

IMPLEMENTATION PLAN

Addressing Community Health Needs



Chester, 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 Liberty Medical Center’s (LMC) 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 February 2021 to determine the most important health needs and opportunities for Liberty County, Montana. “Needs” were identified as the top issues or opportunities as rated by 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, as well as the assessment process/approach/methodology, please refer to the facility’s assessment report, which is posted on the facility’s website (libertymedicalcenter.org).

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

The implementation planning committee reviewed the priority recommendations provided by the community steering committee and determined which needs or opportunities could be addressed considering LMC’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, relate to the following healthcare issues:

- Access to healthcare and resources
- Enhance outreach and education efforts
- Access to behavioral health services

In addressing the aforementioned issues, LMC seeks to:

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

Purpose: To provide remarkable care to every person, every day.

Identity: We are compassionate people who are committed to quality care, close to home.

Behaviors:

Act with integrity- We do the right thing...no matter what. Even when it's hard.

Practice positivity- We see the good in all things and all people.

Embrace innovation- We challenge the status quo and strive to find ways to push the boundaries of what's possible for rural healthcare.

Work as a team- We believe healthcare is a team sport.

Practice clinic excellence- We believe in providing high quality care with excellent health care professionals to best serve the interests of our community.

Implementation Planning Committee Members:

- Laura Merchant- LMC, Chief Executive Officer
- Shari Dolan- LMC, Chief Financial Officer
- Amanda Halko- LMC, Marketing Director/Hi-Line Health Foundation Office Manager/ HR Assistant
- Bobbi Hallberg-LMC, Interim Director of Nursing
- Jennifer Rideout- LMC, Director of Quality and Safety
- Christine Muller- LMC, Director of Outpatient Services
- Jenni Chelmo- LMC, Director of Wheat Country Estates

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

LMC's Existing Presence in the Community

- Safe Sitter Class
- Childhood Illnesses and Injuries class
- Flu Shot Clinics
- Summer Fair
- Back to school picnics
- Donation to Golden Triangle Center
- Fun Runs
- Healthcare Career Days for high schools
- Advisory Council
- Job Shadowing opportunities
- Senior Leader presence on Mental Health Board, Liberty County Chamber, Transportation Board, Health Planning, Local Emergency Planning Committee (LEPC) & Healthy Liberty County Coalition

List of Available Community Partnerships and Facility Resources to Address Needs

- 340B Prescription Drug Program
- Fitness Xpress
- Guild
- Havre radio stations
- Healthy Liberty County Coalition
- Hi-Line Health Foundation
- Liberty County Board of Health
- Liberty County Chamber of Commerce
- Liberty County Community and Senior Center
- Liberty County Council on Aging
- Liberty County Healthy Coalition
- Liberty County LEPC
- Liberty County Library
- Liberty County Mental Health Board
- Liberty County Public Health
- Liberty County Times
- Liberty County Transit
- Local churches
- Local EMTs (Emergency Medical Technicians)
- Local pharmacies
- Local schools
- Montana Area Health Education Center (AHEC)
- MSU Extension – Liberty County
- National Health Services Corps (due to Medically Underserved Area)
- Shelby radio stations
- Open Door Counseling
- Chronic Care Management
- Golden Prairie Community Foundation
- Visiting Specialists

Liberty County Indicators

Population Demographics

- 99.5% of Liberty County's population white, and 0.5% is of Black, Asian/Pacific Islanders, Hispanic & Non-Hispanic Ancestry.
- 17.9% of Liberty County's population has disability status
- 25.1% of Liberty County's population is 65 years and older
- 7.1% of Liberty County's population has Veteran status
- 29.8% of Liberty County's population has No High School Diploma as their highest degree attained; 24.6% have some college, no degree

Size of County and Remoteness

- 2,351 people in Liberty County
- 1.6 people per square mile

Socioeconomic Measures

- 20.8% of children live in poverty
- 16.2% of persons are below the federal poverty level
- 19.0% of adults (age<65) are uninsured; 21.0% of children less than age 18, are uninsured
- 9.8% of the population is enrolled in Medicaid

Select Health Measures

- 35% of adults are considered obese
- 25% of the adult population report physical inactivity
- 15% of the adult population report smoking
- 41% of adults living in frontier Montana report two or more chronic conditions

Public Health and Underserved Populations Consultation Summaries

Name/Organization

Laura Merchant – CEO, Liberty Medical Center
 Amanda Halko- Liberty Medical Center
 Larry Hendrickson – Liberty County Commissioner
 Morb Wicks – Liberty County Commissioner
 Joette Woods – Liberty County Commissioner
 Beth Kendall – Principal, Chester Joplin Inverness (CJI) School
 Tara Hendrickson – Director, EMS
 Melissa Kantorowicz – Public Health Nurse
 Jesse Fulbright – Extension Agent, MSU Extension – Liberty County
 Lynda Vande Sandt – Liberty County Chamber of Commerce
 Julie Erickson – Director, Liberty County Library
 Ryan Black – Director of Outpatient Services, Liberty Medical Center
 Kirsten Kammerzell – Liberty Medical Center

January 13, 2021

Public and Community Health

- We have a large Hutterite community (approximately 25% of population) in Liberty County that will impact our data – particularly educational attainment. Many in the Hutterite community end school at 8th grade, but they can remain on free and reduced lunch through high school.
- Our unemployment numbers might be undercounted due to lack of job service offices in our area. Or else just small numbers.
- Any specialists that we have in the county are considered “visiting providers.”
- Especially with the current environment, it would be interesting to know if our community is struggling with social isolation and/or loneliness.
- Unfortunately, optometry hasn’t been available in Chester for about 4 years.
- People may assess access to good health care with timeliness of appointment availability or relationship with your provider.

- If nutrition is noted as a needed class or program in our community, perhaps we could dive a bit deeper and see if we need to split it out between a nutrition course for adults or children.
- Since we lost our chiropractor, it would be nice to know if people are still needing the service. Losing him was a big loss to the community.
- With COVID we have been able to deliver more telemedicine which has been helpful for our community.
- I would like to learn more about the community's experience and thoughts with the telemedicine that has been delivered.
- It's been a long time since we have had a health fair.
- It would be nice to see how COVID has impacted our community. We could use this data as a learning tool for the future.

Population: Low-Income, Underinsured

- It's hard to know how we could impact adequate and affordable housing in the community.

Population: Seniors

- I would say we have a more mature community!

Population: Youth

- I think the rates for children feeling sad or hopeless have gone up about 9% in last 10 years.
- Depending on the results of the community survey, it might be interesting to offer a nutrition program focused on children.

Needs Identified and Prioritized

Prioritized Needs to Address

1. Top health concerns of survey respondents included “Alcohol/substance abuse” (42.3%), “Cancer” (29.1%), “Overweight/obesity” (26.4%), “Heart disease” (25.3%), and “Mental health issues” and “Social isolation/loneliness” (15.9% each).
2. Survey respondents indicated that “Access to healthcare services” (51.1%), “Good jobs and a healthy economy” (42.3%), “Good schools” (30.8%), and “Healthy behaviors and lifestyles” (28.6%) are components of a health community.
3. 55.2% of respondents rated their knowledge of health services available at Liberty Medical Center as good and 16.0% rated as fair.
4. Top suggestions to improve the community's access to health care included “More primary care providers” (36.8%), “More specialists” (34.6%), “Home health” (33.0%), and “More information about available services” (25.3%).
5. Key informant interview participants expressed concern for the recruitment and retention of local providers.
6. Survey respondents indicated an interest in the following classes or programs: “Weight loss” (33.0%), “Fitness” (31.3%), and “Women’s health” (29.1%).
7. Key informant interview participants described challenges related to behavioral health including substance abuse, a need for more mental and behavioral health services, and more preventive health education.
8. Top suggestions for desired local health services included “Dermatology” (37.4%), “Optometrist” (34.6%), “Foot care clinic” (24.7%), “Chiropractor” (22.5%), “Allergist” (22.0%), and “ENT (ear/nose/throat)” (19.2%).
9. The top preventive services utilized in the last year included: “Dental check” (68.1%), “Flu shot/ immunizations” (67.6%), “Routine blood work/ birthday lab” (63.2%), and “Blood pressure check” (62.6%).
10. 30.3% of survey respondents indicated they delayed or did not receive needed healthcare services; reasons for delay included “COVID-19 concerns/barriers” (37.7%), “It cost too much” and “My insurance didn’t cover it” (15.1% each), and “Could not get an appointment” and “It was too far to go” (13.2% each).
11. 15.1% of respondents indicated there were periods of at least three consecutive months in the past three years where they felt depressed on most days.
12. 49.7% of respondents described their stress level over the past year as moderate.

13. Due to the COVID-19 pandemic, 35.9% of respondents indicated their household had more difficulty than usual getting needed items, food, or services.
14. Due to the COVID-19 pandemic, 20.3% of survey respondents indicated a household member or themselves have had more difficulty than usual obtaining medical care.

Needs Unable to Address

(See page 30 for additional information)

1. 8.8% of survey respondents indicated that prescription cost had prohibited them from getting a prescription or taking their medication regularly.
2. 21.0% of children (age <18) are uninsured compared to 6.0% for Montana.

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 Liberty County.

Strategy 1.1: Improve access to primary care services in Liberty County.

- Recruit healthcare professionals to continue providing high quality care to Liberty County residents.
- Explore strategies to engage with community to enhance community involvement in the recruitment process of healthcare professionals.
- Develop a plan to enhance the transition of healthcare professionals and their families into the community.
- Enhance outreach and education efforts related to primary care services. Assess best outreach modalities and explore expanding website and social media efforts.

Strategy 1.2: Improve access to specialty services in Liberty County.

- Explore opportunities to expand specialty services in Liberty County via telemedicine or on-site (i.e., urology and ENT).
- Develop a patient-centered care coordination model for specialty services by assuring access to high quality, coordinated care facilitating patient care from referral to follow up or rehabilitative services.
- Continue to enhance community awareness of specialty services through development of a specialty service calendar campaign highlighting visiting providers, services, and clinic times.

Strategy 1.3: Work with community partners to continue to address COVID-19 in Liberty County.

- Remain current on federal and state funding opportunities related to COVID-19 to assist in opportunities to alleviate barriers or constraints identified through the pandemic.
- Maintain a unified voice in Liberty County's response to COVID-19 by collaborating with Disaster and Emergency Services (DES), EMS, and local public health partners.

Goal 2: Enhance Liberty Medical Center outreach and education efforts.

Strategy 2.1: Support health and wellness activities in Hi-Line communities.

- Continue providing and expanding LMC staff participation in community groups/coalitions that support health in area Hi-Line communities (Mental Health Board, Adult Protection Services Board, Child Protective Services Board, Board of Health, LEPC, Healthy Liberty County, Re-Act).
- Explore and enhance opportunities to support and partner for community health and wellness events that encourage healthy lifestyles (i.e., Fun runs, general wellness programming outreach, etc.).

Strategy 2.2: Grow LMC's presence in the community as a source for health education and resources, 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) toolkits LMC could adopt or adapt to improve health outcomes in Liberty County (i.e., nutrition, weight loss, fitness, women's health, etc.).

Strategy 2.3: Enhance LMC outreach efforts of available services.

- Develop a marketing and communication plan by intentionally prioritizing website and social media content improvements. Ensure new staff members are trained on the internal procedures for developing and maintaining content.
- Enhance the development and sharing of available local services and resources to improve the community's knowledge of services and encourage or support utilization of same. Build from success of the community calendar to highlight events and services.
- Develop educational offerings for staff and community on available services (on-site and telemedicine opportunities) to enhance knowledge, access, and patient communication.

Goal 3: Improve access to behavioral health services in Liberty County.**Strategy 3.1:** Enhance mental health services available at LMC.

- Meet with partners to enhance relationships and explore opportunities to improve referral/transfer resources for patients (i.e., local partners and referral providers, NAMI, etc.).
- Explore the feasibility of expanding the mental health workforce at Liberty Medical Center.
- Explore MORH/AHEC's behavioral health trainings pertinent to LMC staff and area providers in enhancing mental and behavioral health skills, knowledge, and training (<http://healthinfo.montana.edu/bhwet/trainings.html>).
- Continue participation and support of Local Mental Health Advisory Council by enhancing collaboration and coordination of mental health activities in Liberty County.

Strategy 3.2: Enhance community knowledge of alcohol and substance abuse resources.

- Continue to disseminate alcohol and substance abuse resources available in Liberty County.
- Develop an education/referral protocol for LMC addiction counseling services and other substance abuse resources in Liberty County or via telehealth.
- Continue promotion and partnership with the local public health department and pharmacy on community drug disposal program.

Implementation Plan Grid

Goal 1: Improve access to healthcare services in Liberty County.**Strategy 1.1: Improve access to primary care services in Liberty County.**

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Recruit healthcare professionals to continue providing high quality care to Liberty County residents.	Director of HR	Ongoing	CEO	Internal	Resource limitations Workforce limitations
Explore strategies to engage with community to enhance community involvement in the recruitment process of healthcare professionals.	Director of HR, Director of Marketing	Q4 2021 Q2 2022	Senior Leadership Team (SLT), CEO, Board	Community members and organizations	Resource limitations Scheduling conflicts
Develop a plan to enhance the transition of healthcare professionals and their families into the community.	Director of HR, Director of Marketing	Q1 2022	CEO	Community members and organizations	Resource limitations
Enhance outreach and education efforts related to primary care services. Assess best outreach modalities and explore expanding website and social media efforts.	Chief of Medical Staff, Director of Outpatient Services, Director of Marketing	Q3 2021 Q4 2021	SLT	Community members	Resource limitations Financial limitations

Needs Being Addressed by this Strategy:

- 2. Survey respondents indicated that “Access to healthcare services” (51.1%), “Good jobs and a healthy economy” (42.3%), “Good schools” (30.8%), and “Healthy behaviors and lifestyles” (28.6%) are components of a health community.
- 3. 55.2% of respondents rated their knowledge of health services available at Liberty Medical Center as good and 16.0% rated as fair.
- 4. Top suggestions to improve the community's access to health care included “More primary care providers” (36.8%), “More specialists” (34.6%), “Home health” (33.0%), and “More information about available services” (25.3%).
- 5. Key informant interview participants expressed concern for the recruitment and retention of local providers.
- 10. 30.3% of survey respondents indicated they delayed or did not receive needed healthcare services; reasons for delay included “COVID-19 concerns/barriers” (37.7%), “It cost too much” and “My insurance didn’t cover it” (15.1% each), and “Could not get an appointment” and “It was too far to go” (13.2% each).

Anticipated Impact(s) of these Activities:

- Increase access to local and consistent primary care services.
- Improve community understanding and involvement in the health professional recruitment and retention process.
- Improvement in the longevity of healthcare professionals staying in Liberty County.
- Enhanced community awareness of local health care services.

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

- Track longevity of healthcare professionals.
- Track primary care access and utilization measures in subsequent CHNA.
- Track progress of developing outreach and education efforts related to primary care services.
- Track number of social media postings and community participation/engagement related to primary care outreach and education.
- Track engagement with the enhancements to the website related to primary care outreach and education.

Measure of Success: LMC will observe an increase in community members utilizing local primary care services.

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

Strategy 1.2: Improve access to specialty services in Liberty County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Explore opportunities to expand specialty services in Liberty County via telemedicine or on-site (i.e., urology and ENT).	Director of Outpatient Services	Ongoing	CEO	Tertiary Facilities	Resource limitations Financial limitations Workforce limitations
Develop a patient-centered care coordination model for specialty services by assuring access to high quality, coordinated care facilitating patient care from referral to follow up or rehabilitative services.	Director of Outpatient Services, Referrals Manager, Director of Nursing	Ongoing	CEO	Tertiary Facilities	Resource limitations Financial limitations Workforce limitations
Continue to enhance community awareness of specialty services through development of a specialty service calendar campaign highlighting visiting providers, services, and clinic times.	Director of Marketing	Q1 2021	CEO	Internal	Resource limitations Financial limitations Workforce limitations

Needs Being Addressed by this Strategy:

- 2. Survey respondents indicated that “Access to healthcare services” (51.1%), “Good jobs and a healthy economy” (42.3%), “Good schools” (30.8%), and “Healthy behaviors and lifestyles” (28.6%) are components of a health community.
- 3. 55.2% of respondents rated their knowledge of health services available at Liberty Medical Center as good and 16.0% rated as fair.
- 4. Top suggestions to improve the community's access to health care included “More primary care providers” (36.8%), “More specialists” (34.6%), “Home health” (33.0%), and “More information about available services” (25.3%).
- 5. Key informant interview participants expressed concern for the recruitment and retention of local providers.

- 8. Top suggestions for desired local health services included “Dermatology” (37.4%), “Optometrist” (34.6%), “Foot care clinic” (24.7%), “Chiropractor” (22.5%), “Allergist” (22.0%), and “ENT (ear/nose/throat)” (19.2%).
- 10. 30.3% of survey respondents indicated they delayed or did not receive needed healthcare services; reasons for delay included “COVID-19 concerns/barriers” (37.7%), “It cost too much” and “My insurance didn’t cover it” (15.1% each), and “Could not get an appointment” and “It was too far to go” (13.2% each).

Anticipated Impact(s) of these Activities:

- Increased access and utilization of specialty services.
- Improve access to high quality, coordinated care.
- Enhanced community awareness of specialty care services.

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

- Track specialty care access and utilization measures in subsequent CHNA.
- Track progress of developing a specialty service calendar campaign

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

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

Strategy 1.3: Work with community partners to continue to address COVID-19 in Liberty County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Remain current on federal and state funding opportunities related to COVID-19 to assist in opportunities to alleviate barriers or constraints identified through the pandemic.	SLT	Ongoing	CFO, Board	Montana Hospital Association (MHA), Eide Bailley	Resource limitations Workforce limitations
Maintain a unified voice in Liberty County’s response to COVID-19 by collaborating with Disaster and Emergency Services (DES), EMS, and local public health partners.	Public Health Nurse, Disaster Coordinator, Medical Staff	Ongoing	CEO	DES, EMS, Commissioners	Resource limitations Financial limitations Workforce limitations Scheduling conflicts

Needs Being Addressed by this Strategy:

- 13. Due to the COVID-19 pandemic, 35.9% of respondents indicated their household had more difficulty than usual getting needed items, food, or services.
- 14. Due to the COVID-19 pandemic, 20.3% of survey respondents indicated a household member or themselves have had more difficulty than usual obtaining medical care.

Anticipated Impact(s) of these Activities:

- Resource development.
- Effective and efficient response to COVID-19.

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

- Track progress towards securing funding to alleviate barriers or constraints identified through the COVID-19 pandemic.
- Track participation of collaboration with DES, EMS, and public health partners.

Measure of Success: Liberty County will nimbly maneuver the COVID-19 pandemic through the unification of partners and securing of funding.

Goal 2: Enhance Liberty Medical Center outreach and education efforts.

Strategy 2.1: Support health and wellness activities in Hi-Line communities.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue providing and expanding LMC staff participation in community groups/coalitions that support health in area Hi-Line communities (Mental Health Board, Adult Protection Services Board, Child Protective Services Board, Board of Health, LEPC, Healthy Liberty County, Re-Act).	All Leaders	Ongoing	CEO	Mental Health Board, Adult Protection Services Board, Child Protective Services Board, Board of Health, LEPC, Healthy Liberty County, REACT	Resource limitations Financial limitations Workforce limitations Scheduling conflicts
Explore and enhance opportunities to support and partner for community health and wellness events that encourage healthy lifestyles (i.e., Fun runs, general wellness programming outreach, etc.).	Tobacco Prevention	Ongoing	CEO	Internal	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” (42.3%), “Cancer” (29.1%), “Overweight/obesity” (26.4%), “Heart disease” (25.3%), and “Mental health issues” and “social isolation/loneliness” (15.9% each).
- 2. Survey respondents indicated that “Access to healthcare services” (51.1%), “Good jobs and a healthy economy” (42.3%), “Good schools” (30.8%), and “Healthy behaviors and lifestyles” (28.6%) are components of a health community.
- 7. Key informant interview participants described challenges related to behavioral health including substance abuse, a need for more mental and behavioral health services, and more preventive health education.

Anticipated Impact(s) of these Activities:

- Increase access to health and wellness opportunities.
- Strengthen community partnerships.
- Build community capacity.
- Service and resources development
- Increased adoption of healthful behaviors among community members.
- Improved health outcomes on subsequent CHNA.

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

- Track participation with community groups/coalitions that support health in area Hi-Line communities.
- Track number of sponsored health and wellness activities.
- Track attendance at health and wellness activities.

Measure of Success: LMC will observe a sustained utilization of health and wellness opportunities in Liberty County.

Goal 2: Enhance Liberty Medical Center outreach and education efforts.

Strategy 2.2: Grow LMC’s presence in the community as a source for health education and resources, 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) toolkits LMC could adopt or adapt to improve health outcomes in Liberty County (i.e., nutrition, weight loss, fitness, women’s health, etc.).	Director of Marketing, Director of Outpatient Services, Chronic Care RN	Ongoing	CEO, SLT	Public Health, State Health Programs, Fitness Xpress	Resource limitations Financial limitations Workforce limitations

Needs Being Addressed by this Strategy:

- 1. Top health concerns of survey respondents included “Alcohol/substance abuse” (42.3%), “Cancer” (29.1%), “Overweight/obesity” (26.4%), “Heart disease” (25.3%), and “Mental health issues” and “social isolation/loneliness” (15.9% each).
- 2. Survey respondents indicated that “Access to healthcare services” (51.1%), “Good jobs and a healthy economy” (42.3%), “Good schools” (30.8%), and “Healthy behaviors and lifestyles” (28.6%) are components of a health community.
- 6. Survey respondents indicated an interest in the following classes or programs: “Weight loss” (33.0%), “Fitness” (31.3%), and “Women’s health” (29.1%).
- 7. Key informant interview participants described challenges related to behavioral health including substance abuse, a need for more mental and behavioral health services, and more preventive health education.
- 9. The top preventive services utilized in the last year included: “Dental check” (68.1%), “Flu shot/ immunizations” (67.6%), “Routine blood work/ birthday lab” (63.2%), and “Blood pressure check” (62.6%).

Anticipated Impact(s) of these Activities:

- Enhance access to preventive education and screenings
- Reduce disease burden and improved health outcomes.
- Empower community to make healthful lifestyle choices.
- Service, policy, and resources development.

- Improve access to high quality, coordinated care.
- Shift community attitudes and beliefs around healthy living.
- Improved health outcomes on subsequent CHNA.

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

- Track progress of developing an outreach plan promoting preventive services and chronic care management.
- Track engagement with preventive service and chronic care management outreach efforts.

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

Goal 2: Enhance Liberty Medical Center outreach and education efforts.

Strategy 2.3: Enhance LMC outreach efforts of available services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Develop a marketing and communication plan by intentionally prioritizing website and social media content improvements. Ensure new staff members are trained on the internal procedures for developing and maintaining content.	Director of Marketing, Network Administrator, Director of HR	Q3 2021 Q4 2021	SLT, CEO	Internal Departments	Resource limitations Financial limitations Workforce limitations
Enhance the development and sharing of available local services and resources to improve the community’s knowledge of services and encourage or support utilization of same. Build from success of the community calendar to highlight events and services.	Director of Marketing, Director of Outpatient Services	Ongoing	SLT, CEO	Board, Community	Resource limitations Financial limitations Workforce limitations
Develop educational offerings for staff and community on available services (on-site and telemedicine opportunities) to enhance knowledge, access, and patient communication.	Director of Outpatient Services, Director of Marketing	Ongoing	CEO	Community, LMC Board	Resource limitations Financial limitations Scheduling conflicts

Needs Being Addressed by this Strategy:

- 2. Survey respondents indicated that “Access to healthcare services” (51.1%), “Good jobs and a healthy economy” (42.3%), “Good schools” (30.8%), and “Healthy behaviors and lifestyles” (28.6%) are components of a health community.
- 3. 55.2% of respondents rated their knowledge of health services available at Liberty Medical Center as good and 16.0% rated as fair.

- 4. Top suggestions to improve the community's access to health care included “More primary care providers” (36.8%), “More specialists” (34.6%), “Home health” (33.0%), and “More information about available services” (25.3%).

Anticipated Impact(s) of these Activities:

- Reduce disease burden and improve health outcomes.
- Service and resources development.
- Improve awareness of local services and importance of prevention.

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

- Track engagement and reach resulting from website and social media content improvements.
- Track number and topics of educational offerings for staff and community.
- Track attendance of educational offerings.

Measure of Success: Liberty County residents will be aware and utilize LMC services.

Goal 3: Improve access to behavioral health services in Liberty County.**Strategy 3.1:** Enhance mental health services available at LMC.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Meet with partners to enhance relationships and explore opportunities to improve referral/transfer resources for patients (i.e., local partners and referral providers, NAMI, etc.).	CEO, Director of Outpatient Services, WCE Director	Ongoing	CEO	Mental Health First Aide, NAMI	Resource limitations Workforce limitations Scheduling conflicts
Explore the feasibility of expanding the mental health workforce at Liberty Medical Center.	Providers, SLT	Ongoing	Board, CEO, CFO	Bullhook Community Center, Open Door, MHA, Mental Health Board	Resource limitations Workforce limitations Financial limitations
Explore MORH/AHEC's behavioral health trainings pertinent to LMC staff and area providers in enhancing mental and behavioral health skills, knowledge, and training (http://healthinfo.montana.edu/bhwet/trainings.html).	CEO, Director of Outpatient Services, WCE Director	Q1 2022	CFO, CEO	MORH, MHA	Resource limitations Workforce limitations
Continue participation and support of Local Mental Health Advisory Council by enhancing collaboration and coordination of mental health activities in Liberty County.	CEO, Director of Outpatient Services, WCE Director	Ongoing	Mental Health Board, CEO	Mental Health Board, Director of Outpatient Services, Open Door	Resource limitations Scheduling conflicts Workforce limitations

Needs Being Addressed by this Strategy:

- 1. Top health concerns of survey respondents included “Alcohol/substance abuse” (42.3%), “Cancer” (29.1%), “Overweight/obesity” (26.4%), “Heart disease” (25.3%), and “Mental health issues” and “Social isolation/loneliness” (15.9% each).
- 2. Survey respondents indicated that “Access to healthcare services” (51.1%), “Good jobs and a healthy economy” (42.3%), “Good schools” (30.8%), and “Healthy behaviors and lifestyles” (28.6%) are components of a health community.
- 7. Key informant interview participants described challenges related to behavioral health including substance abuse, a need for more mental and behavioral health services, and more preventive health education.
- 11. 15.1% of respondents indicated there were periods of at least three consecutive months in the past three years where they felt depressed on most days.
- 12. 49.7% of respondents described their stress level over the past year as moderate.

Anticipated Impact(s) of these Activities:

- Increase access to mental health services.
- Increase community knowledge of mental and behavioral health services.
- Improve mental health outcomes.
- Decrease societal stigma associated with accessing mental health resources.
- Strengthen community partnerships.
- Build community capacity.
- Service and resources development.
- Enhance access to preventive education and screening.
- Reduce disease burden and improve health outcomes.

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

- Track partnerships intended to improve referral/transfer resources for patients.
- Track the feasibility of expanding mental health workforce at LMC.

Measure of Success: LMC will support opportunities that enhance local mental health resources and services.

Goal 3: Improve access to behavioral health services in Liberty County.**Strategy 3.2:** Enhance community knowledge of alcohol and substance abuse resources.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue to disseminate alcohol and substance abuse resources available in Liberty County.	Tobacco Prevention Coordinator, Public Health Nurse	Ongoing	CEO	Public Health, Tobacco Prevention	Resource limitations Financial limitations
Develop an education/referral protocol for LMC addiction counseling services and other substance abuse resources in Liberty County or via telehealth.	Director of Outpatient Services, Referrals Navigator	Ongoing	CEO	Mental Health Board, MHA	Resource limitations Financial limitations Workforce limitations
Continue promotion and partnership with the local public health department and pharmacy on community drug disposal program.	Pharmacy Lead	Ongoing	CEO	Local Pharmacy, Sheriff's Office	Resource limitations Workforce limitations

Needs Being Addressed by this Strategy:

- 1. Top health concerns of survey respondents included “Alcohol/substance abuse” (42.3%), “Cancer” (29.1%), “Overweight/obesity” (26.4%), “Heart disease” (25.3%), and “Mental health issues” and “Social isolation/loneliness” (15.9% each).
- 2. Survey respondents indicated that “Access to healthcare services” (51.1%), “Good jobs and a healthy economy” (42.3%), “Good schools” (30.8%), and “Healthy behaviors and lifestyles” (28.6%) are components of a health community.
- 3. 55.2% of respondents rated their knowledge of health services available at Liberty Medical Center as good and 16.0% rated as fair.
- 4. Top suggestions to improve the community's access to health care included “More primary care providers” (36.8%), “More specialists” (34.6%), “Home health” (33.0%), and “More information about available services” (25.3%).

- 7. Key informant interview participants described challenges related to behavioral health including substance abuse, a need for more mental and behavioral health services, and more preventive health education.

Anticipated Impact(s) of these Activities:

- Increase access to alcohol and substance abuse resources.
- Decrease societal stigma associated with accessing alcohol and substance abuse resources.
- Strengthen community partnerships.
- Build community capacity.
- Service and resources development
- Increased adoption of healthful behaviors among community members.

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

- Track dissemination of alcohol and substance abuse resources.
- Track development of education and referral protocol for LMC addiction counseling services and other substance abuse resources.
- Track partnership with local public health department and pharmacy on community drug disposal program.

Measure of Success: LMC will observe and increase in the community's knowledge and utilization of alcohol and substance abuse resources.

Needs Not Addressed and Justification

Identified health needs unable to address by LMC	Rationale
<p>1. 8.8% of survey respondents indicated that prescription cost had prohibited them from getting a prescription or taking their medication regularly.</p>	<ul style="list-style-type: none"> LMC cannot control prescription costs but will continue to reassess and explore opportunities to alleviate this burden in the future (i.e., 340B program, etc.). Community partners participate in the 340B program including retail pharmacies.
<p>2. 21.0% of children (age <18) are uninsured compared to 6.0% for Montana.</p>	<ul style="list-style-type: none"> LMC's business office will assist patients with applying for Medicaid. Our business office also 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. We will review LMC Employee Health Plans and explore decreasing the associated cost. We currently don't have any employees using our Family Option.

Dissemination of Needs Assessment

Liberty Medical Center “LMC” disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website (libertymedicalcenter.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 LMC is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Liberty County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of LMC will be directed to the hospital’s website to view the complete assessment results and the implementation plan. LMC board members approved and adopted the plan on **June 30, 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 Liberty Medical Center Community Benefit Strategic Plan can be submitted to:

Liberty Medical Center
Laura Merchant, CEO
PO Box 705
315 West Madison Ave
Chester, MT 59522

Contact Liberty Medical Center’s Administrative Department at 406-759-5181 with questions.