

# IMPLEMENTATION PLAN

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## *Addressing Community Health Needs*



***Big Timber, Montana***

**2021-2024**

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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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## Implementation Planning Process

The implementation planning committee – comprised of Roundup Memorial Healthcare’s (RMH) 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 April 2021 to determine the most important health needs and opportunities for Sweet Grass County, Montana. “Needs” were identified as the top issues or opportunities as rated by survey respondents during the CHSD survey process or during key informant interviews (see page 10 for a list of “Needs Identified and Prioritized”). For more information regarding the needs identified, and the assessment process/approach/methodology, please refer to the facility’s assessment report, which is posted on the facility’s website ([pmcmt.org](http://pmcmt.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 prioritized recommendations provided by the community steering committee and determined which needs or opportunities could be addressed considering PMC’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 goals 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, relate to the following healthcare issues:

- Access to healthcare
- Mental and behavioral health
- Outreach and education

In addressing the aforementioned issues, PMC seeks to:

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

**Mission:** Sustainable excellence in patient and resident focused care.

**Vision:** Grow to become the trusted healthcare provider and employer of choice in Sweet Grass County.

**Implementation Planning Committee Members:**

- Ian Peterson- PMC, Chief Executive Officer
- Sarah Crichfield- PMC, Executive Assistant
- Mary Parker- PMC, Director of Business Operations
- Diane King- PMC, Director of Nursing
- Kathryn Lewis- PMC, Compliance and Quality Assurance Nurse
- Sandra Wolford- PMC, Imaging Manager
- Megan Arnold- PMC, Human Resources Manager

## Prioritizing the Community Health Needs

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

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

### PMC's Existing Presence in the Community

- Ambulance Services-Boat Float
- Ambulance Services-School Sporting Events
- Ambulance Services-Rodeo
- BLS Trainings
- Community Flu Vaccination Clinics
- Diabetes Prevention Program
- High School Sports-Athletic Trainer
- HS Home EC Student/Resident Project
- Impact Testing
- It's your Choice Exercise
- Parade of Lights
- Senior Center Blood Pressure Checks
- SGCHS Yearbook Sponsorship
- Sports Physical Clinics
- Student Job Shadowing
- Sweet Grass Fest
- Visiting Specialists

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

- Lion's Club
- Women's Club
- Montana State University County Extension Services
- Wellness Foundation
- Hospitality House
- Montana Department of Labor
- Montana AHEC
- Sweet Grass County Public Health
- Big Timber Cancer Alliance
- Local schools
- Local Police/Sheriff's office
- Big Timber Food Bank
- Billings Clinic affiliation

## Sweet Grass County Indicators

### Population Demographics

- 96.3% of Sweet Grass County's population is white, and 3.7% is of American Indian or Alaska Native, Black, Asian/Pacific Islanders, Hispanic & Non-Hispanic Ancestry.
- 13.7% of Sweet Grass County's population has disability status.
- 30.2% of Sweet Grass County's population is 65 years and older.
- 11.5% of Sweet Grass County's population has Veteran status.
- 36.6% of Sweet Grass County's population is a high school graduate (includes equivalency) as their highest degree attained; 24.1% have some college, no degree.

### Size of County and Remoteness

- 3,670 people in Sweet Grass County
- 2.0 people per square mile

### Socioeconomic Measures

- 5.4% of children in Sweet Grass County live in poverty.
- 5.7% of persons in Sweet Grass County are below the federal poverty level.
- 11.0% of adults (age<65) in Sweet Grass County are uninsured; 8.0% of children less than age 18, are uninsured.
- 5.1% of the population is enrolled in Medicaid.

### Select Health Measures

- 28% of adults in Sweet Grass County are considered obese.
- 21% of the adult population in Sweet Grass County report physical inactivity.
- 14% of the adult population in Sweet Grass County report smoking.
- 41% of adults living in frontier Montana report two or more chronic conditions.

## Public Health and Underserved Populations Consultation Summaries

### Name/Organization

Ian Peterson – CEO, Pioneer Medical Center

March 5, 2021

Mary Parker – Business Office Manager, Pioneer Medical Center

Heather Mace – Hearts and Hands Hospice

Jennifer Chappell – Public Health Nurse, Pioneer Medical Center

Bryan Baker – Big Timber Evangelical Church

Charli Smith, Community member

Matt McMananmen – Safety Manager, East Boulder Mine

Becky Linn-Todisco – Community member

### Public and Community Health

- Excessive drinking is a problem in Sweet Grass county.
- It would be nice to know how the physical inactivity rates in Sweet Grass county vary across a year (i.e., winter vs. summer).
- Our diabetic services are constantly filling up, so I think it would be nice to gauge through this needs assessment if they need to be expanded.
- It would be nice to know how COVID impacted the service area, so I would like to keep the questions in the survey about COVID.

### Population: Low-Income, Underinsured

- Like many areas of the nation, housing availability and affordability are even crazy in Big Timber!

### Population: Seniors

- We have a high population of 65+ individuals.
- I think elder abuse, neglect, and exploitation are important to include in the survey. I know it's a problem around the country, and I think it would be interesting to see if it's an issue in this area.



Population: Youth

- The count on free and reduced lunch feels like it might be low. Due to COVID, local schools did a grant to provide meals to all children this year.
- The data from the Youth Risk Behavior Survey (YRBS) is interesting. It may be pretty accurate as long as they don't think there is any recourse with their responses.

## Needs Identified and Prioritized

### Prioritized Needs to Address

1. Top health concerns of survey respondents included “Alcohol/substance abuse” (52.7%), “Cancer” (37.3%), and “Mental health (depression, anxiety, PTSD, etc.)” (31.3%).
2. Survey respondents indicated that “Access to healthcare services” (41.3%), “Good jobs and a healthy economy” (37.3%), and “Affordable housing” (36.0%) are components of a health community.
3. 49.7% of respondents rated their knowledge of health services available at Pioneer Medical Center as good and 30.6% rated as fair.
4. Top methods of learning about available health services included “Friends/family” (57.3%), “Word of mouth/reputation” (52.7%), “Facebook/Social media” (41.3%), and “Healthcare provider” (40.7%).
5. Top suggestions to improve the community's access to health care included “More primary care providers” (46.0%), “Improved quality of care” (39.3%), “More specialists” (32.7%), and “More information about available services” (30.0%).
6. Key informant interview participants expressed concern for access to healthcare services.
7. Key informant interview participants were concerned about substance and alcohol use of community members.
8. 46.0% of survey respondents desire access to “visiting specialists” locally.
9. The top preventive services utilized in the last year included: “Blood pressure check” (60.0%), “Dental check” (59.3%), “Flu shot/immunizations” (56.7%), and “Health checkup” (50.7%).
10. 32.4% of survey respondents indicated they delayed or did not receive needed healthcare services; reasons for delay included “COVID-19 concerns/barriers” and “It cost too much” (32.6% each), and “Could not get an appointment” (21.7%).
11. 46.6% of respondents described their stress level over the past year as “moderate” and 18.5% experienced “high” stress.
12. 16.2% of respondents indicated their life has been negatively affected “a little” by their own or someone else’s substance abuse issues. Furthermore, 12.8% said they were “somewhat” and 9.5% said they were negatively affected “a great deal.”
13. 11.6% of respondents indicated there were periods of at least three consecutive months in the past three years where they felt depressed on most days.
14. Survey respondents indicated an interest in the following classes or programs: “Fitness” (30.0%), “Women’s health” (25.3%), and “Health and wellness” (24.7%).

15. Key informant interview participants were concerned about healthy eating and active living opportunities.
16. 5.4% of survey respondents indicated they had “no physical activity” in the past month.

### Needs Unable to Address

*(See page 26 for additional information)*

1. 8.0% of children (age <18) in Sweet Grass County are uninsured compared to 6.0% for Montana.
2. Survey respondents were asked to indicate if they felt the community has adequate and affordable housing options available: “Not adequate housing” (75.0%), “Don’t know” (21.6%), and “Feel there is adequate housing” (3.4%).

## 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 Sweet Grass County.

**Strategy 1.1:** Continue to improve access to primary care services.

- Improve patient digital health access and management by making scheduling and communication seamless with PMC. Create a community outreach and education campaign to accompany the system enhancements.
- Build upon the trust and relationship with the service area by exploring the feasibility of expanding the patient-centered care model.
- Continue to work with county and community level resources (public health, EMS, social service organizations, etc.) to address community-level infrastructure to meet the evolving needs of our community best as we navigate the pandemic and its after-effects.

**Strategy 1.2:** Continue to enhance access to specialty care services.

- Continue to enhance community awareness of specialty services by developing a specialty service calendar campaign highlighting visiting providers, services, and clinic times.

**Goal 2: Improve access to mental and behavioral health services and resources in Sweet Grass County.**

**Strategy 2.1:** Enhance community knowledge of alcohol and substance abuse resources.

- Catalog alcohol and substance abuse resources on PMC's website for patients and caregivers by sharing events and resources available locally. Create a schedule to review and update the website regularly to ensure the most up-to-date information. Orient the PMC staff of all levels to the updated catalog.
- Explore additional evidence-based avenues to disseminate alcohol and substance abuse prevention outreach and education materials in Sweet Grass County.

**Strategy 2.2:** Enhance access to mental and behavioral health services at PMC.

- Meet with community partners to facilitate and coordinate local mental health resources, enhance relationships, and explore opportunities to improve referral/transfer resources for area patients.
- Explore the feasibility of expanding partnerships or collaborations to enhance telepsychiatry services in Sweet Grass County.
- Develop and disseminate staff training and information regarding available community and state resources, enhancing mental and behavioral health skills and knowledge to address the community's mental and behavioral health needs. (ex. [healthinfo.montana.edu/bhwet/trainings](http://healthinfo.montana.edu/bhwet/trainings), MT DPHHS).

**Goal 3: Continue to enhance Pioneer Medical Center's outreach and education efforts in the PMC service area.**

**Strategy 3.1:** Enhance PMC's outreach and education efforts of available health services.

- Develop an outreach and communication plan by intentionally prioritizing website and social media content improvements. Ensure new communication and outreach staff members are trained on the internal procedures for developing and maintaining content.
- Develop educational offerings for staff and community on available services (on-site and telemedicine opportunities) to enhance knowledge, access, and patient communication. Explore opportunities to deliver health education through avenues such as community presentations and newsletter modalities.

**Strategy 3.2:** Grow PMC's presence in the community as a resource for health education and partnerships, particularly related to preventive services and chronic disease management.

- Create an outreach plan to promote preventive service utilization and chronic care management. Research established state-level resources and Rural Health Initiative (RHI, [montanaruralhealthinitiative.info](http://montanaruralhealthinitiative.info)) toolkits PMC could adopt or adapt to improve health outcomes in Sweet Grass County (i.e., nutrition, weight loss, fitness, women's health, etc.).
- Explore opportunities to support and collaborate with key regional and community partners on initiatives/coalitions related to preventive health.

**Implementation Plan Grid**

**Goal 1: Improve access to healthcare services in Sweet Grass County.**

**Strategy 1.1:** Continue to improve access to primary care services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Improve patient digital health access and management by making scheduling and communication seamless with PMC. Create a community outreach and education campaign to accompany the system enhancements.	IT, Marketing Committee	2022	CEO	Billings Clinic IT, Cerner	Resource limitations Workforce limitations Financial limitations
Build upon the trust and relationship with the service area by exploring the feasibility of expanding the patient-centered care model.	CEO, Clinic Manager, DON	Ongoing	CEO	Community Coalitions, Regional Partners	Resource limitations Workforce limitations
Continue to work with county and community level resources (public health, EMS, social service organizations, etc.) to address community-level infrastructure to meet the evolving needs of our community best as we navigate the pandemic and its after-effects.	PMC Leadership	Ongoing	CEO	Public Health Dept., EMS, Hospital Providers	Resource limitations Financial limitations Workforce limitations Scheduling conflicts

**Needs Being Addressed by this Strategy:**

- 2. Survey respondents indicated that “Access to healthcare services” (41.3%), “Good jobs and a healthy economy” (37.3%), and “Affordable housing” (36.0%) are components of a health community.
- 3. 49.7% of respondents rated their knowledge of health services available at Pioneer Medical Center as good and 30.6% rated as fair.
- 4. Top methods of learning about available health services included “Friends/family” (57.3%), “Word of mouth/reputation” (52.7%), “Facebook/Social media” (41.3%), and “Healthcare provider” (40.7%).

- 5. Top suggestions to improve the community's access to health care included “More primary care providers” (46.0%), “Improved quality of care” (39.3%), “More specialists” (32.7%), and “More information about available services” (30.0%).
- 6. Key informant interview participants expressed concern for access to healthcare services.
- 9. The top preventive services utilized in the last year included: “Blood pressure check” (60.0%), “Dental check” (59.3%), “Flu shot/immunizations” (56.7%), and “Health checkup” (50.7%).
- 10. 32.4% of survey respondents indicated they delayed or did not receive needed healthcare services; reasons for delay included “COVID-19 concerns/barriers” and “It cost too much” (32.6% each), and “Could not get an appointment” (21.7%).

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

- Improved access to primary care services.
- Improved access to high quality, coordinated care.
- Resource and policy development
- Enhanced communication between patients and PMC health system.
- Improved awareness of primary and specialty care services available in Sweet Grass County.
- Reduce travel burden associated with accessing health care services.
- Improved health outcomes on subsequent CHNA.

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

- Track utilization of specialists by benchmarking volume
- Track utilization of primary care providers by benchmarking volume
- Track the awareness efforts related to the digital health system enhancements and campaign.
- Track progress of supporting community level infrastructure in Sweet Grass County.

**Measure of Success:** PMC will observe an increase in community members utilizing local primary care services and specialists visiting our health system.



**Goal 1: Improve access to healthcare services in Sweet Grass County.**

**Strategy 1.2:** Continue to enhance access to specialty care services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue to enhance community awareness of specialty services by developing a specialty service calendar campaign highlighting visiting providers, services, and clinic times.	Clinic Manager, Marketing Committee	2022	CEO	Billings Clinic, Regional Specialty Providers	Scheduling conflicts

**Needs Being Addressed by this Strategy:**

- 2. Survey respondents indicated that “Access to healthcare services” (41.3%), “Good jobs and a healthy economy” (37.3%), and “Affordable housing” (36.0%) are components of a health community.
- 3. 49.7% of respondents rated their knowledge of health services available at Pioneer Medical Center as good and 30.6% rated as fair.
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- 5. Top suggestions to improve the community's access to health care included “More primary care providers” (46.0%), “Improved quality of care” (39.3%), “More specialists” (32.7%), and “More information about available services” (30.0%).
- 6. Key informant interview participants expressed concern for access to healthcare services.
- 8. 46.0% of survey respondents desire access to “visiting specialists” locally.

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

- Improved access to specialty care services.
- Improved access to high quality, coordinated care.
- Improved awareness of specialty care services available in Sweet Grass County.
- Reduce travel burden associated with accessing specialty care services.
- Improved health outcomes on subsequent CHNA.

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

- Track access to specialty care measures in subsequent CHNA.
- Track utilization of specialty care services resulting from the calendar campaign.
- Track engagement with the specialty service calendar campaign.

**Measure of Success:** PMC will observe an increase in community members utilizing local specialty care services.

**Goal 2: Improve access to mental and behavioral health services and resources in Sweet Grass County.**

**Strategy 2.1:** Enhance community knowledge of alcohol and substance abuse resources.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Catalog alcohol and substance abuse resources on PMC's website for patients and caregivers by sharing events and resources available locally. Create a schedule to review and update the website regularly to ensure the most up-to-date information. Orient the PMC staff of all levels to the updated catalog.	Administration	2022	CEO	Community Coalition, Billings Clinic	Technology limitations Scheduling conflicts
Explore additional evidence-based avenues to disseminate alcohol and substance abuse prevention outreach and education materials in Sweet Grass County.	Public Health Dept.	2023	CEO	Sweet Grass County Behavioral Health Coalition	Resource limitations Financial limitations Scheduling conflicts Workforce limitations

**Needs Being Addressed by this Strategy:**

- 1. Top health concerns of survey respondents included “Alcohol/substance abuse” (52.7%), “Cancer” (37.3%), and “Mental health (depression, anxiety, PTSD, etc.)” (31.3%).
- 2. Survey respondents indicated that “Access to healthcare services” (41.3%), “Good jobs and a healthy economy” (37.3%), and “Affordable housing” (36.0%) are components of a health community.
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- 5. Top suggestions to improve the community's access to health care included “More primary care providers” (46.0%), “Improved quality of care” (39.3%), “More specialists” (32.7%), and “More information about available services” (30.0%).
- 6. Key informant interview participants expressed concern for access to healthcare services.
- 7. Key informant interview participants were concerned about substance and alcohol use of community members.
- 12. 16.2% of respondents indicated their life has been negatively affected “a little” by their own or someone else’s substance abuse issues. Furthermore, 12.8% said they were “somewhat” and 9.5% said they were negatively affected “a great deal.”

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

- Increase awareness of alcohol and substance abuse resources in Sweet Grass County.
- Service and resources development
- Increase access to alcohol and substance abuse services.
- Improve PMC staff awareness of the cataloged alcohol and substance abuse resources.

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

- Track engagement with the alcohol and substance abuse resources on PMC's website.
- Track knowledge of local alcohol and substance abuse services on subsequent CHNA.
- Track the exploration of evidence-based resources to disseminate alcohol and substance abuse prevention outreach and education.

**Measure of Success:** Increased utilization and expansion of available resources within Sweet Grass County; Community members will also be aware of alcohol and substance abuse resources available locally due to the enhanced outreach efforts.

**Goal 2: Improve access to mental and behavioral health services and resources in Sweet Grass County.**

**Strategy 2.2:** Enhance access to mental and behavioral health services at PMC.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Meet with community partners to facilitate and coordinate local mental health resources, enhance relationships, and explore opportunities to improve referral/transfer resources for area patients.	CEO	2022	CEO	Catalyst for Change, Community Mental Health Coalition, Billings Clinic	Scheduling conflicts Resource limitations
Explore the feasibility of expanding partnerships or collaborations to enhance telepsychiatry services in Sweet Grass County.	Clinic Manager	2022	CEO	Integrated Behavioral Health Services, Community Mental Health Coalition	Workforce limitations
Develop and disseminate staff training and information regarding available community and state resources, enhancing mental and behavioral health skills and knowledge to address the community's mental and behavioral health needs. (ex. <a href="http://healthinfo.montana.edu/bhwet/trainings">healthinfo.montana.edu/bhwet/trainings</a> , MT DPHHS).	Education Coordinator	2023	CEO	Community Mental Health Coalition	Financial limitations Workforce limitations Scheduling conflicts

**Needs Being Addressed by this Strategy:**

- 1. Top health concerns of survey respondents included “Alcohol/substance abuse” (52.7%), “Cancer” (37.3%), and “Mental health (depression, anxiety, PTSD, etc.)” (31.3%).
- 2. Survey respondents indicated that “Access to healthcare services” (41.3%), “Good jobs and a healthy economy” (37.3%), and “Affordable housing” (36.0%) are components of a health community.
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- 4. Top methods of learning about available health services included “Friends/family” (57.3%), “Word of mouth/reputation” (52.7%), “Facebook/Social media” (41.3%), and “Healthcare provider” (40.7%).

- 5. Top suggestions to improve the community's access to health care included “More primary care providers” (46.0%), “Improved quality of care” (39.3%), “More specialists” (32.7%), and “More information about available services” (30.0%).
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- 11. 46.6% of respondents described their stress level over the past year as “moderate” and 18.5% experienced “high” stress.
- 12. 16.2% of respondents indicated their life has been negatively affected “a little” by their own or someone else’s substance abuse issues. Furthermore, 12.8% said they were “somewhat” and 9.5% said they were negatively affected “a great deal.”
- 13. 11.6% of respondents indicated there were periods of at least three consecutive months in the past three years where they felt depressed on most days.

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

- Alignment of local resources.
- Service and resources development.
- Improve access to high quality, coordinated care.
- Improved health outcomes on subsequent CHNA.

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

- Track development of relationships with area partners aimed at improving referrals for mental and behavioral health care.
- Track the feasibility of expanding telepsychiatry services in Sweet Grass County.
- Track utilization of mental and behavioral health services in Sweet Grass County.

**Measure of Success:** Increased utilization of behavioral health services in Sweet Grass County.

**Goal 3: Continue to enhance Pioneer Medical Center's outreach and education efforts in the PMC service area.**

**Strategy 3.1:** Enhance PMC’s outreach and education efforts of available health services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Develop an outreach and communication plan by intentionally prioritizing website and social media content improvements. Ensure new communication and outreach staff members are trained on the internal procedures for developing and maintaining content.	Marketing Committee	2022	CEO	Mapped Social Inc.	Resource limitations
Develop educational offerings for staff and community on available services (on-site and telemedicine opportunities) to enhance knowledge, access, and patient communication. Explore opportunities to deliver health education through avenues such as community presentations and newsletter modalities.	Education Coordinator, Public Health Nurse	2023	CEO	Sweet Grass County Community Health Coalition	Resource limitations

**Needs Being Addressed by this Strategy:**

- 2. Survey respondents indicated that “Access to healthcare services” (41.3%), “Good jobs and a healthy economy” (37.3%), and “Affordable housing” (36.0%) are components of a health community
- 3. 49.7% of respondents rated their knowledge of health services available at Pioneer Medical Center as good and 30.6% rated as fair.
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- 5. Top suggestions to improve the community's access to health care included “More primary care providers” (46.0%), “Improved quality of care” (39.3%), “More specialists” (32.7%), and “More information about available services” (30.0%).
- 6. Key informant interview participants expressed concern for access to healthcare services.

- 7. Key informant interview participants were concerned about substance and alcohol use of community members.

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

- Enhanced awareness and utilization of health services available at PMC.
- Increased utilization of PMC website and social media as a trusted source of health information.
- Service and resources development.
- Improve access to high quality, coordinated care.
- Improved awareness of health services on subsequent CHNA.

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

- Track the effectiveness of an outreach and communication plan.
- Track the utilization of health education opportunities for PMC staff and community.
- Monitor utilization of services and referral sources.

**Measure of Success:** Increased utilization of services within Sweet Grass County by its residents.

**Goal 3: Continue to enhance Pioneer Medical Center's outreach and education efforts in the PMC service area.**

**Strategy 3.2:** Grow PMC's presence in the community as a resource for health education and partnerships, particularly related to preventive services and chronic disease management

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Create an outreach plan to promote preventive service utilization and chronic care management. Research established state-level resources and Rural Health Initiative (RHI, <a href="http://montanaruralhealthinitiative.info">montanaruralhealthinitiative.info</a> ) toolkits PMC could adopt or adapt to improve health outcomes in Sweet Grass County (i.e., nutrition, weight loss, fitness, women's health, etc.).	Marketing Committee, Clinic Manager	2023	CEO	Public Health Dept., local providers, Billings Clinic, Community Mental Health Coalition	Resource limitations Financial limitations
Explore opportunities to support and collaborate with key regional and community partners on initiatives/coalitions related to preventive health.	CEO	2022	CEO	Local Public Health Dept., Sweet Grass County Community Health Coalition, Billings Clinic, Livingston Healthcare	Resource limitations Financial limitations Workforce limitations Scheduling conflicts

**Needs Being Addressed by this Strategy:**

- 1. Top health concerns of survey respondents included “Alcohol/substance abuse” (52.7%), “Cancer” (37.3%), and “Mental health (depression, anxiety, PTSD, etc.)” (31.3%).
- 2. Survey respondents indicated that “Access to healthcare services” (41.3%), “Good jobs and a healthy economy” (37.3%), and “Affordable housing” (36.0%) are components of a health community.
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- 5. Top suggestions to improve the community's access to health care included “More primary care providers” (46.0%), “Improved quality of care” (39.3%), “More specialists” (32.7%), and “More information about available services” (30.0%).
- 6. Key informant interview participants expressed concern for access to healthcare services.
- 9. The top preventive services utilized in the last year included: “Blood pressure check” (60.0%), “Dental check” (59.3%), “Flu shot/immunizations” (56.7%), and “Health checkup” (50.7%).
- 10. 32.4% of survey respondents indicated they delayed or did not receive needed healthcare services; reasons for delay included “COVID-19 concerns/barriers” and “It cost too much” (32.6% each), and “Could not get an appointment” (21.7%).
- 14. Survey respondents indicated an interest in the following classes or programs: “Fitness” (30.0%), “Women’s health” (25.3%), and “Health and wellness” (24.7%).
- 15. Key informant interview participants were concerned about healthy eating and active living opportunities.
- 16. 5.4% of survey respondents indicated they had “no physical activity” in the past month.

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

- Increase access to preventive services and chronic care management in Sweet Grass County.
- Strengthen community partnerships.
- Build community capacity.
- Service and resources development.
- Increased adoption of healthful behaviors among community members.
- Reduce disease burden and improved health outcomes.

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

- Track preventable illness and disease rates in Sweet Grass County.
- Track dissemination of preventive education.
- Track engagement of preventive education and Diabetes Management Program.

**Measure of Success:** PMC will observe an increase in engagement and empowerment among community members regarding their health.

**Needs Not Addressed and Justification**

Identified health needs unable to address by PMC	Rationale
<p>1. 8.0% of children (age &lt;18) in Sweet Grass County are uninsured compared to 6.0% for Montana.</p>	<ul style="list-style-type: none"> <li>Pioneer Medical Center offers Health Insurance as a benefit to it’s staff but does not provide insurance for community members. We try to provide information as often as possible, via brochures, visible signage in our waiting rooms, and in our business office, with information on mechanisms to access health insurance coverage.</li> </ul>
<p>2. Survey respondents were asked to indicate if they felt the community has adequate and affordable housing options available: “Not adequate housing” (75.0%), “Don’t know” (21.6%), and “Feel there is adequate housing” (3.4%).</p>	<ul style="list-style-type: none"> <li>Housing affordability is a challenging issue. As time allows in the future, PMC would be open to engaging with community partners to in discussions related to housing affordability. Furthermore, Pioneer Medical Center provides medical care, Pioneer Medical does not provide housing to community members not in need of medical care.</li> </ul>

## Dissemination of Needs Assessment

Pioneer Medical Center “PMC” disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website ([pmcmt.org](http://pmcmt.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 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 PMC is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Sweet Grass County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of PMC will be directed to the hospital’s website to view the complete assessment results and the implementation plan. PMC board members approved and adopted the plan on **September 2, 2021**. 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 2021-2024 Pioneer Medical Center Community Benefit Strategic Plan can be submitted to:

**By Mail:**

Administration  
C/O: Sarah Crichfield  
PO Box 1228  
Big Timber, MT 59011

**In Person:**

Administration  
C/O: Sarah Crichfield  
301 West 7th Avenue  
Big Timber, MT 59011

Contact the Administration Office at (406)-932-4603 or [SCrichfield@PMCMT.org](mailto:SCrichfield@PMCMT.org) with questions.

***[Please remove the following statement and the disclaimer in the footer once the planning document is finalized]***

*\*Please note that you will need to include information specific to these requirements:*

- *You must post your community health needs assessment (CHNA) and your facility's implementation plan publicly – both "conspicuously" on your website as well as have a hard copy available at your facility should someone request to view either/both documents.*
  - o *Your documents must remain on the web until two subsequent CHNA reports have been posted*
  - o *An individual must not be required to create an account or provide personally identifiable information to access the report*
  - o *A paper copy must be available for public inspection without charge*
- *Your facility's implementation plan must be approved, and the plan must document the date upon which the plan was approved/adopted*