

# IMPLEMENTATION PLAN

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*Addressing Community Health Needs*

*Sidney Health Center ~ Sidney, Montana*

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## The Implementation Planning Process

The executive team for Sidney Health Center (SHC) participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities brought up by their community during the Community Health Services Development (CHSD) Process, a community health needs assessment. Sidney Health Center conducted the CHSD in conjunction with the Montana Office of Rural Health (MORH).

Through CHSD, the facility conducted a random sample community health survey and a series of focus groups. CHSD also utilized secondary data from the Montana Department of Health and Human Services and MORH. Sidney Health Center and MORH staff determined the community served through a market share analysis that highlighted the zip codes from which a majority of community members came to receive care from the facility, as well as internal discussions to determine specific populations which needed to be included in focus groups (i.e. low-income, minority, etc.). MORH staff also provided an intensive review of secondary health data from the Montana Department of Health and Human Services and other reported health data sets. Due to the large geographic size and low population density, obtaining reliable and localized health status indicators for rural communities continues to be a challenge in Montana. As a result, many standard health indices (i.e. chronic disease burden and behavioral health indices) require regional reporting, which may not necessarily reflect the most accurate data for Richland County.

The implementation planning process started with identifying needs and opportunities to be addressed. The needs and opportunities identified in this report are taken from Sidney Health Center's CHSD Report. CHSD brought forth issues and opportunities utilizing a survey, focus groups, secondary data, demographics, and input from public and "special populations" representatives (please refer to the CHSD report for more information on consultations). "Need" was identified as the top three issues or opportunities rated by respondents for each question on the survey or in the focus groups (see page 11 for a list of "Needs Identified and Prioritized"). The rest of the responses are included in the CHSD report, which is available by request from Sidney Health Center or on the organization's website at [www.sidneyhealth.org](http://www.sidneyhealth.org). Some questions that were asked on the community assessment survey are not shown under "Needs Identified and Prioritized" because they are considered background or behavior-related information such as demographics or service utilization rates.

The implementation planning process began with the appointment of an implementation planning committee by Sidney Health Center. The selected participants then reviewed the identified issues and opportunities discovered in the CHSD report and then determined which issues or opportunities could be addressed considering Sidney Health Center's parameters of resources and limitations. The implementation planning committee declared five overarching topics that could be addressed through the implementation planning process considering said parameters. Then, the committee worked together to prioritize these five topics to address the issues and opportunities using the additional parameters of: organizational vision, mission, values, relevant mandates, and community partners.

Participants then worked together to develop goal statements to address the prioritized needs. For these goals, the group developed multiple strategies to work towards meeting their goals. The group's top chosen issues were turned into goals with strategies and activities, responsibilities, timelines, and who the responsible party would report to when the strategy was met.

**Sidney Health Center's Mission:**

Sidney Health Center's mission is to help those we serve achieve their highest level of health and well-being.

**Sidney Health Center's Core Values:**

Sidney Health Center will be guided by the following principles:

- Integrity
- Compassion
- Accountability
- Respect
- Excellence

**Implementation Planning Session Attendees:**

- Christie Delaney, Patient Account Director
- Jennifer Doty, Clinic Director
- Kay Johnson, Extended Care Administrator
- Nancy Dynneson, Clinical Services Administrator
- Peggy Kopp, RN - Performance Improvement Coordinator
- Rick Haraldson, Chief Executive Officer (CEO)
- Rita Steinbeisser, Marketing & Communications Director
- Staci Miller, Foundation Executive Director
- Theresa Livers, Continuum of Care Administrator
- Tina Montgomery, Chief Financial Officer (CFO)

## Executive Summary

**Goal 1:** Improve overall awareness of cancer services and outcomes for patients.

**Strategy 1.1:** Improve access to cancer care services for community members who have cancer.

**Activities:**

- Increase the number of days that the oncologist is available
- Develop a marketing strategy in order to increase awareness of cancer care services provided by SHC
- Increase contact with referring providers and regional facilities as identified in the marketing strategy
- Continue exploring the purchase of more advanced cancer care technology through the Foundation for Community Care

**Strategy 1.2:** Improve quality of care for community members who have cancer.

**Activities:**

- Assign care coordinators to cancer patients
- Promote the ‘Colonoscopy Buddies’ program to the community
- Fund/create a resource library for cancer patients and their families through Foundation for Community Care fundraising
- Explore improving housing options for patients and their families to eliminate the need to travel long distances for care

**Strategy 1.3:** Participate in community events and be engaged in community groups specific to cancer.

**Activities:**

- Continue promoting cancer awareness activities in the community, such as Breast Cancer Awareness Month and Relay for Life
- Continue serving as a member of the Cancer Coalition in order to keep the facility involved in the community’s cancer initiatives
- Continue to offer retreats and a children’s camp for those affected by grief due to cancer

**Goal 2:** Be a community leader in reducing chronic illness (including heart disease and diabetes) and overweight/obesity among community members.

**Strategy 2.1:** Promote healthy lifestyles through community engagement activities.

**Activities:**

- Continue to have SHC staff participate in healthy lifestyle-focused county action groups which were created in response to the county health assessment
- Continue sponsoring wellness events in the community, such as the Fun Run and Walk to Wellness
- Continue providing public access to HealthWorks (fitness center)

**Strategy 2.2:** Provide educational resources and services to the community in order to prevent chronic illness such as diabetes and heart disease and overweight/obesity.

**Activities:**

- Continue offering and promoting birthday lab draws
- Continue sponsoring/organizing the Community Health Fair and provide blood/glucose screening, as well as blood pressure screening
- Continue providing blood pressure screenings at community events (i.e. Ag days, Richland County Fair)
- Continue offering tours to elementary school students that provide education on health and wellness topics
- Continue sponsoring/organizing Live It Up (a women's health event)
- Continue offering sports physicals, sport injury assessments, and free injury evaluations

**Goal 3:** Decrease the incidence of heart disease by providing educational resources and services with a focus on cardiac care to community members.

**Strategy 3.1:** Increase access to cardiac services.

**Activities:**

- Continue offering reduced pricing for those who need stage 3 cardiac rehabilitation
- Continue providing screenings, blood pressure checks, and lab draws in various community events
- Continue outreach efforts concerning clinic availability, visiting cardiologist hours, and cardiac care provided through telemedicine

**Strategy 3.2:** Provide educational resources that focus on preventing heart disease.

**Activities:**

- Continue promoting programs like the 'Pasture to Plate' program in conjunction with community groups
- Continue providing community education through community events, such as the Cattleman's Ball and Live It Up
- Join the Million Hearts Campaign to provide additional resources to community members

**Goal 4:** Better serve the mental health and behavioral health (i.e. alcohol abuse) needs of the community by connecting community members to available resources and services in the area.

**Strategy 4.1:** Participate in community groups/initiatives concerning mental health and/or behavioral health issues.

**Activities:**

- Designate a SHC staff member as a representative to serve on the Injury Prevention and DUI Task Force
- Continue having a SHC staff member represent the facility on the Mental Health Center's local advisory council
- Continue to work with the Richland County Coalition Against Domestic Violence

**Strategy 4.2:** Provide resources and support to the community to address mental health and/or behavioral health issues.

**Activities:**

- Continue to offer bereavement programs and hospice support groups
- Continue to offer Chaplain services
- Continue to sponsor or support various community events related to mental/behavioral health, such as After Prom/Graduation parties
- Continue to provide meeting room space for organizations such as Alcoholics Anonymous (AA) groups and the National Alliance for the Mentally Ill

**Strategy 4.3:** Increase access to mental/behavioral health services and resources.

**Activities:**

- Continue to work with the county to provide free transportation to mental health facilities through a partnership with the county commissioners
- Continue covering all costs (including providing the mental health professional) related to emergent mental health visits
- Continue providing space, technology, and staff for community members to receive mental health services via telemedicine
- Continue to offer provider training related to treating mental/behavioral health issues through regional mental health programs



**Goal 5:** Provide access to services and resources so that community members can receive needed health care.

**Strategy 5.1:** Provide access to needed health care services.

**Activities:**

- Continue operating the walk-in clinic
- Develop a marketing/outreach strategy to increase community awareness of the walk-in clinic
- Continue providing medication assistance services to community members who are unable to afford them
- Continue offering transitional care coaching, which provides support and counseling to those who may need home health services
- Continue offering interpreter services
- Continue as a member of the Richland County Transportation Advisory Council

**Measure of Success:** Provide resources, support, and services to the Sidney community that will increase access to needed health care services to improve overall health outcomes.

## List of Available Community and Facility Resources to Address Needs

- Agency for Healthcare Research & Quality (AHRQ)
- Alanon, Alcoholics Anonymous [AA]
- Area Medical Providers – Sidney Health Center medical providers and visiting specialists (complete current listing located on SHC’s Website)
- Boys and Girls Club
- Civic Organizations – Sidney Lions Club and Kiwanis
- District II Alcohol & Drug Program
- Eastern Montana Community Mental Health Center (EMMHC)
- Eastern Montana Telemedicine Network (EMTN)
- Local Law Enforcement - Richland County Sheriff’s Department, Sidney and Fairview Police Departments
- Ministerial Association
- MonDak Stock Growers Association
- Montana Nutrition and Physical Activity program (NAPA)
- Montana Office of Rural Health/Area Health Education Center (MORH/AHEC)
- MSU Extension Service
- National Alliance for the Mentally Ill
- Regional Healthcare Facilities
- Richland County Cancer Coalition
- Richland County Coalition Against Domestic Violence
- Richland County Commissioners
- Richland County Health Department
- Richland County Nutrition Coalition
- Richland County Public Schools (Sidney, Fairview, Savage, Lambert, Rau and Brorson)
- Richland County Transportation Advisory Council
- Sidney Area Chamber of Commerce and Agriculture
- Sidney Parks and Recreation Board
- The Montana Department of Public Health and Human Services (MT DPHHS)

## Needs Identified and Prioritized

### *Prioritized Needs to Address (Based on CHSD Process)*

1. The top two causes of death in the county are heart disease and cancer.
2. The top three health concerns for the community are: ‘Alcohol abuse’ (57.1%), ‘Cancer’ (51.8%), ‘Overweight/obesity’ (35.3%).
3. According to the survey respondents, two of the top three most important things for a healthy community are: ‘Access to health care and other services’ (57.6%) and ‘Healthy behaviors and lifestyles’ (31.8%).
4. Survey respondents indicated the most interest in the following three educational classes/programs: ‘Fitness’ (36.5%), ‘Weight loss’ (32.9%), and ‘Health & wellness’ (30.6%).
5. Focus group participants indicated interest in more opportunities to be physically active and a need for increased awareness of existing resources.
6. Respondents indicated that two of the top three choices to improve the community’s access to health care are: ‘Availability of visiting specialists’ (58.2%), and ‘Availability of walk-in clinic’ (54.7%).
7. 19.4% of respondents self-reported feeling depressed on most days for periods of at least three consecutive months in the past three years.
8. Focus group respondents indicated major concerns regarding the high rates of drug/alcohol abuse as a result of the incoming workers based in the Bakken oil fields.
9. 40% of respondents indicated that they or a member of their household thought they had to delay, or did not receive, needed health care services. Of those 40% of respondents, two of the most cited reasons were: ‘Could not get an appointment’ (57.4%) or ‘Too long to wait for an appointment’ (42.6%).
10. While a majority of survey respondents reported being able to schedule an appointment within seven (7) days, there were 20.3% of respondents who reported that they had to wait at least fifteen (15) days to schedule an appointment.
11. Some survey respondents (10.2%) indicated that medication costs had prohibited them from getting a prescription or taking their medication regularly.

*Please Note: “Need” was identified as the top three issues or opportunities rated by the respondents for each question on the survey or in the focus groups. For a complete listing of needs identified in the assessment process, refer to pages 10, 20 and 22 of the CHNA Report located on Sidney Health Center’s website at [www.sidneyhealth.org](http://www.sidneyhealth.org).*

### *Sidney Health Center's Presence in the Community:*

- Sidney Health Center manages a membership-based fitness center (HealthWorks) that is heavily utilized by community members.
- The facility is a member of the Cancer Coalition, a group that combines Sidney Health Center, the Foundation, the community, and the health department, which works to raise funds for cancer screening in the community.
- As a result of the Richland County public health assessment, staff members from Sidney Health Center are involved on various action groups that work to improve/increase healthy lifestyles in the community.
- HealthWorks sponsors and organizes an annual Fun Run for the community in order to encourage community members to be physically active.
- The facility offers reduced birthday lab draws to community members.
- Sidney Health Center offers interactive tours for grade school students to provide education on certain health topics (i.e. nutrition, hand-washing, emergency care, etc.).
- The facility runs an annual women's health event (Live It Up) to promote awareness and education of women's health issues.
- SHC provides counseling and educational services to community members in need of medication management, as well as those who may need home health services, but do not have a referral for it.
- The facility offers sports physicals, sport injury assessments, and free evaluations to the youth in the community.
- Sidney Health Center offers reduced pricing for cardiac rehabilitation services to community members.
- SHC is a partner in promoting the Pasture to Plate program, which provides nutrition education to the community.
- Due to high community demand, Sidney Health Center opened a walk-in clinic that is open five days a week with some evening and weekend hours.
- The facility sponsors various community events and provides educational materials/resources through these venues (i.e. Cattleman's Ball, Live It Up, etc.)
- SHC supports the Richland County Transportation system by providing the driver, bus, and monetary support.

## ***Richland County Indicators:***

### Low Income Persons

- 12% low income persons (persons below federal poverty level)

### Uninsured Persons

- Uninsured adults less than age 65 – 18.7%
- Uninsured children less than age 18 – data not available by county (data available for some counties)

### Primary and Chronic Diseases: Leading Causes of Death

- Heart Disease
- Cancer
- 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.*)

### Public Health Consultation [Judy LaPan, Administrator – Richland County Health Department – 1/22/2013]

- Health insurance education would be helpful for community members
- Environmental impacts on health (due to oil boom in North Dakota) – need to be prepared for community expansion
- Collaboration with county and city planning board, county departments, other community service groups, businesses, industry, and other community members
- Drug/alcohol abuse are a concern

### Special Populations Consultations

- Lack of mental health professionals in the region [Marie Logan, Eastern MT Community Mental Health Center – 1/22/2013]
- Need for accessible transportation and health insurance/Medicare assistance resources for seniors [Kelly Wilkinson, Crestwood Inn Retirement Community – January 22, 2013]
- Increase opportunities for people with developmental disabilities within the community [Cindy Eleson, Richland Opportunities, Inc. – January 22, 2013]

Percent of Population Age 65 and older – 17%

Size of Town and Remoteness – 9,270 in Richland County; Population Density: 4.4 people per square mile

Nearest Major Hospital – Trinity Health in Minot, ND (170 miles from Sidney Health Center)

### ***Needs Unable to Address***

*(See page 30 for additional information)*

1. Of the 40% of respondents/family members who had to delay or not receive needed health care, one of the top three reasons was because ‘It costs too much’ (48.5%).
2. The top three most desired health care professionals or services that respondents would utilize if available locally were: ‘Dermatology’ (28.8%), ‘Acupuncture’ (20.0%), and ‘Vein doctor’ (14.1%).
3. A large percentage of respondents were either unaware (27.1%) or unsure (12.9%) of programs that help people pay for health care bills.
4. Survey respondents chose ‘Affordable housing’ (36.5%) as one of the top three components for a healthy community. Focus group participants also emphasized a need for affordable housing in the community as well.
5. The third-leading cause of death in the county is unintentional injuries.

## Implementation Plan Grid

<b>Goal 1:</b> Improve overall awareness of cancer services and outcomes for patients.					
<b>Strategy 1.1:</b> Improve access to cancer care services for community members who have cancer.					
<b>Health Issue Addressed:</b> Survey respondents indicated cancer as being one of the top health concerns in the community. Cancer is the second leading cause of death in Richland County and there is a higher prevalence of cancer in the county versus the State of Montana.					
Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Increase the number of days that the oncologist is available</li> </ul>	Clinic Director	Nov 2013	CEO	Regional Healthcare Facilities	Sidney Health Center (SHC), Regional Healthcare Facilities
<ul style="list-style-type: none"> <li>Develop a marketing strategy in order to increase awareness of cancer care services provided by SHC</li> </ul>	Marketing & Communications Director, Clinic Director	Ongoing	CEO	Media Outlets	SHC
<ul style="list-style-type: none"> <li>Increase contact with referring providers and regional facilities as identified in the marketing strategy</li> </ul>	Marketing & Communications Director, Clinic Director	Ongoing	CEO	Regional Healthcare Facilities	SHC, Regional Healthcare Facilities
<ul style="list-style-type: none"> <li>Continue exploring the purchase of more advanced cancer care technology through the Foundation for Community Care</li> </ul>	Foundation Executive Director	June 2015	CEO	Cancer Coalition and Community	SHC, Foundation
<b>Needs Being Addressed by this Strategy:</b> <ul style="list-style-type: none"> <li>#1: The top two causes of death in the county are heart disease and cancer.</li> <li>#2: The top three health concerns for the community are: ‘Alcohol abuse’ (57.1%), ‘Cancer’ (51.8%), ‘Overweight/obesity’ (35.3%).</li> <li>#3: According to the survey respondents, two of the top three most important things for a healthy community are: ‘Access to health care and other services’ (57.6%) and ‘Healthy behaviors and lifestyles’ (31.8%).</li> <li>#6: Respondents indicated that two of the top three choices to improve the community’s access to health care are: ‘Availability of visiting specialists’ (58.2%), and ‘Availability of walk-in clinic’ (54.7%).</li> </ul>					
<b>Measure of Success:</b> The 2016 Community Health Needs Assessment indicates improved awareness compared to the 2013 results.					

**Goal 1:** Improve overall awareness of cancer services and outcomes for patients.

**Strategy 1.2:** Improve quality of care for community members who have cancer.

**Health Issue Addressed:** Survey respondents indicated cancer as being one of the top health concerns in the community. Cancer is the second leading cause of death in Richland County and there is a higher prevalence of cancer in the county versus the State of Montana.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Assign care coordinators to cancer patients</li> </ul>	Clinic Director	Oct 2013	CEO	Regional Healthcare Facilities	SHC, Regional Healthcare Facilities
<ul style="list-style-type: none"> <li>Promote the ‘Colonoscopy Buddies’ program to the community</li> </ul>	Marketing & Communications Director	July 2013	CEO	Cancer Coalition	SHC
<ul style="list-style-type: none"> <li>Fund/create a resource library for cancer patients and their families through Foundation for Community Care fundraising</li> </ul>	Foundation Executive Director	June 2015	Clinic Director	AHRQ, Local American Cancer Society, Foundation	SHC, American Cancer Society Foundation
<ul style="list-style-type: none"> <li>Explore improving housing options for patients and their families to eliminate the need to travel long distances for care</li> </ul>	Foundation Executive Director	June 2014	CEO	Cancer Coalition and Community	SHC

**Needs Being Addressed by this Strategy:**

- #1: The top two causes of death in the county are heart disease and cancer.
- #2: The top three health concerns for the community are: ‘Alcohol abuse’ (57.1%), ‘Cancer’ (51.8%), ‘Overweight/obesity’ (35.3%).
- #3: According to the survey respondents, two of the top three most important things for a healthy community are: ‘Access to health care and other services’ (57.6%) and ‘Healthy behaviors and lifestyles’ (31.8%).

**Measure of Success:** All cancer patients are paired with a care coordinator and there is a 5% participation rate in the Colonoscopy Buddies program by July 2015.



**Goal 1:** Improve overall awareness of cancer services and outcomes for patients.

**Strategy 1.3:** Participate in community events and be engaged in community groups specific to cancer.

**Health Issue Addressed:** Survey respondents indicated cancer as being one of the top health concerns in the community. Cancer is the second leading cause of death in Richland County and there is a higher prevalence of cancer in the county versus the State of Montana.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Continue promoting cancer awareness activities in the community, such as Breast Cancer Awareness Month and Relay for Life</li> </ul>	Marketing & Communications Director	Ongoing	CEO	Cancer Coalition and Community Volunteers	SHC
<ul style="list-style-type: none"> <li>Continue serving as a member of the Cancer Coalition in order to keep the facility involved in the community's cancer initiatives</li> </ul>	Continuum of Care Administrator	Ongoing	CEO	Richland County Health Department	SHC
<ul style="list-style-type: none"> <li>Continue to offer retreats and a children's camp for those affected by grief due to cancer</li> </ul>	Hospice Director	Ongoing	CEO	Community Volunteers	SHC

**Needs Being Addressed by this Strategy:**

- #1: The top two causes of death in the county are heart disease and cancer.
- #2: The top three health concerns for the community are: 'Alcohol abuse' (57.1%), 'Cancer' (51.8%), 'Overweight/obesity' (35.3%).
- #3: According to the survey respondents, two of the top three most important things for a healthy community are: 'Access to health care and other services' (57.6%) and 'Healthy behaviors and lifestyles' (31.8%).

**Measure of Success:** Sidney Health Center (SHC) continues promoting cancer awareness activities in the community and serves as a member of the Cancer Coalition.

**Goal 2:** Be a community leader in reducing chronic illness (including heart disease and diabetes) and overweight/obesity among community members.

**Strategy 2.1:** Promote healthy lifestyles through community engagement activities.

**Health Issue Addressed:** The 2013 community health needs assessment survey indicated a high interest among survey respondents for opportunities to engage in healthy behaviors and lifestyles and prevent chronic illness, such as diabetes and heart disease and overweight/obesity.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Continue to have SHC staff participate in healthy lifestyle-focused county action groups which were created in response to the county health assessment</li> </ul>	Human Resources Administrator	Ongoing	CEO	Richland County Health Department	SHC
<ul style="list-style-type: none"> <li>Continue sponsoring wellness events in the community, such as the Fun Run and Walk to Wellness</li> </ul>	HealthWorks Director, Foundation Executive Director	Ongoing	CEO	Community Volunteers, Board, NAPA	SHC, HealthWorks, Foundation
<ul style="list-style-type: none"> <li>Continue providing public access to HealthWorks (fitness center)</li> </ul>	HealthWorks Director	Ongoing	CEO	HealthWorks	SHC, HealthWorks

**Needs Being Addressed by this Strategy:**

- #1: The top two causes of death in the county are heart disease and cancer.
- #2: The top three health concerns for the community are: ‘Alcohol abuse’ (57.1%), ‘Cancer’ (51.8%), ‘Overweight/obesity’ (35.3%).
- #3: According to the survey respondents, two of the top three most important things for a healthy community are: ‘Access to health care and other services’ (57.6%) and ‘Healthy behaviors and lifestyles’ (31.8%).
- #4: Survey respondents indicated the most interest in the following three educational classes/programs: ‘Fitness’ (36.5%), ‘Weight loss’ (32.9%), and ‘Health & wellness’ (30.6%).
- #5: Focus group participants indicated interest in more opportunities to be physically active and a need for increased awareness of existing resources.

**Measure of Success:** Sidney Health Center (SHC) staff assists in developing a formalized community plan specific to healthy lifestyles and the facility continues to sponsor resources and events related to health and wellness.

**Goal 2:** Be a community leader in reducing chronic illness (including heart disease and diabetes) and overweight/obesity among community members.

**Strategy 2.2:** Provide educational resources and services to the community in order to prevent chronic illness.

**Health Issue Addressed:** The 2013 community health needs assessment survey indicated a high interest among survey respondents for opportunities to engage in healthy behaviors and lifestyles and prevent chronic illness, such as diabetes and heart disease and overweight/obesity.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/facilities used to address needs
<ul style="list-style-type: none"> <li>Continue offering and promoting birthday lab draws</li> </ul>	Marketing & Communications Director, Laboratory Manager, Admissions Supervisor	Ongoing	CEO	Chamber of Commerce	SHC
<ul style="list-style-type: none"> <li>Continue sponsoring/organizing the Community Health Fair and provide blood/glucose screening, as well as blood pressure screening</li> </ul>	Marketing & Communications Director, Performance Improvement Coordinator	Ongoing	CEO	Richland County Health Dept.	SHC
<ul style="list-style-type: none"> <li>Continue providing blood pressure screenings at community events (i.e. Ag days, Richland County Fair)</li> </ul>	Marketing & Communications Director	Ongoing	CEO	Richland County Fair Board	SHC
<ul style="list-style-type: none"> <li>Continue offering tours to elementary school students that provide education on health and wellness topics</li> </ul>	Marketing & Communications Director	Ongoing	CEO	Richland County Schools	SHC
<ul style="list-style-type: none"> <li>Continue sponsoring/organizing Live It Up (a women's health event)</li> </ul>	Marketing & Communications Director, Performance Improvement Coordinator	Ongoing	CEO	Home Business Vendors	SHC
<ul style="list-style-type: none"> <li>Continue offering sports physicals, sport injury assessments, and free injury evaluations</li> </ul>	Clinic Director, Rehab Services	Ongoing	CEO	Richland County Schools, Richland County Health Dept.	SHC, Medical Providers, Richland County Health Department

*Strategy 2.2 continued...*

**Needs Being Addressed by this Strategy:**

- #1: The top two causes of death in the county are heart disease and cancer.
- #2: The top three health concerns for the community are: ‘Alcohol abuse’ (57.1%), ‘Cancer’ (51.8%), ‘Overweight/obesity’ (35.3%).
- #3: According to the survey respondents, two of the top three most important things for a healthy community are: ‘Access to health care and other services’ (57.6%) and ‘Healthy behaviors and lifestyles’ (31.8%).
- #4: Survey respondents indicated the most interest in the following three educational classes/programs: ‘Fitness’ (36.5%), ‘Weight loss’ (32.9%), and ‘Health & wellness’ (30.6%).
- #5: Focus group participants indicated interest in more opportunities to be physically active and a need for increased awareness of existing resources.

**Measure of Success:** Sidney Health Center (SHC) continues offering educational resources and services to the community in order to prevent chronic illness.

**Goal 3:** Decrease the incidence of heart disease by providing educational resources and services with a focus on cardiac care to community members.

**Strategy 3.1:** Increase access to cardiac services.

**Health Issue Addressed:** Heart disease is the leading cause of death in Richland County.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Continue offering reduced pricing for those who need stage 3 cardiac rehabilitation</li> </ul>	Cardiac Rehabilitation	Ongoing	CEO	Area Medical Providers	SHC
<ul style="list-style-type: none"> <li>Continue providing screenings, blood pressure checks, and lab draws in various community events</li> </ul>	Marketing & Communications Director	Ongoing	CEO	Richland County Health Dept.	SHC
<ul style="list-style-type: none"> <li>Continue outreach efforts concerning clinic availability, visiting cardiologist hours, and cardiac care provided through telemedicine</li> </ul>	Clinic Director, Marketing & Communications Director	Dec 2013	CEO	Regional Medical Providers, EMTN	SHC

**Needs Being Addressed by this Strategy:**

- #1: The top two causes of death in the county are heart disease and cancer.
- #3: According to the survey respondents, two of the top three most important things for a healthy community are: ‘Access to health care and other services’ (57.6%) and ‘Healthy behaviors and lifestyles’ (31.8%).
- #4: Survey respondents indicated the most interest in the following three educational classes/programs: ‘Fitness’ (36.5%), ‘Weight loss’ (32.9%), and ‘Health & wellness’ (30.6%).
- #5: Focus group participants indicated interest in more opportunities to be physically active and a need for increased awareness of existing resources.

**Measure of Success:** Sidney Health Center (SHC) continues offering cardiac services and executes a new marketing/outreach campaign to announce new cardiac service availability by July 2016.

**Goal 3:** Decrease the incidence of heart disease by providing educational resource and services with a focus on cardiac care to community members.

**Strategy 3.2:** Provide educational resources that focus on preventing heart disease.

**Health Issue Addressed:** Heart disease is the leading cause of death in Richland County.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Continue promoting programs like the ‘Pasture to Plate’ program in conjunction with community groups</li> </ul>	Foundation Executive Director	Ongoing	CEO	MonDak Stockgrowers Association	SHC, MonDak Stockgrowers Association
<ul style="list-style-type: none"> <li>Continue providing community education through community events, such as the Cattleman’s Ball and Live It Up</li> </ul>	Foundation Executive Director	Ongoing	CEO	MonDak Stockgrowers Association	SHC, MonDak Stockgrowers Association
<ul style="list-style-type: none"> <li>Join the Million Hearts Campaign to provide additional resources to community members</li> </ul>	Continuum of Care Administrator	Dec 2013	CEO	Richland County Health Dept.	SHC, Richland County Health Dept.

**Needs Being Addressed by this Strategy:**

- #1: The top two causes of death in the county are heart disease and cancer.
- #3: According to the survey respondents, two of the top three most important things for a healthy community are: ‘Access to health care and other services’ (57.6%) and ‘Healthy behaviors and lifestyles’ (31.8%).
- #4: Survey respondents indicated the most interest in the following three educational classes/programs: ‘Fitness’ (36.5%), ‘Weight loss’ (32.9%), and ‘Health & wellness’ (30.6%).
- #5: Focus group participants indicated interest in more opportunities to be physically active and a need for increased awareness of existing resources

**Measure of Success:** Sidney Health Center (SHC) continues promoting community education initiatives and joins the Million Hearts Campaign by December 31, 2013.

**Goal 4:** Better serve the mental health and behavioral health needs of the community by connecting community members to available resources and services in the area.

**Strategy 4.1:** Participate in community groups/initiatives concerning mental health and/or behavioral health issues.

**Health Issue Addressed:** Concerns regarding alcohol and substance abuse are significant among community members and the social and economic costs of this issue continues to be a major concern on a state and national level. Studies have shown a strong link between serious alcohol/drug use and depression. Self-reported rates of depression in the community are high.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/facilities used to address needs
<ul style="list-style-type: none"> <li>Designate a SHC staff member as a representative to serve on the Injury Prevention and DUI Task Force</li> </ul>	Performance Improvement Coordinator	June 2013	CEO	Richland County Health Dept.	SHC, Richland County Health Department
<ul style="list-style-type: none"> <li>Continue having a SHC staff member represent the facility on the Mental Health Center's local advisory council</li> </ul>	Clinical Services Administrator	Ongoing	CEO	Eastern Montana Community Mental Health Center (EMCMHC)	SHC, EMCMHC
<ul style="list-style-type: none"> <li>Continue to work with the Richland County Coalition Against Domestic Violence</li> </ul>	Certified SANE Nurses	Ongoing	CEO	Richland County Coalition Against Domestic Violence (RCCADV)	SHC, RCCADV

**Needs Being Addressed by this Strategy:**

- #2: The top three health concerns for the community are: 'Alcohol abuse' (57.1%), 'Cancer' (51.8%), 'Overweight/obesity' (35.3%).
- #3: According to the survey respondents, two of the top three most important things for a healthy community are: 'Access to health care and other services' (57.6%) and 'Healthy behaviors and lifestyles' (31.8%).
- #4: Survey respondents indicated the most interest in the following three educational classes/programs: 'Fitness' (36.5%), 'Weight loss' (32.9%), and 'Health & wellness' (30.6%).
- #7: 19.4% of respondents self-reported feeling depressed on most days for periods of at least three consecutive months in the past three years.
- #8: Focus group respondents indicated major concerns regarding the high rates of drug/alcohol abuse as a result of the incoming workers based in the Bakken oil fields.

**Measure of Success:** Sidney Health Center (SHC) continues to be actively involved in the local mental health and behavioral health programs through staff representatives.

**Goal 4:** Better serve the mental health and behavioral health needs of the community by connecting community members to available resources and services in the area.

**Strategy 4.2:** Provide resources and support to the community to address mental health and/or behavioral health issues.

**Health Issue Addressed:** Concerns regarding alcohol and substance abuse are significant among community members and the social and economic costs of this issue continues to be a major concern on a state and national level. Studies have shown a strong link between serious alcohol/drug use and depression. Self-reported rates of depression in the community are high.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Continue to offer bereavement programs and hospice support groups</li> </ul>	Hospice Director	Ongoing	CEO	Community Volunteers	SHC
<ul style="list-style-type: none"> <li>Continue to offer Chaplain services</li> </ul>	SHC Chaplain	Ongoing	CEO	Ministerial Association	SHC
<ul style="list-style-type: none"> <li>Continue to sponsor or support various community events related to mental/behavioral health, such as After Prom/Graduation parties</li> </ul>	Marketing & Communications Director	Ongoing	CEO	Richland County Schools	SHC
<ul style="list-style-type: none"> <li>Continue to provide meeting room space for organizations such as Alcoholics Anonymous (AA) and the National Alliance for the Mentally Ill</li> </ul>	Administrative Assistant	Ongoing	CEO	AA, National Alliance for the Mentally Ill	SHC, AA, National Alliance for the Mentally Ill

**Needs Being Addressed by this Strategy:**

- #2: The top three health concerns for the community are: ‘Alcohol abuse’ (57.1%), ‘Cancer’ (51.8%), ‘Overweight/obesity’ (35.3%).
- #3: According to the survey respondents, two of the top three most important things for a healthy community are: ‘Access to health care and other services’ (57.6%) and ‘Healthy behaviors and lifestyles’ (31.8%).
- #4: Survey respondents indicated the most interest in the following three educational classes/programs: ‘Fitness’ (36.5%), ‘Weight loss’ (32.9%), and ‘Health & wellness’ (30.6%).
- #7: 19.4% of respondents self-reported feeling depressed on most days for periods of at least three consecutive months in the past three years.
- #8: Focus group respondents indicated major concerns regarding the high rates of drug/alcohol abuse as a result of the incoming workers based in the Bakken oil fields.

**Measure of Success:** Sidney Health Center (SHC) continues to provide resources and support to the community to address mental/behavioral health issues and is seen as a major partner in the community regarding mental/behavioral health issues.



**Goal 4:** Better serve the mental health and behavioral health needs of the community by connecting community members to available resources and services in the area.

**Strategy 4.3:** Increase access to mental/behavioral health services and resources.

**Health Issue Addressed:** Concerns regarding alcohol and substance abuse are significant among community members and the social and economic costs of this issue continues to be a major concern on a state and national level. Studies have shown a strong link between serious alcohol/drug use and depression. Self-reported rates of depression in the community are high.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/facilities used to address needs
<ul style="list-style-type: none"> <li>Continue to work with the county to provide free transportation to mental health facilities through a partnership with the county commissioners</li> </ul>	Clinical Services Administrator	Ongoing	CEO	County Commissioners	SHC
<ul style="list-style-type: none"> <li>Continue covering all costs (including providing the mental health professional) related to emergent mental health visits</li> </ul>	CFO	Ongoing	CEO	Eastern Montana Community Mental Health Center (EMCMHC)	SHC, EMCMHC
<ul style="list-style-type: none"> <li>Continue providing space, technology, and staff for community members to receive mental health services via telemedicine</li> </ul>	Clinic Director	Ongoing	CEO	EMTN Regional Providers	SHC, EMTN
<ul style="list-style-type: none"> <li>Continue to offer provider training related to treating mental/behavioral health issues through regional mental health programs</li> </ul>	Clinical Services Administrator	Ongoing	CEO	Eastern Montana Community Mental Health Center (EMCMHC)	SHC, EMCMHC

**Needs Being Addressed by this Strategy:**

- #2: The top three health concerns for the community are: ‘Alcohol abuse’ (57.1%), ‘Cancer’ (51.8%), ‘Overweight/obesity’ (35.3%).
- #3: According to the survey respondents, two of the top three most important things for a healthy community are: ‘Access to health care and other services’ (57.6%) and ‘Healthy behaviors and lifestyles’ (31.8%).
- #4: Survey respondents indicated the most interest in the following three educational classes/programs: ‘Fitness’ (36.5%), ‘Weight loss’ (32.9%), and ‘Health & wellness’ (30.6%).
- #6: Respondents indicated that two of the top three choices to improve the community’s access to health care are: ‘Availability of visiting specialists’ (58.2%), and ‘Availability of walk-in clinic’ (54.7%).
- #7: 19.4% of respondents self-reported feeling depressed on most days for periods of at least three consecutive months in the past three years.
- #8: Focus group respondents indicated major concerns regarding the high rates of drug/alcohol abuse as a result of the incoming workers based in the Bakken oil fields.

**Measure of Success:** Sidney Health Center (SHC) continues to ensure access to mental/behavioral health providers and resources to the community.

**Goal 5:** Provide access to services and resources so that community members can receive needed health care.

**Strategy 5.1:** Provide access to needed health care services.

**Health Issue Addressed:** Sidney is located in a remote/frontier area of Montana so there is a consistent need/concern that community members do not have timely access to primary care services appropriate to their health care needs.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> <li>Continue operating the walk-in clinic</li> </ul>	Clinic Director	Ongoing	CEO	Medical Providers	SHC
<ul style="list-style-type: none"> <li>Develop a marketing/outreach strategy to increase community awareness of the walk-in clinic</li> </ul>	Marketing & Communications Director	June 2014	CEO	Media Outlets	SHC
<ul style="list-style-type: none"> <li>Continue providing medication assistance services to community members who are unable to afford them</li> </ul>	Medication Assistance Program Nurse	Ongoing	CEO	County Commissioners, Foundation and Pharmaceutical Companies	SHC, Foundation, Pharmaceutical Companies
<ul style="list-style-type: none"> <li>Continue offering transitional care coaching, which provides support and counseling to those who may need home health services</li> </ul>	Social Services	Ongoing	CEO	Commission on Aging	SHC
<ul style="list-style-type: none"> <li>Continue offering interpreter services</li> </ul>	Clinical Services Administrator	Ongoing	CEO	Cyacom	SHC
<ul style="list-style-type: none"> <li>Continue as a member of the Richland County Transportation Advisory Council</li> </ul>	Extended Care Administrator	Ongoing	CEO	Richland County Transportation Advisory Council (RCTAC)	SHC, RCTAC

**Needs Being Addressed by this Strategy:**

- #3: According to the survey respondents, two of the top three most important things for a healthy community are: ‘Access to health care and other services’ (57.6%) and ‘Healthy behaviors and lifestyles’ (31.8%).
- #6: Respondents indicated that two of the top three choices to improve the community’s access to health care are: ‘Availability of visiting specialists’ (58.2%), and ‘Availability of walk-in clinic’ (54.7%).
- #9: 40% of respondents indicated that they or a member of their household thought they had to delay, or did not receive, needed health care services. Of those 40% of respondents, two of the most cited reasons were: ‘Could not get an appointment’ (57.4%) or ‘Too long to wait for an appointment’ (42.6%).

- #10: While a majority of survey respondents reported being able to schedule an appointment within seven (7) days, there were 20.3% of respondents who reported that they had to wait at least fifteen (15) days to schedule an appointment.
- #11: Some survey respondents (10.2%) indicated that medication costs had prohibited them from getting a prescription or taking their medication regularly.

**Measure of Success:** Sidney Health Center (SHC) promotes and continues to offer walk-in clinic hours to the community and services which will increase access to needed healthcare services.

## Needs Not Addressed and Justification

Identified health needs unable to address by Sidney Health Center	Rationale
Of the 40% of respondents/family members who had to delay or not receive needed health care, one of the top three reasons was because 'It costs too much' (48.5%).	<ul style="list-style-type: none"> <li>At this time, the hospital does not have the staff or resources to devote to this issue. The hospital does provide free/discounted services; however, it also must ensure that it remains financially viable in order to continue providing healthcare services to the community.</li> </ul>
The top three most desired health care professionals or services that respondents would utilize if available locally were: 'Dermatology' (28.8%), 'Acupuncture' (20.0%), and 'Vein doctor' (14.1%).	<ul style="list-style-type: none"> <li>Sidney Health Center (SHC) does not have the staff or resources to accommodate these needs. As is common in a rural area like Sidney, the need may not equate sufficient demand to guarantee full utilization of these specialists.</li> </ul>
A large percentage of respondents were either unaware (27.1%) or unsure (12.9%) of programs that help people pay for health care bills.	<ul style="list-style-type: none"> <li>At this time, the hospital does not have the staff or resources to devote to this issue. There are community resources (i.e. health department) that can assist with the lack of awareness/inability to pay as noted in the survey.</li> </ul>
Survey respondents chose 'Affordable housing' (36.5%) as one of the top three components for a healthy community. Focus group participants also emphasized a need for affordable housing in the community as well.	<ul style="list-style-type: none"> <li>Sidney Health Center (SHC) cannot address this need alone and there are other organizations and agencies in the community which would be better suited to meet this need.</li> </ul>
The third-leading cause of death in the county is unintentional injuries.	<ul style="list-style-type: none"> <li>This is a complex issue which must be addressed comprehensively through a variety of organizations. Based on the incredible growth of the Bakken oil fields, SHC anticipates that there will continue to be an increase in unintentional injuries as a result of the nature of work involved.</li> </ul>

**Please Note: Sidney Health Center is not responding to the other health needs that were identified during our community health needs assessment, as identified in Appendix A, because the hospital has limited hospital staff and financial resources, other community resources are already available, and Sidney Health Center wants to focus on higher priorities that we believe can have a greater impact on the lives of our community members.**

## Appendix A

### Health Concerns for Community (Question 2)

N= 170

Respondents were asked what they felt the three most serious health concerns were in their community. The number one health concern identified by respondents was “Alcohol abuse” at 57.1% (n=97). “Cancer” was also a high priority at 51.8% (n=88) and “Overweight/obesity” at 35.3% (n=60). Respondents were asked to pick their top three serious health concerns so percentages do not equal 100%.

Health Concern	Count	Percent
Alcohol abuse	97	57.1%
Cancer	88	51.8%
Overweight/obesity	60	35.3%
Drug abuse	56	32.9%
Motor Vehicle Accidents	36	21.2%
Tobacco use	30	17.6%
Diabetes	24	14.1%
Lack of exercise	21	12.4%
Work-related accidents/injuries	21	12.4%
Heart disease	19	11.2%
Lack of mental health professionals	16	9.4%
Lack of access to health care	15	8.8%
Mental health issues	14	8.2%
Depression/anxiety	10	5.9%
Poor air/water quality	8	4.7%
Child abuse/neglect	4	2.4%
Domestic violence	4	2.4%
Recreation-related accidents/injuries	4	2.4%
Lack of dental care	3	1.8%
Stroke	3	1.8%
Other	1	0.6%

“Other” comments:

- Poverty
- Too many choices here

### Reasons for NOT Being Able to Receive Services or Delay in Receiving Health Care Services (Question 11)

N= 68

For those who indicated they were unable to receive or had to delay services, the reasons most cited were: “Could not get an appointment” (57.4%, n=39), “It costs too much” (48.5%, n=33) and “Too long to wait for an appointment” (42.6%, n=29). Respondents were asked to indicate their top three choices, thus percentages do not total 100%.

<b>Reason</b>	<b>Count</b>	<b>Percent</b>
Could not get an appointment	39	57.4%
It costs too much	33	48.5%
Too long to wait for an appointment	29	42.6%
No insurance	13	19.1%
Office was not open when I could go	12	17.6%
Do not like doctors	8	11.8%
My insurance did not cover	6	8.8%
Not treated with respect	6	8.8%
Too far to go	3	4.4%
Too nervous/afraid	3	4.4%
Unsure if services were available	3	4.4%
Did not know where to go	2	2.9%
Had no one to care for children	2	2.9%
Transportation problems	2	2.9%
Could not get off work	1	1.5%
Language barrier	1	1.5%
Other	11	16.2%

#### “Other” comments:

- I checked in and waited for three hours in the ER and still did not see a doctor so I walked out
- Hadn't met our deductible yet
- Too busy
- Lack of privacy
- Doctor was unconcerned
- My last two doctors are gone now
- Both the walk-in clinic & the MonDak Clinic are closed on Wednesdays
- Most doctors are private practice. They don't accept Medicaid and they refuse chronic pain patients
- Have to travel to Williston, ND
- MRI unavailable in Sidney
- Go to Mercy (in Williston) because they are faster, have more experience, and it costs less money
- [Office was not open when I could go] Had to use the ER

**Desired Local Health Care Services (Question 13)**

N= 170

Respondents were asked to indicate which health care professionals or services presently not available would they use if available locally. Respondents indicated the most interest in having “Dermatology” available at 28.8% (n=49) followed by “Acupuncture” at 20% (n=34), and a “Vein doctor” at 14.1% (n=24). Respondents were asked to check all that apply so percentages do not equal 100%.

	<b>Count</b>	<b>Percent</b>
<b>Service</b>		
Dermatology	49	28.8%
Acupuncture	34	20.0%
Vein doctor	24	14.1%
Cardiology	22	12.9%
Occupational health	11	6.5%
Hematology	2	1.2%
Other	5	2.9%

“Other” comments:

- Nutritionist
- None (2)
- Doctor who specializes in weight loss
- Midwife
- Urology
- Neurologist
- [Dermatology] Maybe if I could afford it!