CEO	TBD	Resource limitations Financial limitations Workforce limitations Reimbursement and/or Regulatory challenges
Support infrastructure improvements associated with expanding access to primary care services in Stevensville and Darby. Develop an outreach campaign to educate community members about the new locations	Executive Team	2021 - 2022	CEO	Various community stakeholder groups	Resource limitations Financial limitations Workforce limitations

and services available in Stevensville and Darby.

Needs Being Addressed by this Strategy:

- 2. Survey respondents indicated that “Access to healthcare services” (45.0%), “Good jobs and a healthy economy” (43.0%), “Affordable housing” (41.5%), and “Healthy behaviors and lifestyles” (25.5%) are components of a health community.
- 3. 50% of respondents rated their knowledge of health services available at Marcus Daly Memorial Hospital as good and 31% rated as fair.
- 4. Top suggestions to improve the community's access to health care included “More information about available services” (47.0%), “Payment assistance programs (healthcare expenses)” (46.5%), “More primary care providers” (38.0%), and “More specialists” (35.5%).
- 8. Top suggestions for desired local health services included “Telemedicine” (20.5%), “Cancer treatment and support services” (16.0%), “Mental health services” and “Support groups” (10.5% each).
- 9. The top preventive services utilized in the last year included: “Dental check” (71.0%), “Health checkup” (67.5%), “Blood pressure check” (65.5%), and “Flu shot/ immunizations” (65.0%).
- 10. 37% of survey respondents indicated they delayed or did not receive needed healthcare services; reasons for delay included “COVID-19 concerns/barriers” (41.4%), “It cost too much” (38.6%), and “Could not get an appointment,” “My insurance didn’t cover it,” and “No insurance” (18.6% each).

Anticipated Impact(s) of these Activities:

- Improved access to primary care services.
- Improved access to high quality, coordinated care.
- Enhanced communication between patients and MDMH health system.
- Improved awareness of primary and specialty care services available in Ravalli County.
- Reduce travel burden associated with accessing health care services.
- Improved health outcomes on subsequent CHNA.

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

- Track engagement with enhanced patient digital access.
- Track the awareness efforts related to the electronic records system enhancements.
- Track the awareness efforts related to the new primary care locations in Stevensville and Darby.
- Track utilization of the expanded primary care services.
- Track progress towards partnering and expanding dialysis services in Ravalli County.

Measure of Success: MDMH will observe an increase in community members utilizing local primary and specialty care services.

Goal 2: Improve access to healthcare and resources in Ravalli County.

Strategy 2.2: Enhance EMS services in Ravalli County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Improve EMS access and response times in the northern part of the county by building a new EMS location and relocating the existing ambulance in Stevensville. The new location shall include an improved layout of facility features (i.e., drive-through for ambulances and patients, etc.).	CNO	2023	CEO	NA	Resource limitations Financial limitations
Sustain support of the EMS system in Ravalli County to ensure residents have access to timely, quality care in emergencies.	CNO	Ongoing	CEO	Ravalli County Firefighters and Law Enforcement	Resource limitations Financial limitations
Continue to align the efforts among the EMS and Community Integrated Health (CIH) program to ensure continuity of care for patients. This paramedicine model includes but is not limited to behavioral health well checks, social determinants of health (SDOH) screening, and primary care linkages.	CNO and CMO	Ongoing	CEO	NA	Resource limitations Financial limitations Workforce limitations

Needs Being Addressed by this Strategy:

- 1. Top health concerns of survey respondents included “Alcohol/substance abuse” (45.0%), “COVID-19” (32.5%), and “Depression/anxiety/mental illness” (30.5%).
- 2. Survey respondents indicated that “Access to healthcare services” (45.0%), “Good jobs and a healthy economy” (43.0%), “Affordable housing” (41.5%), and “Healthy behaviors and lifestyles” (25.5%) are components of a health community.
- 5. Key informant interview participants expressed a desire to enhance EMS services in the northern part of Ravalli County.

- 10. 37% of survey respondents indicated they delayed or did not receive needed healthcare services; reasons for delay included “COVID-19 concerns/barriers” (41.4%), “It cost too much” (38.6%), and “Could not get an appointment,” “My insurance didn’t cover it,” and “No insurance” (18.6% each).
- 11. 17% of respondents described their mental health in general as fair or poor.
- 12. 46.7% of respondents described their stress level over the past year as moderate.

Anticipated Impact(s) of these Activities:

- Resources development.
- Enhanced EMS response in Ravalli County.
- Improve access to high quality, coordinated care.

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

- Track utilization with associated response time post EMS relocation.
- Track utilization EMS service across Ravalli County.
- Track progress of aligning the EMS and Community Integrated Health (CIH).

Measure of Success: The northern part of Ravalli County will experience an improvement in access to EMS services. Ravalli County community members with SDOH that preclude them from seeking adequate care will experience improvement in access to care.

Goal 2: Improve access to healthcare and resources in Ravalli County.

Strategy 2.3: Enhance access to oncology services in Ravalli County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Explore workforce and staffing models needed to enable the cancer center to be open five days per week and inherently enhance patient's access.	CMO	2023	CEO	NA	Resource limitations Financial limitations Scheduling conflicts Workforce limitations
Develop an outreach and education campaign to inform Ravalli County of the improved access to oncology services locally.	CEO	2023	CEO	Various Ravalli County stakeholder individual and groups	Resource limitations Financial limitations

Needs Being Addressed by this Strategy:

- 2. Survey respondents indicated that “Access to healthcare services” (45.0%), “Good jobs and a healthy economy” (43.0%), “Affordable housing” (41.5%), and “Healthy behaviors and lifestyles” (25.5%) are components of a health community.
- 3. 50% of respondents rated their knowledge of health services available at Marcus Daly Memorial Hospital as good and 31% rated as fair.
- 4. Top suggestions to improve the community's access to health care included “More information about available services” (47.0%), “Payment assistance programs (healthcare expenses)” (46.5%), “More primary care providers” (38.0%), and “More specialists” (35.5%).
- 8. Top suggestions for desired local health services included “Telemedicine” (20.5%), “Cancer treatment and support services” (16.0%), “Mental health services” and “Support groups” (10.5% each).

Anticipated Impact(s) of these Activities:

- Enhance access to preventive health screenings.
- Reduce disease burden and improve health outcomes.
- Service, policy, and resources development.
- Improve access to high quality, coordinated care.
- Improve awareness of local oncology services and importance of early detection.

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

- Track the effectiveness of new workforce and staffing model.
- Track utilization of oncology services resulting from outreach and education campaign.
- Track engagement with the outreach and education campaign.

Measure of Success: MDMH will observe an increase in Ravalli County residents accessing oncology services locally.

Goal 3: Advance population health initiatives in Ravalli County.

Strategy 3.1: Engage in opportunities to address SDOH present in the community.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Implement evidence-based interventions that allow providers to screen for and connect patients to integrated behavioral health services and resources.	CMO	Ongoing	CEO	NA	Resource limitations Workforce limitations Financial limitations
Explore opportunities to engage with the affordable housing conversations and efforts taking place in Ravalli County.	CEO	TBD	CEO	Ravalli County Planning Board and various community stakeholders	Resource limitations Scheduling conflicts

Needs Being Addressed by this Strategy:

- 1. Top health concerns of survey respondents included “Alcohol/substance abuse” (45.0%), “COVID-19” (32.5%), and “Depression/anxiety/mental illness” (30.5%).
- 2. Survey respondents indicated that “Access to healthcare services” (45.0%), “Good jobs and a healthy economy” (43.0%), “Affordable housing” (41.5%), and “Healthy behaviors and lifestyles” (25.5%) are components of a health community.
- 7. Key informant interview participants indicated the need to adopt preventive health measures and behaviors rather than continually reacting to health threats in the county retroactively.
- 8. Top suggestions for desired local health services included “Telemedicine” (20.5%), “Cancer treatment and support services” (16.0%), “Mental health services” and “Support groups” (10.5% each).
- 10. 37% of survey respondents indicated they delayed or did not receive needed healthcare services; reasons for delay included “COVID-19 concerns/barriers” (41.4%), “It cost too much” (38.6%), and “Could not get an appointment,” “My insurance didn’t cover it,” and “No insurance” (18.6% each).
- 11. 17% of respondents described their mental health in general as fair or poor.
- 12. 46.7% of respondents described their stress level over the past year as moderate.

- 13. 43% of survey respondents were negatively affected by their own or someone else’s substance abuse issues, including alcohol, prescription, or other drugs.
- 14. 64.0% of survey respondents felt that there are not adequate and affordable housing options available.

Anticipated Impact(s) of these Activities:

- Increased equity in Ravalli County.
- Strengthen community partnerships.
- Build community capacity.
- Service and resources development.
- Enhance access to preventive education and screening.
- Reduce disease burden and improve health outcomes.

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

- Track the implementation of behavioral health screening interventions.
- Track number of patients screened and referred.
- Track utilization of behavioral health services and resources as a result of screening interventions.
- Track progress of affordable housing initiatives in Ravalli County.

Measure of Success: Affordable housing alternatives will improve for Ravalli County community members. MDMH will develop strong relationships with local schools and aid in the promotion of healthy behaviors for adolescents and will also serve as a pipeline for young community members interested in entering health related job fields.

Goal 3: Advance population health initiatives in Ravalli County.

Strategy 3.2: Preserve MDMH's presence in the community as a trusted partner in addressing emergent health issues, such as COVID-19 and lagging childhood vaccination rates.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue supporting COVID-19 testing and vaccination outreach efforts, particularly among local schools.	CMO	Ongoing	CEO	All Ravalli County School Districts	Resource limitations Financial limitations Scheduling conflicts
Continue partnering with local schools and other community partners to promote COVID-19 vaccination utilization, provide health education related to prevention and mitigation best practices.	CMO	Ongoing	CEO	All Ravalli County School Districts and other community partners	Resource limitations Financial limitations Scheduling conflicts
Remain a strong partner in Ravalli County's emergency planning efforts and participating in community Emergency Preparedness Coalition.	CNO	Ongoing	CEO	Ravalli County Emergency Management Team	Resource limitations

Needs Being Addressed by this Strategy:

- 1. Top health concerns of survey respondents included "Alcohol/substance abuse" (45.0%), "COVID-19" (32.5%), and "Depression/anxiety/mental illness" (30.5%).
- 2. Survey respondents indicated that "Access to healthcare services" (45.0%), "Good jobs and a healthy economy" (43.0%), "Affordable housing" (41.5%), and "Healthy behaviors and lifestyles" (25.5%) are components of a health community.
- 3. 50% of respondents rated their knowledge of health services available at Marcus Daly Memorial Hospital as good and 31% rated as fair.
- 4. Top suggestions to improve the community's access to health care included "More information about available services" (47.0%), "Payment assistance programs (healthcare expenses)" (46.5%), "More primary care providers" (38.0%), and "More specialists" (35.5%).
- 7. Key informant interview participants indicated the need to adopt preventive health measures and behaviors rather than continually reacting to health threats in the county retroactively.

- 9. The top preventive services utilized in the last year included: “Dental check” (71.0%), “Health checkup” (67.5%), “Blood pressure check” (65.5%), and “Flu shot/ immunizations” (65.0%).
- 15. Key informant interview participants expressed a concern for low immunization rates in Ravalli County, particularly among children.

Anticipated Impact(s) of these Activities:

- Effective COVID-19 mitigation.
- Decrease vaccine preventable diseases.
- Reduce vaccine hesitancy.
- Improve community knowledge and awareness of COVID-19 mitigation and prevention strategies.
- Strengthen community partnerships.
- Build community capacity.
- Service and resources development
- Increased adoption of healthful behaviors among community members.

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

- Track number of sponsored COVID-19 testing and vaccination events.
- Track utilization of sponsored COVID-19 testing and vaccination efforts.
- Track vaccinations resulting from health education.
- Track MDMH’s engagement in Ravalli County’s emergency planning efforts.

Measure of Success: MDMH will observe an increase in engagement and empowerment among community members regarding their health.

Goal 3: Advance population health initiatives in Ravalli County.

Strategy 3.3: Continue MDMH's support of and relationship with area schools.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Sustain the subsidization of school nurse programs to ensure children have access to timely health resources.	CEO	Ongoing	CEO	Various Ravalli County School Districts	Resource limitations Financial limitations
Continue the subsidization of athletic training programs in local schools to ensure timely identification of emergent needs, orthopedic problems, concussion assessments, etc. before they become more complex issues.	COO	Ongoing	CEO	Hamilton School District	Resource limitations Financial limitations Scheduling conflicts
Support the longevity of local athletes by maintaining the promotion and outreach associated with annual sports physicals.	CMO	Ongoing	CEO	Various local physicians and practices, all Ravalli County School Districts	Resource limitations Financial limitations Scheduling conflicts
Continue furnishing EMS service at local school sports programming as it is a vital component of local school sporting events.	CNO	Ongoing	CEO	Hamilton, Victor, Corvallis and Stevensville School Districts	Resource limitations Financial limitations Scheduling conflicts
Continue to provide career shadowing experiences for local high school students interested in pursuing a career in the health sciences.	CTO	Ongoing	CEO	Various Ravalli County School Districts	Resource limitations Scheduling conflicts Workforce limitations

Needs Being Addressed by this Strategy:

- 2. Survey respondents indicated that “Access to healthcare services” (45.0%), “Good jobs and a healthy economy” (43.0%), “Affordable housing” (41.5%), and “Healthy behaviors and lifestyles” (25.5%) are components of a health community.
- 7. Key informant interview participants indicated the need to adopt preventive health measures and behaviors rather than continually reacting to health threats in the county retroactively.

Anticipated Impact(s) of these Activities:

- Increase access to health education opportunities.
- Strengthen community partnerships.
- Build community capacity.
- Empower local adolescents to pursue a career in health sciences.
- Service and resources development
- Increased adoption of healthful behaviors among adolescents.
- Improved health outcomes.

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

- Track utilization of school nurse program.
- Track utilization of athletic training program.
- Track utilization of EMS at local school sporting events.
- Catalog the career shadowing experiences.
- Conduct a post-shadowing experience interview to gain insight on usefulness of opportunity.

Measure of Success: MDMH will continue a strong relationship with the local schools that promotes healthy behaviors and serves as a pipeline for adolescents entering health-related job fields.

Goal 3: Advance population health initiatives in Ravalli County.

Strategy 3.4: Enhance MDMH’s health promotion and wellness programming in Ravalli County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Explore opportunities to expand remote patient monitoring (i.e., vitals, medication adherence, self-monitored blood pressure, etc.). Create outreach and educational materials as appropriate.	CIO	2022	CEO	Cerner and/or 3 rd party vendors who offer Remote Patient Monitoring software	Resource limitations Financial limitations Scheduling conflicts
MDMH’s population health team shall continue to champion chronic care management in Ravalli County.	COO	Ongoing	CEO	NA	Resource limitations Financial limitations Scheduling conflicts
Explore opportunities to revitalize health and wellness initiatives that were halted due to COVID-19 restrictions (i.e., health fairs, providing space for Alcoholics Anonymous meetings, and community education series, etc.).	CTO	Initiate late 2021	CEO	Local community groups and stakeholders	Resource limitations

Needs Being Addressed by this Strategy:

- 1. Top health concerns of survey respondents included “Alcohol/substance abuse” (45.0%), “COVID-19” (32.5%), and “Depression/anxiety/mental illness” (30.5%).
- 2. Survey respondents indicated that “Access to healthcare services” (45.0%), “Good jobs and a healthy economy” (43.0%), “Affordable housing” (41.5%), and “Healthy behaviors and lifestyles” (25.5%) are components of a health community.
- 3. 50% of respondents rated their knowledge of health services available at Marcus Daly Memorial Hospital as good and 31% rated as fair.
- 4. Top suggestions to improve the community's access to health care included “More information about available services” (47.0%), “Payment assistance programs (healthcare expenses)” (46.5%), “More primary care providers” (38.0%), and “More specialists” (35.5%).

- 6. Survey respondents indicated an interest in the following classes or programs: “Fitness” (38.5%), “Health and wellness” (29.5%), and “First aid/CPR” (26.0%)
- 7. Key informant interview participants indicated the need to adopt preventive health measures and behaviors rather than continually reacting to health threats in the county retroactively.
- 8. Top suggestions for desired local health services included “Telemedicine” (20.5%), “Cancer treatment and support services” (16.0%), “Mental health services” and “Support groups” (10.5% each).

Anticipated Impact(s) of these Activities:

- Increase access to health and wellness opportunities.
- Strengthen community partnerships.
- Build community capacity.
- Service and resources development.
- Increased adoption of healthful behaviors among community members.
- Reduce disease burden and improve health outcomes.

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

- Track number of sponsored health and wellness activities.
- Track attendance at health and wellness activities.
- Track utilization of expanded remote patient monitoring.
- Track engagement with remote patient monitoring resulting from outreach and education efforts.

Measure of Success: MDMH will observe a reinvigorated and sustained utilization of health and wellness opportunities in Ravalli County.

Needs Not Addressed and Justification

Identified health needs unable to address by MDMH	Rationale
1. During the last year, 5.6% of survey respondents were worried that they would not have enough food to eat.	<ul style="list-style-type: none"> MDMH provides monetary and food donations to various local food pantries. However, providing a robust strategy to address food insecurity is outside the scope of our services.
2. 6.6% of survey respondents indicated that prescription cost had prohibited them from getting a prescription or taking their medication regularly.	<ul style="list-style-type: none"> MDMH offers 340B pricing whenever possible to provide patients with lower costs prescription options. However, prescription costs are based heavily on regulatory and other factors that are outside the control of MDMH.
3. Intentional Self-Harm ED visit rate (per 100,000 population) is 257.2 compared to 150.9 for Montana.	<ul style="list-style-type: none"> MDMH is currently partnering with several Ravalli County entities and groups to approach mental health treatment and response as a community. We expect these cooperative activities to positively impact the Intention Self-Harm ED visit rate.

Dissemination of Needs Assessment

Marcus Daly Memorial Hospital “MDMH” disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website (mdmh.org) as well as having copies available at the facility should community members request to view the community health needs assessment or the implementation planning documents.

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

Furthermore, the board members of MDMH will be directed to the hospital’s website to view the complete assessment results and the implementation plan. MDMH board members approved and adopted the plan on **June 22, 2021**. Board members are encouraged to familiarize themselves with the needs assessment report and implementation plan, so they can publicly promote the facility’s plan to influence the community in a beneficial manner.

Written comments on this 2021-2024 Marcus Daly Memorial Hospital Community Benefit Strategic Plan can be submitted to:

Administration
 Marcus Daly Memorial Hospital
 1200 Westwood Drive
 Hamilton, MT 59840

Please contact at 406-375-4408 or angela.bratsch@mdmh.org with questions.