

IMPLEMENTATION PLAN

Addressing Community Health Needs

Sheridan Memorial Hospital ~ Plentywood, Montana

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The Implementation Planning Process

The hospital CEO and a team of key staff and board members for Sheridan Memorial Hospital (SMH) took part in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities brought up by their community during the Community Health Services Development (CHSD) Process, a community health assessment. Sheridan Memorial Hospital conducted the CHSD in conjunction with the Montana Office of Rural Health (MORH). Through CHSD, the facility conducted a random sample community health survey and a series of focus groups. CHSD also utilized secondary data from the Montana Department of Health and Human Services and MORH. Sheridan Memorial Hospital and MORH staff determined the community served through a market share analysis that highlighted the zip codes from which a majority of community members came to receive care from the facility, as well as internal discussions to determine specific populations which needed to be included in focus groups (i.e. low-income, minority, etc.). MORH staff also provided an intensive review of secondary health data from the Montana Department of Health and Human Services and other reported health data sets. Due to the large geographic size and low population density, obtaining reliable and localized health status indicators for rural communities continues to be a challenge in Montana. As a result, many standard health indices (i.e. chronic disease burden and behavioral health indices) require regional reporting, which may not necessarily reflect the most accurate data for Sheridan County.

The implementation planning process started with identifying needs and opportunities to be addressed. The needs and opportunities identified in this report are taken from Sheridan Memorial Hospital's CHSD Report. CHSD brought forth issues and opportunities utilizing a survey, focus groups, secondary data, demographics, and input from public and "special populations" representatives (please refer to the CHSD report for more information on consultations). "Need" was identified as the top three issues or opportunities rated by respondents for each question on the survey or in the focus groups (see page 9 for a list of "Needs Identified and Prioritized"). The rest of the responses are included in the CHSD report, which is available by request from Sheridan Memorial Hospital. Some questions that were asked on the community assessment survey are not shown under "Needs Identified and Prioritized" because they are considered background or behavior-related information such as demographics or service utilization rates.

The implementation planning process began with Sheridan Memorial Hospital's CEO and other lead staff and board members. The participants reviewed the identified issues and opportunities discovered in the CHSD report and then determined which issues or opportunities could be addressed considering Sheridan Memorial Hospital's parameters of resources and limitations. The team discussed the issues and opportunities that could be addressed through the implementation planning process considering said parameters. Then, they worked together to prioritize these topics to address sixteen issues and opportunities using the additional parameters of: organizational vision, mission, values, relevant mandates, and community partners.

Participants then worked together to develop goal statements to address the prioritized needs. For these goals, the group developed multiple strategies to work towards meeting their goals. The group's top chosen issues were turned into goals with strategies and activities, responsibilities, timelines, and who the responsible party would report to when the strategy was met.

Sheridan Memorial Hospital's Mission:

Providing quality care to improve the health and well-being of the people and community we serve.

Sheridan Memorial Hospital'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's Values:

In pursuit of our mission, we believe the following values are essential.

- ***Concern*** for the well-being and needs of people in our community.
- ***Communication*** between the facility staff, physicians and community.
- ***Professionalism*** in dealing with the public and each other.
- ***Respect*** for individual dignity including privacy.
- ***Appreciation*** for the support of our community.
- ***Charity*** where needed.
- ***Collaboration*** with and through our employees and physicians.
- ***Satisfaction*** from serving others.
- ***Integrity*** to ensure the trust of our community, our staff and our physicians.

Implementation Planning Session Attendees:

- Sandra Christensen – CEO, Sheridan Memorial Hospital
- Connie Anderson, Foundation/Marketing Director, Sheridan Memorial Hospital
- Roberta Kavon – Dietary Manager, Sheridan Memorial Hospital
- Linda Ator – Director of Nursing, Sheridan Memorial Hospital
- Kathy Tangedal – Director of Nursing, Sheridan Memorial Hospital Long Term Care
- Danette Rasmussen – Board member, Sheridan Memorial Hospital
- Dr. Susan Grenz – Physician, Sheridan Memorial Hospital
- Pat Bolles, Lab Director/Compliance Officer, Sheridan Memorial Hospital

Executive Summary

Goal 1: Improve local access to wellness opportunities and health care services by optimizing facility space and recruiting/retaining staff to support community health needs.

Strategy 1.1: Evaluate the need for updated/new facility and space.

Activities:

- Conduct an evaluation of the current facility and review the current plan
- Oversee the development of the facility master plan
- Determine the feasibility of all options for expansion
- Present potential expansion options to the Hospital Board

Strategy 1.2: Recruit and retain qualified staff to maintain the community's access to health care.

Activities:

- Evaluate the current employee compensation model
- Explore hiring staff on a contract basis to provide services in the community and ensure full-utilization of current staff
- Evaluate health insurance plans such as Health Savings Accounts (HSA)
- Host employee focus groups to receive input regarding employee satisfaction and show hospital employees they are greatly valued
- Form a staff committee to engage employees in facility development
- Organize a job fair in the community to recruit qualified, local employees

Strategy 1.3: Develop strategies to improve the community's access to health care.

Activities:

- Appoint a recruiting specialist
- Continue using recruiting services (i.e. headhunter, 3RNet)
- Mail recruitment letters to recent medical student graduates
- Continue providing REACH camps for high school students
- Offer opportunities for job shadowing for students (i.e. nurses, pre-med)
- Promote online schooling and offer the use of telemedicine equipment to nursing students for virtual classes
- Offer lab rotation for Montana State University (MSU) students
- Formalize a process to involve current providers at SMH with the recruitment process
- Explore extending hours of operation for the clinic through the lunch hour

Goal 2: Improve local access to wellness opportunities by providing health education and community outreach activities.

Strategy 2.1: Address the prevalence of diabetes and heart disease in the community by providing additional services and educational programs.

Activities:

- Determine the feasibility of providing cardiac rehab based on space and staff availability
- Explore providing education programs tailored toward preventing heart disease with a focus on fitness and diet
- Assess the need and demand for a diabetes educator
- Explore reestablishing a partnership with Billings Clinic in order to gain access to their diabetes education modules
- Promote one-on-one services for diabetes education through telemedicine

Strategy 2.2: Enhance community education and awareness of health issues and services available in the community.

Activities:

- Explore partnerships with other community resources that could provide services to community members
- Increase hospital's presence at identified community events
- Explore hosting a health fair that focuses on education programs and offer information about EKG screenings, dental care, cancer screenings, as well as provide a "Lumps & Bumps" screening
- Explore promoting telemedicine through an open house to increase awareness of how telemedicine is utilized (pending improvement of the telemedicine room at Sheridan Memorial Hospital)
- Update marketing messages for telemedicine to enhance promotion of the service in the community (i.e. compare to Skype technology)
- Provide internal education to current providers about telemedicine so providers can promote the service to their patients
- Explore a formalized partnership with the local public health department to provide educational programs/opportunities for community members

Strategy 2.3: Pending the expansion of facility space and availability of staff, identify the needs and resources necessary to provide potential specialty services.

Activities:

- Conduct a feasibility study to examine offering chemotherapy services at Sheridan Memorial Hospital or recruit a visiting oncologist
- Perform a feasibility study of providing pre- and post-natal care and incorporate a visiting OB/GYN into service offerings
- Pursue partnerships to recruit a full-time optometrist to the Plentywood area
- Partner with the Sheridan County Extension Agent and Eastern Montana Mental Health Service for mental health support and family education programs
- Explore potential mental health and substance abuse services to offer
- Identify potential partners for e-psychiatry

Measure of Success: Sheridan County citizens report positive perceptions regarding better access to specialists and more availability of providers as well as a better outlook on chronic disease in their community.

List of Available Community and Facility Resources to Address Needs

- Sheridan County Health Plus, Inc. (SCHP) is a nonprofit entity that was formed to build the Prairie Wind Sheridan County Fitness Center. Currently, SCHP is accepting pledges to financially support building the fitness facility.
- Montana Capital Assistance Program (MCAP) assists Critical Access Hospitals (CAH), other small rural hospitals (<50 beds), or other eligible healthcare facilities with the development of a Capital Improvement Plan (CIP) that validates or justifies proposed capital expenditures.
- Montana Area Health Education Center (AHEC) organizes Research and Explore Awesome Careers in Healthcare (REACH) Camps on behalf of rural communities interested in fostering local high school students' interest in pursuing healthcare careers.
- Plentywood Public School offers K-12 education and is available to provide opportunities to students interested in pursuing health careers.
- Montana State University (MSU) students in pre-med and nursing programs need opportunities for job shadowing and rotations in laboratories.
- MSU Extension is a statewide educational outreach network that applies unbiased, research-based university resources to practical needs identified by the people of Montana in their home communities. Sheridan County Extension is based in Plentywood, Montana.
- Sheridan Dental Clinic offers dental care to residents in the local community.
- The Montana Job Service, a division of the Department of Labor and Industry, provides the technology and resources to give Montanans the opportunity to look for jobs.
- The annual Farm Expo is sponsored each year by KATQ Radio, bringing in agricultural and household exhibits from Montana, North Dakota, and Canada. Educational seminars are available daily.
- The annual Sheridan County Fair provides entertainment and activities for families and individuals of all ages.
- Eastern Montana Telemedicine Network (EMTN) provides infrastructure and support for telehealth needs.
- Plentywood Public Health & Human Services works to improve and protect the health of community members in Sheridan County.
- Alcoholics Anonymous (AA) provides support and focuses on awareness for community members affected by alcohol abuse.
- Relapse Prevention and Recovery provides services and resources for individuals struggling with drug- or alcohol-related issues.
- Billings Clinic offers resources and support through its organization with programs such as Diabetes education modules and assistance in recruiting an Ophthalmologist to the Plentywood area.
- Eastern Montana Community Mental Health Service provides mental health services for the eastern region of the state of Montana.
- The Sheridan County Public Health Department provides services and resources in order to protect and promote the public health of citizens in the county.

Needs Identified and Prioritized

Prioritized Needs to Address (Based on CHSD Process)

1. Survey results indicated the most important thing for a healthy community is 'Access to healthcare and other services' (69.5%).
2. Top three choices for improving community's access to healthcare: 'More specialists' (48.9%), 'More primary care providers' (45.7%), and 'Greater health education services' (21.5%).
3. Focus group participants identified a need for an additional doctor to improve access to care.
4. Focus group participants identified a need to recruit and retain staff to help alleviate the staffing shortage at the hospital.
5. 23.8% of survey respondents delayed receiving needed care. Of those respondents, 39.6% indicated they delayed receiving care because it took 'Too long to wait for an appointment' or because the 'Office wasn't open when I could go' (28.3%).
6. Focus group participants identified a need for longer clinic hours or an Urgent Care to reduce the high utilization of the Emergency Room in non-emergent situations.
7. Top three health concerns: 'Cancer' (64.1%), 'Alcohol abuse/substance abuse' (50.7%), and 'Heart disease' (36.3%).
8. Top leading causes of death in Sheridan County are heart disease and cancer.
9. 63.6% of respondents indicated that they or a household member had seen a specialist during the past three years. 21.1% visited an Ophthalmologist and 20.4% visited a Cardiologist.
10. Focus group participants mentioned diabetes, heart disease, and cancer as significant chronic diseases in their community.
11. Survey respondents indicated they would utilize an 'Optometrist' (65.9%) and would attend a 'Health fair' (25.1%) if these healthcare professionals or services were available locally.
12. Focus group participants expressed a need for an eye doctor available in their local area.
13. Focus group participants expressed a need for local chemotherapy services.
14. Several survey respondents listed OB/GYN services as a desired local health care service and 16.9% of respondents have visited an OB/GYN in the last three years.
15. 10.8% of survey respondents believe that mental health is a health concern in their community. Only 4% of respondents have utilized mental health services in the last three years.
16. 19.3% of survey respondents indicated there were periods of at least three consecutive months in the past three years where they felt depressed on most days. 16.6% of respondents believe that 'Depression/anxiety' is a health concern in their community.

Sheridan Memorial Hospital's Presence in the Community:

- Sheridan Memorial Hospital provides cardiac care, dermatology, and post-surgical care via telemedicine services, so community members do not have to travel long distances for all of their healthcare needs.
- The Sheridan Memorial 5K Family Fun Run/Walk is an annual event launched in May of 2012 to increase physical activity in the community.
- E-psychiatry (telepsychiatry) is currently being offered at Sheridan Memorial Hospital through grant funds and in partnership with HealthLinkNow. Sheridan Memorial Hospital is exploring the sustainability of the program after the grant funding is depleted.
- Admitted patients who qualify for Medicaid are offered assistance with Medicaid paperwork from the hospital's social worker.
- Sheridan Memorial Hospital provides a community health panel for blood draws for community members to receive once a year. The service costs community members \$35 for twenty-four tests.
- The hospital also runs an annual golf tournament, as well as a 'Christmas Kickoff', in order to raise funds that will assist the hospital in supporting various services/initiatives that will benefit the community.

Sheridan County Indicators:

Low Income Persons

- 15% low income persons (persons below federal poverty level)

Uninsured Persons

- Uninsured adults less than age 65 – 26.5%
- 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
- Pneumonia/Influenza

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

Public Health Consultation [Kathy Jensen & Vicky Ruby, Plentywood Public Health & Human Services – February 4, 2013]

- There are many ways people are able to access preventative screenings in the community. Some are through insurance and others are out-of-pocket. We need to think comprehensively about what is offered to gauge what people are utilizing or to help educate what is available locally.
- It would be beneficial to gather information on the number of children in a household and the age ranges of children. Also, find out about marital status.

Percent of Population Age 65 and older – 26%

Size of Town and Remoteness – 3,283 in Sheridan County; Population Density: 2.0 people per square mile

Nearest Major Hospital – Trinity Health – Minot, ND (181 miles from Sheridan Memorial Hospital)

Sheridan Memorial Hospital's Existing Activities from 2013-2016 Strategic Plan

Introduction: In May 2013, Sheridan Memorial Hospital's (SMH) Board and executive team met to finalize the facility's 3-year strategic plan based on the data collected through the community health needs assessment (CHNA) process. The participants involved in SMH's strategic planning identified activities which the facility would complete in order to meet the community need as highlighted in the CHNA report. Below are the strategies which SMH pledged to complete over a 3-year period and are also incorporated into this implementation plan in order to address community needs.

Strategies Related to Access:

- Applying for an MCAP [Montana Capital Assistance Program] grant due in July for the Facility Master Plan
- Expanding hours of the clinic through the lunch hour and potentially extending hours of operation into the evening two nights per week.
- Have been approved to receive an e-Emergency grant where the emergency room is always supervised by an ER doctor through telemedicine technology

Strategies Related to Staff Recruitment and Retention:

- Currently recruiting for a new Family Medicine or Internal Medicine provider
- Planning to hire 2 full-time positions to expand Emergency Medical Services (EMS) to assist neighboring communities and hospitals with transfers.
- Exploring options for providing a daycare for hospital staff
- Potentially updating staff compensation models to a merit-based system rather than a system based on staff members' length of service
- Researching health insurance models like Health Savings Accounts (HSA)

Strategies Related to Specialty Services:

- Exploring the feasibility of adding optometry and cardiac rehab services
- Examining the feasibility of remodeling the Telemedicine room and expanding Telemedicine to add an additional line for access to more specialists

Needs Being Addressed by these Strategies:

- #1: Survey results indicated the most important thing for a healthy community is 'Access to healthcare and other services' (69.5%).
- #2: Top three choices for improving community's access to healthcare: 'More specialists' (48.9%), 'More primary care providers' (45.7%), and 'Greater health education services' (21.5%).
- #3: Focus group participants identified a need for an additional doctor to improve access to care.
- #4: Focus group participants identified a need to recruit and retain staff to help alleviate the staffing shortage at the hospital.
- #5: 23.8% of survey respondents delayed receiving needed care. Of those respondents, 39.6% indicated they delayed receiving care because it took 'Too long to wait for an appointment' or because the 'Office wasn't open when I could go' (28.3%).

Needs Being Addressed by these Strategies continued...

- #6: Focus group participants identified a need for longer clinic hours or an Urgent Care to reduce the high utilization of the Emergency Room in non-emergent situations.
- #7: Top three health concerns: 'Cancer' (64.1%), 'Alcohol abuse/substance abuse' (50.7%), and 'Heart disease' (36.3%).
- #8: Top leading causes of death in Sheridan County are heart disease and cancer.
- #9: 63.6% of respondents indicated that they or a household member had seen a specialist during the past three years. 21.1% visited an Ophthalmologist and 20.4% visited a Cardiologist.
- #10: Focus group participants mentioned diabetes, heart disease, and cancer as significant chronic diseases in their community.
- #11: Survey respondents indicated they would utilize an 'Optometrist' (65.9%) and would attend a 'Health fair' (25.1%) if these healthcare professionals or services were available locally.
- #12: Focus group participants expressed a need for an eye doctor available in their local area.

Needs Unable to Address

(See page 25 for additional information)

1. 46.5% of survey respondents visited a dentist in the past three years and focus group respondents indicated a significant lack of availability of appointments at the local dental office.
2. Survey respondents indicated they would utilize a Fitness center (40.8%) if it were available locally.
3. According to secondary data collected from “Community Health Data, Montana Department of Health and Human Services (2010),” Sheridan County’s Childhood Immunization up-to-date percent coverage is only 26.3% compared to the State of Montana at 64.3%
4. 23.8% of survey respondents delayed receiving care. Of that 23.8%, respondents indicated they delayed receiving care because ‘It costs too much’ (39.6%).

Implementation Plan Grid

Goal 1: Improve local access to wellness opportunities and health care services by optimizing facility space and recruiting/retaining staff to support community health needs.

Strategy 1.1: Evaluate the need for updated/new facility and space.

Health Issue Addressed: Access to an optimal level of health care services is limited by the facility and space available, as well as staff shortages at Sheridan Memorial Hospital. Exploring options for building expansion or remodeling and recruiting/retaining additional, qualified staff allows Sheridan Memorial Hospital to provide services to meet the needs of community members.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
• Conduct an evaluation of the current facility and review the current plan	CEO	December 2013	Board of Directors		Sheridan Memorial Hospital (SMH)
• Oversee the development of the facility master plan	CEO	December 2013	Board of Directors		SMH
• Determine the feasibility of all options for expansion	CEO	March 2014	Board of Directors	MCAP	SMH
• Present potential expansion options to the Hospital Board	CEO	May 2014	Board of Directors		SMH

Needs Being Addressed by this Strategy:

- #1: Survey results indicated the most important thing for a healthy community is 'Access to healthcare and other services' (69.5%).

Measure of Success: Sheridan Memorial Hospital completes feasibility studies, presents to the board, and receives decision regarding expansion options from the Board of Directors by January 31, 2014.

Goal 1: Improve local access to wellness opportunities and health care services by optimizing facility space and recruiting/retaining staff to support community health needs.

Strategy 1.2: Recruit and retain qualified staff to maintain the community's access to health care.

Health Issue Addressed: Access to an optimal level of health care services is limited by the facility and space available, as well as staff shortages at Sheridan Memorial Hospital. Exploring options for building expansion or remodeling and recruiting/retaining additional, qualified staff allows Sheridan Memorial Hospital to provide services to meet the needs of community members.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Evaluate the current employee compensation model 	CEO & HR	August 2013	Board Committee		Sheridan Memorial Hospital (SMH)
<ul style="list-style-type: none"> Explore hiring staff on a contract basis to provide services in the community and ensure full-utilization of current staff 	CEO & HR	July 2013	CEO	MHN	SMH
<ul style="list-style-type: none"> Evaluate health insurance plans such as Health Savings Accounts (HSA) 	CEO & HR	October 2013	Board of Directors		SMH
<ul style="list-style-type: none"> Host employee focus groups to receive input regarding employee satisfaction and show hospital employees they are greatly valued 	HR	March 2014	CEO & Board of Directors		SMH
<ul style="list-style-type: none"> Form a staff committee to engage employees in facility development 	Senior Mgmt. Team	April 2014	CEO & Board of Directors		SMH
<ul style="list-style-type: none"> Organize a job fair in the community to recruit qualified, local employees 	HR	February 2014	CEO	MT Job Service	SMH

Needs Being Addressed by this Strategy:

- #1: Survey results indicated the most important thing for a healthy community is 'Access to healthcare and other services' (69.5%).
- #4: Focus group participants identified a need to recruit and retain staff to help alleviate the staffing shortage at the hospital.

Measure of Success: Sheridan Memorial Hospital evaluates employee benefit package, forms staff committee by May 2014 and receives positive feedback regarding employee satisfaction.

Goal 1: Improve local access to wellness opportunities and health care services by optimizing facility space and recruiting/retaining staff to support community health needs.

Strategy 1.3: Develop strategies to improve the community's access to health care.

Health Issue Addressed: Access to an optimal level of health care services is limited by the facility and space available, as well as staff shortages at Sheridan Memorial Hospital. Exploring options for building expansion or remodeling and recruiting/retaining additional, qualified staff allows Sheridan Memorial Hospital to provide services to meet the needs of community members.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Appoint a recruiting specialist 	HR	February 2014	CEO		Sheridan Memorial Hospital (SMH)
<ul style="list-style-type: none"> Continue using recruiting services (i.e. headhunter, 3RNet) 	HR	Ongoing	CEO	3RNet, Headhunters	SMH, 3RNet
<ul style="list-style-type: none"> Mail recruitment letters to recent medical student graduates 	Recruiting Committee	Ongoing	CEO	Regional Medical Schools	SMH
<ul style="list-style-type: none"> Continue providing REACH camps for high school students 	In-service/ Trauma Coordinator	Ongoing	CEO	Montana AHEC, Plentywood Public School	Montana AHEC, SMH
<ul style="list-style-type: none"> Offer opportunities for job shadowing for students (i.e. nurses, pre-med) 	Community Providers	Ongoing	CEO	Montana State University	MSU, SMH
<ul style="list-style-type: none"> Promote online schooling and offer the use of telemedicine equipment to nursing students for virtual classes 	Marketing	Ongoing	CEO		SMH, Telemedicine
<ul style="list-style-type: none"> Offer lab rotations for Montana State University (MSU) students 	Laboratory	June 2014	CEO	Montana State University	SMH
<ul style="list-style-type: none"> Formalize a process to involve current providers at SMH with the recruitment process 	Recruiting Committee	Ongoing	CEO		SMH
<ul style="list-style-type: none"> Explore extending hours of operation for the clinic through the lunch hour 	CEO	August 2013	Board of Directors		SMH

Strategy 1.3 continued...

Needs Being Addressed by this Strategy:

- #1: Survey results indicated the most important thing for a healthy community is 'Access to healthcare and other services' (69.5%).
- #2: Top three choices for improving community's access to healthcare: 'More specialists' (48.9%), 'More primary care providers' (45.7%), and 'Greater health education services' (21.5%).
- #3: Focus group participants identified a need for an additional doctor to improve access to care.
- #5: 23.8% of survey respondents delayed receiving needed care. Of those respondents, 39.6% indicated they delayed receiving care because it took 'Too long to wait for an appointment' or because the 'Office wasn't open when I could go' (28.3%).
- #6: Focus group participants identified a need for longer clinic hours or an Urgent Care to reduce the high utilization of the Emergency Room in non-emergent situations.

Measure of Success: Sheridan Memorial Hospital hires an additional primary care provider by May 2014.

Goal 2: Improve local access to wellness opportunities by providing health education and community outreach activities.

Strategy 2.1: Address the prevalence of diabetes and heart disease in the community by providing additional services and educational programs.

Health Issue Addressed: The top leading cause of death in Sheridan County is heart disease. The chronic disease burden of heart attacks in Sheridan County is 5.5% as compared to Montana's 4.1%. Chronic disease hospitalization rates for myocardial infarction in Sheridan County are 187.6 per 100,000 population whereas Montana's rate is 147.3 per 100,000 population. In Sheridan County, mortality due to Diabetes is 40.9 compared to Montana's 27.1.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Determine the feasibility of providing cardiac rehab based on space and staff availability 	Patient Navigator	September 2014	CEO		Sheridan Memorial Hospital (SMH)
<ul style="list-style-type: none"> Explore providing education programs tailored toward preventing heart disease with a focus on fitness and diet 	Patient Navigator & Providers at SMH	September 2014	CEO	County Health Nurse, Sheridan County Health Plus, Inc., Sheridan County Extension	SMH
<ul style="list-style-type: none"> Assess the need and demand for a diabetes educator 	Dietary Manager	December 2013	CEO		SMH
<ul style="list-style-type: none"> Explore reestablishing a partnership with Billings Clinic in order to gain access to their diabetes education modules 	CEO	February 2014	Board of Directors	Billings Clinic	SMH, Billings Clinic
<ul style="list-style-type: none"> Promote one-on-one services for diabetes education through telemedicine 	Marketing	December 2013	CEO		SMH, Telemedicine

Needs Being Addressed by this Strategy:

- #1: Survey results indicated the most important thing for a healthy community is 'Access to healthcare and other services' (69.5%).
- #2: Top three choices for improving community's access to healthcare: 'More specialists' (48.9%), 'More primary care providers' (45.7%), and 'Greater health education services' (21.5%).
- #7: Top three health concerns: 'Cancer' (64.1%), 'Alcohol abuse/substance abuse' (50.7%), and 'Heart disease' (36.3%).
- #8: Top leading causes of death in Sheridan County are heart disease and cancer.

Strategy 2.1 continued...

- #9: 63.6% of respondents indicated that they or a household member had seen a specialist during the past three years. 21.1% visited an Ophthalmologist and 20.4% visited a Cardiologist.
- #10: Focus group participants mentioned diabetes, heart disease, and cancer as significant chronic diseases in their community.

Measure of Success: Sheridan Memorial Hospital determines feasibility of offering cardiac rehab and records participation of seven (7) attendees at the education programs and fitness classes by November 2014.

Goal 2: Improve local access to wellness opportunities by providing health education and community outreach activities.

Strategy 2.2: Enhance community education and awareness of health issues and services available in the community.

Health Issue Addressed: Lack of awareness of health resources is a common obstacle for many people who live in rural areas of Montana. Improving outreach activities in the community will benefit residents as well as encourage them to take responsibility for their own health and to engage in healthy behaviors and activities for a healthier lifestyle.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Explore partnerships with other community resources that could provide services to community members 	Providers	September 2014	CEO		Sheridan Memorial Hospital (SMH)
<ul style="list-style-type: none"> Increase hospital's presence at identified community events 	Marketing	Quarterly	CEO		SMH
<ul style="list-style-type: none"> Explore hosting a health fair that focuses on education programs and offer information about EKG screenings, dental care, cancer screenings, as well as provide a "Lumps & Bumps" screening 	Marketing	Quarterly	CEO	Extension, Sheridan Dental Clinic	SMH, Farm Expo, Sheridan County Fair
<ul style="list-style-type: none"> Explore promoting telemedicine through an open house to increase awareness of how telemedicine is utilized (pending improvement of the telemedicine room at Sheridan Memorial Hospital) 	Marketing	March 2014	CEO		SMH, Telemedicine
<ul style="list-style-type: none"> Update marketing messages for telemedicine to enhance promotion of the service in the community (i.e. compare to Skype technology) 	Marketing	October 2014	CEO	KATQ radio	SMH, Telemedicine
<ul style="list-style-type: none"> Provide internal education to current providers about telemedicine so providers can promote the service to their patients 	CEO & Nurse Presenter (Debbie	August 2013	CEO	Eastern Montana Telemedicine Network (EMTN)	SMH, EMTN

	Anderson)				
Strategy 2.2 continued... <ul style="list-style-type: none"> Explore a formalized partnership with the local public health department to provide educational programs/opportunities for community members 	CEO & Marketing	Ongoing	CEO	Plentywood Public Health & Human Services	SMH, Plentywood Public Health
Needs Being Addressed by this Strategy: <ul style="list-style-type: none"> #1: Survey results indicated the most important thing for a healthy community is 'Access to healthcare and other services' (69.5%). #2: Top three choices for improving community's access to healthcare: 'More specialists' (48.9%), 'More primary care providers' (45.7%), and 'Greater health education services' (21.5%). #7: Top three health concerns: 'Cancer' (64.1%), 'Alcohol abuse/substance abuse' (50.7%), and 'Heart disease' (36.3%). #8: Top leading causes of death in Sheridan County are heart disease and cancer. #9: 63.6% of respondents indicated that they or a household member had seen a specialist during the past three years. 21.1% visited an Ophthalmologist and 20.4% visited a Cardiologist. #10: Focus group participants mentioned diabetes, heart disease, and cancer as significant chronic diseases in their community. 					
Measure of Success: Sheridan Memorial Hospital participates in or sponsors two (2) additional community events per fiscal year by July 2015.					

Goal 2: Improve local access to wellness opportunities by providing health education and community outreach activities.

Strategy 2.3: Pending the expansion of facility space and availability of staff, identify the needs and resources necessary to provide potential specialty services.

Health Issue Addressed: Access to an optimal level of health care services is limited by the facility and space available as well as staff shortages at Sheridan Memorial Hospital. Improving the awareness of existing services and educating the public of new technologies and specialties will increase proper utilization of health resources and services. 63.6% of survey respondents have visited a specialist in the past three years. Expanding specialty services at Sheridan Memorial Hospital would satisfy the needs of community members to utilize specialty services in their local area rather than travelling.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Conduct a feasibility study to examine offering chemotherapy services at Sheridan Memorial Hospital or recruit a visiting oncologist 	Senior Management Team	March 2016	CEO		Sheridan Memorial Hospital (SMH)
<ul style="list-style-type: none"> Perform a feasibility study of providing pre- and post-natal care and incorporate a visiting OB/GYN into service offerings 	CEO	December 2014	Board of Directors		SMH
<ul style="list-style-type: none"> Pursue partnerships to recruit a full-time optometrist to the Plentywood area 	CEO	January 2014	Board of Directors	Billings Clinic	SMH, Billings Clinic
<ul style="list-style-type: none"> Partner with the Sheridan County Extension Agent and Eastern Montana Mental Health Service for mental health support and family education programs 	Marketing	Ongoing	CEO	Extension, Eastern Montana Community Mental Health Service	SMH, Eastern Montana Community Mental Health Service
<ul style="list-style-type: none"> Explore potential mental health and substance abuse services to offer 	Marketing	Ongoing	CEO	Alcoholics Anonymous, Relapse Prevention and Recovery	SMH
<ul style="list-style-type: none"> Identify potential partners for e-psychiatry 	CEO	July 2013	CEO	HealthLinkNow	SMH

*Strategy 2.3 continued...***Needs Being Addressed by this Strategy:**

- #1: Survey results indicated the most important thing for a healthy community is 'Access to healthcare and other services' (69.5%).
- #2: Top three choices for improving community's access to healthcare: 'More specialists' (48.9%), 'More primary care providers' (45.7%), and 'Greater health education services' (21.5%).
- #7: Top three health concerns: 'Cancer' (64.1%), 'Alcohol abuse/substance abuse' (50.7%), and 'Heart disease' (36.3%).
- #8: Top leading causes of death in Sheridan County are heart disease and cancer.
- #9: 63.6% of respondents indicated that they or a household member had seen a specialist during the past three years. 21.1% visited an Ophthalmologist and 20.4% visited a Cardiologist.
- #10: Focus group participants mentioned diabetes, heart disease, and cancer as significant chronic diseases in their community
- #11: Survey respondents indicated they would utilize an 'Optometrist' (65.9%) and would attend a 'Health fair' (25.1%) if these healthcare professionals or services were available locally.
- #12: Focus group participants expressed a need for an eye doctor available in their local area.
- #13: Focus group participants expressed a need for local chemotherapy services.
- #14: Several survey respondents listed OB/GYN services as a desired local health care service and 16.9% of respondents have visited an OB/GYN in the last three years.
- #15: 10.8% of survey respondents believe that mental health is a health concern in their community. Only 4% of respondents have utilized mental health services in the last three years.
- #16: 19.3% of survey respondents indicated there were periods of at least three consecutive months in the past three years where they felt depressed on most days. 16.6% of respondents believe that 'Depression/anxiety' is a health concern in their community.

Measure of Success: Sheridan Memorial Hospital provides one new specialty service regarding one of the following desired specialties: Cardiology, Oncology, or Ophthalmology by December 2014.

Needs Not Addressed and Justification

Identified health needs unable to address by Sheridan Memorial Hospital	Rationale
46.5% of survey respondents visited a dentist in the past three years and focus group respondents indicated a significant lack of availability of appointments at the local dental office.	<ul style="list-style-type: none"> This particular need does not fit within Sheridan Memorial Hospital's scope of work and a local dentist already provides services to residents in Plentywood.
Survey respondents indicated they would utilize a Fitness center (40.8%) if it were available locally.	<ul style="list-style-type: none"> At this time, pledges are being accepted by another organization in Sheridan County to raise funds to build a fitness center for public use.
According to secondary data collected from "Community Health Data, Montana Department of Health and Human Services (2010)," Sheridan County's Childhood Immunization up-to-date percent coverage is only 26.3% compared to the State of Montana at 64.3%	<ul style="list-style-type: none"> Plentywood Public Health & Human Services explained that children who receive their vaccinations at two different facilities are considered "incomplete" in both locations and are counted twice as not being up-to-date. According to local data, Sheridan County has a childhood immunization rate closer to 90%.
23.8% of survey respondents delayed receiving care. Of that 23.8%, respondents indicated they delayed receiving care because 'It costs too much' (39.6%).	<ul style="list-style-type: none"> Sheridan Memorial Hospital strives to make their services affordable for patients and offers assistance to patients to apply for cost assistance programs such as Medicaid.

Dissemination of Needs Assessment

Sheridan Memorial Hospital (SMH) disseminated the CHSD Community Health Needs Assessment and Implementation Plan by posting both documents conspicuously on the Sheridan Memorial Hospital website (www.sheridanmemorial.net) 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 CHSD process and convened at the beginning of the 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 Sheridan Memorial Hospital is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Sheridan County as Sheridan Memorial Hospital seeks to address the healthcare needs of their community.

Furthermore, Board members of SMH will be directed to the hospital's website to view the assessment results. Sheridan Memorial Hospital board members approved and adopted the plan on **July 22, 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.