

2019

# IMPLEMENTATION PLAN

## Addressing Community Health Needs

**Sheridan Memorial Hospital Association ~ Plentywood, Montana**

## **2019 CHNA Implementation Plan**

### **Implementation Planning Process**

The implementation planning committee – comprised of Sheridan Memorial Hospital Association’s leadership team and Board– participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through the community health needs assessment (CHNA) process.

The implementation planning committee determined which needs or opportunities could be addressed considering Sheridan Memorial Hospital Association’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

**Sheridan Memorial Hospital Association’s Mission:** Providing quality care to improve the health and well-being of the people and community we serve.

**Sheridan Memorial Hospital Association’s Vision:** Committed to the future healthcare needs of our community. We endeavor to be a leader and innovator in providing reliable, compassionate, comprehensive, high quality, cost effective healthcare services.

**Sheridan Memorial Hospital Association Values:** In pursuit of our mission, we believe the following values are essential. –

- Communication between the facility staff, physicians and community.
- Professionalism in dealing with the public and each other.
- Respect for individual dignity including privacy.
- Collaboration with and through our employees and physicians..
- Integrity to ensure the trust of our community, our staff and our physicians.
- Compassion for our employees, community and those in need

### **Implementation Planning Committee Members:**

- Greg Maurer – CEO, Sheridan Memorial Hospital Association
- Karna Peplinski– Director of Nursing Home Services, Sheridan Memorial Hospital Association
- Kathy Tangedal – Director of Quality Improvement, Sheridan Memorial Hospital Association
- Roxy Kleppen – Director of Human Resources, Sheridan Memorial Hospital Association
- Myrnette Miller – Association Board Trustee and Business Owner
- Nancy Jensen – Association Board Trustee, Glenwood Inc. Board Member and Business Owner

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- Don Benson – Association Board Trustee and Business Owner
- Vern Carda – Regional VP Billings Clinic
- Pat McConnell – Regional Controller Billings Clinic.

### **Notes from Planning Meeting - April 22, 2019**

- Hire a Doctor
  - Organize a campaign to market our need to past community members that have become Physicians about moving back into our community
  - Contact past community members that may have become spouse's to a Physician
  - Promote our Community
  - How long will we continue to look?
- Evaluate Evolving Healthcare Models
  - Home Health vs. VNS (too expensive)
- Primary Care Medical
- Community Health Workers
  - EMT Program
- Up to grade with our productivity
  - (quality – sensitivity)
- Physician Model
- Bring Nurses Home
  - Reduce Travelers by trying to get Nurses in the community that work at other facilities to come back and work in our facility
- Specialists
  - Utilize our Lab and Radiology
  - Fair Market Value for specialists to create revenue
- Chemo Treatments
  - Evaluate
- More PR
  - Monthly information from the CEO
  - Radio Show
  - Articles in the newspaper
- Consumers looking for value

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- Keep volume up with a low cost
- Telehealth
  - Keeps patients in the community
- Strategic Partnerships
  - Provides services in our community
  - Facilities talking to one another
- Building Function
  - Limited functions of older building
  - Telemed location
  - Right size
- Review Services
  - Profitable
- Ramp up post-acute care program
  - Track patients transferred

### **Implementation Plan GOALS**

The following summary briefly represents the goals and corresponding strategies and activities which the facility will execute to address the prioritized health needs. Goals set, based on discussion and review of community information, are as follows:

#### **Goal 1: Improve Patient Access to Care**

##### **Strategy 1.1: Recruit a physician**

Greg

- ✓ Network with Plentywood, Med Lake, Westby, Froid Alumni
- ✓ Evaluate Resident sponsorship

Connie

##### **Strategy 1.2: Recruit Visiting Specialists**

Greg/Kathy

- ✓ Explore opportunities to recruit a visiting podiatrist

##### **Strategy 1.3: Evaluate Chemo Treatment Services**

Linda

- ✓ Discuss satellite opportunity with Cancer Care @ Sidney Health Center.  
Would they mix and let us infuse? Advantage – would not require a hood

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### **Strategy 1.4: Evaluate Evolving Healthcare Delivery Models**

Greg  
Leadership

- ✓ Evaluate the Primary Care Medical Home program

### **Strategy 1.5: Evaluate Clinic Access and Productivity**

Greg

- ✓ Implement a wRVU productivity measure
- ✓ Implement a “next third appointment” access measure

### **Strategy 1.6: Evaluate Strategic Partnerships to Provide Services in our Community**

Greg

- ✓ Evaluate opportunities to co-op with Scobey and Culbertson
- ✓ Evaluate additional opportunities to co-op with Sidney

### **Strategy 1.7: Grow Telehealth Services**

Kathy

- ✓ Develop and Implement an infrastructure plan

## **Goal 2: Improve the Continuity of Care**

### **Strategy 2.1: Increase Employee Engagement in Quality Initiatives**

Kathy  
Leadership

- ✓ Implement Quality Board for all Departments
- ✓ Implement Leadership Rounding of Quality Boards

Kathy

Kathy

### **Strategy 2.2: Promote Patient Satisfaction/Patient Engagement in own health**

Kathy

### **Strategy 2.3: Evaluate Behavioral Health Crisis Stabilization through Tele-psych**

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### **Goal 3: Improve Service Awareness**

**Strategy 3.1: Increase Public Relations Opportunities**

Greg  
Leadership

**Strategy 3.2: Increase Post-Acute Care Utilization**

Linda

- ✓ Track patient transfers for local follow-up
- ✓ Track clinic referrals to surgical services; i.e., to ortho for joint replacement, etc.
- ✓ Request providers give or set up referrals to SWS services at time of consult referral
- ✓ Feature rehab department/SWS program in marketing campaign – newspaper / Facebook. Interview past patients/success stories?

Connie  
Anderson

### **Goal 4: Improve population health of the community**

**Strategy 4.1: Develop a Center for Community Health Coalition**

Greg

**Strategy 4.2: Enhance SMHA outreach and education offerings focused on improving community health and wellness**

Leadership

**Strategy 4.3: Develop a Community Health Worker program**

Greg

**Strategy 4.4: Develop a Community Health EMT program**

Greg/Michael

### **Goal 5: Improve access to mental and behavioral health services in Sheridan County**

**Strategy 5.1: Increase mental and behavioral health training for SMHA staff**

**Strategy 5.2: Improve access to mental and behavioral health services in the community**

- ✓ Participating in Billings Clinic Integrated Behavioral Health program through the Rural Health Clinic

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- ✓ Sponsor training for Community Access to Mental Health First Aid Resources

### **Goal 6: Improve substance abuse outreach and education available in Sheridan County**

#### **Strategy 6.1: Enhance opportunities for substance abuse education in the community**

#### **Dissemination of Assessment**

Sheridan Memorial Hospital Association “SMHA” disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website (<http://www.sheridanmemorial.net/> ) 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. SMHA board members approved the plan on September 5, 2019. Board members are encouraged to familiarize themselves with the needs assessment report and implementation plan so they can publically promote the facility’s plan to influence the community in a beneficial manner.