

IMPLEMENTATION PLAN

Addressing Community Health Needs

Sheridan Memorial Hospital Association ~ Plentywood, Montana

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The 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 CHNA was performed in the spring of 2016 to determine the most important health needs and opportunities for Sheridan County, Montana. “Needs” were identified as the top issues or opportunities identified in a through secondary data assessment or during focus groups and key informant interviews (see page 9 for a list of “Needs Identified and Prioritized”). For more information regarding the needs identified, as well as the assessment process/approach/methodology, please refer to the facility’s assessment report, which is posted on the facility’s website (<http://www.sheridanmemorial.net/>).

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

The implementation planning committee determined which needs or opportunities could be addressed considering 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 (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:

1. Mental Health and Suicide Prevention
2. Substance Abuse Outreach and Education
3. Improvement of Population Health

In addressing the aforementioned issues, Sheridan Memorial Hospital Association seeks to: Improve access to healthcare services; Enhance the health of the community; and Advance medical or health knowledge.

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:

Committee 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.

- **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 Committee Members:

- Greg Maurer – CEO, Sheridan Memorial Hospital Association
- Karna Peplinski– Director of Nursing Home Services, Sheridan Memorial Hospital Association
- Linda Ator – Director of Nursing, Sheridan Memorial Hospital Association
- Rachael Archer – Clinic Manager, Sheridan Memorial Hospital Association
- Kathy Tangedal – Director of Quality Improvement, Sheridan Memorial Hospital Association
- Troy McClymont – Director of Human Resources, Sheridan Memorial Hospital Association
- Leann Woodman– Financial Services Director, Sheridan Memorial Hospital Association

Prioritizing the Community Health Needs

The implementation planning committee 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

Sheridan Memorial Hospital Association's Existing Presence in the Community

- Provides EMS standby/first aid services at local events: Rodeo, Bump n Run, Mud Run, Sporting Events, 5K Runs, Sheridan County Fair
- Sheridan County Fair informational booth
- SMHA representation on various community boards/coalitions: Chamber of Commerce, Council on Aging
- SMHA provides free monthly grief counseling in group or private sessions
- SMHA provides free monthly Alzheimer's/dementia counseling in group or private sessions
- SMHA provides outreach and education at various events such as: EMS Cadet Program with HS students, Sheridan County Safety Fair, Physical and Occupational therapy support at local schools

List of Available Community Partnerships and Facility Resources to Address Needs

- Plentywood, Medicine Lake and Westby Public Schools offers K-12 education.
- 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.
- Eastern Montana Telemedicine Network (EMTN) provides infrastructure and support for telehealth needs.
- Sheridan County Public Health & Human Services works to improve and protect the health of community members in Sheridan County.
- Billings Clinic offers resources and support through its organization including training and educational resources.
- 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.
- Montana Healthcare Foundation provides grants/strategic investments to improve the health and wellbeing of all Montanans through improving access to quality and affordable health services, evidence based health education, research and analysis, improving upstream influences on health and illnesses, and informed public policy.
- Plentywood City Government
- Sheridan County Government
- Local church organizations provide social outreach and education to community members.
- Montana Rural Health Initiative is an online network linking prevention and community-based wellness programs throughout the state to stimulate a higher level of wellness in Montana.
- Plains Adventure is a local fitness center for members only based in Plentywood.
- Plentywood Chamber of Commerce is a partner for community events.
- Addictive & Mental Disorders Division (AMDD) provides support and services related to substance abuse and mental health issues.
- Eastern Service Area Authority (ESAA) provides support and services related to public mental health services in Montana communities.

Sheridan County Indicators

Low Income Persons

- 10.4% of persons are below the federal poverty level

Uninsured Persons

- 26.5% of adults less than age 65 are uninsured
- Data is not available by county for uninsured children less than age 18

Leading Causes of Death: Primary and Chronic Diseases

- Heart Disease
- Cancer
- Pneumonia/Influenza

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

Elderly Populations

- 21.2% of Sheridan County's Population is 65 years and older

Size of County and Remoteness

- 3,384 people in Sheridan County
- 2.0 people per square mile

Nearest Major Hospital

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

Public Health and Underserved Populations Consultation Summaries

Public Health Consultation [Heidi Williamson – Sheriff, Sheridan County & Gina Aasheim, Eastern MT Community Mental Health Center – May, 2016]

- Mental health is a big issue in our community.
- We really need to break down the stigma around mental health and increase education.
- Alcohol and substance abuse is huge.
- We need better access to health and wellness opportunities- throughout the lifespan.
- Suicide rates.

Underserved Population – Youth [Gina Aasheim, Eastern MT Community Mental Health Center – May, 2016]

- Mental health is a big issue in our community.
- We really need to break down the stigma around mental health and increase education.
- Alcohol and substance abuse is a problem- young and old.
- We need better access to health and wellness opportunities- throughout the lifespan.
- There is a need for better communication and education on what services are available so we don't refer families out of town when things are available locally.
- Transportation- kids receive referrals to services out of town and have no way to get there.
- Parenting classes- family education

Underserved Population – Senior Citizens [Joni Brensdal, Pioneer Manor Retirement Home & Gina Aasheim, Eastern MT Community Mental Health Center – May, 2016]

- We really need to break down the stigma around mental health and increase education.
- There is a large senior population in our community. Access to senior services is important.
- Access to physical fitness. An indoor pool.

Needs Identified and Prioritized

Prioritized Needs to Address

1. Leading causes of death in Sheridan County: Heart Disease, Cancer.
2. 24.8% reported Alcohol use (binge and heavy drinking).
3. Sheridan Co. has a higher percentage of deaths resulting from motor vehicle crashes involving alcohol than the state (Sheridan Co. (14.7%); State (10%)).
4. 26.8% of Sheridan County's population reported to be obese.
5. 37.8% of Sheridan County's population reported to be overweight.
6. 27.9% of the population reported no leisure time for physical activity.
7. Focus group participants reported a need for expanded mental health services (specifically: crisis services, suicide prevention, and behavioral health).
8. Focus group participants expressed a desire for a community health fair.
9. Focus group participants identified alcohol and substance abuse to be a concern.
10. Focus group participants expressed a desire for more opportunities for physical fitness.

Needs Unable to Address

(See page 21 for additional information)

1. Childhood immunization up-to-date reported at 26.3% in Sheridan County.
2. Pneumonia/Influenza mortality rate is higher in Sheridan County than the state (Sheridan Co. (151.7); State (19.0)).
3. Focus groups participants identified a need for more specialty services such as dialysis and chemotherapy.

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 9). For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section, which begins on page 13.

Goal 1: Improve access to mental and behavioral health services in Sheridan County.

Strategy 1.1: Increase mental and behavioral health training for SMHA staff.

Activities:

- Explore educational opportunities and training resources for SMHA staff.
- Determine feasibility of identified staff to obtain licensure/credentialing to provide expanded behavioral health services.
- Investigate resources for medication management training for SMHA staff.
- Develop protocol for medication management.
- Convene staff team to develop a strategy for training all staff on how to manage patients in mental health crisis.
- Conduct staff training on mental health crisis management.

Strategy 1.2: Improve access to mental and behavioral health services in the community.

Activities:

- Convene a group of community stakeholders to investigate mental health needs in the community.
- Explore providing tele-psychiatry services.
- Research programs/strategies to obtain low cost medication for patients.
- Investigate strategies and determine barriers to improving continuity of care and follow up for patients during a mental health crisis.
- Investigate possible partnerships for developing a support group specific to mental health needs.
- Partner with schools to offer mental health crisis training for educators and staff.
- Determine feasibility of including mental health assessments in all school physicals and wellness checks.
- Explore grant funding opportunities to expand/support mental health outreach.

Goal 2: Improve substance abuse outreach and education available in Sheridan County.

Strategy 2.1: Enhance opportunities for substance abuse education in the community.

Activities:

- Conduct environmental scan of currently available resources and partners.
- Explore interest/need for mental health training for educators and parents.
- Continue SMHA programs targeted to substance abuse prevention (Consequences, Safety Fair).
- Meet with local schools to explore partnership/expansion of substance abuse prevention programs.
- Determine feasibility of integrating substance abuse education into sports physicals and well checks.

Goal 3: Improve population health of the community.

Strategy 3.1: Increase access to physical activity opportunities in Sheridan County.

Activities:

- Convene community partners to investigate feasibility of building a public outdoor walking path.
- Research other community walking paths and best practices for development and implementation.
- Explore funding opportunities through Montana Department of Transportation, other.
- Convene stakeholder group to discuss development of a community wide fitness opportunity (i.e. a kayak regatta, 5k run/walk, and walking challenge).
- Explore community partnership for hosting fitness event(s).

Strategy 3.2: Enhance SHMA outreach and education offerings focused on improving community health and wellness.

Activities:

- Develop a communication strategy to promote health, wellness and physical activity opportunities available in Sheridan County.
- Investigate development of Health Fair.
- Investigate potential partners and sponsors for a community health fair.

Strategy 3.3: Develop a Plentywood Center for Community Health.

Activities:

- Identify community stakeholders who would be interested in participating in a community health improvement team.
- Seek out stakeholders and community champions to lead the community team.
- Develop outreach strategy to engage community members to participate in the development of the Center.
- Convene community team to determine structure.
- Explore funding opportunities to assist in the development and sustainability of the Center.

Implementation Plan Grid

Goal 1: Improve access to mental and behavioral health services in Sheridan County.			
Strategy 1.1: Increase mental and behavioral health training for SMHA staff.			
Activities	Responsibility	Timeline	Partners
Explore educational opportunities and training resources for SMHA staff.	Leadership Team	Ongoing	Eastern MT Mental Health Services
Determine feasibility of identified staff to obtain licensure/credentialing to provide expanded behavioral health services.	CEO	1 st Qtr. FY 17	
Investigate resources for medication management training for SMHA staff.	DON	2 nd Qtr. FY 17	Eastern MT Mental Health Services
Develop protocol for medication management.	DON	3 rd Qtr. FY17	
Convene staff team to develop a strategy for training all staff on how to manage patients in mental health crisis.	DON	2 nd Qtr. FY 17	
Conduct staff training on mental health crisis management.	TBD	TBD	
Needs Being Addressed by this Strategy: <ul style="list-style-type: none"> #2: 24.8% reported alcohol use (binge and heavy drinking). #3. Sheridan Co. has a higher percentage of deaths resulting from motor vehicle crashes involving alcohol than the state. #7: Focus group participants reported a need for expanded mental health services (specifically: crisis services, suicide prevention, and behavioral health). #9: Focus group participants identified alcohol and substance abuse to be a concern. 			
Anticipated Impact(s) of these Activities: <ul style="list-style-type: none"> Increased knowledge of mental health crisis management. Increased access to needed behavioral health services. Improved quality of care for patients in crisis. 			
Plan to Evaluate Anticipated Impact(s) of these Activities: <ul style="list-style-type: none"> Track new licensure/credentialing obtained by SMHA staff. Track number of staff who accomplish mental health crisis training. 			
Measure of Success: SMHA expands behavioral health services with new licensed Social Worker on staff by December 2018.			

Goal 1: Improve access to mental and behavioral health services in Sheridan County.

Strategy 1.2: Improve access to mental and behavioral health services in the community.

Activities	Responsibility	Timeline	Partners
Convene a group of community stakeholders to investigate mental health needs in the community.	CCH	3 rd Qtr. FY17	
Explore providing tele-psychiatry services.	Leadership Team	2 nd Qtr. FY17	EMTN, Billings Clinic
Research programs/strategies to obtain low cost medication for patients.	Leadership Team	1 st Qtr. FY 17	
Investigate strategies and determine barriers to improving continuity of care and follow up for patients during a mental health crisis.	Leadership Team	4 th Qtr. FY17	
Investigate possible partnerships for developing a support group specific to mental health needs.	CCH	4 th Qtr. FY17	Eastern MT Mental Health Services
Partner with schools to offer mental health crisis training for educators and staff.	CCH	1 st Qtr. FY 18	Local schools
Determine feasibility of including mental health assessments in all school physicals and wellness checks.	CCH	4 th Qtr. FY17	
Explore grant funding opportunities to expand/support mental health outreach.	CCH	2 nd Qtr. FY17	

Needs Being Addressed by this Strategy:

- #2: 24.8% reported alcohol use (binge and heavy drinking).
- #3: Sheridan Co. has a higher percentage of deaths resulting from motor vehicle crashes involving alcohol than the state.
- #7: Focus group participants reported a need for expanded mental health services (specifically: crisis services, suicide prevention, and behavioral health).
- #9: Focus group participants identified alcohol and substance abuse to be a concern.

Anticipated Impact(s) of these Activities:

- Increased access to mental and behavioral health services.
- Improved health outcomes.

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

- Tack number of educational trainings offered to local schools on managing mental health crisis.
- Track number of grant submissions and awards.

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Measure of Success: SMHA establishes tele-psychiatry services.

Goal 2: Improve substance abuse outreach and education available in Sheridan County.

Strategy 2.1: Enhance opportunities for substance abuse education in the community.

Activities	Responsibility	Timeline	Partners
Conduct environmental scan of currently available resources and partners.	CCH	4 th Qtr. FY 17	
Explore interest/need for mental health training for educators and parents.	CCH	1 st Qtr. FY 18	Local schools
Continue SMHA programs targeted to substance abuse prevention (Consequences, Safety Fair).	Leadership Team	3 rd Qtr. FY 17	
Meet with local schools to explore partnership/expansion of substance abuse prevention programs.	CCH	4 th Qtr. FY 17	Local schools, public health
Determine feasibility of integrating substance abuse education into sports physicals and well checks.	CCH	4 th Qtr. FY 17	Local schools

Needs Being Addressed by this Strategy:

- #2: 24.8% reported alcohol use (binge and heavy drinking).
- #3: Sheridan Co. has a higher percentage of deaths resulting from motor vehicle crashes involving alcohol than the state.
- #7: Focus group participants reported a need for expanded mental health services (specifically: crisis services, suicide prevention, and behavioral health).
- #9: Focus group participants identified alcohol and substance abuse to be a concern.

Anticipated Impact(s) of these Activities:

- Improved coordination amongst community resources.
- Increase knowledge about substance abuse and prevention strategies.
- Improved health outcomes.

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

- Track number of health education programs offered through partnership with schools for youth and parents.
- Track prevention programs offered and number of attendees.

Measure of Success: A substance abuse partner and resource map will be developed and disseminated to community partners.

Goal 3: Improve population health of the community.

Strategy 3.1: Increase access to physical activity opportunities in Sheridan County.

Activities	Responsibility	Timeline	Partners
Convene community partners to investigate feasibility of building a public outdoor walking path.	CCH	1 st Qtr. FY 18	Public health, Plentywood City Government, Sheridan County Government
Research other community walking paths and best practices for development and implementation.	CCH	1 st Qtr. FY 18	MT Rural Health Initiative
Convene stakeholder group to discuss development of a community wide fitness opportunity (i.e. a kayak regatta, 5k run/walk, and walking challenge).	CCH	1 st Qtr. FY 18	Sheridan County Chamber of Commerce
Explore community partnership for hosting fitness event(s).	CCH	1 st Qtr. FY 18	
Needs Being Addressed by this Strategy: <ul style="list-style-type: none"> #1: Leading cause of death in Sheridan County: Heart Disease and Cancer. #4: 26.8% of Sheridan County's population reported to be obese. #5: 37.8% of Sheridan County's population reported to be overweight. #6: 27.9% of the population reported no leisure time for physical activity. #10: Focus group participants expressed a desire for more opportunities for physical fitness. 			
Anticipated Impact(s) of these Activities: <ul style="list-style-type: none"> Increased awareness of available programs/resources in the community. Increased access to health and wellness opportunities in the community. Improved health outcomes. 			
Plan to Evaluate Anticipated Impact(s) of these Activities: <ul style="list-style-type: none"> Determine community interest in development of a community wide health improvement/fitness program. Track funding resources and determine total amount of funding provided by community stakeholder for this initiative. 			
Measure of Success: Development of a community-wide fitness plan.			

Goal 3: Improve population health of the community.

Strategy 3.2: Enhance SMHA outreach and education offerings focused on improving community health and wellness.

Activities	Responsibility	Timeline	Partners
Develop a communication strategy to promote health, wellness and physical activity opportunities available in Sheridan County.	Marketing	3 rd Qtr. FY 17	
Investigate development of a health fair.	Leadership Team	2 nd Qtr. FY 17	MSU Sheridan County Extension, MT RHI, Public health
Investigate potential partners and sponsors for a community health fair.	Leadership Team	2 nd Qtr. FY 17	MSU Sheridan County Extension, MT RHI, Public health, Sheridan County Chamber of Commerce

Needs Being Addressed by this Strategy:

- #1: Leading cause of death in Sheridan County: Heart Disease and Cancer.
- #4: 26.8% of Sheridan County's population reported to be obese.
- #5: 37.8% of Sheridan County's population reported to be overweight.
- #6: 27.9% of the population reported no leisure time for physical activity.
- #8: Focus group participants expressed a desire for a community health fair.
- #10: Focus group participants expressed a desire for more opportunities for physical fitness.

Anticipated Impact(s) of these Activities:

- Increased awareness of available programs/resources in the community.
- Increased access to health services.
- Improved health outcomes.

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

- Track referrals post launch of new communication strategy.
- Track number of partners/sponsors for health fair.
- Track number of participants in community health fair.
- Track referrals for health services from participants of health fair.

Measure of Success: SMHA will implement a community health fair with local partners.

Goal 3: Improve population health of the community.

Strategy 3.3: Develop a Plentywood Center for Community Health.

Activities	Responsibility	Timeline	Partners
Identify community stakeholders who would be interested in participating in a community health improvement team.	CEO	2 nd Qtr. FY 17	Public health, local fitness center, Plentywood Chamber of Commerce
Seek out stakeholders and community champions to lead the community team.	CEO	2 nd Qtr. FY 17	
Develop outreach strategy to engage community members to participate in the development of the Center.	Leadership Team	3 rd Qtr. FY 17	
Convene community team to determine structure.	CEO	3 rd Qtr. FY 17	
Explore funding opportunities to assist in the development and sustainability of the Center.	CCH	4 th Qtr. FY 17; On-going	

Needs Being Addressed by this Strategy:

- #1: Leading cause of death in Sheridan County: Heart Disease and Cancer.
- #2: 24.8% reported alcohol use (binge and heavy drinking).
- #3: Sheridan Co. has a higher percentage of deaths resulting from motor vehicle crashes involving alcohol than the state.
- #4: 26.8% of Sheridan County's population reported to be obese.
- #5: 37.8% of Sheridan County's population reported to be overweight.
- #6: 27.9% of the population reported no leisure time for physical activity.
- #7: Focus group participants reported a need for expanded mental health services (specifically: crisis services, suicide prevention, and behavioral health).
- #8: Focus group participants expressed a desire for a community health fair.
- #9: Focus group participants identified alcohol and substance abuse to be a concern.
- #10: Focus group participants expressed a desire for more opportunities for physical fitness.

Anticipated Impact(s) of these Activities:

- Improved awareness of available programs/resources in the community.
- Increased access to health and wellness programs/resources.

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

- Track community engagement and participation in Community Health Center development.

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- Development of health improvement goals determined by Community Health Center committee.
- Development of a communication strategy for the Community Health Center and dissemination of information.
- Track grant applications and determine total funding provided by community stakeholders for this initiative.

Measure of Success: A committee guiding the development and sustainability of the Community Health Center will organized.

Needs Not Addressed and Justification

Identified health needs unable to address by Sheridan Memorial Hospital Association	Rationale
1. Childhood immunizations up-to-date reported at 26.3% in Sheridan County.	<ul style="list-style-type: none"> • SMHA continues to offer immunization services through the clinic and well-child checks. In addition, Sheridan County Public Health offers immunization services. Both SMHA and Sheridan County Public health work in partnership to provide vaccination services to Sheridan County.
2. Pneumonia/Influenza mortality rate is higher in Sheridan County than the state.	<ul style="list-style-type: none"> • SMHA continues to offer immunization services through the clinic and wellness visits. In addition, Sheridan County Public Health offers immunization services. Both SMHA and Sheridan County Public health work in partnership to provide vaccination services to Sheridan County.
3. Focus group participants identified a need for more specialty services such as dialysis and chemotherapy.	<ul style="list-style-type: none"> • Offering dialysis and chemotherapy services would not be feasible from a staffing and financial standpoint.

Dissemination of Needs 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.

The Board members of Sheridan Memorial Hospital Association will be directed to the hospital’s website to view the complete assessment results and the implementation plan. SMHA board members approved and adopted the plan on **Month ##, 2016**. 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.

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

[Please remove the following statement and the disclaimer in the footer once the planning document is finalized]

**Please note that you will need to include information specific to these requirements:*

- *You must post your community health needs assessment (CHNA) and your facility’s implementation plan publicly – both “conspicuously” on your website as well as have a hard copy available at your facility should someone request to view either/both documents.*
 - *Your documents must remain on the web until two subsequent CHNA reports have been posted*
 - *An individual must not be required to create an account or provide personally identifiable information to access the report*
 - *A paper copy must be available for public inspection without charge*
- *Your facility’s implementation plan must be approved and the plan must document the date upon which the plan was approved/adopted (Highlighted in yellow above).*