

# IMPLEMENTATION PLAN

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*Addressing Community Health Needs*

*McCone County Health Center ~ Circle, Montana*

**Table of Contents**

*The Implementation Planning Process* ..... 3

*Prioritizing the Community Health Needs*..... 5

*McCone County Health Center’s Existing Presence in the Community*..... 5

*List of Available Community Partnerships and Facility Resources to Address Needs* ..... 6

*McCone County Indicators* ..... 7

*Public Health and Underserved Populations Consultation Summaries*..... 8

*Needs Identified and Prioritized* ..... 9

*Prioritized Needs to Address* ..... 9

*Needs Unable to Address* ..... 10

*Executive Summary*..... 11

*Implementation Plan Grid* ..... 13

*Needs Not Addressed and Justification*..... 20

*Dissemination of Needs Assessment* ..... 21

## The Implementation Planning Process

The Implementation Planning Committee – comprised of McCone County Health Center’s (MCHC) leadership team participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through the Community Health Services Development (CHSD) needs assessment process. MCHC conducted the CHSD process in conjunction with the Montana Office of Rural Health (MORH).

The CHSD community health needs assessment was performed in the spring of 2014 to determine the most important health needs and opportunities for McCone County, Montana. “Needs” were identified as the top issues or opportunities rated by respondents during the CHSD survey process or during focus groups (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 MCHC’s assessment report, which is posted on their website at [www.mcconehealth.org](http://www.mcconehealth.org).

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 McCone County Health Center’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. Access to healthcare services
2. Access to a pharmacy
3. Health education and community wellness opportunities
4. Awareness of available healthcare services

In addressing the aforementioned issues, McCone County Health Center seeks to:

- a) Improve access to healthcare services;
- b) Enhance the health of the community;
- c) Advance medical or health knowledge;
- d) Relieve or reduce the burden of government or other community efforts

**McCone County Health Center's Mission:**

McCone County Health Center is dedicated to providing our residents and patients with optimal and achievable health care services, implementing programs and services that will provide for the overall health and well-being of its service area, and centralize health care services.

**Implementation Planning Committee Members:**

- Nancy Rosaaen – Chief Executive Officer, McCone County Health Center
- Jacque Gardner – Office Manager & Better Health Improvement Specialist, McCone County Health Center
- Beth Conroy – Director of Nursing, McCone County Health Center
- Anita Heide – Dietary/Housekeeping/Laundry Manager, McCone County Health Center
- Diane Black – X-Ray Manager/Office Assistant, McCone County Health Center
- Bridget Schmidt – Activities Coordinator, McCone County Health Center
- Richard Trathen – Plant Manager, McCone County Health Center

## Prioritizing the Community Health Needs

The Implementation Planning Committee completed the following to prioritize the community health needs:

- Reviewed MCHC’s presence in the community (i.e. activities already being done to address community needs)
- Considered organizations outside of the facility which may serve as collaborators in executing MCHC’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

## McCone County Health Center’s Existing Presence in the Community

- MCHC provides lab services for the annual health fair which is hosted by McCone County Public Health Department at MCHC.
- MCHC offers school physicals at a reduced cost each August.
- MCHC organizes and sponsors several community events, including a Fun Run associated with community celebration at the annual Town & Country Day. MCHC, McCone County Volunteer Fire Department and Redwater Valley Ambulance Services also host a free community breakfast on T&C Day.
- MCHC sponsors a Relay for Life team on an annual basis.
- MCHC staff members conduct presentations on healthcare topics at the Senior Center.
- MCHC provides opportunities for continuing community and profession education via the telemedicine network.
- MCHC loans out medical equipment at no cost to community members.
- MCHC sponsors high school students for certain Area Health Education Center (AHEC) activities to build interest in healthcare professions.
- MCHC has developed programs that bring students into the facility: special needs students are able to volunteer at the facility and local high school students spend time with the nursing home residents during the school year.
- MCHC provides a \$250 annual scholarship to any high school graduate that has worked at MCHC and additional scholarship opportunities are available for community members interested in pursuing healthcare careers.
- MCHC is contracted through the McCone County Senior Center to provide meals through the Meals on Wheels program.

### List of Available Community Partnerships and Facility Resources to Address Needs

- The McCone County Public Health Department provides health and prevention services to the area.
- Billings Clinic provides educational resources and support to MCHC.
- Holy Rosary Healthcare provides educational resources and support to MCHC.
- Montana State University Extension provides unbiased research-based education and information that integrates learning, discovery, and engagement to strengthen the social, economic, and environmental well-being of individuals, families, and communities.
- The Montana Office of Rural Health is dedicated to improving access to quality health care for rural Montana by providing collaborative leadership and resources to healthcare and community organizations.
- The McCone County Senior Center wishes to enhance the lives of senior citizens living in the community and also serves as a gathering place for community members of all ages.
- The Circle Senior Housing Committee discusses and addresses senior housing needs in the community.
- The Circle Chamber of Commerce & Agriculture organizes the annual Town and Country Day event in the community, as well as other events throughout the year such as Christmas in July, Garage Sale Day in June and July 4<sup>th</sup> fireworks.
- The Circle Chamber of Commerce & Agriculture and Economic Development Authority is a voluntary organization created to meet and advance the civic needs of the community.
- The Montana Health Network (MHN) is a consortium of healthcare organizations collaborating to develop products and services needed to make healthcare more stable, efficient and cost effective.
- The Eastern Montana Telemedicine Network (EMTN) is a consortium of not-for-profit medical and mental health facilities linking health care providers and their patients throughout Montana and Wyoming.
- The Great Northern Development Corporation (GNDC) provides grant and business development support and services to empower the Northeast Montana region to reach their economic goals.
- The Economic Development Administration (EDA) provides funding for local economic development planning, infrastructure for economic development projects, and capitalization of local and regional revolving loan funds for businesses.
- The Centers for Medicare & Medicaid Services (CMS) administers the Medicare, Medicaid and CHIP programs and is committed to strengthening and modernizing the nation's health care system to provide access to high quality care and improved health at lower cost.
- The Frontier Medicine Better Health Partnership (FMBHP) was formed to address the unique healthcare challenges in rural and frontier communities.

## McCone County Indicators

### Low Income Persons

- 17.0% of persons are below the federal poverty level

### Uninsured Persons

- 21.5% of adults less than age 65 are uninsured
- Data is not available by county for uninsured children less than age 18 (data is available for some counties)

### Leading Causes of Death: Primary and Chronic Diseases

- Heart Disease
- Cancer
- Unintentional Injuries (*External causes of injury often by, but not limited to, drowning, fall, fire/burn, motor vehicle/traffic-related, other transportation-related, poisoning, and suffocation.*)

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

### Percent of Population Age 65 or older

- 20%

### Size of County and Remoteness

- 7,509 people in McCone County
- Population Density: 2.1 people per square mile

### Nearest Major Hospital

- Billings Clinic and St. Vincent Healthcare in Billings, MT are 250 miles from McCone County Health Center

## Public Health and Underserved Populations Consultation Summaries

### Public Health Consultation

[Sue Good-Brown, Public Health Nurse – March 26, 2014]

- Social support services for youth and young families would make the community a healthier place to live.
- Mental health services for children and adults are needed in the community.
- Senior services are needed – not enough housing for people to stay in the community when they need more help.

### Underserved Population – Low-Income / Underinsured

[Jim Moos – McCone County Commissioner – March 11, 2014]

[Nancy Rosaaen – CEO, McCone County Health Center – March 11, 2014]

- Mental health is a growing concern in the community and county. Suicide is a growing concern.
- There is a need for affordable housing options including senior housing and Assisted Living.
- There is a need for an eye doctor, dentist, specialists, and pharmacy; however, the number of barriers for a provider to come to the community is high.

### Underserved Population – Senior Citizens

[Bridget Schmidt – Activities Director, McCone County Health Center – March 11, 2014]

[Patti Schipman – Director, McCone County Senior Center – March 11, 2014]

[Hanz Haynie – McCone County Council on Aging – March 11, 2014]

[Sue Good-Brown – McCone County Public Health – March 26, 2014]

- Transportation is a need – it is difficult for people to access services. The hospital operates a van to assist; however, a volunteer is needed to drive the van. There needs to be a set transportation system in place.
- There is a desperate need for affordable, age appropriate housing (i.e. assisted living, senior housing).
- The County Council on Aging is involved with the senior center, senior meals, and the Carter Charter.

## Needs Identified and Prioritized

### *Prioritized Needs to Address*

1. Survey respondents indicated that two of the most important components of a healthy community are: ‘Access to healthcare and other services’ (69.2%), and ‘Healthy behaviors and lifestyles’ (37.5%).
2. A majority of respondents rated their community as ‘Somewhat healthy’ (54.4%). In 2014, respondents were significantly less likely to rate the community as ‘Very healthy’ or ‘Healthy’ than in 2011.
3. Respondents were interested in the following educational programs/classes: ‘Health and wellness’ (29.2%), ‘Weight loss’ (27.7%), and ‘Fitness’ (26.5%).
4. Most respondents (42.3%) reported having at least 20 minutes of exercise ‘Daily’ but 7.9% reported ‘No physical activity.’
5. “Pharmacy” (59.7%) was selected as one of the top three services that respondents would use if the service was provided locally. Focus group participants indicated a need for pharmacy services as well.
6. Significantly fewer respondents in 2014 indicated that their knowledge of health services at McCone County Health Center was ‘Excellent’ versus 2011.

### *Needs Unable to Address*

*(See page 20 for additional information)*

1. Respondents identified two of the top three health concerns as being: ‘Cancer’ (49%), ‘Alcohol abuse/substance abuse’ (40.7%) and ‘Lack of senior housing’ (37.9%).
2. Over a quarter of respondents (26.8%) indicated that they or a member of their household delayed getting healthcare services when they needed it. The top three reasons cited were: ‘Could not get an appointment’ (53.2%), ‘Too long to wait for an appointment’ (30.6%), and ‘Office wasn’t open when I could go’ (24.2%).
3. The most selected suggestions to improve the community’s access to healthcare were: ‘More primary care providers’ (27.7%), ‘More specialists’ (27.7%), and ‘Cost of services’ (20.9%), as well as ‘Access to current clinic services’ (20.6%).
4. Survey respondents indicated interest in the following senior services: ‘Assisted living facility’ (52.6%), ‘Senior retirement housing/community’ (49%), and ‘Personal care home’ (24.9%). Focus group participants also indicated a need for affordable senior housing and transportation services to assist seniors in the community.
5. Two of the top three most desired healthcare services to be provided locally were: ‘Dental services’ (60.9%) and ‘Vision services (eye doctor)’ (59.7%). Focus group participants echoed the need for dental and vision services to be available in the community.

## Executive Summary

The following summary briefly represents the goals and corresponding strategies and activities which MCHC 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:** Prioritize outreach and education activities to promote current health and wellness opportunities in McCone County.

**Strategy 1.1:** Develop a communication plan to provide information to community members for all technology-based health, education and wellness services already provided by MCHC.

**Activities:**

- Identify all health, education, and wellness services provided by MCHC.
- Develop a promotion campaign that will utilize email communication with community organizations and leaders.
- Post informational flyers at local establishments.
- Publish articles and advertisements in the Circle Banner.
- Develop promotional materials to distribute at the annual health fair.
  - Expand scope of health fair activities by including primary care provider review of blood draw results.
  - Identify additional services that may be offered at the annual health fair.
  - Identify/sponsor additional vendors who can provide health and wellness education.
- Identify events at which the primary care provider and dietician can provide health education and promote health and wellness opportunities available at MCHC and within the community.

**Strategy 1.2:** Develop partnerships with local employers to establish a community-wide health and wellness initiative.

**Activities:**

- Identify employers who offer, or would be interested in offering, a health and wellness program.
- Develop partnerships which would expand community members' access to health and wellness opportunities.
- Promote health and wellness opportunities with local business partners.

**Strategy 1.3:** Prioritize health and wellness initiatives within MCHC.

**Activities:**

- Explore organizing a health and wellness employee challenge.

**Goal 2:** Explore additional services/programs which will result in increased quality and access to healthcare services.

**Strategy 2.1:** Explore feasibility of providing pharmacy services.

**Activities:**

- Determine additional resources/space required for pharmacy services and if the service is cost effective.
- Identify potential community partners/organizations that may be willing to assist with implementing pharmacy services.

**Strategy 2.2:** Improve operational efficiency at MCHC.

**Activities:**

- Submit and obtain Rural Health Clinic designation.
- Continue researching operational efficiency projects completed by peer facilities.
- Develop and implement a Lean process to increase efficiencies within the facility.

**Implementation Plan Grid**

**Goal 1:** Prioritize outreach and education activities to promote current health and wellness opportunities in McCone County.

**Strategy 1.1:** Develop a communication plan to provide information to community members for all technology-based health, education, and wellness services already provided by MCHC.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Identify all health, education, and wellness services provided by MCHC.	Office Manager, BHIS	July 2015 and ongoing	CEO		Resource limitations
Develop a promotion campaign that will utilize email communication with community organizations and leaders.	Office Manager, BHIS	July 2016 and ongoing	CEO	Chamber of Commerce, Senior Center	Financial limitations; Resource limitations
Post informational flyers at local establishments.	Office Manager, BHIS	October 2014 and ongoing	CEO	Chamber of Commerce, Senior Center	Financial limitations; Resource limitations
Publish articles and advertisements in the Circle Banner and/or local tv ad channel.	Office Manager, BHIS	October 2014 and ongoing	CEO	Chamber of Commerce, Senior Center	Financial limitations; Resource limitations
Develop promotional materials to distribute at the annual health fair. - Expand scope of health fair activities by including primary care provider review of blood draw results. - Identify additional services to be offered at the annual health fair. - Identify/sponsor additional vendors who can provide health and wellness education.	DON, Lab Manager, Providers, Office Manager, CEO	October 2015 and ongoing	CEO	McCone County Public Health Dept, MSU Extension, Chamber of Commerce, Senior Center	Financial limitations; Resource limitations

*Strategy 1.1 continued on next page...*

<p><b>Strategy 1.1 continued...</b> Identify events at which the primary care providers and dietician can provide health education and promote health and wellness opportunities available at MCHC and within the community.</p>	<p>Providers, Dietary Manager, DON, Activities Director, CEO</p>	<p>July 2016</p>	<p>CEO</p>	<p>Chamber of Commerce, Senior Center</p>	<p>Financial limitations; Resource limitations</p>
<p><b>Needs Being Addressed by this Strategy:</b></p> <ul style="list-style-type: none"> <li>▪ #1: Survey respondents indicated that two of the most important components of a healthy community are: ‘Access to healthcare and other services’ (69.2%) and ‘Healthy behaviors and lifestyles’ (37.5%).</li> <li>▪ #6: Approximately fourteen percent of respondents (13.8%) reported they experienced periods of feeling depressed on most days for at least three consecutive months.</li> <li>▪ #7: One of the top three health concerns identified by survey respondents was ‘Alcohol abuse/substance abuse’ (40.7%).</li> <li>▪ #8: Focus group participants indicated a need for pharmacy, specialty, and mental health services.</li> <li>▪ #9: A majority of respondents rated their community as ‘Somewhat healthy’ (54.4%). In 2014, respondents were significantly less likely to rate the community as ‘Very healthy’ or ‘Healthy’ than in 2011.</li> <li>▪ #11: Respondents were interested in the following educational programs/classes: ‘Health and wellness’ (29.2%), ‘Weight loss’ (27.7%), and ‘Fitness’ (26.5%).</li> <li>▪ #12: Most respondents (42.3%) reported having at least 20 minutes of exercise ‘Daily’ but 7.9% reported ‘No physical activity.’</li> <li>▪ #13: Significantly fewer respondents in 2014 indicated that their knowledge of health services at McCone County Health Center was ‘Excellent’ versus 2011.</li> </ul>					
<p><b>Anticipated Impact(s) of these Activities:</b></p> <ul style="list-style-type: none"> <li>▪ Increased awareness of MCHC services</li> <li>▪ Improved health outcomes</li> <li>▪ Increased early detection and preventative treatment efforts</li> </ul>					
<p><b>Plan to Evaluate Anticipated Impact(s) of these Activities:</b></p> <ul style="list-style-type: none"> <li>▪ Compare findings between 2014 and subsequent community health needs assessments regarding health and wellness</li> <li>▪ Track participants at health fairs and other MCHC events</li> <li>▪ Track utilization of health and wellness services</li> </ul>					
<p><b>Measure of Success:</b> MCHC, in conjunction with the Public Health Department, develops promotional materials for the health fair and provides services for 400+ health fair participants in 2015.</p>					

**Goal 1:** Prioritize outreach and education activities to promote current health and wellness opportunities in McCone County.

**Strategy 1.2:** Develop partnerships with local employers to establish a community-wide health and wellness initiative.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Identify employers who offer, or would be interested in offering, a health and wellness program.	DON, Activities Coordinator, Dietary Manager,	July 2016	CEO		Financial limitations; Resource limitations
Develop partnerships which would expand community members' access to health and wellness opportunities.	DON, Dietary Manager, Activities Coordinator & CEO	December 2016	CEO, Board		Financial limitations; Resource limitations
Promote health and wellness opportunities with local business partners.	Office Manager, BHIS	December 2016	CEO		Financial limitations; Resource limitations

**Needs Being Addressed by this Strategy:**

- #1: Survey respondents indicated that two of the most important components of a healthy community are: ‘Access to healthcare and other services’ (69.2%) and ‘Healthy behaviors and lifestyles’ (37.5%).
- #6: Approximately fourteen percent of respondents (13.8%) reported they experienced periods of feeling depressed on most days for at least three consecutive months.
- #7: One of the top three health concerns identified by survey respondents was ‘Alcohol abuse/substance abuse’ (40.7%).
- #8: Focus group participants indicated a need for pharmacy, specialty, and mental health services.
- #9: A majority of respondents rated their community as ‘Somewhat healthy’ (54.4%). In 2014, respondents were significantly less likely to rate the community as ‘Very healthy’ or ‘Healthy’ than in 2011.
- #11: Respondents were interested in the following educational programs/classes: ‘Health and wellness’ (29.2%), ‘Weight loss’ (27.7%), and ‘Fitness’ (26.5%).
- #12: Most respondents (42.3%) reported having at least 20 minutes of exercise ‘Daily’ but 7.9% reported ‘No physical activity.’
- #13: Significantly fewer respondents in 2014 indicated that their knowledge of health services at McCone County Health Center was ‘Excellent’ versus 2011.

**Anticipated Impact(s) of these Activities:**

- Increased awareness of MCHC services
- Improved health outcomes
- Increased collaboration between MCHC and other community organizations

*Strategy 1.2 continued on next page...*

*Strategy 1.2 continued...*

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

- Track participants present at MCHC sponsored events
- Record number of MCHC-community organization partnerships created

**Measure of Success:** MCHC will roll out a community health and wellness program with its partners by December 31, 2016.

**Goal 1:** Prioritize outreach and education activities to promote current health and wellness opportunities in McCone County.

**Strategy 1.3:** Prioritize health and wellness initiatives within MCHC.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Explore organizing a health and wellness employee challenge.	DON, Providers, CEO	January 2016	CEO	Shape Up Montana	Financial limitations; Resource limitations

**Needs Being Addressed by this Strategy:**

- #1: Survey respondents indicated that two of the most important components of a healthy community are: ‘Access to healthcare and other services’ (69.2%) and ‘Healthy behaviors and lifestyles’ (37.5%).
- #6: Approximately fourteen percent of respondents (13.8%) reported they experienced periods of feeling depressed on most days for at least three consecutive months.
- #7: One of the top three health concerns identified by survey respondents was ‘Alcohol abuse/substance abuse’ (40.7%).
- #8: Focus group participants indicated a need for pharmacy, specialty, and mental health services.
- #9: A majority of respondents rated their community as ‘Somewhat healthy’ (54.4%). In 2014, respondents were significantly less likely to rate the community as ‘Very healthy’ or ‘Healthy’ than in 2011.
- #11: Respondents were interested in the following educational programs/classes: ‘Health and wellness’ (29.2%), ‘Weight loss’ (27.7%), and ‘Fitness’ (26.5%).
- #12: Most respondents (42.3%) reported having at least 20 minutes of exercise ‘Daily’ but 7.9% reported ‘No physical activity.’
- #13: Significantly fewer respondents in 2014 indicated that their knowledge of health services at McCone County Health Center was ‘Excellent’ versus 2011.

**Anticipated Impact(s) of these Activities:**

- Increased emphasis on health and wellness in the facility and community
- Improved health outcomes
- Increased collaboration between MCHC and other community organizations

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

- Track participants in health and wellness initiatives within the facility

**Measure of Success:** MCHC employees will participate in a “Biggest Loser” health and wellness challenge starting in November 2014.

**Goal 2:** Explore additional services/programs which will result in increased quality and access to healthcare services.

**Strategy 2.1:** Explore feasibility of providing pharmacy services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Discuss contracted pharmacy model with imgRX.	Pharmacist, DON, CEO, Providers	May 2015	CEO	imgRX	Financial limitations; Resource limitations
Determine additional resources/space required for pharmacy services and if the service is cost effective.	Pharmacist, DON, CEO, Providers	May 2015	CEO, Board	FMBHP, imgRX	Financial limitations; Resource limitations
Identify potential community partners/organizations that may be willing to assist with implementing pharmacy services.	Pharmacist, DON, CEO, Providers, BHIS, Office Manager	January 2016	CEO	FMBHP, imgRX	Financial limitations; Resource limitations

**Needs Being Addressed by this Strategy:**

- #1: Survey respondents indicated that two of the most important components of a healthy community are: ‘Access to healthcare and other services’ (69.2%) and ‘Healthy behaviors and lifestyles’ (37.5%).
- #2: Over a quarter of respondents (26.8%) indicated that they or a member of their household delayed getting healthcare services when they needed it. The top three reasons cited were: ‘Could not get an appointment’ (53.2%), ‘Too long to wait for an appointment’ (30.6%), and ‘Office wasn’t open when I could go’ (24.2%).
- #3: The most selected suggestions to improve the community’s access to healthcare were: ‘More primary care providers’ (27.7%), ‘More specialists’ (27.7%), ‘Cost of services’ (20.9%), ‘Access to current clinic services’ (20.6%).
- #13: Significantly fewer respondents in 2014 indicated that their knowledge of health services at McCone County Health Center was ‘Excellent’ versus 2011.

**Anticipated Impact(s) of these Activities:**

- Improved health outcomes
- Decrease in number of patients who must drive to fill prescriptions
- Increased patient compliance

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

- Track number of patients who utilize pharmacy services
- Interview providers to determine whether more patients are able to take medications as directed

**Measure of Success:** MCHC makes a decision regarding the provision of pharmacy services by June of 2016.

**Goal 2:** Explore additional services/programs which will result in increased quality and access to healthcare services.

**Strategy 2.2:** Improve operational efficiency at MCHC.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Submit and obtain Rural Health Clinic designation.	DON, Office Manager, Providers, CEO	June 2015	CEO, Board	CMS	Financial limitations; Resource limitations
Continue researching operational efficiency projects completed by peer facilities.	CEO, Office Manager, DON	December 2016	CEO, Board	FMBHP	Financial limitations; Resource limitations
Develop and implement a Lean process to increase efficiencies within the facility.	DON, Office Manager, CEO, BHIS	June 2015	CEO	FMBHP	Financial limitations; Resource limitations

**Needs Being Addressed by this Strategy:**

- #1: Survey respondents indicated that two of the most important components of a healthy community are: ‘Access to healthcare and other services’ (69.2%) and ‘Healthy behaviors and lifestyles’ (37.5%).
- #2: Over a quarter of respondents (26.8%) indicated that they or a member of their household delayed getting healthcare services when they needed it. The top three reasons cited were: ‘Could not get an appointment’ (53.2%), ‘Too long to wait for an appointment’ (30.6%), and ‘Office wasn’t open when I could go’ (24.2%).
- #3: The most selected suggestions to improve the community’s access to healthcare were: ‘More primary care providers’ (27.7%), ‘More specialists’ (27.7%), ‘Cost of services’ (20.9%), ‘Access to current clinic services’ (20.6%).
- #13: Significantly fewer respondents in 2014 indicated that their knowledge of health services at McCone County Health Center was ‘Excellent’ versus 2011.

**Anticipated Impact(s) of these Activities:**

- Improved service reimbursement rates
- Lower costs to consumers
- Improved patient scheduling experience
- Increased access to healthcare services as a result of increased scheduling efficiencies
- Improved health outcomes

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

- Record patient feedback to gauge awareness of appointment availability
- Conduct a community survey reduction to determine whether changes in cost/appointment availability have changed

**Measure of Success:** MCHC receives its Rural Health Clinic designation and begins implementing a Lean project by June 30, 2015.

**Needs Not Addressed and Justification**

Identified health needs unable to address by McCone County Health Center	Rationale
<p>Respondents identified two of the top three health concerns as being: ‘Cancer’ (49%), ‘Alcohol abuse/substance abuse’ (40.7%) and ‘Lack of senior housing’ (37.9%).</p>	<ul style="list-style-type: none"> <li>• It is not feasible for MCHC to provide additional oncology, alcohol abuse/substance abuse or senior housing services at this time. MCHC provides educational material regarding alcohol abuse/substance abuse on the Mid-Rivers local channel. The facility does not have the space, resources, or level of staffing required to provide these services. MCHC is currently involved in the discussion regarding senior housing in the community; however, the facility cannot provide the resources required to address this issue without significant collaboration and funding from the community or other sources.</li> </ul>
<p>Over a quarter of respondents (26.8%) indicated that they or a member of their household delayed getting healthcare services when they needed it. The top three reasons cited were: ‘Could not get an appointment’ (53.2%), ‘Too long to wait for an appointment’ (30.6%), and ‘Office wasn’t open when I could go’ (24.2%).</p>	<ul style="list-style-type: none"> <li>• MCHC currently has two medical providers available to take appointments. At this time, MCHC is not considering an extension of office hours as current provider availability appears to be sufficient to address the community’s needs.</li> </ul>
<p>The most selected suggestions to improve the community’s access to healthcare were: ‘More primary care providers’ (27.7%), ‘More specialists’ (27.7%), and ‘Cost of services’ (20.9%), as well as ‘Access to current clinic services’ (20.6%).</p>	<ul style="list-style-type: none"> <li>• Strategy 2.2 above may address concerns regarding appointment availability; however, MCHC would require an expansion of the facility in order to accommodate more providers.</li> </ul>
<p>Survey respondents indicated interest in the following senior services: ‘Assisted living facility’ (52.6%), ‘Senior retirement housing/community’ (49%), and ‘Personal care home’ (24.9%). Focus group participants also indicated a need for affordable senior housing and transportation services to assist seniors in the community.</p>	<ul style="list-style-type: none"> <li>• As stated above, MCHC is currently involved in the discussion regarding senior housing in the community; however, providing the resources and expertise required to provide senior housing, assisted living, and personal care services is beyond the capacity of MCHC at this time.</li> </ul>
<p>Two of the top three most desired healthcare services to be provided locally were: ‘Dental services’ (60.9%) and ‘Vision services (eye doctor)’ (59.7%). Focus group participants echoed the need for dental and vision services to be available in the community.</p>	<ul style="list-style-type: none"> <li>• At this time, MCHC does not have the space, resources, equipment, or staff required to provide dental or vision services in the community.</li> </ul>

### Dissemination of Needs Assessment

McCone County Health Center “MCHC” disseminated the community health needs assessment and implementation plan by posting both documents on MCHC website at [www.mcconehealth.org](http://www.mcconehealth.org) and having copies available at MCHC and McCone County Senior Center 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 MCHC is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in McCone County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of MCHC will receive hard copies of the complete assessment results and implementation plan and be directed to the MCHC website at [www.mcconehealth.org](http://www.mcconehealth.org) to view electronic versions of the assessment results and implementation plan. MCHC board members approved and adopted the plan at their Regular Board of Directors Meeting by January of 2015. Board members are encouraged to familiarize themselves with the needs assessment report and implementation plan so they can publically promote MCHC’s plan to influence the community in a beneficial manner.

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

**McCone County Health Center’s (MCHC) Community Health Needs Implementation Plan was approved and adopted at MCHC’s Board of Directors Regular Meeting held on November 18, 2014.**