

# IMPLEMENTATION PLAN

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## *Addressing Community Health Needs*

### *Clark Fork Valley Hospital ~ Plains, Montana*

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*Disclaimer: The National Rural Health Resource Center and the Montana Office of Rural Health strongly encourage an accounting professional's review of this document before submission to the IRS. As of this publishing, this document should be reviewed by a qualified tax professional. Recommendations on its adequacy in fulfillment of IRS reporting requirements are forthcoming.*

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## The Implementation Planning Process

The strategic planning/implementation group – comprised of Dr. Greg Hanson, Clark Fork Valley Hospital CEO/Administrator, as well as the Governing board, Administrative team and CFVH Community Health Improvement Specialist, Brandy Kincheloe – participated in an implementation planning and recording process to systematically and thoughtfully respond to all issues and opportunities identified through the Community Health Services Development (CHSD) Process, a community health assessment. The facility conducted the CHSD Process in conjunction with the Montana Office of Rural Health (MORH).

A Community Health Needs Assessment (CHNA) was performed in the spring of 2012 in order to determine the most important health needs and opportunities for Sanders County, Montana. “Need” was identified as the top issues or opportunities were rated by respondents during the CHNA survey process or in the focus groups. For more information regarding the needs identified, as well as the assessment process/approach/methodology, please refer to the facility’s CHNA, which is posted on the facility’s website [www.cfvh.org](http://www.cfvh.org) under “Our Community.”

The strategic planning/implementation group 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 09 for additional information regarding input received from community representatives).

The strategic planning/implementation group determined which needs or opportunities could be addressed considering Clark Fork Valley Hospital’s parameters of resources and limitations. The group then prioritized the needs/opportunities using the additional parameters of the organizational vision, mission, and/or 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:

1. Healthy Behaviors and Lifestyles
2. Community Wellness
3. Access to Healthcare

In addressing the aforementioned issues, Clark Fork Valley Hospital seeks to:

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

**Clark Fork Valley Hospital's Mission:**

Clark Fork Valley Hospital and Family Medicine Network will partner with our communities to improve the health of those we serve.

**Clark Fork Valley Hospital's Vision:**

Our vision is the target we set for ourselves in the future. It is a direct product of our mission statement and could be considered the culmination of the efforts of staff members to fulfill the mission. We will create a caring and compassionate environment to deliver quality healthcare and meet our communities' needs. A culture of individual ownership will foster innovative ideas and excellence in customer service, professional growth and fiscal health. We will be recognized as the premier employer and the healthcare provider of choice in Sanders County.

## Prioritizing the Community Health Needs

The Strategic Planning/ Implementation Planning Group completed the following in order to prioritize community health needs:

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

### Clark Fork Valley Hospital's Presence in the Community:

Clark Fork Valley offers the following events to the community:

- Free Skin Cancer Screenings at Thompson Falls and Plains Family Medicine
- Health Care Reform and Moving Into 2014 Information Sessions
- Tree of Life Ceremony
- Breast Cancer Support Group
- Infant CPR and Child Safety Course
- Sports Physicals and Immunizations
- Free Mammogram Screening Day
- Bereavement Support Group
- Reduced Cost Flu Shots

Clark Fork Valley Hospital engages the community with the following outreach health and wellness programs:

- 'Women's Wellness' Series
- 'Are you at Risk for Diabetes?' Seminar
- 'Getting Your ZZZZ's Sleep Apnea' Seminar
- 'Christmas Clean Eating' Seminar
- 'How to Protect Our Kids from Predators' Seminar
- 'Child and Car Seat Safety' Seminar
- 'Smoking Cessation' Seminar

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

- **Alcoholics Anonymous** members facilitate alcohol and/or substance abuse treatment meetings on a weekly basis in Hot Springs, Plains and Thompson Falls.
- **AltaCare** is a comprehensive counseling treatment program for children and families located at the elementary school in Plains.
- **Bountiful Baskets** is a non-for profit food coop for families that provides fresh produce for less money. Bountiful Baskets is held weekly at the elementary school in Thompson Falls.
- **Building Bridges** is a long term treatment program that assists males 14-18 years old.
- **Cancer Network of Sanders County** is a non-profit organization that was formed to lend support to Sanders County residents with their cancer treatments. Funds are available to assist with travel expenses, medications, prostheses, wigs, or other related expenses not covered by insurance.
- **Chicks and Chaps** is a non-profit that raises money for cancer patients in Sanders County.
- **Community Harvest Food Bank** provides free commodities to low income families and individuals.
- **Sanders County Community Development Corporation (SCCDC)** is a non-profit corporation whose mission is to promote and support economic activity within Sanders County.
- **Community Housing Organization (CHO)** provides safe and affordable housing to those of all ages. CHO also provides funds to low income citizens to repair and make their home safe.
- **E.L. Johnson Pool** is a public outdoor swimming pool that provides swimming opportunities throughout the open season.
- **Elks Club** invest in their local community through programs that help children grow up healthy and drug-free, by undertaking projects that address unmet need, and by honoring the service and sacrifice of our veterans.
- **Lions Club of Montana** is a charitable organization that focuses on the social welfare in Sander County.
- **Office of Public Assistance (OPA)** provides assistance with Medicaid applications, SNAP and TANF. OPA shares the building with the Sanders County Job Service, Child Protective Services, and the Montana State Extension office.
- **Opportunity Resources (ORI)** provides a wide array of supports including facility and community employment, congregate and supported living, residential supports, transportation, recreation, art, counseling, nursing, and personal assistance for those living with disabilities.
- **Plains Women's Club** is an active group of women who are interested in volunteering to help better the community.
- **Plains Public Library District** provides access to reading materials and computers for local residents to rent.
- **Paradise-Plains Senior Center** provides activities and two meals a week for seniors in the community. The facility also provides the kitchen that prepares food for the Meals on Wheels program.

- **Thompson Falls Senior Center** provides activities and community for seniors in the area. They provide meals on Tuesday (lunch) and Thursday (dinner). The Senior Commodities program, which provides a free monthly box of commodities to eligible seniors, is also distributed from here. The Senior Center also provides the kitchen that prepares food for the Meals on Wheels program in Thompson Falls. \*Noxon, Trout Creek, Dixon, and Heron also have Senior Centers, which provide activities and meals for seniors in the community.
- **Sanders County Adult Protective Services (APS)** provides intervention and support for adults who are at risk for abuse, self-neglect, and exploitation.
- **Sanders County Council on Aging (SCCOA)** provides free information and assistance. They also manage the bus transportation system (Sanders County Public Transportation) and the Senior Nutrition program for all of Sanders county. This includes the Supplement Program, Congregate Meals, Meals on Wheels, and Respite /Homemaker services.
- **Sanders County Coalition for Families (SCCF)** provides a safe haven and supportive services to victims or survivors of domestic violence, sexual assault and child abuse.
- **Sanders County Community Mental Health Center** provides client centered counseling, case management, psychiatry, and community supports for residents of Thompson Falls, Plains, and Hot Springs.
- **Sander County Employs** a Tobacco Prevention Specialist to improve the health of Sanders County residents by reducing exposure to second-hand smoke and by reducing tobacco use.
- **Sanders County Local Emergency Planning Committee (SCLEPC)** works to improve emergency response throughout the county.
- **Sanders Public Health Department** serves the Sanders County to protect, improve and preserve the health and well-being of the citizens of Sanders County.
- **Sanders County Public Transportation** provides transportation services to Hot Springs, Dixon, Thompson Falls, Trout Creek, Noxon, Heron, Missoula, Kalispell and Sandpoint for those who do not drive or are in need of transportation. The service provides a trip almost every day of the week and a senior discount.
- **Wildhorse Sports Association** is a non-profit that is building and will maintain an outdoor 27-acre sports complex that is free and open to the public. The complex will support a variety of activities, including baseball, soccer, youth football, walking, and running.
- **Women, Infants, Children (WIC)** in Thompson Falls provides nutritious foods to supplement diets, information on healthy eating and referrals to healthcare.
- Besides the regular weekly curriculum, the area schools (Plains Elementary School, Plains High School, Hot Springs High School) provide educational activities/programs to local students in the form of after school programs that provide help with homework and a variety of activities. Various additional activities are held in the gyms on weekends and after hours.

## Sanders County Indicators:

### Low Income Persons

- 17% low income persons (persons below federal poverty level)

### Uninsured Persons

- Uninsured adults less than age 65 – 25.3%
- Uninsured children less than age 18 – data not available by county (data available for some counties)

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

- Cancer
- Heart Disease
- Unintentional Injuries

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

Percent of Population Age 65 and older – 20%

Size of County and Remoteness – 11,034 in Sanders County; Population Density: 4 people per square mile

Nearest Major Hospital – St. Patrick Hospital and Health Sciences Center and Community Medical Center are both located in Missoula, Montana, which is 78 miles from Clark Fork Valley Hospital.

## Public Health and Underserved Populations Consultation Summaries

### Public Health Consultation [Karen Dwyer, Program Assistant – Sanders County Public Health Department]

- Sanders County has almost the lowest immunization rate in the State. DPHHS would like to see that rate increased.
- Need for an increase in counseling and mental health services. High amount of domestic abuse incidents.

### Underserved Population – Low Income Population Consultation

[Fred Pargeter, Secretary – Thompson Falls Community Harvest Food Bank]

- Increase in food bank usage since SNAP benefits were decreased. As a result, the Thompson Falls Food Bank can only afford to serve Thompson Falls and Trout Creek residents due to less food being donated/purchased than demand requires. Would like to see an increase in fresh produce that is available to the community.

### Underserved Population – Senior Population Consultation

[Erin Alt, Director – Sanders County Council on Aging]

[Patty Martin, Adult Protective Services]

[Janet Sheridan, Site Manager – Plains-Paradise Senior Center]

- Increased need for transportation on a daily basis to appointments in locations such as Kalispell and Missoula for dialysis, and other health care appointments.
- Some seniors are unable to pay for in-home personal care attendant services because they are just above the cut-off of financial eligibility for Medicaid or they are unable to ‘spend down’ to qualify for Medicaid as it is too costly. This financial ‘limbo’ puts some at risk to not being able to live at home. Respite services are available on a sliding scale, but are limited to only four hours per week at a reduced rate. Many are not able to financially afford more needed hours at the full cost rate.
- A welfare check program is needed to ensure that seniors who are at home are well and are staying safe and independent.

## Needs Identified and Prioritized

### *Prioritized Needs to Address*

1. 'Healthy behaviors and lifestyles' was identified as the most desired local healthcare service by survey respondents (16.9%).
2. 'Community wellness' was identified as the second-most desired local healthcare service by survey respondents (15.4%).
3. 'Diabetes education' was identified as the third-most desired local healthcare service by survey respondents (11.8%).
4. Survey respondents rated 'More primary care providers' as the most important way to improve the community's access to healthcare (30.8%).
5. 'Access to healthcare and other services' was identified as the most important component of a healthy community (57.9%).
6. Significantly more respondents indicated a need for 'transportation assistance' in 2011 (19%) than in 2007 (10.9%).

### *Needs Unable to Address*

*(See page 18 for additional information)*

1. Focus group participants indicated outpatient chemotherapy and kidney dialysis as needed healthcare services in the community.
2. Of the respondents who indicated that their child had not received recommended childhood immunizations, 'Chose not to immunize' was the reason most cited by a significant majority (80%).
3. Of the survey respondents who indicated that they had delayed or not received healthcare services, 'It cost too much' was the reason for a majority of the respondents (55.8%).

## Executive Summary

The following represents a summary of the goals and corresponding strategies and activities which the facility will execute in order to address the prioritized health needs (from page 10). 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:** Provide services and opportunities to promote healthy behaviors and lifestyles to the community.

**Strategy 1.1:** Continue offering services/opportunities which promote healthy behaviors and lifestyles.

**Activities:**

- Continue offering free skin cancer screenings
- Continue supporting the Breast Cancer and Bereavement support groups
- Continue offering 'Free Mammogram Day' to the community
- Continue providing seminars/series related to healthy behaviors and lifestyles (i.e. smoking cessation, 'How to Protect Our Kids from Predators', etc.)
- Continue providing reduced-cost flu shots at Plains Family Medicine and Thompson Falls Family Medicine
- Continue providing a presence at the Thompson Falls Employee Health Fair

**Goal 2:** Provide services and support specific to addressing diabetes in the community.

**Strategy 2.1:** Provide staff and community members with additional resources regarding diabetes.

**Activities:**

- Provide an in-service on diabetes to the nursing staff
- Develop a diabetes support group for community members affected by diabetes
- Pursue funding for a facilitated worksite through a nutrition grant that will allow the dietician and kitchen to provide healthy food options, as well as information on healthy diets

**Goal 3:** Increase access to healthcare services.

**Strategy 3.1:** Recruit primary care providers.

**Activities:**

- Hire primary care providers
- Perform marketing activities to make community aware of new providers

**Strategy 3.2:** Partner with the Council on Aging (COA) to increase seniors' opportunity for transportation.

**Activities:**

- Determine CFVH's role in addressing the need for transportation
- Market new opportunities for transportation

## Implementation Plan Grid

**Goal 1:** Provide services and opportunities to promote healthy behaviors and lifestyles to the community.

**Strategy 1.1:** Continue offering services/opportunities which promote healthy behaviors and lifestyles.

**Health Issue Addressed:** Survey respondents clearly demonstrated interest in learning about and engaging in healthy behaviors and lifestyles.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> <li>Continue offering free skin cancer screenings</li> </ul>	Family Medicine Network Manager	Ongoing	CEO	Wildhorse General Surgery, Dr. Don Damschen	Lack of awareness, Lack of transportation
<ul style="list-style-type: none"> <li>Continue supporting the Breast Cancer and Bereavement support groups</li> </ul>	Director of Medical Staff / Licensed Clinical Social Worker	Ongoing	CEO	Breast Cancer Resource Network	Lack of awareness, Lack of transportation
<ul style="list-style-type: none"> <li>Continue offering 'Free Mammogram Day' to the community</li> </ul>	Family Medicine Network Manager	Ongoing	CEO	Tough Enough To Wear Pink of MT, MT Breast and Cervical Program	Lack of awareness, Lack of transportation
<ul style="list-style-type: none"> <li>Continue providing seminars/series related to healthy behaviors and lifestyles (i.e. smoking cessation, 'How to Protect Our Kids from Predators', etc.)</li> </ul>	Family Medicine Network Manager	Ongoing	CEO	Marketing Dept	Lack of awareness, Lack of transportation
<ul style="list-style-type: none"> <li>Continue providing reduced cost flu shots at Plains Family Medicine and Thompson Falls Family Medicine</li> </ul>	Family Medicine Network Manager	Ongoing	CEO	Plains Family Medicine, Thompson Falls Family Medicine	Lack of awareness, Lack of transportation
<ul style="list-style-type: none"> <li>Continue to have a presence at the Sanders Health Fair</li> </ul>	Dietician / Registered Diabetes Educator	Ongoing	CEO	County	Lack of awareness, Lack of transportation

*Strategy 1.1 continued...*

**Needs Being Addressed by this Strategy:**

- #1: 'Healthy behaviors and lifestyles' was identified as the most desired local healthcare service by survey respondents (16.9%).
- #2: 'Community wellness' was identified as the second-most desired local healthcare service by survey respondents (15.4%).

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

- Increased awareness of services available
- Healthier community members as a result of increased usage of screenings and programs

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

- Track visits and attendees associated with events

**Measure of Success:** Clark Fork Valley Hospital observes an increased number of visits and attendees for its programs.

**Goal 2:** Provide services and support options specific to addressing diabetes in the community.

**Strategy 2.1:** Provide staff and community members with additional resources regarding diabetes.

**Health Issue Addressed:** Diabetes is a major chronic disease that affects the community. Survey respondents indicated a significant amount of interest in receiving diabetes education.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> <li>Provide an in-service on diabetes to the nursing staff</li> </ul>	Dietician / Registered Diabetic Health Educator	By December 2014	CEO	None outside of CFVH	
<ul style="list-style-type: none"> <li>Develop a diabetes support group for community members affected by diabetes</li> </ul>	Dietician / Registered Diabetic Health Educator	By December 2014	CEO	None Outside of CFVH	Lack of awareness, Lack of transportation
<ul style="list-style-type: none"> <li>Pursue funding for a Cardiovascular Health Program that will allow the organization to develop, implement, promote and enforce healthy food and diet standards</li> </ul>	Dietician / Registered Diabetic Health Educator/ Director of Health Services/Kitchen Manager	By December 2014	CEO	Fork and Spoon Cafeteria (CFVH)	Sustainability concerns

**Needs Being Addressed by this Strategy:**

- #3: 'Diabetes education' was identified as the third-most desired local healthcare service by survey respondents (15.4%).

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

- Increased awareness of resources, preventative measures, and tools related to diabetes
- Decrease in diabetes diagnoses and diabetes-related issues
- Healthier community members and Employees

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

- Determine need for diabetes education based on next CHNA (to be completed in 2014)

**Measure of Success:** The next CHNA completed will indicate a decrease in the need for diabetes education.

**Goal 3:** Increase access to healthcare services.

**Strategy 3.1:** Recruit primary care providers.

**Health Issue Addressed:** Access to healthcare is a noted challenge in rural areas – survey respondents indicated that access to healthcare and other services was the most important component of a healthy community.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> <li>Hire primary care providers</li> </ul>	Leadership Team	December 2013	CEO	Recruitment Firms	Recruiting issues
<ul style="list-style-type: none"> <li>Perform marketing activities to make community aware of new providers</li> </ul>	Marketing Department	Ongoing	CEO	Local Newspapers	Lack of awareness, Lack of transportation, Retention of providers

**Needs Being Addressed by this Strategy:**

- #4: Survey respondents rated ‘More primary care providers’ as the most important way to improve the community’s access to healthcare (30.8%).
- #5: ‘Access to healthcare and other services’ was identified as the most important component of a healthy community (57.9%).

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

- Increased awareness and utilization of additional availability (of primary care providers)
- Increased access to local healthcare and other services
- Healthier community members

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

- Determine need for additional providers in next CHNA (to be completed in 2014)

**Measure of Success:** CFVH will hire additional primary care providers by December 2013.

**Goal 3:** Increase access to healthcare services.

**Strategy 3.1:** Partner with the Council on Aging (COA) to increase seniors' opportunity for transportation.

**Health Issue Addressed:** Access to healthcare is a noted challenge in rural areas – survey respondents indicated that access to healthcare and other services was the most important component of a healthy community.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> <li>Determine CFVH's role in addressing the need for transportation</li> </ul>	Leadership Team	December 2013	CEO	COA	
<ul style="list-style-type: none"> <li>Market new opportunities for transportation</li> </ul>	Marketing Department	Ongoing	CEO	Local Newspapers, COA	Lack of awareness

**Needs Being Addressed by this Strategy:**

- #5: 'Access to healthcare and other services' was identified as the most important component of a healthy community (57.9%).
- #6: Significantly more respondents indicated a need for 'transportation assistance' in 2011 (19%) than in 2007 (10.9%).

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

- Increased access to local healthcare and other services
- Healthier community members

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

- Determine need for transportation in next CHNA (to be completed in 2014)
- Track utilization of transportation

**Measure of Success:** CFVH will partner with COA to provide additional opportunities for transportation.

### Needs Not Addressed and Justification

Identified health needs unable to address by Clark Fork Valley Hospital	Rationale
Focus group participants indicated outpatient chemotherapy and kidney dialysis as needed healthcare services in the community.	<ul style="list-style-type: none"> <li>Both services require a significant investment in resources and equipment, which CFVH cannot address as this point in time. CFVH also does not have any regional partners to assist in providing these services at this time.</li> </ul>
Of the respondents who indicated that their child had not received recommended childhood immunizations, 'Chose not to immunize' was the reason most cited by a significant majority (80%).	<ul style="list-style-type: none"> <li>The low immunization rates present in Sanders County may be attributed to the religious/philosophical viewpoints of the population in the area.</li> </ul>
Of the survey respondents who indicated that they had delayed or not received healthcare services, 'It cost too much' was the reason for a majority of the respondents (55.8%).	<ul style="list-style-type: none"> <li>CFVH provides several options for those in need (i.e. self-pay assistance and a financial assistance program). These programs evaluate the applicant's financial ability to pay and provide a discount based on the applicant's financial status (using the Federal Poverty Guidelines). This finding may indicate an overall lack of awareness/education on insurance coverage and financial assistance options available.</li> </ul>

## Dissemination of Needs Assessment

Clark Fork Valley Hospital (CFVH) disseminated the community health needs assessment (CHNA) and implementation plan by posting both documents conspicuously on the Clark Fork Valley website ([www.cfvh.org](http://www.cfvh.org)) as well as having copies available at the facility and the Plains Public Library District (108 West Railroad) should community members request to view the community health needs assessment (CHNA) or the implementation planning documents.

A Steering Committee will form specifically as a result of the CHNA process in order to introduce the community to the assessment process, will be informed of the past implementation plan to see the value of their input and time in the CHNA process, as well as how Clark Fork Valley Hospital is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Sanders County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of Clark Fork Valley Hospital will be directed to the hospital's website to view the assessment results and the implementation plan. Clark Fork Valley Hospital board members approved and adopted the plan on **January 16, 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.