

# IMPLEMENTATION PLAN

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## *Addressing Community Health Needs*

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

The implementation planning process began with identifying needs and opportunities to be addressed. The needs and opportunities identified in this report are taken from Daniels Memorial Healthcare Center's CHSD Report. CHSD brought forth issues and opportunities utilizing a survey, focus groups, secondary data, demographics, and input from public and "special populations" representatives (please refer to CHSD report for more information on consultations). "Need" was identified as the top issues or opportunities rated by respondents for each question on the survey or in the focus groups (see page 10 for a list of "Needs Identified and Prioritized"). The rest of the responses are included in the CHSD report which is available by request from Daniels Memorial Healthcare Center. Some questions that were asked on the community assessment survey are not shown under "Needs Identified and Prioritized" because they are considered background or behavior-related information such as demographics, or service utilization rates.

The implementation planning process began with Daniels Memorial Healthcare Center's administrator, Dave Hubbard, and the Marketing Director, Barbara Ward. The team reviewed the identified issues and opportunities discovered in the CHSD report and then determined which issues or opportunities could be addressed considering Daniels Memorial Healthcare Center's parameters of resources and limitations. The team declared five issues or opportunities that could be addressed through the implementation planning process at this time considering said parameters. Participants then worked together to develop a goal to address each prioritized need. The group's top chosen issues were turned into goal statements with strategies and activities, responsibilities, timelines, and who the responsible party would report to when the strategy was met.

**Daniels Memorial Healthcare Center's Vision:**

“Daniels Memorial Healthcare Center is committed to providing excellence in rural community healthcare.”

**Daniels Memorial Healthcare Center's Mission:**

“The purpose of our professional team is to pursue excellent patient and community care through collaborative teamwork that meets or exceeds our patient and resident expectations.

**Implementation Planning Session Attendees:**

- Dave Hubbard – CEO, Daniels Memorial Healthcare Center
- Barbara Ward – Marketing Director, Daniels Memorial Healthcare Center

## Executive Summary

**Goal 1:** Provide services which will improve outcomes related to chronic disease in the community.

**Strategy 1.1:** Provide a cardiac rehabilitation center at Daniels Memorial Healthcare Center for community members.

**Activities:**

- Develop a program for cardiac rehabilitation and gain Board approval
- Establish a partnership with the Physical Therapy department
- Hire a nurse to oversee the new cardiac rehabilitation program
- Obtain necessary equipment, including a heart rate monitor, crash cart, and cardiac treadmill
- Train necessary staff to operate the equipment
- Develop marketing materials to increase awareness of the new cardiac rehabilitation services

**Strategy 1.2:** Explore the viability of providing comprehensive education programs for cancer and heart disease.

**Activities:**

- Assemble an “Education Task Force” consisting of Nursing Services, Marketing, and Radiology staff to explore education options
- Create a resource map to assess Daniels Memorial Healthcare’s current educational resources
- Identify any gaps in the educational resources that are available
- Explore potential partnerships with other surrounding hospitals that already provide educational programs for chronic disease

**Goal 2:** Provide increased access to needed health care services for the Scobey community.

**Strategy 2.1:** Bring a mobile MRI service into the community on a periodic basis.

**Activities:**

- Determine the number of community members in DMHC's service area who travel to Williston for MRI services
- Contact vendors about providing mobile MRI services
- Create contracts with MRI vendors
- Market the new MRI service through:
  - ◆ An advertisement in the newspaper
  - ◆ Press release or lead article
  - ◆ DMHC's website
  - ◆ Comprehensive brochure packets

**Strategy 2.2:** Provide on-site ultrasound services to community members.

**Activities:**

- Explore options for an on-site ultrasound unit in Daniels Memorial Healthcare Center's 7-year plan
- Perform cost-benefit analyses to determine the feasibility of bringing on-site ultrasound services to DMHC
- Partner with Billings Clinic to explore options for a mobile ultrasound unit

**Strategy 2.3:** Provide better access to specialists and mental health services through use of telemedicine and partnerships with providers/facilities.

**Activities:**

- Explore a partnership in Glasgow for an orthopedic surgeon to visit periodically
- Partner with Billings Clinic to provide specialty services via telemedicine
- Create a monthly dashboard to schedule telemedicine appointments to avoid scheduling conflicts
- Work with Esther Kramer to determine ways to address the lack of mental health services in the area
- Provide support for mental health groups via telemedicine

**Strategy 2.4:** Recruit an additional primary care provider to Daniels Memorial Healthcare Center's staff.

**Activities:**

- Explore buying property for the potential facility expansion
- Finalize a master plan for the construction of the expanded clinic or new space
- Expand facility space
- Recruit primary care providers
- Hire a primary care provider

**Strategy 2.5:** Expand the clinic's hours of operation.

**Activities:**

- Explore extending clinic hours
- Determine expanded hours of operation
- Publicize expanded hours for clinic on DMHC's website and in the newspaper

**Goal 3:** Provide increased opportunities for community members to access activities and services related to health and wellness.

**Strategy 3.1:** Provide access to the fitness center in Daniels Memorial Healthcare Center's Physical Therapy department for all community members.

**Activities:**

- Set membership pricing
- Open the fitness center to community members
- Explore a partnership with the school to provide exercise equipment in addition to walking opportunities
- Publicize opening of the fitness center to community members



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

- Addictive & Mental Disorders Division (AMDD) provides support and services related to substance abuse and mental health issues
- Bountiful Baskets provides community members with access to fruits and vegetables
- Billings Clinic offers access to its specialists through telemedicine
- CTA Architects Engineers (based out of Billings, Montana) are being consulted regarding the anticipated facility expansion
- DMS Health Technologies (based out of Fargo, North Dakota) provides mobile mammography services
- Frances Mahon Deaconess Hospital/ FMDH Orthopedics & Sports: Mirich Thomas MD (based out of Glasgow, Montana) supports a referral relationship with Daniels Memorial Healthcare Center in order to provide specialists for community members
- Eastern Montana Telemedicine Network (EMTN) provides infrastructure and support for telehealth needs
- Eastern Service Area Authority (ESAA) provides support and services related to public mental health services in Montana communities
- Montana Health Network is a collaborative effort to provide services to all residents of Montana
- Scobey Public School is an active partner of the hospital in terms of youth outreach and also provides a space for community members to be active
- Eastern Montana Area Health Education Center (AHEC) organizes and runs Recruitment and Educational Assistance for Careers in Health (REACH) camps on behalf of rural communities interested in fostering local children's interest in pursuing healthcare careers
- Montana Connections/AHEC Recruitment Program assist in recruiting primary care physicians to rural areas
- Montana Office of Rural Health (MORH) provides technical assistance to rural health systems and organizations
- DC Transportation provides transportation services to needed health care services for Daniels County community members
- The Daniels County Food Bank provides food to community members and families in need.

## Needs Identified and Prioritized

### *Prioritized Needs to Address (Based on CHSD Process)*

1. Top health concerns: ‘Cancer’ (70.7%), ‘Heart disease’ (53%), ‘Alcohol abuse/substance abuse’ (43.3%)
2. Three most important things for a healthy community: ‘Access to health care and other services’ (73.8%), ‘Healthy behaviors and lifestyles’ (37.8%), ‘Strong family life’ (33.5%)
3. Suggestions to improve community’s access to healthcare: ‘More specialists’ (34.8%), ‘More primary care providers’ (34.1%), and ‘Outpatient services expanded hours’ (22.6%)
4. The majority of respondents indicated a need for a ‘Fitness center’ (21.3%), ‘MRI’ (20.7%), and ‘ultrasound (on-site)’ (18.9%)
5. Focus Group Participants mentioned a need for mental health services
6. Approximately fifteen percent of survey respondents indicated that they had experienced periods of feeling depressed on most days.
7. A significant percentage of survey respondents indicated that the community was ‘Somewhat healthy’ (47.2%)
8. Focus Group Participants indicated a need for better access to fruits and vegetables year-round

***Daniels Memorial Healthcare Center's Presence in the Community:***

- Daniels Memorial Healthcare (DMHC) brings in a rotation of specialists on a monthly basis based on the community's needs
- The facility offers mobile digital mammograms to community members on a regular basis
- The facility allows use of its telemedicine capabilities for several support groups in the community
- The facility utilizes specialists via telemedicine to increase access to specialty care in the community
- Daniels Memorial Healthcare offers educational opportunities to community members via telemedicine
- DMHC staff provide foot care clinics at the Senior Citizens Center to screen community members for diabetes and other health conditions
- DMHC staff provide sports physicals and donates proceeds from the physicals back to the athletic departments
- The facility offers birthday blood screening specials to community members

***Daniels County Indicators:***Low Income Persons

- 18% low income persons (persons below federal poverty level)

Uninsured Persons

- Uninsured adults less than age 65 – 32.7%
- 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
- CLRD (Chronic Lower Respiratory Disease)

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

Public Health Consultation (Mary Nyhus – County Health Department – June 19, 2012)

- Prevention
- Mental Health Services
- Family Planning

Percent of Population Age 65 and older – 24%

Size of County and Remoteness – 1,643 in Daniels County; Population Density: 1.2 people per square mile

Nearest Major Hospital – Trinity Health in Minot, ND – 222 miles from Daniels Memorial Healthcare Center

### ***Needs Unable to Address***

*(See page 22 for additional information)*

1. Survey respondents indicated a need for assisted living (18.9%) and consultation with representatives of the senior population indicated a need for hospice/end-of-life care.
2. 18.3% of respondents indicate that they or a member of their household delayed getting health care services when they needed it because: ‘It costs too much’ (36.7%), ‘Too long to wait for an appointment’ (36.7%), or ‘Not treated with respect’ (23.3%)
3. Respondents indicated that they were not aware (22.6%) or were unsure (13.4%) of programs that help people pay for healthcare bills.
4. Consultation with representatives from the senior, youth, and low-income population, as well as a representative from the county health department, indicated needs for general services such as child care, transportation, and access to food.
- 5.

### Implementation Plan Grid

**Goal 1:** Provide services which will improve outcomes related to chronic disease in the community.

**Strategy 1.1:** Provide a cardiac rehabilitation center at Daniels Memorial Healthcare Center for community members.

**Health Issue Addressed:** Heart disease is a serious concern in the Scobey community and there is a higher prevalence of the condition in the region versus the state.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Develop a program for cardiac rehabilitation and gain Board approval</li> </ul>	CEO	October 2013	Board	None	Daniels Memorial Healthcare Center (DMHC)
<ul style="list-style-type: none"> <li>Establish a partnership with the Physical Therapy department</li> </ul>	CEO	October 2013	Board	Billings Clinic	DMHC Physical Therapy
<ul style="list-style-type: none"> <li>Hire a nurse to oversee the new cardiac rehabilitation program</li> </ul>	CEO, Human Resources	April 2014	Board	None	DMHC
<ul style="list-style-type: none"> <li>Obtain necessary equipment, including a heart rate monitor, crash cart, and cardiac treadmill</li> </ul>	CEO & Board	April 2015	Board	Billings Clinic	DMHC
<ul style="list-style-type: none"> <li>Train necessary staff to operate the equipment</li> </ul>	Nursing Staff	May 2015	CEO	Billings Clinic	DMHC
<ul style="list-style-type: none"> <li>Develop marketing materials to increase awareness of the new cardiac rehabilitation services</li> </ul>	Marketing Director	May 2015	CEO	None	DMHC

**Needs Being Addressed by this Strategy:**

- #1: Top health concerns: ‘Cancer’ (70.7%), ‘Heart disease’ (53%), ‘Alcohol abuse/substance abuse’ (43.3%)

**Measure of Success:** Daniels Memorial Healthcare Center’s Cardiac Rehabilitation Center is open to the public by April 2015.

**Goal 1:** Provide services which will improve outcomes related to chronic disease in the community.

**Strategy 1.2:** Explore the viability of providing comprehensive education programs for cancer and heart disease.

**Health Issue Addressed:** Heart disease and cancer are serious concerns in the Scobey community and there is a higher prevalence of both conditions in the region versus the state.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Assemble an “Education Task Force” consisting of Nursing Services, Marketing, and Radiology staff to explore education options</li> </ul>	CEO & Marketing	October 2013	CEO	None	DMHC
<ul style="list-style-type: none"> <li>Create a resource map to assess Daniels Memorial Healthcare’s current educational resources</li> </ul>	Education Task Force	April 2015	CEO	None	DMHC
<ul style="list-style-type: none"> <li>Identify any gaps in the educational resources that are available</li> </ul>	Providers & Education Task Force	April 2015	CEO	None	DMHC
<ul style="list-style-type: none"> <li>Explore potential partnerships with other surrounding hospitals that already provide educational programs for chronic disease.</li> </ul>	Education Task Force	April 2015	CEO	Billings Clinic, AHRQ	DMHC

**Needs Being Addressed by this Strategy:**

- #1: Top health concerns: ‘Cancer’ (70.7%), ‘Heart disease’ (53%), ‘Alcohol abuse/substance abuse’ (43.3%)

**Measure of Success:** Daniels Memorial Healthcare Center creates education programs for community members affected by cancer and heart disease.

**Goal 2:** Provide increased access to needed health care services for the Scobey community.

**Strategy 2.1:** Bring a mobile MRI service into the community on a periodic basis.

Initials

<b>Health Issue Addressed:</b> In the Community Health Needs Assessment, community members indicated a need for local MRI and ultrasound services.					
Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Determine the number of community members in DMHC's service area who travel to Williston for MRI services</li> </ul>	Marketing Director	August 2013	CEO	Frances Mahon Deaconess Hospital, Sidney Health Center	DMHC
<ul style="list-style-type: none"> <li>Contact vendors about providing mobile MRI services</li> </ul>	Radiology Department & CEO	October 2013	CEO	Montana Health Network & DMS Health Technologies	DMHC
<ul style="list-style-type: none"> <li>Create contracts with MRI vendors</li> </ul>	CEO	December 2013	Board	Montana Health Network & DMS Health Technologies	DMHC & Vendors
<ul style="list-style-type: none"> <li>Market the new MRI service through:                             <ul style="list-style-type: none"> <li>An advertisement in the newspaper</li> <li>Press release or lead article</li> <li>DMHC's website</li> <li>Comprehensive brochure packets</li> </ul> </li> </ul>	Marketing Department	January 2014	CEO	Daniels County Leader	DMHC
<b>Needs Being Addressed by this Strategy:</b> <ul style="list-style-type: none"> <li>#2: Three most important things for a healthy community: 'Access to health care and other services' (73.8%), 'Healthy behaviors and lifestyles' (37.8%), 'Strong family life' (33.5%)</li> <li>#4: The majority of respondents indicated a need for a 'Fitness center' (21.3%), 'MRI' (20.7%), and 'Ultrasound (on-site)' (18.9%)</li> </ul>					
<b>Measure of Success:</b> MRI services are available to the public by July 2015 at Daniels Memorial Healthcare Center.					

<b>Goal 2:</b> Provide increased access to needed health care services for the Scobey community.					
<b>Strategy 2.2:</b> Provide on-site ultrasound services to community members.					
<b>Health Issue Addressed:</b> In the Community Health Needs Assessment, community members indicated a need for local MRI and ultrasound					
Activities	Responsibility	Timeline	When complete	Partners	Resources/ facilities used to address needs

Initials

			report to:		
<ul style="list-style-type: none"> <li>Explore options for an on-site ultrasound unit in Daniels Memorial Healthcare Center’s 7-year plan</li> </ul>	CEO	April 2015	Board	None	DMHC
<ul style="list-style-type: none"> <li>Perform cost-benefit analyses to determine the feasibility of bringing on-site ultrasound services to DMHC</li> </ul>	CEO	April 2015	Board	None	DMHC
<ul style="list-style-type: none"> <li>Partner with Billings Clinic to explore options for a mobile ultrasound unit</li> </ul>	CEO	April 2015	Board	Billings Clinic	DMHC & Billings Clinic

**Needs Being Addressed by this Strategy:**

- #2: Three most important things for a healthy community: ‘Access to health care and other services’ (73.8%), ‘Healthy behaviors and lifestyles’ (37.8%), ‘Strong family life’ (33.5%)
- #4: The majority of respondents indicated a need for a ‘Fitness center’ (21.3%), ‘MRI’ (20.7%), and ‘Ultrasound (on-site)’ (18.9%)

**Measure of Success:** On-site or mobile ultrasound services at Daniels Memorial Healthcare Center are available to the community by 2015.

**Goal 2:** Provide increased access to needed health care services for the Scobey community.

**Strategy 2.3:** Provide better access to specialists and mental health services through use of telemedicine and partnerships with providers/facilities.

**Health Issue Addressed:** Scobey is a rural community and is unable to recruit/retain multiple specialists; however, the population will increase and need access to specialists without requiring extensive travel.

*Initials*

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs



<ul style="list-style-type: none"> <li>Explore a partnership in Glasgow for an orthopedic surgeon to visit periodically</li> </ul>	CEO	October 2013	Board	FMDH Orthopaedics & Sports	DMHC & FMDH Orthopaedics & Sports
<ul style="list-style-type: none"> <li>Partner with Billings Clinic to provide specialty services via telemedicine</li> </ul>	CEO	April 2014	Board	Billings Clinic & Eastern Montana Telemedicine Network (EMTN)	DMHC
<ul style="list-style-type: none"> <li>Create a monthly dashboard to schedule telemedicine appointments to avoid scheduling conflicts</li> </ul>	Patient Services	April 2014	CEO	None	DMHC
<ul style="list-style-type: none"> <li>Work with Esther Kramer to determine ways to address the lack of mental health services in the area</li> </ul>	CEO	April 2014	Board	ESAA & AMDD	DMHC, ESAA, AMDD
<ul style="list-style-type: none"> <li>Provide support for mental health groups via telemedicine</li> </ul>	Patient Services	Ongoing	CEO	Billings Clinic & EMTN	DMHC

**Needs Being Addressed by this Strategy:**

- #2: Three most important things for a healthy community: ‘Access to health care and other services’ (73.8%), ‘Healthy behaviors and lifestyles’ (37.8%), ‘Strong family life’ (33.5%)
- #3: Suggestions to improve community’s access to healthcare: ‘More specialists’ (34.8%), ‘More primary care providers’ (34.1%), and ‘Outpatient services expanded hours’ (22.6%)
- #5: Focus Group Participants mentioned a need for mental health services

**Strategy 2.3 continued...**

- #6: Approximately fifteen percent of survey respondents indicated that they had experienced periods of feeling depressed on most days

**Measure of Success:** Daniels Memorial Healthcare Center provides access to a rotating group of specialists on a monthly basis via telemedicine.

Initials

**Goal 2:** Provide increased access to needed health care services for the Scobey community.

**Strategy 2.4:** Recruit an additional primary care provider to Daniels Memorial Healthcare Center’s staff.

**Health Issue Addressed:** Scobey is a rural community and relies heavily on its local providers; however, there is a shortage of primary care providers and the facility faces difficulty in recruiting and retaining health care professionals.

*Initials*

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Explore buying property for the potential facility expansion</li> </ul>	CEO	April 2015	Board		DMHC
<ul style="list-style-type: none"> <li>Finalize a master plan for the construction of the expanded clinic or new space</li> </ul>	CEO	April 2015	Board	CTA Architects Engineers	DMHC & CTA

• Expand facility space	CEO	April 2017	Board	CTA Architects Engineers	DMHC & CTA
• Recruit primary care providers	Human Resources	January 2018	CEO	MT AHEC	DMHC
• Hire a primary care provider	Human Resources	July 2018	CEO	MT AHEC	DMHC

**Needs Being Addressed by this Strategy:**

- #2: Three most important things for a healthy community: ‘Access to health care and other services’ (73.8%), ‘Healthy behaviors and lifestyles’ (37.8%), ‘Strong family life’ (33.5%)
- #3: Suggestions to improve community’s access to healthcare: ‘More specialists’ (34.8%), ‘More primary care providers’ (34.1%), and ‘Outpatient services expanded hours’ (22.6%)

**Measure of Success:** Daniels Memorial Healthcare Center has three full-time providers on staff by July 2018.

**Goal 2:** Provide increased access to needed health care services for the Scobey community.

**Strategy 2.5:** Expand the clinic’s hours of operation.

**Health Issue Addressed:** Community members offered many suggestions for Daniels Memorial Healthcare Center to improve access to health services. The top suggestions included: offering access to more specialists, providing more primary care providers, and expanding hours for outpatient services.

*Initials*

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
• Explore extending clinic hours	CEO	April 2014	Board	None	DMHC
• Determine expanded hours of operation	CEO	April 2015	Board	None	DMHC
• Publicize expanded hours for clinic on DMHC’s website and in the newspaper	Marketing Director	April 2015	CEO	Daniels County Leader	DMHC

**Needs Being Addressed by this Strategy:**

- #2: Three most important things for a healthy community: ‘Access to health care and other services’ (73.8%), ‘Healthy behaviors and lifestyles’ (37.8%), ‘Strong family life’ (33.5%)
- #3: Suggestions to improve community’s access to healthcare: ‘More specialists’ (34.8%), ‘More primary care providers’ (34.1%), and ‘Outpatient services expanded hours’ (22.6%)

**Measure of Success:** Daniels Memorial Healthcare Center expands its hours and observes a 5% increase in patients during extended hours.

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*Initials*

**Goal 3:** Provide increased opportunities for community members to access activities and services related to health and wellness.

**Strategy 3.1:** Provide access to the fitness center in Daniels Memorial Healthcare Center’s Physical Therapy department for all community members.

**Health Issue Addressed:** Community members who participated in the community health needs assessment’s survey and focus groups indicated that one of their top needs was for a fitness center.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
• Set membership pricing	Physical Therapy Director	April 2014	CEO	None	DMHC Physical Therapy Department
• Open the fitness center to community members	Physical Therapy Director	April 2014	CEO	None	DMHC Physical Therapy Department
• Explore a partnership with the school to provide exercise equipment in addition to walking opportunities	Physical Therapy Director	April 2014	CEO	Scobey Public School	Scobey Public School
• Publicize opening of the fitness center to community members	Marketing Director	April 2014	CEO	None	DMHC

**Needs Being Addressed by this Strategy:**

- #2: Three most important things for a healthy community: ‘Access to health care and other services’ (73.8%), ‘Healthy behaviors and lifestyles’ (37.8%), ‘Strong family life’ (33.5%)
- #4: The majority of respondents indicated a need for a ‘Fitness center’ (21.3%), ‘MRI’ (20.7%), and ‘Ultrasound (on-site)’ (18.9%)
- #7: A significant percentage of survey respondents indicated that the community was ‘Somewhat healthy’ (47.2%)

**Measure of Success:** Daniels Memorial Healthcare Center’s Physical Therapy fitness center is open to the community Monday-Friday before 8 am and after 5 pm and Saturday-Sunday from 9 am-4 pm by April 2014.

**Needs Not Addressed and Justification**

Identified health needs unable to address by Daniels Memorial Healthcare Center	Rationale
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<p>Survey respondents indicated a need for assisted living (18.9%) and consultation with representatives of the senior population indicated a need for hospice/end-of-life care.</p>	<ul style="list-style-type: none"> <li>• Providing an assisted living facility and hospice/end-of-life care is not financially feasible given the existing resources in the community and the number of services which Daniels Memorial Healthcare Center provides. At this time, the DMHC’s service area is not large enough to support an assisted living or hospice facility and DMHC also would not be able to fill the assisted living/hospice staffing positions.</li> </ul>
<p>18.3% of respondents indicate that they or a member of their household delayed getting health care services when they needed it because: ‘It costs too much’ (36.7%), ‘Too long to wait for an appointment’ (36.7%), or ‘Not treated with respect’ (23.3%)</p>	<ul style="list-style-type: none"> <li>• At this time, DMHC would not be able to address community members who are unable to afford health care services. The facility already offers subsidized/discounted services and would be unable to offer additional assistance due to constrained resources inherent to a critical access hospital. Please see strategies 2.3-2.5 (pgs. 17-20) on the facility’s plan to address community access needs.</li> </ul>
<p>Respondents indicated that they were not aware (22.6%) or were unsure (13.4%) of programs that help people pay for healthcare bills.</p>	<ul style="list-style-type: none"> <li>• The facility does not have the resources to assist community members with navigating the existing government programs at this time.</li> </ul>
<p>Consultation with representatives from the senior, youth, and low-income population, as well as a representative from the county health department, indicated needs for general services such as child care, transportation, and access to food.</p>	<ul style="list-style-type: none"> <li>• DMHC would be unable to address these community-wide general needs as the facility does not have the available resources to manage these activities and there are existing resources/organizations in the community who can address these needs.</li> </ul>

Initials

## Dissemination of Needs Assessment

The Daniels Memorial Healthcare Center (DMHC) disseminated the CHSD Report and implementation plan using their website (<http://www.danielsmemorialhealthcare.org/>). The Steering Committee, which was convened at the beginning of the CHSD process and again when results from the report were first presented, will also be informed of the implementation plan to see the value of their input and time in the CHSD process, as well as how Daniels Memorial Healthcare Center is utilizing their input. On June 27, 2013, DMHC's board reviewed and approved the implementation plan. Furthermore, Board members and community members of DMHC will be directed to the hospital's website to view the assessment results.

DMHC will also keep copies of the assessment available in the marketing office for community members who would like to review the CHSD Report and/or implementation plan in hard-copy format.

DMHC will announce the report posting on the website and in the marketing office through the local newspaper subsequent to board approval.

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*Initials*