

IMPLEMENTATION PLAN

Addressing Community Health Needs

Rosebud Health Care Center ~ Forsyth, Montana

Table of Contents

<i>The Implementation Planning Process</i>	3
<i>Prioritizing the Community Health Needs</i>	6
<i>Rosebud Health Care Center’s Existing Presence in the Community</i>	6
<i>List of Available Community Partnerships and Facility Resources to Address Needs</i>	7
<i>Rosebud County Indicators</i>	8
<i>Public Health and Underserved Populations Consultation Summaries</i>	9
<i>Needs Identified and Prioritized</i>	10
<i>Prioritized Needs to Address</i>	10
<i>Needs Unable to Address</i>	11
<i>Executive Summary</i>	12
<i>Implementation Plan Grid</i>	16
<i>Needs Not Addressed and Justification</i>	32
<i>Dissemination of Needs Assessment</i>	33

The Implementation Planning Process

The implementation planning committee – comprised of Rosebud Health Care Center’s leadership team – participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through the Community Health Services Development (CHSD) needs assessment process. The facility conducted the CHSD process in conjunction with the Montana Office of Rural Health (MORH).

The CHSD community health needs assessment was performed in winter 2013-2014 to determine the most important health needs and opportunities for Rosebud County, Montana. “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 (www.rosebudhealthcare.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 9 for additional information regarding input received from community representatives).

The implementation planning committee determined which needs or opportunities could be addressed considering Rosebud Health Care Center’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:

1. Awareness of Services
2. Affordability of Services
3. Community Health and Wellness
4. Diabetes and Obesity
5. Mental Health

In addressing the aforementioned issues, Rosebud Health Care Center seeks to:

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

Rosebud Health Care Center’s Mission:

- Rosebud Health Care Center’s employees, clinical staff, management and board are committed to a patient and elder centered approach to medical care for the whole family. We will provide the highest quality of medical care and be held to high standards of conduct treating each other and our patients with professionalism, respect and compassion.

Rosebud Health Care Center’s Vision:

- Rosebud Health Care Center will provide a safe, caring environment for patients, elders and staff. We will be good stewards of all resources. Our compassionate and professional staff, through strong partnerships will provide quality, affordable healthcare for the whole family keeping the service spirit of our organization

Rosebud Health Care Center’s Values:

- Accountability – We will always be accountable for our performance
- Attitude – Our staff will always provide patient centered service with a pleasant, positive attitude.
- Confidentiality – We will always protect each patient’s privacy and record confidentiality.
- Courtesy and Respect – We believe that courtesy and respect empowers.
- Integrity – We will always be honest and truthful in our communications with patients and community members.
- Quality – We will provide quality care close to home.
- Unity – We are unified in one purpose.
- Commitment – We demonstrate a dedication to our work and improve the services we provide by staying current with modern treatments, moving forward with technology and a dedication to prevention and wellness.

Implementation Planning Committee Members:

- Ryan Tooke – CEO, Rosebud Health Care Center
- Cyndi Dubois – Better Health Improvement Specialist, PALS, Rosebud Health Care Center
- Connie Sessions – Lab Manager, Rosebud Health Care Center
- Kelsie Donoho – Administrative Assistant, Rosebud Health Care Center
- Mindy Price – Director of Nursing, Rosebud Health Care Center
- Kelsey Bird – Activity Director, Rosebud Health Care Center
- Deb Fix – Dietary Director, Dietician, Rosebud Health Care Center
- Twin Klar – Director of Nursing for Nursing Home, Rosebud Health Care Center
- Iola Harris – CFO, Human Resources, Rosebud Health Care Center

Prioritizing the Community Health Needs

The implementation planning committee 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

Rosebud Health Care Center's Existing Presence in the Community

- Rosebud Health Care Center sponsors the annual Duck Days Fun Run in Forsyth, Montana.
- The RHCC Health Fair includes booths for various health topics and departments in the hospital.
- RHCC provides medically-supervised physical activity in the Physical Therapy Department.
- RHCC provides affordable transportation to medical appointments locally and out-of-town.
- RHCC provides a continental breakfast and lunch program for all kids ages 18 and under from Memorial Day to the middle of August each summer. Registration is not required.

List of Available Community Partnerships and Facility Resources to Address Needs

- Healthy Lifestyles is a program available at Holy Rosary Healthcare in Miles City that utilizes a registered dietician and a certified athletic trainer to offer coaching support for individuals interested in losing weight, increasing physical activity, and decreasing risk factors for diabetes and cardiovascular disease. RHCC will work to implement the Healthy Lifestyles Program in February 2015.
- The Rosebud County Public Health Department helps promote and maintain individual, group, and community health.
- CDBG [Community Development Block Grant] provides communities with resources to address a wide range of unique community development needs and the funding was used to help build the new clinic at RHCC.
- Cathy Costakis with the NAPA program [Nutritional And Physical Activity] helps to create shared use agreements with public schools and other local partnerships.
- A local Personal Fitness Instructor could be available to offer fitness instruction to community members.
- Forsyth Public Schools has facilities that could be available for community use.
- Montana Health Network (MHN) provides assistance with health insurance patient navigators.
- HealthLinkNow provides telepsychiatry/psychology services.
- The Rosebud County MSU Extension Office participates in the community's health fair, Strong Woman Program, and they have a piece of equipment that measures the amount of body fat in an individual which has been useful during the Strong Woman Program so participants can track their progress.
- RHCC is looking to contract with a Certified Diabetic Educator to help educate community members on diabetes during "lunch and learn" sessions.
- As additional partnerships and resources become available, RHCC will seek further assistance to meet the needs requested by our community members.

Rosebud County Indicators

Low Income Persons

- 22.0% of persons are below the federal poverty level

Uninsured Persons

- 19.0% of adults less than age 65 are uninsured
- Data is not available for Rosebud County for uninsured children less than age 18

Leading Causes of Death: Primary and Chronic Diseases

- Cancer
- Heart Disease
- Unintentional Injuries (*external cause of injury often by, but not limited to, drowning, fall, fire/burn, motor vehicle/traffic-related, other transportation-related, poisoning, and suffocation.*)

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

Elderly Populations

- 11% of Rosebud County's Population is 65 years and older

Size of County and Remoteness

- 9,190 people in Rosebud County
- 1.8 people per square mile

Nearest Major Hospital

- St. Vincent's Hospital and Billings Clinic in Billings, MT are 101 miles from Rosebud Health Care Center

Public Health and Underserved Populations Consultation Summaries

Public Health Consultation [Nancy Nile – Department Head, Rosebud County Public Health – February 24, 2014]

- Mental health services- large county and difficult to travel to access needed services. Includes suicide and drug abuse.
- We could use a visiting mental health counselor, psychologist or psychiatrist. I think we have one now but I do not feel as it is enough.
- Better communication within community on what services are available and when they are offered
- Sexually Transmitted Diseases are viewed as an important healthcare issue in the County.

Underserved Population – Youth [Nancy Nile – Department Head, Rosebud County Public Health – February 24, 2014]

- Teen pregnancy is viewed as an important healthcare issue in the County.
- Services for youth with special needs are needed either by increasing visiting specialty services or via telemedicine

Underserved Population – Senior Citizens [Nancy Nile – Department Head, Rosebud County Public Health – February 24, 2014]

- It would be nice to increase our availability of senior/elderly services such as transportation assistance and cost of services because home visiting is prohibitive.

Needs Identified and Prioritized

Prioritized Needs to Address

1. 62.3% of survey respondents indicated that access to healthcare and other services was the most important components of a healthy community.
2. 26.5% of survey respondents rated their knowledge of health services available at Rosebud Health Care Center as “fair” or “poor.”
3. Focus groups suggested that wellness programs and increased community education about chronic diseases and prevention would improve the health of the community.
4. Rosebud County’s hospitalization rate for diabetes is 161.0 per 100,000 compared to Montana’s rate of 115.4 per 100,000 population.
5. 29.6% of survey respondents indicated a desire for local dermatology services, while 15.1% indicated a desire for a foot care clinic and 13.8% desired sleep studies.
6. 22% of survey respondents indicated avoiding or delaying receiving health care services within the past three years. Of those responding they had delayed seeking care, 30.3% indicated it was due to cost.
7. 24.7% of survey respondents indicated they were unaware of health-cost assistance programs.
8. 27.0% of survey respondents indicated they were physically active for at least 20 minutes five times or less over the past month. Focus groups suggested improving access to physical activities would improve the health of the community.
9. Survey respondents indicated overweight/obesity is a top health concern (41.5%).
10. Survey respondents indicated interest in health education classes related to: fitness (35.8%), health and wellness (32.7%) weight loss (30.2%).

Prioritized Needs to Address (continued)

11. Survey respondents indicated interest in nutrition education classes (35.2%).
12. Survey respondents indicated interest in women’s health education classes (32.7%).
13. 14.5% of survey respondents indicated that, within the past three years, they had felt depressed on most days for periods of at least three consecutive months. 8.8% of respondents indicated mental health issues as one of the top three health concerns in their community.

Needs Unable to Address

(See page 32 for additional information)

1. 57.9% of survey respondents indicated alcohol/substance abuse is a top health concern.
2. 46.5% of survey respondents indicated cancer is a top health concern.
3. 14.5% of respondents indicated a desire for local cardiac stress tests and 5.7% of survey respondents desired local cardiac rehabilitation services.

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 16.

Goal 1: Improve access and awareness of the services available at Rosebud Health Care Center.

Strategy 1.1: Organize a health fair for community members.

Activities:

- Determine a location to hold the health fair within the hospital.
- Make a list of services and departments to have a booth at the health fair (e.g. financial information, safety, and screenings).
- Inform all staff about the health fair and schedule appropriately to have staff with clinical experience available.
- Offer free glucose and lipid screenings when community members bring food donations for food baskets.
- Each service area/department of the hospital will host a booth at the health fair.

Strategy 1.2: Educate community members about healthcare services that are available locally.

Activities:

- Increase Rosebud Health Care Center's online presence.
- Advertise services in the monthly RHCC newsletter.
- Create printed materials with information about services available at Rosebud Health Care Center.

Strategy 1.3: Post information about available services and educational opportunities on Rosebud Health Care Center's website.

Activities:

- Obtain administrator access to RHCC's website.
- Update relevant information on the website.
- Identify the error message on the website and resolve the problem so community members can access information about RHCC and the services available.

- Post the full Community Health Services Development (CHSD) needs assessment report and implementation plan publicly on RHCC's website.
- Train staff to use WordPress webpage development software to manage updates to the website.

Strategy 1.4: Provide additional healthcare services based on community need.

Activities:

- Partner with a diabetic educator.
- Explore adding rotating specialists for dermatology and foot-care services.
- Promote the availability of sleep studies at RHCC.

Goal 2: Address the affordability of healthcare services at Rosebud Health Care Center.

Strategy 2.1: Inform patients of various financial assistance programs available at Rosebud Health Care Center, including Medicare, Medicaid, and Charity Care programs.

Activities:

- Inform patients of available financial assistance programs and payment plan options during the discharge planning process.
- Develop a brochure of financial assistance information to distribute in the ER and other locations throughout the hospital.

Strategy 2.2: Engage staff members to assist patients with financial assistance programs and payment plans.

Activities:

- Encourage and empower appropriate staff to discuss financial options with patients.
- Train business office employees to better-assist patients regarding insurance and financial assistance program applications.
- Business office staff obtains patient information to help determine patients' eligibility for financial assistance and payment programs.
- Business office staff follows-up with ER patients to discuss billing and financial options within two business days.
- Staff follows-up with patients and monitors enrollment status and application renewals for patients utilizing financial assistance programs.

Goal 3: Increase physical activity within the community.

Strategy 3.1: Explore hosting off-site fitness classes for community members.

Activities:

- Identify a location to hold the classes and instructors to lead the classes.
- Explore creating a partnership with the Door 804 gym in Miles City.
- Explore creating a partnership with the middle school to gain access to the gym.
- Contact the Forsyth Public Schools superintendent to help form the partnership with Forsyth Public Schools.

Strategy 3.2: Develop a fitness-related contest for community members.

Activities:

- Create rules for the fitness contest.
- Explore providing incentives such as pedometers to contest participants.
- Explore involving partnerships with Chamber of Commerce, Lions Club, Rosebud County, MSU Extension Office and local businesses.
- Educate community members about the fitness contest and promote the program to motivate them to participate.

Strategy 3.3: Encourage community members to walk more often.

Activities:

- Organize a walking group for community members.
- Partner with public schools to use the outdoor track and gym for the walking group.
- Create a map of walking routes around the community.
- Promote the walking group to the community.

Goal 4: Increase health education outreach to the community.

Strategy 4.1: Provide monthly health education opportunities based on national health themes.

Activities:

- Identify speakers to present information about various health topics.
- Determine a location to hold the monthly presentations.
- Promote the education opportunities through Facebook, flyers at the post office/grocery store, and word-of-mouth.
- Continue HealthLinkNow telemedicine mental health services.

Strategy 4.2: Host a “lunch and learn” program to inform community members about various health topics.

Activities:

- Identify speakers to present on various health topics such as diabetes and mental health.
- Partner with the Rosebud County Public Health Department, Public Library, Senior Center, Chamber of Commerce, MSU Extension Office, and the Courthouse to promote the presentations to community members
- Provide sack lunches to attendees.
- Update the hospital’s website to include information about “lunch and learn” topics.

Implementation Plan Grid

Goal 1: Improve access and awareness of the services available at Rosebud Health Care Center.

Strategy 1.1: Organize a health fair for community members.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Determine a location to hold the health fair within the hospital.	Public Relations (PR) Committee, Administrative Assistant	September 2014	Management Team	Local MSU Extension Office, Public Health	Weather, transportation
Make a list of services and departments to have a booth at the health fair (e.g. financial information, safety, and screenings).	PR Committee	October 2014	Management Team	Patient financial navigator, financial planning, local medical and personal services, home safety	Weather, transportation, grant that will pay for financial patient navigator
Inform all staff about the health fair and schedule appropriately to have staff with clinical experience available.	PR Committee, Administrative Assistant	December 2014	Management Team	Department Managers	Maintaining adequate facility staffing
Offer free glucose and lipid screenings when community members bring food donations for food baskets.	Lab technicians	December 2014	Management Team	Ministerial Association	Weather, staffing, transportation
Each service area/department of the hospital will host a booth at the health fair.	Department Heads	December 2014	Management Team	Department Managers	Maintaining adequate staffing without utilizing overtime

Strategy 1.1 continued on following page...

Strategy 1.1 continued...**Needs Being Addressed by this Strategy:**

- #1: 62.3% of survey respondents indicated that access to healthcare and other services was the most important components of a healthy community.
- #2: 26.5% of survey respondents rated their knowledge of health services available at Rosebud Health Care Center as “fair” or “poor.”
- #3: Focus groups suggested that wellness programs and increased community education about chronic diseases and prevention would improve the health of the community.

Anticipated Impact(s) of these Activities:

- Improved awareness of services available at Rosebud Health Care Center (RHCC)
- Increased early detection and preventative treatment efforts

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

- Track the number of attendees at the health fair
- Document the number of free screenings provided to community members

Measure of Success: Rosebud Health Care Center organizes and holds a health fair in December 2014.

Goal 1: Improve access and awareness of the services available at Rosebud Health Care Center.

Strategy 1.2: Educate community members about healthcare services that are available locally.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Increase Rosebud Health Care Center’s online presence.	Administrative Assistant	Monthly	Management Team	Luci Heller utilizing WordPress	Updating website to keep up with what is going on in the facility and finding and utilizing a user friendly website program
Advertise services in the monthly RHCC newsletter.	Activity Department	Monthly	CEO	RHCC	New activity department employees compiling newsletter
Create printed materials with information about services available at Rosebud Health Care Center.	Administrative Assistant	Monthly	Management Team	RHCC	Consistently maintaining up-to-date information

Needs Being Addressed by this Strategy:

- #1: 62.3% of survey respondents indicated that access to healthcare and other services was the most important components of a healthy community.
- #2: 26.5% of survey respondents rated their knowledge of health services available at Rosebud Health Care Center as “fair” or “poor.”
- #3: Focus groups suggested that wellness programs and increased community education about chronic diseases and prevention would improve the health of the community.

Anticipated Impact(s) of these Activities:

- Increased community awareness of services available at RHCC
- Increased utilization of local services
- Fewer community members will need to leave their local area for healthcare services

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

- Determine if utilization of local services increased after educational materials are distributed

Measure of Success: Rosebud Health Care Center distributes health education promotions quarterly.

Goal 1: Improve access and awareness of the services available at Rosebud Health Care Center.

Strategy 1.3: Post information about available services and educational opportunities on Rosebud Health Care Center’s website.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Obtain administrator access to RHCC’s website.	CEO	June 15, 2014	CEO	Luci Heller utilizing WordPress	Ease or difficulty of website update
Update relevant information on the website.	CEO, Administrative Assistant	June 30, 2014	CEO	Luci Heller utilizing WordPress	Capability of easily updating website and the time it takes to update website
Identify the error message on the website and resolve the problem so community members can access information about RHCC and the services available.	CEO, Administrative Assistant	June 15, 2014	CEO	Luci Heller utilizing WordPress	Needed updates on websites
Post the full Community Health Services Development (CHSD) needs assessment report and implementation plan publicly on RHCC’s website.	CEO, Administrative Assistant	June 30, 2014	CEO	Luci Heller utilizing WordPress	Technology changes and needed data updates
Train staff to use WordPress webpage development software to manage updates to the website.	CEO, Administrative Assistant	July 2014	CEO	Luci Heller utilizing WordPress	Technology changes and needed data updates

Needs Being Addressed by this Strategy:

- #1: 62.3% of survey respondents indicated that access to healthcare and other services was the most important components of a healthy community.
- #2: 26.5% of survey respondents rated their knowledge of health services available at Rosebud Health Care Center as “fair” or “poor.”
- #3: Focus groups suggested that wellness programs and increased community education about chronic diseases and prevention would improve the health of the community.

Strategy 1.3 continued on following page...

Strategy 1.3 continued...

Anticipated Impact(s) of these Activities:

- Increased awareness of services available at RHCC
- Increased awareness of partnerships and community involvement with RHCC

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

- Determine the number of people who access the website for healthcare services updates

Measure of Success: Rosebud Health Care Center updates the website by June 30, 2014 and manages updates on a quarterly basis.

Goal 1: Improve access and awareness of the services available at Rosebud Health Care Center.

Strategy 1.4: Provide additional healthcare services based on community need.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Partner with a diabetic educator.	Better Health Improvement Specialist (BHIS)	Aug 1, 2014	CEO	Contract with a Certified Diabetic Educator	Cost, travel, weather
Explore adding rotating specialists for dermatology and foot-care services.	CEO	Aug 1, 2014	CEO	Will explore possibility of contracted specialists	Cost, travel, weather
Promote the availability of sleep studies at RHCC.	Clinic	Ongoing	CEO	Providers	Lack of community knowledge of RHCC resources. Education

Needs Being Addressed by this Strategy:

- #1: 62.3% of survey respondents indicated that access to healthcare and other services was the most important components of a healthy community.
- #4: Rosebud County's hospitalization rate for diabetes is 161.0 per 100,000 compared to Montana's rate of 115.4 per 100,000 population.
- #5: 29.6% of survey respondents indicated a desire for local dermatology services, while 15.1% indicated a desire for a foot care clinic and 13.8% desired sleep studies.

Anticipated Impact(s) of these Activities:

- Improved access to specialty healthcare services
- Improved awareness of available services at RHCC
- Increased utilization of local services
- Fewer community members will need to leave their local area for healthcare services

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

- Track the number of people that utilize RHCC's sleep study services

Measure of Success: Rosebud Health Care Center determines their ability to provide additional services by January 2015.

Goal 2: Address the affordability of healthcare services at Rosebud Health Care Center.

Strategy 2.1: Inform patients of various financial assistance programs available at Rosebud Health Care Center, including Medicare, Medicaid, and Charity Care programs.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Inform patients of available financial assistance programs and payment plan options during the discharge planning process.	Business Office	September 2014	CEO	MHN [Montana Health Network] for assistance with health insurance patient navigator. Personal Loans.	Economy, funding, active participation of patients
Develop a brochure of financial assistance information to distribute in the ER and other locations throughout the hospital.	Administrative Assistant	Fall 2014	Management Team	Health Insurance Financial Navigator	Changing healthcare needs

Needs Being Addressed by this Strategy:

- #1: 62.3% of survey respondents indicated that access to healthcare and other services was the most important components of a healthy community.
- #6: 22% of survey respondents indicated avoiding or delaying receiving health care services within the past three years. Of those responding they had delayed seeking care, 30.3% indicated it was due to cost.
- #7: 24.7% of survey respondents indicated they were unaware of health-cost assistance programs.

Anticipated Impact(s) of these Activities:

- More patients are aware if they qualify for financial assistance programs to help pay for healthcare bills
- Fewer people avoid or delay care due to cost
- Patients have a better understanding of the financial aspect of healthcare

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

- Track the number of patients who are informed of financial assistance programs each
- Track the number of patients who are directed to financial assistance programs each year

Measure of Success: Rosebud Health Care Center informs 5 patients about financial assistance programs for healthcare bills by 09/30/2014.

Goal 2: Address the affordability of services at Rosebud Health Care Center.

Strategy 2.2: Engage staff members to assist patients with financial assistance programs and payment plans.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Encourage and empower appropriate staff to discuss financial options with patients.	Business Office	October 2014	CEO	Health Insurance Patient Navigator	Education regarding various insurances
Train business office employees to better-assist patients regarding insurance and financial assistance program applications.	CFO	October 2014	CEO	MHN for assistance with health insurance patient navigator. Personal Loans.	Economy, funding, active participation of patients
Business office staff obtains patient information to help determine patients' eligibility for financial assistance and payment programs.	Business Office	October 2014	CFO	If information is not readily available, business office arranges meeting or telephone call to collect needed information	Patients give incorrect contact information
Business office staff follows-up with ER patients to discuss billing and financial options within two business days.	Business Office	October 2014	CFO	Business Office	New process, unable to reach patient, disconnected phone lines
Staff follows-up with patients and monitors enrollment status and application renewals for patients utilizing financial assistance programs.	Business Office	Ongoing	CFO	Business Office	New process, unable to reach patient, disconnected phone lines

Strategy 2.2 continued on following page...

*Strategy 2.2 continued...***Needs Being Addressed by this Strategy:**

- #1: 62.3% of survey respondents indicated that access to healthcare and other services was the most important components of a healthy community.
- #6: 22% of survey respondents indicated avoiding or delaying receiving health care services within the past three years. Of those responding they had delayed seeking care, 30.3% indicated it was due to cost.
- #7: 24.7% of survey respondents indicated they were unaware of health-cost assistance programs.

Anticipated Impact(s) of these Activities:

- More patients are aware if they qualify for financial assistance programs to help pay for healthcare bills
- Fewer people avoid or delay care due to cost
- Patients have a better understanding of the financial aspect of healthcare

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

- Track the number of patients who are informed of financial assistance programs each
- Track the number of patients who are directed to financial assistance programs each year

Measure of Success: Rosebud Health Care Center's business office staff helps enroll 90% of patients who qualify in appropriate health cost assistance programs.

Goal 3: Increase physical activity within the community.

Strategy 3.1: Explore hosting off-site fitness classes for community members.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Identify a location to hold the classes and instructors to lead the classes.	PR Committee, Physical Therapist	January 2015	Management Team	Local Personal Fitness Instructor	Finding a location suitable to hold exercise classes
Explore creating a partnership with the Door 804 gym in Miles City.	PR Committee, Physical Therapist	January 2015	Management Team	Door 804 (Gym in Miles City)	Distance, cost of gas, weather
Explore creating a partnership with the middle school to gain access to the gym.	CEO	January 2015	CEO	Forsyth Public Schools	School sports
Contact the Forsyth Public Schools superintendent to help form the partnership with Forsyth Public Schools.	CEO	January 2015	Management Team	Denny Bennet (Superintendent, Forsyth Public Schools)	School sports

Needs Being Addressed by this Strategy:

- #8: 27.0% of survey respondents indicated they were physically active for at least 20 minutes five times or less over the past month. Focus groups suggested improving access to physical activities would improve the health of the community.
- #9: Survey respondents indicated overweight/obesity is a top health concern (41.5%).
- #10: Survey respondents indicated interest in health education classes related to: fitness (35.8%), health and wellness (32.7%) weight loss (30.2%).

Anticipated Impact(s) of these Activities:

- More opportunities for community members to be physically active.
- Increased community participation in physical activity

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

- Determine if partnerships are feasible
- Record the number of people who utilize the gym for fitness activities or participate in the fitness classes

Measure of Success: Rosebud Health Care Center sponsors fitness opportunities in the community.

Goal 3: Increase physical activity within the community.

Strategy 3.2: Develop a fitness-related contest for community members.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Create rules for the fitness contest.	PR Committee	June 2015	Management Team	Chamber of Commerce, Lions Club, Rosebud County, local businesses, MSU Extension Office	Creating obtainable, fair goals
Explore providing incentives such as pedometers to contest participants.	PR Committee	June 2015	Management Team	Chamber, Lions Club, Rosebud County, local businesses, MSU Extension Office	Cost
Explore involving partnerships with Chamber of Commerce, Lions Club, Rosebud County, MSU Extension Office and local businesses.	PR Committee	June 2015	Management Team	Chamber, Lions Club, Rosebud County, local businesses, MSU Extension Office	Loss of motivation
Educate community members about the fitness contest and promote the program to motivate them to participate.	PR Committee	June 2015	Management Team	Chamber, Lions Club, Rosebud County, local businesses, MSU Extension Office	Reaching adequate, various ages of community members

Strategy 3.2 continued on following page...

Strategy 3.2 continued...**Needs Being Addressed by this Strategy:**

- #8: 27.0% of survey respondents indicated they were physically active for at least 20 minutes five times or less over the past month. Focus groups suggested improving access to physical activities would improve the health of the community.
- #9: Survey respondents indicated overweight/obesity is a top health concern (41.5%).
- #10: Survey respondents indicated interest in health education classes related to: fitness (35.8%), health and wellness (32.7%) weight loss (30.2%).

Anticipated Impact(s) of these Activities:

- More opportunities for community members to be physically active
- Increased community participation in physical activity

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

- Record the number of participants that participate in the contest; then track the number of people who complete the contest
- Track the total number of miles or minutes of physical activity reported by contest participants

Measure of Success: Rosebud Health Care Center hosts an annual fitness contest to promote physical activity in the community and the number of participants increases each year.

Goal 3: Increase physical activity within the community.

Strategy 3.3: Encourage community members to walk more often.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Organize a walking group for community members.	CEO, PR committee, RHCC staff members	February 2015	Management Team	Public Health, MSU Extension Office, Healthy Lifestyles	Motivation, timeline
Partner with public schools to use the outdoor track and gym for the walking group.	CEO	February 2015	Management Team	Forsyth Public Schools	Weather, motivation, poor quality infrastructure
Create a map of walking routes around the community.	PR Committee	February 2015	Management Team	Public Health, MSU Extension Office	Weather, motivation, poor quality infrastructure
Promote the walking group to the community.	PR Committee	February 2015	Management Team	Public Health, MSU Extension Office, Healthy Lifestyles	Weather, motivation, poor quality infrastructure

Needs Being Addressed by this Strategy:

- #8: 27.0% of survey respondents indicated they were physically active for at least 20 minutes five times or less over the past month. Focus groups suggested improving access to physical activities would improve the health of the community.
- #9: Survey respondents indicated overweight/obesity is a top health concern (41.5%).
- #10: Survey respondents indicated interest in health education classes related to: fitness (35.8%), health and wellness (32.7%) weight loss (30.2%).

Anticipated Impact(s) of these Activities:

- More opportunities for community members to be physically active
- Increased community participation in physical activity

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

- Track the number of participants who attend the walking group

Measure of Success: Rosebud Health Care Center organizes a community walking group by 02/28/2015.

Goal 4: Increase health education outreach to the community.

Strategy 4.1: Provide monthly health education opportunities based on national health themes.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Identify speakers to present information about various health topics.	PR Committee	September, 2014	Management Team	MSU Extension Office, Contracted services such as Certified Diabetic Educator, Senior Center, Public Health, Public Library	Adequate, interesting topics with entertaining speakers
Determine a location to hold the monthly presentations.	PR Committee	September, 2014	Management Team	RHCC Conference Room, Lobby, Public Library	Other meetings, weather, transportation, time of day
Promote the education opportunities through Facebook, flyers at the post office/grocery store, and word-of-mouth.	PR Committee	September, 2014	Management Team	MSU Extension Office, Contracted services such as Certified Diabetic Educator, Senior Center, Public Health, Public Library	Other meetings, weather, transportation, time of day
Continue HealthLinkNow telemedicine mental health services.	Clinic Staff	Ongoing	Management Team	HealthLinkNow	Insurance reimbursement

Strategy 4.1 continued on following page...

*Strategy 4.1 continued...***Needs Being Addressed by this Strategy:**

- #11: Survey respondents indicated interest in nutrition education classes (35.2%).
- #12: Survey respondents indicated interest in women’s health education classes (32.7%).
- #13: 14.5% of survey respondents indicated that, within the past three years, they had felt depressed on most days for periods of at least three consecutive months. 8.8% of respondents indicated mental health issues as one of the top three health concerns in their community.

Anticipated Impact(s) of these Activities:

- Increased awareness of chronic health conditions
- Increased community involvement with Rosebud Health Care Center (RHCC)
- Increased availability of mental health treatment and services at RHCC

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

- Monitor attendance at each educational presentation
- Track the number of people who utilize the HealthLinkNow telepsychiatry services

Measure of Success: Rosebud Health Care Center provides monthly health presentations to the community and the number of attendees increases.

Goal 4: Increase health education outreach to the community.

Strategy 4.2: Host a “lunch and learn” program to inform community members about various health topics.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Identify speakers to present on various health topics such as diabetes and mental health.	PR Committee, BHIS	September 2014	Management Team	Contracted Certified Diabetic Educator, Professional counselor	Weather, interest in topic
Partner with the Rosebud County Public Health Department, Public Library, Senior Center, Chamber of Commerce, MSU Extension Office, and the Courthouse to promote the presentations to community members	PR Committee	September 2014	Management Team	Rosebud County Public Health Department, Public Library, Senior Center, Chamber of Commerce, MSU Extension	Finding interesting, adequate topics, and entertaining speakers
Provide sack lunches to attendees.	Dietary Manager	September 2014	CEO		Time of day, weather
Update the hospital’s website to include information about “lunch and learn” topics.	Administrative Assistant	September 2014	PR Committee		

Needs Being Addressed by this Strategy:

- #11: Survey respondents indicated interest in nutrition education classes (35.2%).
- #12: Survey respondents indicated interest in women’s health education classes (32.7%).

Anticipated Impact(s) of these Activities:

- Increased awareness of chronic health conditions
- Increased community involvement with Rosebud Health Care Center

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

- Monitor attendance at each educational “lunch and learn” presentation

Measure of Success: Rosebud Health Care Center hosts monthly “lunch and learn” events beginning in the fall of 2014.

Needs Not Addressed and Justification

Identified health needs unable to address by Rosebud Health Care Center	Rationale
1. 57.9% of survey respondents indicated cancer is a top health concern.	<ul style="list-style-type: none">• Providing services or cancer treatment is currently beyond the available resources of Rosebud Health Care Center.
2. 46.5% of survey respondents indicated alcohol/substance abuse is a top health concern.	<ul style="list-style-type: none">• A focus on alcohol and substance abuse is currently beyond the capacity of the hospital and other community resources are better-suited to address these issues at this time.
3. 14.5% of respondents indicated a desire for local cardiac stress tests and 5.7% of survey respondents desired local cardiac rehabilitation services.	<ul style="list-style-type: none">• It is not feasible for Rosebud Health Care Center to provide cardiac rehabilitation because the current demand would not support the service and it would not be sustainable.

Dissemination of Needs Assessment

Rosebud Health Care Center (RHCC) disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website (www.rosebudhealthcare.com) 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 RHCC is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Rosebud County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of RHCC will be directed to the hospital's website to view the complete assessment results and the implementation plan. RHCC board members approved and adopted the plan on **June 26, 2014**. Board members are encouraged to familiarize themselves with the needs assessment report and implementation plan so they can publically promote the facility's plan to influence the community in a beneficial manner.

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