

IMPLEMENTATION PLAN

Addressing Community Health Needs



Forsyth, Montana

2023-2026

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Disclaimer: The Montana Office of Rural Health strongly encourages an accounting professional's review of this document before submission to the IRS. As of this publishing, this document should be reviewed by a qualified tax professional. Recommendations on its adequacy in fulfillment of IRS reporting requirements are forthcoming.

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The Implementation Planning Process

The implementation planning committee – comprised of Rosebud Health Care Center’s (RHCC) leadership team– participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through their community health needs assessment (CHNA) process.

The Community Health Services Development (CHSD), community health needs assessment was performed in the spring of 2023 to determine the most important health needs and opportunities for Rosebud County, Montana. The CHSD project is administrated by the Montana Office of Rural Health (MORH) and funded in part through the Montana Health Research and Education Foundation (MHREF) Flex Grant. “Needs” were identified as the top issues or opportunities rated by respondents during the CHSD survey process or during focus groups (see page 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 assessment report, which is posted on the facility’s website (<https://www.rosebudhcc.org/community-health-survey/>).

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

The implementation planning committee reviewed the priority recommendations provided by the community steering committee and determined which needs or opportunities could be addressed considering RHCC’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:

- **Mental and behavioral health**
- **Health, wellness, and prevention**
- **Access to healthcare services and resources**

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In addressing the aforementioned issues, RHCC seeks to:

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

Facility Mission: Employees of RHCC are committed to high quality, efficient and patient-centered care for our family, friends and community.

Facility Vision: Rosebud Health Care Center provides a safe, caring environment for patients, residents and staff. We are conscientious, exemplary stewards of all resources. Our compassionate and professional staff, through strong partnerships, will provide quality, affordable healthcare for the whole family. Our ongoing commitment to serving the needs of our community is in keeping with the spirit of our organization.

Facility Values:

Accountability: We will always be accountable for our patients.

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.

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 dedication to prevention and wellness.

Implementation Planning Committee Members:

- Mindy Price, CEO- Rosebud Health Care Center (RHCC)
- Courtney Batey, Central Supply/Dietary/Housekeeping/Maintenance - RHCC
- Sheri Seleg, Business Office Manager - RHCC
- Shelly Rickett, NP - RHCC
- Jeanne Maciag RN, DON - RHCC
- Kelsey Fulton, Human Resources Manager – RHCC
- Audrey Hollowell, Clinic Manager – RHCC
- Rachel Fritz, OTA - RHCC
- Jerrae Kuntz, Administrative Assistant - RHCC
- Shelly Schnitzmeier, Public Health Director, Rosebud County

Prioritizing the Community Health Needs

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

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

1. RHCC's Existing Presence in the Community

- 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 health fair priced labs all year long.
- RHCC offers PALS to those who qualify for services.
- RHCC offers Lifeline for at risk individuals in the community.

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

- 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.
- 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.
- 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.
- Yellowstone Pharmacy has a Certified Diabetic Educator to help educate community members on diabetes.
- As additional partnerships and resources become available, RHCC will seek further assistance to meet the needs requested by our community members.
- Yellowstone Pharmacy and Public Health along with RHCC offer flu shots and other immunizations yearly.

3. Rosebud County Indicators

Population Demographics

- 59.3% of Rosebud County’s population white, and 39.3% is American Indian or Alaska Native
- 19.6% of Rosebud County’s population has disability status.
- 14.8% of Rosebud County’s population is 65 years and older.
- 9.5% of Rosebud County’s population has Veteran status.
- 10% of Rosebud County’s population has No High School as their highest degree attained; 30.7% have High School Degrees.

Size of County and Remoteness

- 9,152 people in Rosebud County
- 1.8 people per square mile

Socioeconomic Measures

- 17.7% of children live in poverty.
- 17% of persons are below the federal poverty level.
- 15% of adults (age<65) are uninsured; 9% of children less than age 18, are uninsured.
- 12.3% of the population is enrolled in Medicaid.

Select Health Measures

- 34% of adults are considered obese.
- 25% of the adult population report physical inactivity.
- 41% of adults living in frontier Montana report two or more chronic conditions
- Montana’s veteran’s suicide rate (per 100,000 population) is 65.7 compared to 13.9 for the U.S.

Nearest Major Hospital

- St. Vincent Healthcare and Billings Clinic in Billings, MT – 101 miles from Rosebud Health Care Center

4. Public Health and Underserved Populations Consultation Summaries

Name/Organization

February 21, 2023

Ana Thompson, Forsyth Senior Center Director
Jayk Brooks, Clinic Manager – Rosebud Health Care Center (RHCC)
Shelley Rickett, Clinic Provider – RHCC
Jerrae Kuntz, Administrative Assistant- RHCC
Kelsey Fulton, Head of HR – RHCC
Shelley Schnitzmeier, Public Health Director, Rosebud County
Maya Howell, Community LCSW Behavior Health
Mindy Price, CEO – RHCC
Leanna Schwend, Pharmacist – Yellowstone Pharmacy

Public and Community Health

- I like that we're adding additional surveys Colstrip since that is where the health department is located. We're really doing the best we can to get a good representation of the area's needs!
- It might be helpful to be able to see an additional analysis on how zip codes are responding.
- It sure would be nice to know how community members rate their knowledge of health services available through the public health department.
- And if we're doing that, can we separate out the question about how people learn about our services – so one for public health and one for the hospital. On the public health's question however, we should remove "public health" from the options.
- We don't have "Ask a nurse" anymore, but we could add it to the desired local services.
- We should add Hysham to the list of primary care locations – there's a clinic in the town every Wednesday. If they're in town they're either going to the clinic or the hardware store!
- Let's have survey respondents rate public health programs and services as well.
- We should add dietician, occupational therapy, and MRI to the rating of health services at Rosebud Health Care Center.
- We'd like to adopt the questions about general mental health and substance use impact.
- We do have limited in person mental health services, so if we could break them out from the telepsych option on question #9 would be great!

Population: Seniors

- We have a foot care clinic, so it'll be interesting to know how many people don't know about it!
- We might want to include an Advantage plan in the list of insurance options.

Needs Identified and Prioritized

Prioritized Needs to Address

1. The top two identified health concerns in the community were “Drug use” (43.2%) and “Alcohol use” (37.2%).
2. 49.3% of survey respondents identified “Access to healthcare and services” as an important component of a healthy community.
3. 15.5% of survey respondents indicated interest in “Mental Health” educational classes/programs available locally.
4. 17% of survey respondents reported experiencing periods of depression. This is a 7.2% increase in three years.
5. 22.4% of survey respondents reported feeling lonely Everyday to Sometimes (3-5 days per month).
6. 56.7% of survey respondents describe their stress level in the past year as “Moderate” or “High.”
7. 25% of survey respondents rated their mental health as “Fair” or “Poor.”
8. 25% of survey respondents feel they are negatively affected by their own or someone else’s substance abuse “Somewhat” or “A great deal.”
9. Key Informant interviews indicated a need for increased mental health care in Rosebud County.
10. Key Informant interviews noted substance abuse as a concerning issue.
11. 60.2% of survey respondents rated the health of their community as “Somewhat Healthy” or “Unhealthy.”
12. 29.1% of survey respondents feel “Cancer” is a top concern in the community followed by “Overweight/obesity” at 21.6%.
13. 23% of survey respondents feel “Healthy behaviors and lifestyles” is an important component of a healthy community.
14. 40.3% of survey respondents indicated an interest in “Health and wellness” educational classes or programs. 38% indicated an interest in “Fitness.”
15. Key informant interviews indicated that prevention and management of chronic diseases is an issue in Rosebud County.
16. 31.8% of survey respondents rated their knowledge of available healthcare services as “Fair” or “Poor.”
17. The top identified ways to improve access to healthcare services were “More primary care providers” (49.3%), “Affordability of services” (46.5%), and “More information about available services” (44.4%).

Needs Unable to Address

(See page 21 for additional information)

1. 46.5% of survey respondents feel “Affordability of services” would improve the community’s access to healthcare services. 34.2% of respondents who delayed or did not get care when needed was due to “It cost too much.”
2. 51.1% of survey respondents desire an “Ask a nurse” service available locally.
3. 6.8% of survey respondents worried about having enough food to eat, which more than doubled in the past three years.

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 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 12.

Goal 1: Improve access to mental and behavioral health services in Rosebud County.

Strategy 1.1: Continue to expand capacity and availability of mental health services offered through RHCC

- 1.1.1. Explore telepsych for children in partnership with Charlie Health.
- 1.1.2. Offer on-site mental health services with a certified provider.
- 1.1.3. Work to continue implementing an Integrated Behavioral Health (Care Management program) at RHCC. Specifically working on billing processes and outreach.
- 1.1.4. Create a new outreach campaign to educate community on available tele-psych and counseling services available locally.

Strategy 1.2: Coordinate with community programs that address mental and behavioral health

- 1.2.1. Partner with local schools to create and implement a school-based prevention program (suicide prevention, anti-bullying curriculum).
- 1.2.2. Review state resources/trainings related to mental and behavioral health (MT AHEC)
<http://healthinfo.montana.edu/bhwet/trainings.html>

Goal 2: Engage Rosebud County in health, wellness and prevention.

Strategy 2.1: Promote health and wellness through programmatic activities at RHCC.

- 2.1.1. Promote hospital-based programs that promote disease prevention by offering lunch and learns with local organizations.

- 2.1.2. Engage with community (at least once a quarter) through various media channels (newsletters, social media, radio, etc.) promoting healthy lifestyles and healthy living.
- 2.1.3. Work with health system partners to enhance screening offerings at RHCC (mammography bus, Cologaurd, Health Fair labs, low dose CT scans).

Strategy 2.2: Support community events and programs that promote health, wellness and prevention.

- 2.2.1. Partner with community resources (Public Health, MSU Extension) to catalogue and create outreach materials to educate community on available prevention programs and screening opportunities.

Goal 3: Enhance access to local healthcare services and resources.

Strategy 3.1: Support community events and programs that promote health, wellness, and prevention.

- 3.1.1. Create health services and resource page for providers to support with patient referrals (including mental health).
- 3.1.2. Create outreach to educate the community on primary care services and provider types (scope of practice). Integrate with newsletter or other ongoing outreach materials.
- 3.1.3. Continue to provide transportation services assisting community members in accessing local and out of town appointments, food/groceries, etc. for a nominal fee.
- 3.1.4. Explore feasibility of partnering with local programs to host a community health fair to provide education, resources, and enhance knowledge of available local services.

Strategy 3.2: Advance programs that assist Seniors to access care and services needed to age in place.

- 3.2.1. Create education and outreach to describe what programs or services are available (Home Health, PALS, other).
- 3.2.2. Explore Age Friendly Resources to improve patient experiences and outcomes (Resource: IHI, Age-Friendly Health Systems).

Implementation Plan Grid

Goal 1: Improve access to mental and behavioral health services in Rosebud County.

Strategy 1.1: Continue to expand capacity and availability of mental health services offered through RHCC

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
1.1.1. Explore telepsych for children in partnership with Charlie Health	Jeanne Audrey	January 2024	Mindy	Charlie Health	Resource, financial and IT limitations
1.1.2. Offer on-site mental health services with a certified provider.	Shelley	January 2024	Mindy	Referrals to Mental Health Counselors	Workforce, and financial limitations
1.1.3. Work to continue implementing an Integrated Behavioral Health (Care Management program) at RHCC. Specifically working on billing processes and outreach.	Audrey	3 rd Qtr 2024	Mindy	Montana Health Network	Resource, financial and workforce limitations
1.1.4. Create a new outreach campaign to educate community on available tele-psych and counseling services available locally.	Rachel	January 2024, Ongoing	Mindy		Resource limitations

Needs Being Addressed by this Strategy:

- 1. The top two identified health concerns in the community were “Drug use” (43.2%) and “Alcohol use” (37.2%).
- 2. 49.3% of survey respondents identified “Access to healthcare and services” as an important component of a healthy community.

- 3. 15.5% of survey respondents indicated interest in “Mental Health” educational classes/programs available locally.
- 4. 17% of survey respondents reported experiencing periods of depression. This is a 7.2% increase in three years.
- 5. 22.4% of survey respondents reported feeling lonely Every day to Sometimes (3-5 days per month).
- 6. 56.7% of survey respondents describe their stress level in the past year as “Moderate” or “High.”
- 7. 25% of survey respondents rated their mental health as “Fair” or “Poor.”
- 8. 25% of survey respondents feel they are negatively affected by their own or someone else’s substance abuse “Somewhat” or “A great deal.”
- 9. Key Informant interviews indicated a need for increased mental health care in Rosebud County.
- 10. Key Informant interviews noted substance abuse as a concerning issue.

Anticipated Impact(s) of these Activities:

- Enhanced access to telepsych for youth
- Enhanced access to mental health services
- Improved billing processes and outreach for IBH services
- Enhanced knowledge of available services
- Improved access to mental health services
- Improved health outcomes

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

- Determine feasibility of offering telepsych services for area youth
- Recruit and retain a certified mental health provider to offer services on-site.
- Track progress of IBH program implementation
- Track tele-psych and counseling service utilization pre/post outreach campaign

Measure of Success: RHCC expands access to mental health services by offering on-site mental health services with a certified provider by 2026.

Goal 1: Improve access to mental and behavioral health services in Rosebud County.

Strategy 1.2: Coordinate with community programs that address mental and behavioral health					
Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
1.2.1. Partner with local schools to create and implement a school-based prevention program (suicide prevention, anti-bullying curriculum).	Shelly (PH) Rachel	2024-2025 School Year	Mindy	Local Schools, Public Health Department	Resource and workforce limitations
1.2.2. Review state resources/trainings related to mental and behavioral health (MT AHEC) http://healthinfo.montana.edu/bhwet/trainings.html	Mindy	March 2024	Mindy	MT AHEC	Resource limitations
<p>Needs Being Addressed by this Strategy:</p> <ul style="list-style-type: none"> ▪ 1. The top two identified health concerns in the community were “Drug use” (43.2%) and “Alcohol use” (37.2%). ▪ 2. 49.3% of survey respondents identified “Access to healthcare and services” as an important component of a healthy community. ▪ 3. 15.5% of survey respondents indicated interest in “Mental Health” educational classes/programs available locally. ▪ 4. 17% of survey respondents reported experiencing periods of depression. This is a 7.2% increase in three years. ▪ 5. 22.4% of survey respondents reported feeling lonely Everyday to Sometimes (3-5 days per month). ▪ 6. 56.7% of survey respondents describe their stress level in the past year as “Moderate” or “High.” ▪ 7. 25% of survey respondents rated their mental health as “Fair” or “Poor.” ▪ 8. 25% of survey respondents feel they are negatively affected by their own or someone else’s substance abuse “Somewhat” or “A great deal.” ▪ 9. Key Informant interviews indicated a need for increased mental health care in Rosebud County. ▪ 10. Key Informant interviews noted substance abuse as a concerning issue. 					
<p>Anticipated Impact(s) of these Activities:</p> <ul style="list-style-type: none"> ▪ Enhanced community engagement ▪ Improved health outcomes ▪ Local youth improve their resilience and knowledge of mental health resources and tools 					

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

- Track number of programs created with local schools.
- Track number of participants
- Track number of community and staff trainings related to mental and behavioral health.
- Track resource development and dissemination

Measure of Success: RHCC to coordinate and/or work with partners to ensure Community Programs are available for Mental Health. RHCC will have an employee receive the Critical Incident Stress Management Certificate to assist as needed within the facility and/or community by 2025.

Goal 2: Engage Rosebud County in health, wellness and prevention.

Strategy 1.2: Promote health and wellness through programmatic activities at RHCC.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
2.1.1. Promote hospital-based programs that promote disease prevention by offering lunch and learns with local organizations	Kelsey Providers OT/PT	First Lunch and Learn by 2 nd Qtr 2024	Mindy	Senior Citizens Center, Strong Women’s Group, Red Hat Ladies	Resource, financial, workforce limitations
2.1.2. Engage with community (at least once a quarter) through various media channels (newsletters, social media, radio, etc.) promoting healthy lifestyles and healthy living.	Rachel	Restart Newsletter 1 st Qtr 2024	Mindy	Independent Press, KIKC Radio, Post Office	Resource, financial limitations

2.1.3. Work with health system partners to enhance screening offerings at RHCC (mammography bus, Cologuard, Health Fair labs, low dose CT scans).	Rachel	Ongoing	Mindy	Current Health System Partners	Resource and financial limitations
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Needs Being Addressed by this Strategy:

- 11. 60.2% of survey respondents rated the health of their community as “Somewhat Healthy” or “Unhealthy.”
- 12. 29.1% of survey respondents feel “Cancer” is a top concern in the community followed by “Overweight/obesity” at 21.6%.
- 13. 23% of survey respondents feel “Healthy behaviors and lifestyles” is an important component of a healthy community.
- 14. 40.3% of survey respondents indicated an interest in “Health and wellness” educational classes or programs. 38% indicated an interest in “Fitness.”
- 15. Key informant interviews indicated that prevention and management of chronic diseases is an issue in Rosebud County.

Anticipated Impact(s) of these Activities:

- Enhanced community engagement
- Enhanced community knowledge
- Improved access to screening offerings
- Improved health outcomes

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

- Track number of lunch and learns offered.
- Track participants in community lunch and learns.
- Track community knowledge and how they learn about local services in subsequent CHNA.
- Track number of new screenings offered and number of patients utilizing services

Measure of Success: RHCC will see increased participation in screening offerings by 2026.

Goal 2: Engage Rosebud County in health, wellness and prevention.

Strategy 2.2: Support community events and programs that promote health, wellness and prevention.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
2.2.1. Partner with community resources (Public Health, MSU Extension) to catalogue and create outreach materials to educate community on available prevention programs and screening opportunities.	Strategic Planning Committee	June 2024	Mindy	Public Health Department, MSU Extension Agent	Resource and financial limitations
<p>Needs Being Addressed by this Strategy:</p> <ul style="list-style-type: none"> ▪ 2. 49.3% of survey respondents identified “Access to healthcare and services” as an important component of a healthy community. ▪ 11. 60.2% of survey respondents rated the health of their community as “Somewhat Healthy” or “Unhealthy.” ▪ 12. 29.1% of survey respondents feel “Cancer” is a top concern in the community followed by “Overweight/obesity” at 21.6%. ▪ 13. 23% of survey respondents feel “Healthy behaviors and lifestyles” is an important component of a healthy community. ▪ 15. Key informant interviews indicated that prevention and management of chronic diseases is an issue in Rosebud County. ▪ 16. 31.8% of survey respondents rated their knowledge of available healthcare services as “Fair” or “Poor.” 					
<p>Anticipated Impact(s) of these Activities:</p> <ul style="list-style-type: none"> ▪ Enhanced partner engagement and coordination ▪ Enhanced community knowledge of available resources ▪ Improved access to care 					
<p>Plan to Evaluate Anticipated Impact(s) of these Activities:</p> <ul style="list-style-type: none"> ▪ Track development and dissemination of outreach materials ▪ Track service utilization pre/post dissemination 					
<p>Measure of Success: RHCC will have increased participation with Community Partners to support prevention and screening programs from one event yearly to two events yearly by 2026.</p>					

Goal 3: Enhance access to local healthcare services and resources.

Strategy 3.1: Support community events and programs that promote health, wellness, and prevention.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
3.1.1. Create health services and resource page for providers to support with patient referrals (including mental health).	Strategic Planning Committee	Ongoing	Mindy	Luci Office, KIKC Radio, Independent Press, Public Health	Resource limitations
3.1.2. Create outreach to educate the community on primary care services and provider types (scope of practice). Integrate with newsletter or other ongoing outreach materials.	Strategic Planning Committee	Ongoing	Mindy	Luci Office, KIKC Radio, Independent Press	Resource limitations
3.1.3. Continue to provide transportation services assisting community members in accessing local and out of town appointments, food/groceries, etc. for a nominal fee.	Colette	Ongoing	Jerrae	Senior Center, Public Health, Clinic, Hospital	Resource and financial limitations
3.1.4. Explore feasibility of partnering with local programs to host a community health fair to provide education, resources, and enhance knowledge of available local services.	Jeanne Mindy	June 2024	Mindy	Public Health, Local Insurance companies, Jane Lamb	Resource and financial limitations

Needs Being Addressed by this Strategy:

- 2. 49.3% of survey respondents identified “Access to healthcare and services” as an important component of a healthy community.
- 11. 60.2% of survey respondents rated the health of their community as “Somewhat Healthy” or “Unhealthy.”
- 13. 23% of survey respondents feel “Healthy behaviors and lifestyles” is an important component of a healthy community.

- 14. 40.3% of survey respondents indicated an interest in “Health and wellness” educational classes or programs. 38% indicated an interest in “Fitness.”
- 15. Informant interviews indicated that prevention and management of chronic diseases is an issue in Rosebud County.
- 16. 31.8% of survey respondents rated their knowledge of available healthcare services as “Fair” or “Poor.”
- 17. The top identified ways to improve access to healthcare services were “More primary care providers” (49.3%), “Affordability of services” (46.5%), and “More information about available services” (44.4%).

Anticipated Impact(s) of these Activities:

- Enhanced access to services
- Improved community knowledge
- Enhanced community engagement

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

- Track patient referrals
- Track utilization of primary care providers
- Track number of rides provided through transportation services.
- Track development of community health fair
- Track partners collaborating in community health fair
- Track number of participants in community health fair
- Track referrals for services from community health fair
- Improved health outcomes

Measure of Success: RHCC will assist partners with community events sharing and promoting health, wellness, and prevention and to increase the knowledge of all services available locally.

Goal 3: Enhance access to local healthcare services and resources.

Strategy 3.2: Advance programs that assist Seniors to access care and services needed to age in place.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
3.2.1. Create education and outreach to describe what programs or services are available (Home Health, PALS, other)	Rachel	Include in 1 st Qtr 2024 Newsletter	Mindy	Public Health, MSU Extension Agent	Resource limitations
3.2.2. Explore Age Friendly Resources to improve patient experiences and outcomes (Resource: IHI, Age-Friendly Health Systems).	Jerrae Mindy	Ongoing	Mindy	DPHHS, IHI, Age-Friendly Health Systems	Resource and financial limitations

Needs Being Addressed by this Strategy:

- 2. 49.3% of survey respondents identified “Access to healthcare and services” as an important component of a healthy community.
- 11. 60.2% of survey respondents rated the health of their community as “Somewhat Healthy” or “Unhealthy.”
- 16. 31.8% of survey respondents rated their knowledge of available healthcare services as “Fair” or “Poor.”
- 17. The top identified ways to improve access to healthcare services were “More primary care providers” (49.3%), “Affordability of services” (46.5%), and “More information about available services” (44.4%).

Anticipated Impact(s) of these Activities:

- Enhanced access to healthcare services
- Enhanced community knowledge of services
- Improved health outcomes
- Enhanced patient experience

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

- Track referrals to senior services
- Track development and dissemination of outreach materials
- Improvement in HCAPS or other patient satisfaction surveys

Measure of Success: RHCC will continue education and training efforts to reach all community members with an increase of PALS participation by 2026.

Needs Not Addressed and Justification

Identified health needs unable to address by RHCC	Rationale
1. 46.5% of survey respondents feel “Affordability of services” would improve the community’s access to healthcare services. 34.2% of respondents who delayed or did not get care when needed was due to “It cost too much.”	<ul style="list-style-type: none"> • RHCC Social Services department will assist patients with applying for Medicaid. • Our business office promotes payment plans for those who aren’t able to pay the full statement amount. • We participate in Medicare Bad Debt • We encourage patients to complete charity care applications if they feel they would qualify.
2. 51.1% of survey respondents desire an “Ask a nurse” service available locally.	<ul style="list-style-type: none"> • Unable to staff an “Ask A Nurse” position. • RHCC has a hospital nurse available 24/7 for emergent questions
3. 6.8% of survey respondents worried about having enough food to eat, which more than doubled in the past three years.	<ul style="list-style-type: none"> • Transportation is available to the food bank. • Senior Citizen Center has lunch available for a minimal fee. • Meals on Wheels is available for those community members who qualify. • RHCC will support the food bank through advertising and providing food when needed.

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.rosebudhcc.org) as well as having copies available at the facility should community members request to view the community health needs assessment or the implementation planning documents.

The Steering Committee, which was formed specifically as a result of the CHSD [Community Health Services Development] process to introduce the community to the assessment process, will be informed of the implementation plan to see the value of their input and time in the CHSD process as well as how 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 **October 25, 2023**. 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 2023-2026 Rosebud Health Care Center Community Benefit Strategic Plan can be submitted to:

Rosebud Health Care Center
PO Box 268
Forsyth, Montana 59327

Please reach out to Rosebud Health Care Center’s Audrey Hollowell at 406-346-2161 or ahollowell@rosebudhealthcare.com with questions.