

IMPLEMENTATION PLAN

Addressing Community Health Needs

Pondera Medical Center ~ Conrad, Montana

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The Implementation Planning Process

The implementation planning committee – comprised of the administrative team and a board member for Pondera Medical Center – participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through the Community Health Needs Assessment (CHNA) Process, a part of the Frontier Better Medicine Better Health Partnership (FMBHP). The facility conducted the CHNA Process in conjunction with the Montana Office of Rural Health (MORH).

A Community Health Needs Assessment (CHNA) was performed in the fall of 2013 to determine the most important health needs and opportunities for Pondera County, Montana. “Need” was identified as the top issues or opportunities rated by respondents during the CHNA survey process or in the focus groups (see page 9 for a list of “Needs Identified and Prioritized”). For more information regarding the needs identified, as well as the assessment process/approach/methodology, please refer to the facility’s CHNA, which is posted on the facility’s website (www.ponderamedical.com).

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

The implementation planning committee determined which needs or opportunities could be addressed considering Pondera Medical Center’s parameters of resources and limitations. The committee then prioritized the needs/opportunities using the additional parameters of the organization’s vision, mission, and/or values, as well as existing and potential community partners. Participants then created a goal to achieve using 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. Access to Healthcare
2. Healthy Behaviors and Lifestyles
3. Quality of Care

In addressing the aforementioned issues, Pondera Medical Center seeks to:

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

Pondera Medical Center's Mission:

As an essential member of our regional community, Pondera Medical Center strives to be a progressive healthcare business devoted to providing access to quality healthcare and exceeding the expectations of those we serve through all of life's stages.

Implementation Planning Committee Members:

- Adam Kanning, HIS Director – Pondera Medical Center
- Bill O'Leary, Interim CEO – Pondera Medical Center
- Brenda Ries, CFO – Pondera Medical Center
- Gena Morris, Board Member – Pondera Medical Center
- Laura Erickson, Chief Officer of Nursing – Pondera Medical Center
- Laurie Ward, RN, Better Health Improvement Specialist – Pondera Medical Center
- Melissa Proff, HR Director – Pondera Medical Center
- Sean Kavanagh, IT Director – Pondera Medical Center

Prioritizing the Community Health Needs

The implementation planning committee completed the following to prioritize the 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 available secondary data
- Evaluate the feedback received from consultations with those representing the community's interests, including public health

Pondera Medical Center's Presence in the Community:

- Pondera Medical Center (PMC) hosts an annual health fair in the community.
- The hospital provides its physical therapists (PT) for sports physicals and education programs in the schools.
- PMC partners with the local health department in regards to tobacco cessation, the Buckle Up Coalition, and the DUI task force.
- Pondera Medical Center sponsors several community activities, including a Fun Run and Fish Fry.

List of Available Community and Facility Resources to Address Needs

- The Frontier Medicine Better Health Partnership (FMBHP) is a collaboration formed to address the unique healthcare challenges in frontier/rural communities.
- The Montana Nutrition and Physical Activity program (NAPA) assists with initiatives associated with health and wellness.
- The Agency for Healthcare Research & Quality (AHRQ) provides research to assist providers and patients with making informed healthcare decisions and improving the quality of healthcare services.
- Montana Office of Rural Health/Area Health Education Center (MORH/AHEC) provides technical assistance to rural health systems and organizations.
- The Montana Department of Public Health and Human Services (MT DPHHS) works to protect the health of Montanans.
- The Pondera County Health Department works toward the promotion and maintenance of individual, group, and community health.
- Community Cancer Foundation
- Economic Development Groups (Lion's Club, Chamber of Commerce, HRDC)
- Health Services (AA,CHC, Public Health, North Central Area on Aging, Sunrise Counseling, Dental)
- Health/Wellness (Pondera Co. Food Bank, Fitness Center, Bountiful Baskets, Fun Run)
- Education (MSU Extension Service, Conrad Public Schools)
- Conrad Senior Center, Senior Surrey
- Easter Seals, Quality Life Concepts
- Front Range CASA
- Blue Sky Villa, Horizon Lodge

Pondera County Indicators:

Low Income Persons

- 19% low income persons (persons below federal poverty level)

Uninsured Persons

- Uninsured adults less than age 65 – 18.4%
- 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 – 17%

Size of County and Remoteness – 5,852 in Pondera County; Population Density: 3.6 people per square mile

Nearest Major Hospital – Benefis Healthcare in Great Falls, Montana – 64.8 miles from Pondera Medical Center

Public Health and Underserved Populations Consultation Summaries

Public Health Consultation [Cynthia Grubb, Public Health Nurse – Pondera County Health Department, February 26, 2014]

- Access to healthcare is one of the most important local healthcare issues
- Concerns in the community regarding Pondera Medical Center's (PMC) retention of providers
- Need for more providers, Medicaid Dental services
- Need for collaboration between the health department and PMC in regards to school health services/programs
- Community members must travel to Great Falls, MT for prenatal care

Underserved Population – Youth [Tyler Bucklin, Math Teacher – Utterback Middle School, Makayla Barringer, High School Senior – Conrad High School, and Donita Johnson, Retired – Valier Schools, October 22, 2013]

- Need for pediatric services at the hospital

Needs Identified and Prioritized

Prioritized Needs to Address

1. The three most important components for a healthy community were: ‘Access to healthcare and other services’ (54.9%), ‘Good jobs and a healthy economy’ (38.8%), and ‘Healthy behaviors and lifestyles’ (28.2%).
2. Respondents in 2013 were significantly more likely to feel that ‘Lack of access to healthcare’ is a serious health concern than in 2009.
3. A majority of respondents indicated that ‘More primary care providers,’ ‘Improved quality of care,’ and ‘Outpatient services expanded hours’ would improve the community’s access to healthcare. Significantly more respondents cited these reasons in 2013 than in 2009.
4. Significantly more respondents gave their community’s health a lower rating in 2013 than in 2009. In 2013, only 35.9% of respondents indicated the community as being ‘Healthy’ whereas in 2009, 53.6% of respondents indicated the community as being ‘Healthy.’
5. Top three health concerns for the community were: ‘Cancer’ (57.8%), ‘Alcohol abuse/substance abuse’ (34.5%), ‘Overweight/obesity’ (31.6%). Respondents were more likely to identify ‘Overweight/obesity’ as a serious health concern in 2013 than in 2009.
6. Significantly more respondents indicated ‘Greater health education services’ would improve access to healthcare access in 2013 versus 2009.
7. Thirty percent (30%) of respondents reported that they or a member of their household delayed or did not receive healthcare services when needed.
 - Of the respondents who delayed or did not receive needed healthcare services, two of the reasons most cited were: ‘Too long to wait for an appointment’ and ‘Could not get an appointment’.
8. Focus group participants indicated a need for pre/post-natal services so that expecting mothers and young families would not have to travel to receive those services.
9. Focus group participants indicated concerns regarding the facility’s financial stability.

Needs Unable to Address

(See page 35 for additional information)

1. Survey respondents indicated interest in the following educational classes/programs: 'Fitness' (33%), 'Health and wellness' (27.7%), 'Weight loss' (27.7%), and 'Health insurance/Affordable Care Act' (24.8%).
2. The three most desired local healthcare services were: 'Dermatology' (20.4%), 'Ask a Nurse' (18.4%), and 'Pain management program' (16%).
3. Approximately 38% of respondents were either unaware of or were unsure of programs that help people pay for healthcare bills.
 - Of the respondents who delayed or did not receive needed healthcare services, one of the reasons most cited was 'It costs too much.'

Executive Summary

The following represents a summary of the goals and corresponding strategies and activities which the facility will execute to address the prioritized health needs (from page 9). For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section, which begins on page 16.

Goal 1: Build awareness of Pondera Medical Center's (PMC) existing services so community members can utilize healthcare services locally.

Strategy 1.1: Develop a marketing strategy that will effectively provide information of available services to the community.

Activities:

- Examine current marketing methods (i.e. radio, newspaper advertisements) and make changes as necessary.
- Develop marketing strategy for PMC.
- Inform the community of available services.
- Create a marketing plan to advertise services on a cyclical basis (i.e. flu shots, sports physicals, etc.)

Strategy 1.2: Determine outreach strategies to build awareness of PMC's services among community members.

Activities:

- Identify target outreach audience.
- Continue sponsorship of community activities (i.e. PMC health fair, fun run, fish fry).
- Continue distributing the monthly Board Bulletin to the community (i.e. at courthouse, post office, in local newspaper)
- Explore additional community events to sponsor/host.
- Explore networking opportunities with other facilities/organizations in the region.
- Develop outreach strategy for providers (at PMC and in the region).

Goal 2: Develop new services to increase community members' access to healthcare services.

Strategy 2.1: Explore providing additional primary care and specialty services.

Activities:

- Continue providing cardio/pulmonary rehabilitation services at PMC.
- Explore expanding hours of the urgent care walk-in clinic (i.e. clinic open on Saturdays).
- Promote urgent care walk-in clinic's expanded hours.
- Continue exploring feasibility of providing mobile MRI services at PMC.
- Identify equipment within the facility to update or replace.
- Explore providing rotating specialists (i.e. pediatrics, pre/post-natal care).
- Publicize rotating specialists offered at PMC.

Strategy 2.2: Support a PMC Foundation with facility's goals regarding services, equipment, programs, etc.

Activities:

- Appoint an employee as a Foundation liaison
- Support foundation director with fundraising activities

Goal 3: Maintain a well-staffed organization which can meet the health needs of the Conrad community.

Strategy 3.1: Develop a comprehensive recruitment/retention strategy for providers and PMC staff members.

Activities:

- Continue using provider recruiting services (i.e. 3RNet, Montana Connections, AHEC, etc.).
- Continue supporting the Pit Crew and its employee appreciation events.
- Explore additional employee appreciation events to offer for PMC staff.
- Research effective recruitment/retention strategies for similar facilities.
- Utilize annual employee satisfaction surveys to determine area/organization strengths and weaknesses.
- Continue using annual salary surveys to determine PMC's competitiveness with other organizations.
- Continue researching retirement benefits which would be feasible to offer at PMC (i.e. 401(K) match).
- Identify community partnerships which can benefit PMC employees.
- Develop process for creating welcome baskets/information packets for employees who are new to the area.
- Explore hosting or participating in a local job fair.
- Reach out to North Central Area Health Education Center (AHEC) contact to discuss possibility of hosting a Research and Explore Awesome Careers in Healthcare (REACH) camp for local students.

Goal 4: Continue providing support for programs and services to address health and wellness concerns in the community.

Strategy 4.1: Continue providing health and wellness services to the community.

Activities:

- Continue partnering with the public health department (i.e. tobacco programs, Buckle Up Coalition, DUI Taskforce, etc.).
- Explore offering physical therapy for school programs and school sports teams (i.e. sports physicals, backpack assessments).

Strategy 4.2: Explore partnerships with other local organizations related to health and wellness.

Activities:

- Identify health and wellness priorities from community health needs assessment (CHNA).
- Explore networking opportunities with other organizations/facilities in the region.
- Explore partnership with the school system regarding additional potential education offerings.
- Build relationship with the Cancer Foundation.
- Develop a diabetes program

Goal 5: Initiate cultural transformation activities within the hospital to develop a cohesive organization focused on providing high quality outcomes for PMC patients and their families.

Strategy 5.1: Research and identify resources to guide cultural transformation activities.

Activities:

- Identify resources to guide the hospital's cultural transformation (i.e. external mediator, change management trainer, etc.).
- Research healthcare facilities/systems that have undergone effective cultural transformation activities.
- Create a list of leadership resources available for PMC staff to use.
- Explore leadership trainings or conferences for the administrative team/department heads.
- Explore programs and resources designed to promote teamwork and communication within an organization.

Strategy 5.2: Create a shared accountability strategy for all PMC employees to follow.

Activities:

- Perform a root cause analysis to determine challenges to be addressed.
- Develop an education program for all PMC employees regarding the facility's mission and expectations.
- Create updated job descriptions, organizational charts, and performance standards for all staff members.

Implementation Plan Grid

Goal 1: Build awareness of Pondera Medical Center’s (PMC) existing services so community members can utilize healthcare services locally.

Strategy 1.1: Develop a marketing strategy that will effectively provide information of available services to the community.

Health Issue Addressed: Survey respondents indicated that ‘Access to healthcare and other services’ was the most important component of a healthy community. Increasing awareness of services will assist in increasing utilization of local healthcare services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Examine current marketing strategy which will effectively provide information to the community. 	Marketing	July 2015	CEO	Chamber of Commerce, PCHD, providers, Newspaper, Radio	Resource limitations, data limitations
<ul style="list-style-type: none"> Develop marketing strategy for PMC. 	Marketing	July 2015	CEO	Chamber of Commerce, PCHD, providers, Newspaper, Radio	Resource/financial limitations
<ul style="list-style-type: none"> Inform PMC employees and community of available services. 	Marketing	July 2015	CEO	Chamber of Commerce, PCHD, providers, Newspaper, Radio	Resource limitations

Needs Being Addressed by this Strategy:

- #1: The three most important components for a healthy community were: ‘Access to healthcare and other services’ (54.9%), ‘Good jobs and a healthy economy’ (38.8%), and ‘Healthy behaviors and lifestyles’ (28.2%).
- #2: Respondents in 2013 were significantly more likely to feel that ‘Lack of access to healthcare’ is a serious health concern than in 2009.
- #4: Significantly more respondents gave their community’s health a lower rating in 2013 than in 2009. In 2013, only 35.9% of respondents indicated the community as being ‘Healthy’ whereas in 2009, 53.6% of respondents indicated the community as being ‘Healthy.’

Anticipated Impact(s) of these Activities:

- Increased awareness/utilization of services at PMC
- Increased access to healthcare services
- Improved health outcomes

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

- Track utilization of facility services before and after the marketing campaign is implemented

Strategy 1.1

Measure of Success: Pondera Medical Center (PMC) will develop a marketing strategy and begin implementation by 6/30/2015.

Goal 1: Build awareness of Pondera Medical Center’s (PMC) existing services so community members can utilize healthcare services locally.

Strategy 1.2: Determine outreach strategies to build awareness of PMC’s services among community members.

Health Issue Addressed: Survey respondents indicated that ‘Access to healthcare and other services’ was the most important component of a healthy community. Increasing awareness of services will assist in increasing utilization of local healthcare services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Identify target outreach audience. 	Marketing	Ongoing	CEO	Chamber of Commerce, PCHD	Resource/financial limitations
<ul style="list-style-type: none"> Continue sponsorship of community activities (i.e. PMC health fair, fun run, fish fry). 	Marketing	Ongoing	CEO	Chamber of Commerce, PCHD, LDS Church	Resource/financial limitations
<ul style="list-style-type: none"> Continue distributing the monthly Board Bulletin to the community. 	Marketing	Ongoing	CEO	Newspaper in Conrad, Valier	Resource/financial limitations
<ul style="list-style-type: none"> Explore additional community events to sponsor/host. 	Marketing	Ongoing	CEO	Chamber of Commerce	Resource/financial limitations
<ul style="list-style-type: none"> Explore networking opportunities with other facilities/organizations in the region. 	CEO, CNO	Ongoing	CEO	Cut Bank, Chester, Shelby, Choteau, Kalispell	Resource/financial limitations
<ul style="list-style-type: none"> Develop outreach strategy for providers (at PMC and in the region). 	Marketing	Ongoing	CEO	Providers	Resource/financial limitations

Needs Being Addressed by this Strategy:

- #1: The three most important components for a healthy community were: ‘Access to healthcare and other services’ (54.9%), ‘Good jobs and a healthy economy’ (38.8%), and ‘Healthy behaviors and lifestyles’ (28.2%).
- #2: Respondents in 2013 were significantly more likely to feel that ‘Lack of access to healthcare’ is a serious health concern than in 2009.
- #4: Significantly more respondents gave their community’s health a lower rating in 2013 than in 2009. In 2013, only 35.9% of respondents indicated the community as being ‘Healthy’ whereas in 2009, 53.6% of respondents indicated the community as being ‘Healthy.’

Strategy 1.2 continued...

Anticipated Impact(s) of these Activities:

- Increased awareness/utilization of services at PMC

- Increased access to healthcare services
- More collaboration between PMC and the community
- Improved health outcomes

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

- Track referrals from providers included in the outreach campaign
- Record the number of community events where PMC is present

Measure of Success: Pondera Medical Center (PMC) will increase patient visits by 10% and will host/sponsor 4 events by 06/2015.

Goal 2: Develop new services to increase community members' access to healthcare services.

Strategy 2.1: Explore providing additional primary care and specialty services.

Health Issue Addressed: Survey respondents indicated that 'Access to healthcare and other services' was the most important component of a healthy community. Developing new service offerings allows community members to receive healthcare within the community.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Determine feasibility of providing cardio/pulmonary rehabilitation services at PMC. 	CNO	July 2015	CEO	Benefis Health System	Financial/resource/staff limitations; Regulatory challenges
<ul style="list-style-type: none"> Explore expanding hours of the urgent care walk-in clinic (i.e. clinic open on Saturdays). 	CEO, Clinic Manager	July 2015	CEO	Providers	Financial/resource/staff limitations
<ul style="list-style-type: none"> Promote urgent care walk-in clinic's expanded hours. 	Marketing	July 2015	CEO	Radio, Newspaper, Providers,	Financial/resource/staff limitations
<ul style="list-style-type: none"> Determine feasibility of providing mobile MRI services at PMC. 	CEO	July 2016	CEO	Monida, DMS, Alliance	Financial/resource/staff limitations
<ul style="list-style-type: none"> Identify equipment within the facility to update or replace. 	Senior Leadership Team	July 2015	CEO	Med Assests, Bio Med	Financial/resource/staff limitations
<ul style="list-style-type: none"> Explore providing rotating specialists (i.e. pediatrics, pre/post-natal care). 	CEO, Clinic Manager	July 2015	CEO	Kalispell, GF Clinic Hospital, Benefis Health System	Financial/resource/staff limitations

Needs Being Addressed by this Strategy:

- #1: The three most important components for a healthy community were: ‘Access to healthcare and other services’ (54.9%), ‘Good jobs and a healthy economy’ (38.8%), and ‘Healthy behaviors and lifestyles’ (28.2%).
- #2: Respondents in 2013 were significantly more likely to feel that ‘Lack of access to healthcare’ is a serious health concern than in 2009.
- #3: A majority of respondents indicated that ‘More primary care providers,’ ‘Improved quality of care,’ and ‘Outpatient services expanded hours’ would improve the community’s access to healthcare. Significantly more respondents cited these reasons in 2013 than in 2009.
- #4: Significantly more respondents gave their community’s health a lower rating in 2013 than in 2009. In 2013, only 35.9% of respondents indicated the community as being ‘Healthy’ whereas in 2009, 53.6% of respondents indicated the community as being ‘Healthy.’
- #7: Thirty percent (30%) of respondents reported that they or a member of their household delayed or did not receive healthcare services when needed.
 - Of the respondents who delayed or did not receive needed healthcare services, two of the most cited reasons were: ‘Too long to wait for an appointment’ and ‘Could not get an appointment’.
- #8: Focus group participants indicated a need for pre/post-natal services so that expecting mothers and young families would not have to travel to receive those services.
- #9: Focus group participants indicated concerns regarding the facility’s financial stability.

Anticipated Impact(s) of these Activities:

- Increased awareness/utilization of services at PMC
- Increased access to healthcare services
- Improved health outcomes

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

- Compare findings between 2013 and 2016 CHNAs regarding appointment availability
- Track utilization of rotating specialists

Measure of Success: PMC announces two new visiting specialty providers available by 6/2016.

Goal 3: Maintain a well-staffed organization which can meet the health needs of the Conrad community.

Strategy 3.1: Develop a comprehensive recruitment/retention strategy for providers and PMC staff members.

Health Issue Addressed: Critical Access Hospitals (CAHs) in rural/frontier areas of Montana continue to face challenges in recruiting and retaining qualified staff for the facility. The survey and focus groups indicated a concern regarding the need to recruit and retain medical providers, as well as support staff at Pondera Medical Center.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
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<ul style="list-style-type: none"> Continue using provider recruiting services (i.e. 3RNet, Montana Connections, AHEC, etc.). 	HR	Ongoing	CEO	AHEC, Montana Connections, Kalispell	
<ul style="list-style-type: none"> Continue supporting the Pit Crew and its employee appreciation events. 	Pit Crew	Ongoing	CEO	Look Out Promotions	Financial/resource limitations
<ul style="list-style-type: none"> Explore additional employee appreciation events to offer for PMC staff. 	HR, Marketing	Ongoing	CEO	Chamber of Commerce, Lion's Club	Financial/resource limitations
<ul style="list-style-type: none"> Research effective recruitment/ retention strategies for similar facilities. 	HR	Ongoing	CEO	MHA	Resource limitations
<ul style="list-style-type: none"> Utilize annual employee satisfaction surveys to determine area/organization strengths and weaknesses. 	HR	Annually	CEO	Survey Monkey	Financial/resource limitations
<ul style="list-style-type: none"> Begin using annual salary surveys to determine PMC's competitiveness with other organizations. 	HR	Annually	CEO	MHA	Financial/resource limitations

Strategy 3.1 continued...

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Research retirement benefits which would be feasible to offer at PMC (i.e. 401(K) match). 	SLT	Annually	CEO	Finance	Financial/resource limitations
<ul style="list-style-type: none"> Identify community partnerships which can benefit PMC employees. 	BHIS, HR	Annually	CEO	Chamber of Commerce	Financial/resource limitations
<ul style="list-style-type: none"> Develop process for creating welcome baskets/information packets for employees who are new to the area. 	Marketing	Ongoing	CEO	Chamber of Commerce	Financial/resource limitations

<ul style="list-style-type: none"> Explore hosting or participating in a job fair. 	HR	July 2015	CEO	Job Service, local colleges	Financial/resource limitations
<ul style="list-style-type: none"> Reach out to North Central Area Health Education Center (AHEC) contact to discuss possibility of hosting a Research and Explore Awesome Careers in Healthcare (REACH) camp for local students. 	HR	Annually	CEO	Schools	Financial/resource limitations

Needs Being Addressed by this Strategy:

- #1: The three most important components for a healthy community were: ‘Access to healthcare and other services’ (54.9%), ‘Good jobs and a healthy economy’ (38.8%), and ‘Healthy behaviors and lifestyles’ (28.2%).
- #2: Respondents in 2013 were significantly more likely to feel that ‘Lack of access to healthcare’ is a serious health concern than in 2009.
- #3: A majority of respondents indicated that ‘More primary care providers,’ ‘Improved quality of care,’ and ‘Outpatient services expanded hours’ would improve the community’s access to healthcare. Significantly more respondents cited these reasons in 2013 than in 2009.

Strategy 3.1 continued...

Anticipated Impact(s) of these Activities:

- Increase in providers/staff; higher retention of staff
- Increased quality of care
- Increase in collaboration between PMC and community partners
- Increased employee satisfaction
- Increase in interest in healthcare professions among youth population
- Increased availability and access to healthcare services

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

- Compare number of job applications/qualified applicants before and after implementation of new recruiting strategies
- Track employee responses to employer surveys before and after implementation of employee satisfaction initiatives

Measure of Success: PMC hosts a REACH camp by 2016 and creates an employee satisfaction survey annually. Participation in one Job Fair by July 2015.

Goal 4: Continue providing support for programs and services to address health and wellness concerns in the community.

Strategy 4.1: Continue providing health and wellness services to the community.

Health Issue Addressed: Survey respondents indicated concern about the overall health of the community and also demonstrated a need for additional health/wellness services and health education regarding health/wellness topics.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Continue partnering with the public health department (i.e. tobacco programs, Buckle Up Coalition, DUI Taskforce, etc.). 	CNO	Ongoing	CEO	Pondera County Health Department	
<ul style="list-style-type: none"> Explore offering physical therapy for school programs and school sports teams (i.e. sports physicals, backpack assessments). 	Rehabilitation Manager	Ongoing	CEO	Conrad Schools	

Needs Being Addressed by this Strategy:

- #1: The three most important components for a healthy community were: ‘Access to healthcare and other services’ (54.9%), ‘Good jobs and a healthy economy’ (38.8%), and ‘Healthy behaviors and lifestyles’ (28.2%).
- #4: Significantly more respondents gave their community’s health a lower rating in 2013 than in 2009. In 2013, only 35.9% of respondents indicated the community as being ‘Healthy’ whereas in 2009, 53.6% of respondents indicated the community as being ‘Healthy.’
- #5: Top three health concerns for the community were: ‘Cancer’ (57.8%), ‘Alcohol abuse/substance abuse’ (34.5%), ‘Overweight/obesity’ (31.6%). Respondents were more likely to identify ‘Overweight/obesity’ as a serious health concern in 2013 than in 2009.
- #6: Significantly more respondents indicated ‘Greater health education services’ would improve access to healthcare access in 2013 versus 2009.

Anticipated Impact(s) of these Activities:

- Improved health outcomes

Strategy 4.1 continued...

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

- Track number and frequency of services provided in partnership with the Conrad schools
- Record meetings/deliverables from partnership with Pondera County Health Department

Measure of Success: PMC will attend 2 meetings in conjunction with Pondera County Health Department initiatives and will offer 2 education sessions in the schools, quarterly by 2016.

Goal 4: Continue providing support for programs and services to address health and wellness concerns in the community.

Strategy 4.2: Explore partnerships with other local organizations related to health and wellness.

Health Issue Addressed: Survey respondents indicated concern about the overall health of the community and also demonstrated a need for additional health and wellness services and health education regarding health/wellness topics.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Identify health and wellness priorities from community health needs assessment (CHNA). 	BHIS and CNO	July 2015	CEO	Pondera Co. Health Dept.	Resource/financial limitations
<ul style="list-style-type: none"> Explore networking opportunities with other organizations/facilities in the region. 	CNO, CEO	July 2015	CEO	Pondera Co. Health Dept.	Resource limitations
<ul style="list-style-type: none"> Explore partnership with the school system regarding additional potential education offerings. 	BHIS and Marketing	July 2015	CEO	Health Dept. and Conrad schools	Resource/financial limitations
<ul style="list-style-type: none"> Build relationship with the Cancer Foundation. 	Marketing	July 2015	CEO	Cancer Foundation	Resource/financial limitations
<ul style="list-style-type: none"> Explore developing a pre-diabetes program 	Nurse and Dietician	July 2015	CEO	Kalispell Regional Medical Center	Resource/financial/staffing limitations

Needs Being Addressed by this Strategy:

- #1: The three most important components for a healthy community were: ‘Access to healthcare and other services’ (54.9%), ‘Good jobs and a healthy economy’ (38.8%), and ‘Healthy behaviors and lifestyles’ (28.2%).
- #4: Significantly more respondents gave their community’s health a lower rating in 2013 than in 2009. In 2013, only 35.9% of respondents indicated the community as being ‘Healthy’ whereas in 2009, 53.6% of respondents indicated the community as being ‘Healthy.’
- #5: Top three health concerns for the community were: ‘Cancer’ (57.8%), ‘Alcohol abuse/substance abuse’ (34.5%), ‘Overweight/obesity’ (31.6%). Respondents were more likely to identify ‘Overweight/obesity’ as a serious health concern in 2013 than in 2009.
- #6: Significantly more respondents indicated ‘Greater health education services’ would improve access to healthcare access in 2013 versus 2009.

Strategy 4.2 continued...

Anticipated Impact(s) of these Activities:

- Increased awareness/utilization of PMC services
- Improved health outcomes

- Increased collaboration between PMC and the community

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

- Track utilization of health/wellness programs/services
- Track referrals to PMC and partner organizations

Measure of Success: PMC will develop a partnership with 2 community organizations and will facilitate a diabetes education program by 2016.

Goal 5: Initiate cultural transformation activities within the hospital to develop a cohesive organization focused on providing high quality outcomes for PMC patients and their families.

Strategy 5.1: Research and identify resources to guide cultural transformation activities.

Health Issue Addressed: Focus group participants echoed community concerns regarding PMC's financial stability and recent staffing changes' effect on quality of care in the facility.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Identify resources to guide the hospital's cultural transformation (i.e. external mediator, change management trainer, etc.). 	BHIS, CNO, CEO	Ongoing	CEO	FMBHP, KRMC	Resource/financial limitation
<ul style="list-style-type: none"> Research healthcare facilities/systems that have undergone effective cultural transformation activities. 	BHIS, CNO, CEO	Ongoing	CEO	FMBHP, KRMC	Resource/financial limitation
<ul style="list-style-type: none"> Explore leadership trainings or conferences for the administrative team/department heads. 	BHIS, CNO, CEO	Ongoing	CEO	FMBHP, KRMC, MHA	Resource/financial limitation
<ul style="list-style-type: none"> Explore programs and resources designed to promote teamwork and communication within an organization. 	BHIS, CNO, CEO	Ongoing	CEO	FMBHP, KRMC, MHA	Resource/financial limitation

Needs Being Addressed by this Strategy:

- #3: A majority of respondents indicated that 'More primary care providers,' 'Improved quality of care,' and 'Outpatient services expanded hours' would improve the community's access to healthcare. Significantly more respondents cited these reasons in 2013 than in 2009.
- #9: Focus group participants indicated concerns regarding the facility's financial stability.

Anticipated Impact(s) of these Activities:

- Increased employee/patient satisfaction
-

Strategy 5.1 continued...

- Increase in collaboration between PMC and community
- Improved quality of care
- Improved health outcomes

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

- Track leadership initiatives implemented
- Evaluate effectiveness of trainings by comparing employee satisfaction surveys before/after trainings administered

Measure of Success: PMC will develop a leadership plan with the employee survey and results annually.

Goal 5: Initiate cultural transformation activities within the hospital to develop a cohesive organization focused on providing high quality outcomes for PMC patients and their families.

Strategy 5.2: Create a shared accountability strategy for all PMC employees to follow.

Health Issue Addressed: Focus group participants echoed community concerns regarding PMC’s financial stability and recent staffing changes’ effect on access to care in the facility.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
<ul style="list-style-type: none"> Perform a root cause analysis to determine challenges to be addressed. 	CEO, CNO, Risk Mgmt.	July 2015	CEO	LMT	
<ul style="list-style-type: none"> Develop an education program for all PMC employees regarding the facility’s mission and expectations. 	HR, CEO	July 2015	CEO	SLT, LMT	
<ul style="list-style-type: none"> Create updated job descriptions, organizational charts, and performance standards for all staff members. 	HR	Ongoing	CEO	SLT	
<ul style="list-style-type: none"> Explore the creation of a communication plan within PMC departments 	CEO	July 2015	CEO	SLT	

Needs Being Addressed by this Strategy:

- #3: A majority of respondents indicated that ‘More primary care providers,’ ‘Improved quality of care,’ and ‘Outpatient services expanded hours’ would improve the community’s access to healthcare. Significantly more respondents cited these reasons in 2013 than in 2009.
- #9: Focus group participants indicated concerns regarding the facility’s financial stability.

Anticipated Impact(s) of these Activities:

- Increased employee/patient satisfaction
- Improved quality of care
- Improved health outcomes

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

- Developing open forums for staff, and evaluate effectiveness of those forums by 6/2015.
- Evaluate effectiveness of communication plan by comparing employee satisfaction surveys before/after plan implemented

Needs Not Addressed and Justification

Identified health needs unable to address by Pondera Medical Center	Rationale
The three most desired local healthcare services: 'Dermatology' (20.4%), 'Ask a Nurse' (18.4%), and 'Pain management program' (16%).	PMC is exploring the use of rotating specialists (see Strategy 2.1); however, implementing 'Ask a Nurse' and pain management programs would be beyond the facility's financial and staffing abilities at this time.

Dissemination of Needs Assessment

Pondera Medical Center (PMC) disseminated the community health needs assessment (CHNA) and implementation plan by posting both documents conspicuously on the Pondera Medical Center website (www.ponderamedical.com) as well as having copies available at the facility, the courthouse, the library, and clinic waiting room should community members request to view the community health needs assessment (CHNA) or the implementation planning documents.

The Steering Committee, which was formed specifically as a result of the CHNA 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 CHNA process, as well as how PMC is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Pondera County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of Pondera Medical Center will be directed to the hospital's website to view the assessment results and the implementation plan. PMC board members approved and adopted the plan on **June 26, 2014**. 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.

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