

IMPLEMENTATION PLAN

Addressing Community Health Needs



Scobey, Montana

2022-2025

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Disclaimer: The Montana Office of Rural Health strongly encourages 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 implementation planning committee – comprised of Daniels Memorial Healthcare Center’s (DMHC) leadership team– participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through their community health needs assessment (CHNA) process.

The Community Health Services Development (CHSD), community health needs assessment was performed in the spring of 2022 to determine the most important health needs and opportunities for Daniels County, Montana. The CHSD project is administrated by the Montana Office of Rural Health (MORH) and funded in part through the Montana Health Research and Education Foundation (MHREF) Flex Grant. “Needs” were identified as the top issues or opportunities rated by respondents during the CHSD survey process or during focus groups (see page 10 for a list of “Needs Identified and Prioritized”). For more information regarding the needs identified, as well as the assessment process/approach/methodology, please refer to the facility’s assessment report, which is posted on the facility’s website (danielsmemorialhealthcare.org).

The community steering and implementation planning committees identified the most important health needs to be addressed by reviewing the CHNA, secondary data, community demographics, and input from representatives of 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 reviewed the priority recommendations provided by the community steering committee and determined which needs or opportunities could be addressed considering DMHC’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:

- Access to healthcare services
- Health and wellness
- Mental and behavioral health

In addressing the aforementioned issues, DMHC seeks to:

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

Facility Mission: We are dedicated to enriching the health of those we serve and to strengthening our community for the future.

Facility Vision: Daniels Memorial Healthcare Center will be an oasis for health and healing and be recognized nationally as a top 100 critical access hospital.

Facility Values: Passion, Respect, Integrity, Dependability, and Empathy - PRIDE

Implementation Planning Committee Members:

- Kody Brinton, CEO – Daniels Memorial Healthcare Center (DMHC)
- Jessica Winge-Petersen, DON - DMHC
- Wendy Dahl, HIM/Compliance/Risk Management – DMHC
- Missy Aldrich, Business Office/Clinic Manager – DMHC
- Edith Huda, Human Resources – DMHC
- Jodi Braut and Koby May, Executive Assistant/Marketing – DMHC
- Kim Wangerin, Finance – Billings Clinic

Prioritizing the Community Health Needs

The steering and implementation planning committees completed the following to prioritize the community health needs:

1. Reviewed the facility's presence in the community (i.e., activities already being done to address community need)
2. Considered organizations outside of the facility which may serve as collaborators in executing the facility's implementation plan
3. Assessed the health indicators of the community through available secondary data
4. Evaluated the feedback received from consultations with those representing the community's interests, including public health

1. DMHC's Existing Presence in the Community

- Taken from previous IP plan – update as necessary:
- Daniels Memorial Healthcare Center (DMHC) offers access to Billings Clinic specialists (i.e., cardiology, neurology, diabetes education, ENT, mental/behavioral health follow-up, etc.) through telemedicine
- DMHC offers various educational opportunities (i.e., women's heart disease, depression screening, osteoporosis, etc.) through its telemedicine programs
- DMHC provides visiting nurse services to community members
- MRI services provided through Northland Imaging

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

- List organizations of existing and potential partnerships. Please update list as appropriate:
- Daniels County Schools
- Beacon Community Foundation
- Daniels County Chamber of Commerce
- Mental Health America of Montana
- Daniels County Public Health Department
- Daniels County Public Transportation Advisory Committee
- Ministerial Association
- Billings Clinic/Eastern Montana Telemedicine Network (EMTN)
- Montana State University (MSU) Extension
- MSU Center for Mental Health Research and Recovery
- Montana Healthcare Foundation
- Agency for Healthcare Research and Quality (AHRQ)
- Mental Health First Aid
- Montana Hospital Association (MHA)
- Montana Health Network (MHN)
- Montana Office of Rural Health and Area Health Education Center (MORH/AHEC)
- National Health Service Corps (NHSC)

3. Daniels County Indicators

Population Demographics

- 96.0% of Daniels County's population white, and 3.2% identifies as American Indian or Alaska Native.
- 13.4% of Daniels County's population has disability status.
- 24.5% of Daniels County's population is 65 years and older.
- 9.6% of Daniels County's population has Veteran status.
- 37.0% of Daniels County's population are a "high school graduate (includes equivalency)" as their highest degree attained; 25.9% have "some college, no degree."

Size of County and Remoteness

- 1,730 people in Daniels County
- 1.2 people per square mile

Socioeconomic Measures

- 6.1% of children live in poverty
- 4.8% of persons are below the federal poverty level
- 11.0% of adults (age<65) are uninsured; 9.0% of children less than age 18, are uninsured
- 6.0% of the population is enrolled in Medicaid

Select Health Measures

- 27.0% of adults are considered obese
- 25.0% of the adult population report physical inactivity
- 41% of adults living in frontier Montana report two or more chronic conditions
- Montana's veteran's suicide rate (per 100,000 population) is 65.7 compared to 13.9 for the U.S.

Nearest Major Hospital

- Trinity Health in Minot, North Dakota – 222 miles from Daniels Memorial Healthcare Center
- Although Trinity Health is the closest facility, DMHC refers a majority of its patients to Billings Clinic in Billings, Montana which is 340 miles away.

4. Public Health and Underserved Populations Consultation Summaries

Name/Organization

Kody Brinton, CEO – Daniels Memorial Healthcare Center (DMHC)

February 25, 2022

Jodi Braut/Koby May, Marketing and Executive Assistant - DMHC

Dawn Hammerly, Social Services - DMHC

Greg Hardy, Superintendent – Scobey Schools

Lois Leibrand, Daniels County Public Health

Morgan Lekvold, City Official, Scobey

Lee Humbert, Daniels County Commissioner

Mary Nyhus, Daniels County Health Officer

Sherie Anderberg, Scobey Senior Center

Public and Community Health

- Can we ask on the questionnaire how long the recipient has lived in the county? It would be good to see if the unawareness of services are mostly among the new to the area.
- We should add “work/economic” stress as an option to the most serious health concerns!
- We should add “access to healthy foods” as an option for components of a healthy community.
- We have an eye doctor in town, so we should add them to question 6 (asking about community health resources).
- We should add an option for COVID-19 concerns/barriers as a reason for not accessing health services. For example, there’s some not wanting to be exposed to COVID, not wanting a COVID test for cold symptoms, not wanting to go through the “hoops” of COVID restrictions in healthcare facilities. Expressed concern that COVID protocols may be damaging the overall health of the community. We’ve seen some people leave to nearby communities for services because those institutions are no longer asking COVID survey questions.

- We have the mammography van coming regularly now, about once a month, so we probably don't need to include it on question 10 (additional health services)
- We should add a "general telemedicine" option to question 10, too.
- We should add a religious insurance option too.
- There are a lot of community members who still don't know how to apply for health insurance so I think we should add the "too confusing/don't know how to apply."
- The questions about rating stress, general mental health and substance abuse issues should be added for this area.
- It would be good to know how many people are using internet/telemedicine services such as ordering glasses online or receiving counseling online instead of in person services. I feel like this is missing from survey! Would it be worth it for a practitioner from the area to offer these services online to protect the privacy of people coming in and exposing that they are seeking care.

Population: Low-Income, Underinsured

- We should add "payment assistance programs" because of that high uninsured percentage!

Population: Youth

- I'm concerned about the 9% uninsured children under 18. That seems pretty high.

Needs Identified and Prioritized

Prioritized Needs to Address

1. 61.7% of survey respondents rated their community's health as "Somewhat healthy," 2.1% rated the community's health as "Unhealthy."
2. 40.1% of survey respondents shared that a top health concern for the community is "Alcohol abuse/substance abuse."
3. 27.5% of survey respondents indicated that a top health concern for the community is "Mental health issues."
4. Survey respondents indicated the top component of a healthy community is through "Access to healthcare and other services" (69.7%).
5. 32.2% of survey respondents indicated interest in "Health and wellness" programs.
6. 20.5% of respondents rated their knowledge of health services available through Daniels Memorial Healthcare Center as fair or poor.
7. The top choices among survey respondents for improving the community's access to healthcare included: "More specialists" (43.9%), "Enhanced Telemedicine" (43.9%), "More primary care providers" (42.4%), and "More information about available services" (27.3%).
8. 26.1% of survey respondents shared that "Alzheimer's/dementia" is a health concern for the area.
9. Key informant interview participants discussed a concern for mental health, including accessing services, a lack of providers, and stigma associated with utilizing mental health services.
10. 40.7% of survey respondents desire "Telemedicine (virtual face-to-face with local provider)" services locally.
11. 13.6% of survey respondents indicated interest in "Mental health" services locally.
12. 16.9% of survey respondents indicated that they had experienced periods of at least three consecutive months in the past three years where they felt depressed on most days.
13. 73.2% of survey respondents describe their stress level in the past year as moderate or high.
14. When asked to rate how they would describe their mental health in general considering stress, anxiety, depression, and emotional problems, 23.9% rated it as "Fair" and 2.8% rated their mental health as "Poor."
15. 14.4% of survey respondents shared that "Transportation assistance" would improve the community's access to healthcare.
16. Key informant interview participants shared a desire for expanded senior services, particularly housing, transportation, and home health services.
17. 25.2% of survey respondents delayed healthcare in the last three years. The top reasons shared for delaying care included "It cost too much" (25.7%), "It was too far to go" (22.9%), and "My insurance didn't cover it" (20.0%), and "Too long to wait for an appointment" (17.1%).

18. 15.2% of survey respondents thought that “Greater health education services” would improve the community’s access to healthcare.
19. Key informant interview participants indicated they felt increased health education outreach and fitness opportunities would be beneficial for the community.
20. 43.6% of survey respondents reported they were not aware or unsure of programs that help people pay for healthcare bills.

Needs Unable to Address

(See page 30 for additional information)

1. 9.2% of survey respondents indicated they had difficulty getting a prescription or taking their medication regularly due to cost in the last year.
2. 2.1% of survey respondents were concerned about not having enough food to eat in the last year.

Executive Summary

The following summary briefly represents the goals and corresponding strategies and activities which the facility will execute to address the prioritized health needs (from page 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 15.

Goal 1: Improve access to healthcare services in Daniels County.

Strategy 1.1: Increase access to primary care services at Daniels Memorial Healthcare Center (DMHC).

- 1.1.1. Continue efforts to recruit a physician locally to improve access to primary care services.
- 1.1.2. Create education and outreach plan to raise awareness of services that Advanced Practice Providers can provide locally and how DMHC is working to expand desired primary care services.
- 1.1.3. Explore the feasibility of expanding telehealth services in partnership with Billings Clinic.
- 1.1.4. Create a dissemination plan and workshop to educate community members on how to access and utilize telehealth services.
- 1.1.5. Continue outreach with local schools to promote health professions, particularly the certified nurse assistant (CNA) program.

Strategy 1.2: Explore opportunities to enhance access to specialty care in Daniels County.

- 1.2.1. Determine opportunities to sustain specialty services via telemedicine at Daniels Memorial Healthcare Center.
- 1.2.2. Improve education and outreach to DMHC staff and the service area about the specialty services that are available locally via telemedicine.
- 1.2.3. Explore opportunities to expand current specialty services at Daniels Memorial Healthcare Center (i.e., echocardiograms, expanded ultrasound, and women's health, etc.).

Strategy 1.3: Support local transportation services that assist County residents in accessing healthcare services in the region.

- 1.3.1. Continue participation and support of the Daniels County Public Transportation. Continue to facilitate transportation to and from medical appointments at DMHC and within the region for patients who do not have access to reliable transportation.

Strategy 1.4: Support and expand services that assist Daniels County seniors to age in place.

- 1.4.1. Continue to provide services that assist seniors to age in place (i.e., visiting nurse, adult daycare, lifeline, whirlpool, etc.).
- 1.4.2. Continue to provide access to healthy meals through Meals on Wheels program for seniors in Daniels County.
- 1.4.3. Continue to provide staffing support for the fall prevention class (i.e., Stepping On, etc.).

Goal 2: Enhance Daniels Memorial Healthcare Center’s support of and outreach for health and wellness in Daniels County.

Strategy 2.1: Support community programs and events that encourage healthy behaviors and lifestyles.

- 2.1.1. Continue to support community health and wellness programs and events that promote healthy behaviors, activities, and share health education:
 - Sponsor Tower Hill Walk and Golf Tournament
 - DMHC presence via an annual fair booth
 - Provide sports physicals at local schools
 - Participate in community events supporting local veterans
- 2.1.2. Explore new modalities to promote health/wellness and provide information to community (i.e., social media, community outreach events, etc.).

Goal 3: Improve access to mental and behavioral health services at Daniels Memorial Healthcare Center.

Strategy 3.1: Explore opportunities to advance access to mental and behavioral health services.

- 3.1.1.** Explore expanding the utilization of telehealth mental health services (i.e., psychiatric nurse practitioner).
- 3.1.2.** Reassess current community and regional partners/resources that strengthen access to mental and behavioral health services.

Strategy 3.2: Continue support of current mental and behavioral health efforts in Daniels County.

- 3.2.1.** Sustain Daniels Memorial Healthcare Center’s participation on the Daniels County Local Mental Health Advisory Committee.

Implementation Plan Grid

Goal 1: Improve access to healthcare services in Daniels County.

Strategy 1.1: Increase access to primary care services at Daniels Memorial Healthcare Center (DMHC).

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
1.1.1. Continue efforts to recruit a physician locally to improve access to primary care services.	CEO	Ongoing	CEO	Billings Clinic, Montana AHEC, 3RNet, Montana Hospital Association, National Health Service Corp, Dept. of Public Health & Human Services	Resource and workforce limitations
1.1.2. Create education and outreach plan to raise awareness of services that Advanced Practice Providers can provide locally and how DMHC is working to expand desired primary care services.	Marketing	Ongoing	CEO	Third party advertising agency	Resource and financial limitations
1.1.3. Explore the feasibility of expanding telehealth services in partnership with Billings Clinic.	Administrative Council	Gather data by October 2023	CEO	Billings Clinic	Resource limitations
1.1.4. Create a dissemination plan and workshop to educate community members on how to access and utilize telehealth services.	Marketing	December 2023	CEO & Administrative Council	Billings Clinic, Eastern Montana Telemedicine Network	Resource limitations

1.1.5. Continue outreach with local schools to promote health professions, particularly the certified nurse assistant (CNA) program.	CEO, DON, Education	Ongoing	CEO	Local schools	Resource and workforce limitations Scheduling conflicts
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Needs Being Addressed by this Strategy:

- 1. 61.7% of survey respondents rated their community’s health as “Somewhat healthy,” 2.1% rated the community’s health as “Unhealthy.”
- 4. Survey respondents indicated the top component of a healthy community is through “Access to healthcare and other services” (69.7%).
- 6. 20.5% of respondents rated their knowledge of health services available through Daniels Memorial Healthcare Center as fair or poor.
- 7. The top choices among survey respondents for improving the community’s access to healthcare included: “More specialists” (43.9%), “Enhanced Telemedicine” (43.9%), “More primary care providers” (42.4%), and “More information about available services” (27.3%).
- 10. 40.7% of survey respondents desire “Telemedicine (virtual face-to-face with local provider” services locally.
- 17. 25.2% of survey respondents delayed healthcare in the last three years. The top reasons shared for delaying care included “It cost too much” (25.7%), “It was too far to go” (22.9%), and “My insurance didn’t cover it” (20.0%), and “Too long to wait for an appointment” (17.1%).
- 18. 15.2% of survey respondents thought that “Greater health education services” would improve the community’s access to healthcare.
- 19. Key informant interview participants indicated they felt increased health education outreach and fitness opportunities would be beneficial for the community.
- 20. 43.6% of survey respondents reported they were not aware or unsure of programs that help people pay for healthcare bills.

Anticipated Impact(s) of these Activities:

- Increased access to primary care services
- Service and resource development
- Increased knowledge of available primary care services
- Improved health outcomes

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

- Track efforts to hire a new physician
- Track development and dissemination of Advanced Practice Provider outreach plan
- Track efforts towards expanding telehealth services
- Track development of a telehealth workshop
- Track participation with telehealth workshop
- Track utilization of telehealth services post workshop
- Track the number and modes of outreach to local schools promoting health professions

Measure of Success: DMHC will continue to increase access to primary care services locally.

Goal 1: Improve access to healthcare services in Daniels County.

Strategy 1.2: Explore opportunities to enhance access to specialty care in Daniels County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
1.2.1. Determine opportunities to sustain specialty services via telemedicine at Daniels Memorial Healthcare Center.	Education	Ongoing	CEO	Eastern Montana Telemedicine Network	Financial and resource limitations
1.2.2. Improve education and outreach to DMHC staff and the service area about the specialty services that are available locally via telemedicine.	Marketing & Education	Ongoing	CEO	Eastern Montana Telemedicine Network	Resource limitations
1.2.3. Explore opportunities to expand current specialty services at Daniels Memorial Healthcare Center (i.e., echocardiograms, expanded ultrasound, and women’s health, etc.).	CEO	Ongoing	CEO	External Service Companies	Financial, workforce, and resource limitations

Needs Being Addressed by this Strategy:

- 1. 61.7% of survey respondents rated their community’s health as “Somewhat healthy,” 2.1% rated the community’s health as “Unhealthy.”
- 4. Survey respondents indicated the top component of a healthy community is through “Access to healthcare and other services” (69.7%).
- 6. 20.5% of respondents rated their knowledge of health services available through Daniels Memorial Healthcare Center as fair or poor.
- 7. The top choices among survey respondents for improving the community’s access to healthcare included: “More specialists” (43.9%), “Enhanced Telemedicine” (43.9%), “More primary care providers” (42.4%), and “More information about available services” (27.3%).
- 10. 40.7% of survey respondents desire “Telemedicine (virtual face-to-face with local provider)” services locally.

- 17. 25.2% of survey respondents delayed healthcare in the last three years. The top reasons shared for delaying care included “It cost too much” (25.7%), “It was too far to go” (22.9%), and “My insurance didn’t cover it” (20.0%), and “Too long to wait for an appointment” (17.1%).
- 18. 15.2% of survey respondents thought that “Greater health education services” would improve the community’s access to healthcare.
- 19. Key informant interview participants indicated they felt increased health education outreach and fitness opportunities would be beneficial for the community.

Anticipated Impact(s) of these Activities:

- Enhanced telemedicine services
- Services and resource development
- Increased access to specialty services
- Increased knowledge of available specialty services
- Improved health outcomes

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

- Track opportunities to sustain specialty services
- Track improvements to education and outreach plan
- Track dissemination of and engagement with education and outreach plan
- Track utilization of telemedicine services
- Track expansion of telemedicine services

Measure of Success: Daniels County residents will experience enhanced access to specialty services locally, thereby reducing the need to travel long distances to access necessary care.

Goal 1: Improve access to healthcare services in Daniels County.

Strategy 1.3: Support local transportation services that assist County residents in accessing healthcare services in the region.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
1.3.1. Continue participation and support of the Daniels County Public Transportation. Continue to facilitate transportation to and from medical appointments at DMHC and within the region for patients who do not have access to reliable transportation.	Marketing	Ongoing	CEO	Daniels County Public Transportation Advisory Committee	Resource limitations Scheduling conflicts

Needs Being Addressed by this Strategy:

- 4. Survey respondents indicated the top component of a healthy community is through “Access to healthcare and other services” (69.7%).
- 15. 14.4% of survey respondents shared that “Transportation assistance” would improve the community’s access to healthcare.
- 16. Key informant interview participants shared a desire for expanded senior services, particularly housing, transportation, and home health services.
- 17. 25.2% of survey respondents delayed healthcare in the last three years. The top reasons shared for delaying care included “It cost too much” (25.7%), “It was too far to go” (22.9%), and “My insurance didn’t cover it” (20.0%), and “Too long to wait for an appointment” (17.1%).

Anticipated Impact(s) of these Activities:

- Increased access to healthcare services
- Reduced burden/barriers to accessing necessary care
- Resource development
- Enhanced community engagement
- Improved health outcomes

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

- Track progress and impacts of Daniels County Public Transportation.
- Track number of meetings of the Daniels County Public Transportation.

Measure of Success: Sustainability of the Daniels County Public Transportation to reduce transportation barriers in accessing necessary care.

Goal 1: Improve access to healthcare services in Daniels County.

Strategy 1.4: Support and expand services that assist Daniels County seniors to age in place.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
1.4.1. Continue to provide services that assist seniors to age in place (i.e., visiting nurse, adult daycare, lifeline, whirlpool, etc.).	Assistant Director of Nursing Services	Ongoing	CEO	Scobey Senior Center	Financial, workforce, and resource limitations
1.4.2. Continue to provide access to healthy meals through Meals on Wheels program for seniors in Daniels County.	Dietary Manager	Ongoing	CEO	Scobey Senior Center	Resource limitations
1.4.3. Continue to provide staffing support for the fall prevention class (i.e., Stepping On, etc.).	Rehabilitation Manager	Ongoing	CEO	Local Public Health Dept. and Dept. of Public Health & Human Services	Workforce limitations Scheduling conflicts

Needs Being Addressed by this Strategy:

- 1. 61.7% of survey respondents rated their community’s health as “Somewhat healthy,” 2.1% rated the community’s health as “Unhealthy.”
- 4. Survey respondents indicated the top component of a healthy community is through “Access to healthcare and other services” (69.7%).
- 5. 32.2% of survey respondents indicated interest in “Health and wellness” programs.
- 8. 26.1% of survey respondents shared that “Alzheimer’s/dementia” is a health concern for the area.
- 16. Key informant interview participants shared a desire for expanded senior services, particularly housing, transportation, and home health services.

Anticipated Impact(s) of these Activities:

- Improved access to health services
- Enhanced health services for Daniels County seniors
- Building local capacity
- Improved knowledge of available services
- Improved health outcomes

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

- Track utilization of aging in place services
- Track number of meals provided through Meals on Wheels program
- Track number of fall prevention classes
- Track participation in fall prevention classes

Measure of Success: Daniels County seniors have the ability to age in place locally through sustained services.

Goal 2: Enhance Daniels Memorial Healthcare Center’s support of and outreach for health and wellness in Daniels County.

Strategy 2.1: Support community programs and events that encourage healthy behaviors and lifestyles.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
2.1.1. Continue to support community health and wellness programs and events that promote healthy behaviors, activities, and share health education: <ul style="list-style-type: none"> • Sponsor Tower Hill Walk and Golf Tournament • DMHC presence via an annual fair booth • Provide sports physicals at local schools • Participate in community events supporting local veterans 	CEO, Clinic Manager, & Marketing	Ongoing	CEO	Local Public Health Dept., Daniels Memorial Hospital Foundation	Financial, workforce, and resource limitations Scheduling conflicts
2.1.2. Explore new modalities to promote health/wellness and provide information to community (i.e., social media, community outreach events, etc.).	Marketing	Q1 2024	CEO	Local Public Health Dept.	Resource and workforce limitations

Needs Being Addressed by this Strategy:

- 1. 61.7% of survey respondents rated their community’s health as “Somewhat healthy,” 2.1% rated the community’s health as “Unhealthy.”
- 5. 32.2% of survey respondents indicated interest in “Health and wellness” programs.
- 6. 20.5% of respondents rated their knowledge of health services available through Daniels Memorial Healthcare Center as fair or poor.
- 7. The top choices among survey respondents for improving the community’s access to healthcare included: “More specialists” (43.9%), “Enhanced Telemedicine” (43.9%), “More primary care providers” (42.4%), and “More information about available services” (27.3%).

- 18. 15.2% of survey respondents thought that “Greater health education services” would improve the community’s access to healthcare.
- 19. Key informant interview participants indicated they felt increased health education outreach and fitness opportunities would be beneficial for the community.
- 20. 43.6% of survey respondents reported they were not aware or unsure of programs that help people pay for healthcare bills.

Anticipated Impact(s) of these Activities:

- Increase in knowledge of community health and wellness opportunities
- Enhanced community engagement
- Improved health outcomes

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

- Track number of events/programs supported
- Track number of participants engaging with DMHC at events/programs
- Track progress of sharing health and wellness content via new modalities
- Track engagement with health and wellness content via new modalities
- Track awareness of health and wellness resources on subsequent CHNA

Measure of Success: DMHC will continue to support community programs and events that encourage healthy behaviors and lifestyles.

Goal 3: Improve access to mental and behavioral health services at Daniels Memorial Healthcare Center.

Strategy 3.1: Explore opportunities to advance access to mental and behavioral health services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
3.1.1. Explore expanding the utilization of telehealth mental health services (i.e., psychiatric nurse practitioner).	Education & CEO	Q3 2023	CEO	Eastern Montana Telemedicine Network, Billings Clinic	Financial, workforce, and resource limitations
3.1.2. Reassess current community and regional partners/resources that strengthen access to mental and behavioral health services.	Education	Q1 2023	CEO	Local Public Health Dept., Billings Clinic	Resource and workforce limitations

Needs Being Addressed by this Strategy:

- 1. 61.7% of survey respondents rated their community’s health as “Somewhat healthy,” 2.1% rated the community’s health as “Unhealthy.”
- 2. 40.1% of survey respondents shared that a top health concern for the community is “Alcohol abuse/substance abuse.”
- 3. 27.5% of survey respondents indicated that a top health concern for the community is “Mental health issues.”
- 4. Survey respondents indicated the top component of a healthy community is through “Access to healthcare and other services” (69.7%).
- 7. The top choices among survey respondents for improving the community’s access to healthcare included: “More specialists” (43.9%), “Enhanced Telemedicine” (43.9%), “More primary care providers” (42.4%), and “More information about available services” (27.3%).
- 9. Key informant interview participants discussed a concern for mental health, including accessing services, a lack of providers, and stigma associated with utilizing mental health services.
- 10. 40.7% of survey respondents desire “Telemedicine (virtual face-to-face with local provider” services locally.
- 11. 13.6% of survey respondents indicated interest in “Mental health” services locally.

- 12. 16.9% of survey respondents indicated that they had experienced periods of at least three consecutive months in the past three years where they felt depressed on most days.
- 13. 73.2% of survey respondents describe their stress level in the past year as moderate or high.
- 14. When asked to rate how they would describe their mental health in general considering stress, anxiety, depression, and emotional problems, 23.9% rated it as “Fair” and 2.8% rated their mental health as “Poor.”

Anticipated Impact(s) of these Activities:

- Increased access to mental health services
- Enhanced community engagement
- Strengthened local capacity
- Improved health outcomes
- Service and resource development

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

- Determine feasibility of telehealth mental health expansion
- Track demand for expanded telehealth mental health services
- Track progress of determining local partners/resources
- Track collaboration among mental and behavioral health partners and resources

Measure of Success: Continue to drive for solutions for mental and behavioral health support in Daniels County including expanded use of telehealth services.

Goal 3: Improve access to mental and behavioral health services at Daniels Memorial Healthcare Center.

Strategy 3.2: Continue support of current mental and behavioral health efforts in Daniels County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
3.2.1. Sustain Daniels Memorial Healthcare Center’s participation on the Daniels County Local Mental Health Advisory Committee.	Education	Ongoing	CEO	Daniels County Local Mental Health Advisory Committee	Workforce limitations Scheduling conflicts

Needs Being Addressed by this Strategy:

- 1. 61.7% of survey respondents rated their community’s health as “Somewhat healthy,” 2.1% rated the community’s health as “Unhealthy.”
- 3. 27.5% of survey respondents indicated that a top health concern for the community is “Mental health issues.”
- 4. Survey respondents indicated the top component of a healthy community is through “Access to healthcare and other services” (69.7%).
- 7. The top choices among survey respondents for improving the community’s access to healthcare included: “More specialists” (43.9%), “Enhanced Telemedicine” (43.9%), “More primary care providers” (42.4%), and “More information about available services” (27.3%).
- 9. Key informant interview participants discussed a concern for mental health, including accessing services, a lack of providers, and stigma associated with utilizing mental health services.
- 10. 40.7% of survey respondents desire “Telemedicine (virtual face-to-face with local provider” services locally.
- 11. 13.6% of survey respondents indicated interest in “Mental health” services locally.
- 12. 16.9% of survey respondents indicated that they had experienced periods of at least three consecutive months in the past three years where they felt depressed on most days.
- 13. 73.2% of survey respondents describe their stress level in the past year as moderate or high.
- 14. When asked to rate how they would describe their mental health in general considering stress, anxiety, depression, and emotional problems, 23.9% rated it as “Fair” and 2.8% rated their mental health as “Poor.”

Anticipated Impact(s) of these Activities:

- Increased access to mental health services
- Enhanced community engagement
- Increased knowledge to addressing mental health needs

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

- Track number of meetings with the Daniels County Local Mental Health Advisory Committee
- Track organizations represented and participating with the Daniels County Local Mental Health Advisory Committee
- Track progress of the Daniels County Local Mental Health Advisory Committee

Measure of Success: Daniels County will experience a strengthened mental health workforce and infrastructure.

Needs Not Addressed and Justification

Identified health needs unable to address by DMHC	Rationale
<p>1. 9.2% of survey respondents indicated they had difficulty getting a prescription or taking their medication regularly due to cost in the last year.</p>	<p>In partnership with Service Family Pharmacy, Daniels Memorial joined the 340b program and are fine tuning the details. The 340b program is designed to assist in making prescriptions more affordable for patients who are financially needy.</p>
<p>2. 2.1% of survey respondents were concerned about not having enough food to eat in the last year.</p>	<p>Daniels Memorial Healthcare Center provides monetary and food donations to the local food pantry as well as refers community members when necessary. Providing a robust strategy to address food insecurity is challenging, however DMHC is in partnership with the Chamber of Commerce and Daniels County Public Health Department to explore solutions to address food insecurity locally.</p>

Dissemination of Needs Assessment

Daniels Memorial Healthcare Center “DMHC” disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website (danielsmemorialhealthcare.org) as well as having copies available at the facility should community members request to view the community health needs assessment or the implementation planning documents.

The 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 DMHC is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Daniels County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of DMHC will be directed to the hospital’s website to view the complete assessment results and the implementation plan. DMHC board members approved and adopted the plan on **October 24, 2022**. Board members are encouraged to familiarize themselves with the needs assessment report and implementation plan, so they can publicly promote the facility’s plan to influence the community in a beneficial manner.

Written comments on this 2022-2025 Daniels Memorial Healthcare Center’s Community Benefit Strategic Plan can be submitted to:

Administration
Daniels Memorial Healthcare Center
105 5th Avenue East
Scobey, Montana 59263

Please reach out to Daniels Memorial Healthcare Center Administration at 406-487-2296 or info@danielsmemorialhealthcare.org with and questions.