

IMPLEMENTATION PLAN

Addressing Community Health Needs

Glendive Medical Center ~ Glendive, Montana

1

Disclaimer: The National Rural Health Resource Center and the Montana Office of Rural Health strongly encourage 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.

Table of Contents

The Implementation Planning Process 3

Executive Summary..... 5

List of Available Community and Facility Resources to Address Needs 9

Needs Identified and Prioritized 11

Prioritized Needs to Address (Based on CHSD Process)..... 11

Needs Unable to Address..... 13

Implementation Plan Grid 14

Needs Not Addressed and Justification..... 34

Dissemination of Needs Assessment 35

The Implementation Planning Process

The hospital interim CEO and executive team for Glendive Medical Center (GMC) as well as Dawson County Health Department staff took part 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 assessment. Glendive Medical 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. Glendive Medical 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 Dawson County.

The implementation planning process began with identifying needs and opportunities to be addressed. The needs and opportunities identified in this report are taken from Glendive Medical 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 Glendive Medical Center. 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 Glendive Medical Center's interim CEO, lead hospital staff, and county health staff members. The participants reviewed the identified issues and opportunities discovered in the CHSD report and then determined which issues or opportunities could be addressed considering Glendive Medical Center's parameters of resources and limitations. The implementation planning committee declared overarching topics that could be addressed through the implementation planning process considering said parameters. Then, the committee worked together to prioritize these topics to address 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.

Glendive Medical Center's Mission:

We are committed to caring, healing, and a healthier community.

Glendive Medical Center's Vision:

We will be the quality leader for health care in the region through...

- Promoting patient centered care;
- Embracing a passionate commitment to exceptional quality and safety;
- Providing an exemplary patient experience;
- Attracting and retaining caring, innovative medical providers and employees;
- Achieving cost efficiency through progressive and effective resource management;
- Developing visionary leaders;
- Serving as a catalyst for a growing network of collaborative partners.

Glendive Medical Center's Values:

We support and nurture a culture of Respect, Integrity, Compassion, and Excellence (RICE).

Implementation Planning Session Attendees:

- Barbara Markham – CFO, Glendive Medical Center
- Carol Condon – Director of Foundation, Glendive Medical Center
- Cassie Arndt – Executive Assistant, Glendive Medical Center
- Christine Whitlatch – Volunteer/Community Outreach Coordinator, Glendive Medical Center
- Jeanne Seifert – Registered Nurse, Dawson County Health Department
- Jen Fladager – Dawson County Health Department
- Jill Domek – Vice President of Patient Care Services, Glendive Medical Center
- Kevin Maxwell, MD – Chief of Staff, Glendive Medical Center
- Kim Stulc – Public Relations Coordinator, Glendive Medical Center
- Parker Powell – Interim CEO, Glendive Medical Center
- Sam Hubbard – Vice President of Operations, Glendive Medical Center

Executive Summary

Objective 1: Improve the community's access to care through better retention of current providers, recruitment of additional providers, and improved quality of care.

Goal 1: Improve average provider retention periods by implementing a comprehensive recruitment/retention procedure.

Strategy 1.1: Develop a plan to engage providers' spouses/family.

Activities:

- Create a list of potential activities for spouses/families to become involved
- Connect with existing providers' spouses/families for open discussion
- Develop expectations of a spouse/family liaison
- Recruit potential spouse/family liaisons
- Host a spouse/family luncheon

Strategy 1.2: Develop a formal housing plan as part of the provider recruiting package to encourage providers to buy a home and become invested in the community.

Activities:

- Standardize an employment letter to include a housing plan initiative in order to attract providers
- Develop a committee to define process and expectations
- Meet with participating realtors and lending institutions to obtain packages of information to pass on to new provider hires
- Provide a list of realtors and lending institutions to the providers

Strategy 1.3: Create a formalized structure for community interest surveys with prospective hires.

Activities:

- Create a standard set of questions to use to gauge fit in the community and determine possible connections with community organizations for new providers based on their personal interests
- Collect input from current providers for reasons they decided to stay in Glendive
- Conduct the community interest survey with potential provider hires
- Develop a profile that will match potential providers and their families' interests with community resources

Strategy 1.4: Improve the onboarding process for the provider and family.

Activities:

- Develop an onboarding list
- Develop expectations of a community resource liaison
- Recruit potential community resource liaisons from the community or hospital staff

Strategy 1.5: Assess alternative advertising strategies to aid in recruiting new providers.

Activities:

- Partner with Billings Clinic for better access to specialists and recruitment/retention resources and strategies resulting in more efficient delivery of health care services
- Develop a plan to implement advertising strategies
- Continue working with a recruiting firm to search for providers that would be a good fit for the Glendive community

Strategy 1.6: Interview long-term hospital employees to determine which factors influence their decision to stay in Glendive.

Activities:

- Identify employees that have worked at GMC for more than ten (10) years
- Develop open-ended interview questions that will indicate reasons for longevity
- Conduct staff interviews
- Record results from the interviews, assess common themes or trends, and compare with information from exit interviews
- Publish the results of the interviews internally and present findings to the employee engagement board

Strategy 1.7: Revise a provider-specific survey instrument to understand providers' employment satisfaction in Glendive.

Activities:

- Research provider satisfaction surveys that are utilized by other facilities
- Develop a survey protocol that will measure providers' job satisfaction in Glendive
- Conduct surveys
- Tabulate the results and trends
- Present the results of the survey to the medical staff to report to the Board
- Incorporate results into provider recruiting materials

Strategy 1.8: Set marketing and community outreach expectations with potential hires during the interview process as well as current providers.

Activities:

- Update recruitment materials to reflect outreach expectations
- Add marketing strategies to increase the awareness of the health services that are available at Glendive Medical Center
- Create a list of expectations for potential hires regarding involvement in outreach activities
- Incorporate expectations into the on-site interview on-boarding process

Strategy 1.9: Develop ongoing marketing plans for providers in order to increase community awareness of services.

Activities:

- Create personalized marketing plans for providers to implement 30 days after hire
- Assist providers in executing their personalized marketing plans annually

Strategy 1.10: Create an internal mentoring program to establish relationships between current and newly hired providers.

Activities

- Investigate existing mentoring programs
- Present to Medical Executive Team at the quarterly meetings
- Develop a mentoring program
- Complete and implement the mentoring program

Measure of Success: The average length of stay for providers at Glendive Medical Center is greater than five (5) years.

Objective 2: Improve health outcomes in the community specific to chronic disease and behavioral health.

Goal 2: Continue providing education and services to address mental health and chronic diseases such as cancer, diabetes, and obesity.

Strategy 2.1: Continue to provide mental health services for community members.

Activities:

- Continue providing behavioral health services for adults for inpatient services (i.e. individual and group therapy, patient and family education, discharge and aftercare planning, etc.)
- Continue providing outpatient services in Gabert Clinic to all ages through a psychiatrist, physician assistant, and a Licensed Professional Counselor (LPC)
- Market for increased awareness of behavioral health services

Strategy 2.2: Provide education and services to address burdens of chronic diseases such as cancer, diabetes, and obesity.

Activities:

- Continue providing preventative screenings (i.e. mammograms, lab tests, PSA, etc.)
- Continue providing chemotherapy services under the direction of an oncologist and chemotherapy certified nurses
- Continue providing resources and support to patients being treated for cancer
- Continue offering dietician services, physical therapy staff, and a Diabetes Nurse Educator to address diabetes and obesity

Measure of Success: Rates of mental health and chronic disease decrease in Glendive Medical Center's service area.

List of Available Community and Facility Resources to Address Needs

- A.W.A.R.E., Inc. provides youth case management, family therapeutic care, and community based psychiatric rehabilitative support for youth and their families.
- Al-Anon are weekly group meetings for family and friends of alcoholics.
- Alcoholics Anonymous (AA) is a group meeting that provides support and focuses on awareness for community members affected by alcohol abuse.
- Alzheimer Support Groups are held once a month and provide pamphlets, lists of resources, and public speakers.
- Billings Clinic offers resources and support through its organization. Glendive Medical Center recently signed a formal partnership agreement with Billings Clinic. This partnership will provide greater access to specialists, improved quality of care, and more efficiency. Patients of Glendive Medical Center will have access to specialists such as oncologists, dermatologists, mental health professionals and ear, nose, and throat (ENT) physicians.
- Boys & Girls Club of Dawson County provides after school and summer programs for children from Kindergarten to 5th grade.
- Cancer Support Groups are held once a month to provide information and support to patients, survivors, caregivers, and families.
- Cancer: I Can Cope is an educational program for people with cancer, their family and friends that is offered periodically throughout the year.
- The Cancer Outreach Center partners with the American Cancer Society (ACS) to answer questions on specific cancers, programs offered by the ACS, and resources available in and around the area.
- Cardiac/Pulmonary Rehabilitation is a program at Glendive Medical Center that offers knowledge needed to deal with lung disease and to understand how stress, exercise, diet, and medication affect such conditions.
- Commodity Supplemental Food Program provides approximately twenty-five pounds of food to income eligible clients who are 60 years old or older, or who are WIC eligible but not participating in WIC.
- Community Home Oxygen provides oxygen, wheel chairs, cpaps, hospital beds etc. to help keep patients at home; they also provide home delivery of these items.
- Dawson County Extension provides free education material and programs on a variety of topics, including health.
- Dawson County Health Department provides a variety of education, services, and programs to protect the health of families in Dawson County. The health department also provides Home Health services.
- Dawson County Healthy Communities Coalition is dedicated to making Dawson County a better place to live, work, and play. The coalition focuses on substance abuse prevention, beautification, and community development and enhancement.
- Dawson County Housing Authority provides low-income housing, which is subsidized by HUD, for those that qualify.
- Diabetes Self-Management Education is an outpatient program recognized by the American Diabetes Association, offering individual and group diabetes education sessions.

List of Available Community and Facility Resources to Address Needs continued...

- District II Alcohol and Drug provides counseling, education, referrals, evaluations, support groups for adults, and prevention services.
- Eastern Montana Community Mental Health Center provides individual and group counseling; support groups; intensive case management services; day treatment; children's play therapy; anger management; medication management; marriage counseling; and 24-hour crisis line.
- Family Planning provides affordable reproductive and preventative health care for men and women.
- Glendive Chamber of Commerce & Agriculture directs inquiries and connects people with agencies that are best able to meet needs.
- Glendive Lions Club exists to meet the needs of their local community. The Lions Club provides activities to the community and offers support to other community organizations in their service efforts including youth programs, volunteer programs, and Relay for Life.
- Glendive Public Schools is for grades Kindergarten through 12th grade and also provides services for students with specialized educational needs. In particular, Jefferson Elementary School organizes opportunities for Glendive Medical Center providers to give presentations to elementary students about various health topics.
- Glendive Recreation Department provides a variety of youth and adult activities, equipment rental, classes, and games in a gym area.
- Kiwanis is a global organization of volunteers dedicated to changing the world one child and one community at a time.
- Montana Area Health Education Center (AHEC) organizes Research and Explore Awesome Careers in Healthcare (REACH) Camps on behalf of rural communities interested in fostering local high school students' interest in pursuing healthcare careers.
- The Nurturing Tree provides services regarding mental and behavioral health. Nurturing Tree provides a place to find information and resources on raising children from infancy to the teen years. Parenting classes are offered and parent/child groups meet weekly. A variety of other activities and groups are offered for both parents and children.
- Richard Hadden's book "Contented Cows Give Better Milk: The plain truth about employee relations and your bottom line" provides recommendations for employee satisfaction surveys and was utilized as a resource by Dawson County Health Department during their strategic planning.
- Rotary Club of Glendive encourages and fosters the ideal of service as a basis of worthy enterprise.
- Salvation Army ~ Action for Eastern Montana provides emergency assistance for one-time help with rent, utilities, prescription drugs, etc.
- Senior Citizens Centers provide meals to Senior Citizens for a suggested donation. No Senior Citizen is turned away because of inability to pay. In addition, Meals on Wheels are home-delivered noon meals provided to senior citizens 60 years old or older.

Needs Identified and Prioritized

Prioritized Needs to Address (Based on CHSD Process)

1. Top components of a healthy community: ‘Access to health care and other services’ (59.9%), ‘Adequate, affordable housing’ (35.9%), ‘Healthy behaviors and lifestyle’ (27.6%).
2. Top ways to improve the community’s access to care: ‘Retention of physicians’ (64.5%), ‘More primary care providers’ (55.8%), ‘Improved quality of care’ (39.6%).
3. Focus group participants expressed concern for the high turnover rate of providers.
4. 40.1% of survey respondents delayed or did not receive needed medical services in the past three years. 36.8% delayed care because they ‘Don’t like medical providers’ and 34.5% delayed care because it took ‘Too long to wait for an appointment.’
5. 39.6% of respondents rated their knowledge of health services at Glendive Medical Center as ‘Fair’ or ‘Poor.’
6. Top desired local health care services: ‘Dermatology’ (29%), ‘Ear/nose/throat’ (26.3%).
7. Availability of mental health services available in the community for youth and adults were given ratings of ‘fair’ or ‘poor.’
8. Top health concerns of the community: ‘Alcohol abuse/substance abuse’ (53.9%), ‘Cancer’ (48.8%), ‘Overweight/obesity’ (32.3%).

Glendive Medical Center's Presence in the Community:

- Glendive Medical Center offers financial assistance to patients that do not have the ability to pay part or all of their hospital bills. Financial assistance is calculated on a sliding scale based on the Federal Poverty Guidelines published in the Federal Register each year, and number of household sharing the same income.
- Glendive Medical Center published a Community Benefit report that is accessible on GMC's website at www.gmc.org. In 2012, GMC provided more than \$2.7 million in total community benefit.
- Providers of Glendive Medical Center go to local elementary schools to provide information and presentations about various health topics.
- Retired and Senior Volunteer Program (RSVP) provides a variety of opportunities for people 55 years and older to participate more fully in the life of their community through significant volunteer service.
- Patients at GMC have access to visiting specialists such as Cardiology, Dermatology, Physiatry, Podiatry, Pulmonology, Oncology, Ophthalmology, Neurology, Orthopedic Spine Specialist, Orthopedics/Prosthetics, Neurosurgery, and Urology.
- Glendive Medical Center sponsors, promotes, and hosts a variety of events not limited to: Health Fairs and blood draws, the Dawson County Fair, Brown Bag Lunch program, Speaker's Bureau, Relay for Life, March of Dimes, Community Concert Association, ACT [Activities, Conventions, & Tourism] Committee, Healthy Communities, Ladies Day Out, Discounted mammography (twice a year), Diabetes Support Group, Health screenings, and a Cancer outreach group.
- Many GMC employees serve on various boards and leadership positions in the community.
- Glendive Medical Center provides the only inpatient behavior health services between Bismarck, ND and Billings, MT.

Dawson County Indicators:Low Income Persons

- 14% low income persons (persons below federal poverty level)

Uninsured Persons

- Uninsured adults less than age 65 – 17.5%
- Uninsured children less than age 18 – data not available by county (data available for some counties)

Primary and Chronic Diseases: Leading Causes of Death

- Cancer
- Heart Disease
- Chronic Lower Respiratory Disease (CLRD)

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

Public Health Consultation [Jeanne Seifert, Director, Dawson County Health Department – October 29, 2013]

- Suicide and hunger are concerns in the community.
- Housing concerns with the impact of oil development in Eastern Montana

Percent of Population Age 65 and older – 18%

Size of Town and Remoteness – 8,490 in Dawson County; Population Density: 3.6 people per square mile

Nearest Major Hospital – Billings Clinic – Billings, Montana (222 miles from Glendive Medical Center)

Needs Unable to Address

(See page 33 for additional information)

1. The quality of many services offered at Glendive Medical Center received ratings less than 3.0, which is considered ‘fair.’
2. 40.1% of survey respondents delayed or did not receive needed medical services in the past three years. The top reason for delaying care was due to cost (44.8%). In addition, 48% of respondents were either unaware (32.8%) of cost assistance programs or were unsure (15.2%) if they qualified for these programs.

Implementation Plan Grid

Objective 1: Improve the community’s access to care through better retention of current providers, recruitment of additional providers, and improved quality of care.

Goal 1: Improve average provider retention periods by implementing a comprehensive recruitment/retention procedure.

Strategy 1.1: Develop a plan to engage providers’ spouses/family.

Health Issue Addressed: Recruiting and retaining providers in small, rural communities in Montana is a challenge. Glendive Medical Center would like to help integrate new providers and their families into the community for an average length of stay of greater than five years to help improve the community’s access to care. Recruiting and retaining qualified providers at Glendive Medical Center addresses the community’s desire for better retention of physicians, more primary care providers and, in turn, improves the quality of care available at Glendive Medical Center.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Create a list of potential activities for spouses/families to become involved 	Foundation & Community Outreach	January 31, 2014	CEO	DONE	Glendive Medical Center (GMC)
<ul style="list-style-type: none"> Connect with existing providers’ spouses/families for open discussion 	Foundation & Community Outreach	October 31, 2013	CEO	DONE	GMC
<ul style="list-style-type: none"> Develop expectations of a spouse/family liaison 	Clinic Administrator	January 31, 2014	CEO	DONE	GMC
<ul style="list-style-type: none"> Recruit potential spouse/family liaisons; Provider Connection 	Foundation & Community Outreach	March 31, 2014 (ongoing)	CEO	ongoing	GMC
<ul style="list-style-type: none"> Host two Provider events a year 	Foundation & Community Outreach	annually	CEO	July 5, ‘14 – Nieman’s Christmas ‘14- Maxwell’s	GMC

Needs Being Addressed by this Strategy:

- #1: Top components of a healthy community: ‘Access to health care and other services’ (59.9%), ‘Adequate, affordable housing’ (35.9%), ‘Healthy behaviors and lifestyle’ (27.6%).

Strategy 1.1 continued...

- #2: Top ways to improve the community's access to care: 'Retention of physicians' (64.5%), 'More primary care providers' (55.8%), 'Improved quality of care' (39.6%).
- #3: Focus group participants expressed concern for the high turnover rate of providers.
- #4: 40.1% of survey respondents delayed or did not receive needed medical services in the past three years. 36.8% delayed care because they 'Don't like medical providers' and 34.5% delayed care because it took 'Too long to wait for an appointment.'

Measure of Success: Glendive Medical Center appoints spouse/family liaisons and develops a listing of community opportunities, as applicable.

Objective 1: Improve the community’s access to care through better retention of current providers, recruitment of additional providers, and improved quality of care.

Goal 1: Improve average provider retention periods by implementing a comprehensive recruitment/retention procedure.

Strategy 1.2: Develop a formal housing plan as part of the provider recruiting package to encourage providers to buy a home and become invested in the community.

Health Issue Addressed: Recruiting and retaining providers in small, rural communities in Montana is a challenge. Glendive Medical Center would like to help integrate new providers and their families into the community for an average length of stay of greater than five years to help improve the community’s access to care. Recruiting and retaining qualified providers at Glendive Medical Center addresses the community’s desire for better retention of physicians, more primary care providers and, in turn, improves the quality of care available at Glendive Medical Center.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Develop a committee to define process and expectations of a formal housing plan; including expectations of realty tours and referrals 	Human Resources	December 31, 2013	CEO	DONE	Glendive Medical Center (GMC)
<ul style="list-style-type: none"> Standardize an employment offer letter to include a housing plan initiative in order to attract providers 	Human Resources	July 31, 2013	CEO	DONE ✓	GMC
<ul style="list-style-type: none"> Create and provide a list of contact information for realtors and lending institutions 	Executive Assistant	March 31, 2014	CEO	Stockman Bank, US Bank, American Bank, Badlands Federal Credit Union DONE	GMC
<ul style="list-style-type: none"> Develop a list of realtors and lending institutions to the providers 	Foundation & HR	June 1, 2014	Executive Assistant	DONE	GMC

Needs Being Addressed by this Strategy:

- #1: Top components of a healthy community: ‘Access to health care and other services’ (59.9%), ‘Adequate, affordable housing’ (35.9%), ‘Healthy behaviors and lifestyle’ (27.6%).

Strategy 1.2 continued...

- #2: Top ways to improve the community's access to care: 'Retention of physicians' (64.5%), 'More primary care providers' (55.8%), 'Improved quality of care' (39.6%).
- #3: Focus group participants expressed concern for the high turnover rate of providers.
- #4: 40.1% of survey respondents delayed or did not receive needed medical services in the past three years. 36.8% delayed care because they 'Don't like medical providers' and 34.5% delayed care because it took 'Too long to wait for an appointment.'

Measure of Success: Glendive Medical Center finalizes a housing plan and employment offer letter for providers by June 2014.

Objective 1: Improve the community’s access to care through better retention of current providers, recruitment of additional providers, and improved quality of care.

Goal 1: Improve average provider retention periods by implementing a comprehensive recruitment/retention procedure.

Strategy 1.3: Create a formalized structure for community interest surveys with prospective hires.

Health Issue Addressed: Recruiting and retaining providers in small, rural communities in Montana is a challenge. Glendive Medical Center would like to help integrate new providers and their families into the community for an average length of stay of greater than five years to help improve the community’s access to care. Recruiting and retaining qualified providers at Glendive Medical Center addresses the community’s desire for better retention of physicians, more primary care providers and, in turn, improves the quality of care available at Glendive Medical Center.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Create a standard set of questions to use to gauge fit in the community and determine possible connections with community organizations for new providers based on their personal interests 	Executive Assistant	July 31, 2013	CEO	DONE	Glendive Medical Center (GMC)
<ul style="list-style-type: none"> Collect input from current providers for reasons they decided to stay in Glendive 	Clinic Administrator	Ongoing	VP of Operations	DONE	GMC
<ul style="list-style-type: none"> Conduct the community interest survey with potential provider hires 	Executive Assistant	Ongoing	CEO	DONE	GMC
<ul style="list-style-type: none"> Develop a profile that will match potential providers and their families’ interests with community resources 	Executive Assistant, Community Outreach	Ongoing	CEO	DONE	GMC

Needs Being Addressed by this Strategy:

- #1: Top components of a healthy community: ‘Access to health care and other services’ (59.9%), ‘Adequate, affordable housing’ (35.9%), ‘Healthy behaviors and lifestyle’ (27.6%).
- #2: Top ways to improve the community’s access to care: ‘Retention of physicians’ (64.5%), ‘More primary care providers’ (55.8%), ‘Improved quality of care’ (39.6%).
- #3: Focus group participants expressed concern for the high turnover rate of providers.

Strategy 1.3 continued...

- #4: 40.1% of survey respondents delayed or did not receive needed medical services in the past three years. 36.8% delayed care because they 'Don't like medical providers' and 34.5% delayed care because it took 'Too long to wait for an appointment.'

Measure of Success: Glendive Medical Center creates and implements a community interest survey during phone interviews by January 2014.

Objective 1: Improve the community’s access to care through better retention of current providers, recruitment of additional providers, and improved quality of care.

Goal 1: Improve average provider retention periods by implementing a comprehensive recruitment/retention procedure.

Strategy 1.4: Improve the onboarding process for the provider and family.

Health Issue Addressed: Recruiting and retaining providers in small, rural communities in Montana is a challenge. Glendive Medical Center would like to help integrate new providers and their families into the community for an average length of stay of greater than five years to help improve the community’s access to care. Recruiting and retaining qualified providers at Glendive Medical Center addresses the community’s desire for better retention of physicians, more primary care providers and, in turn, improves the quality of care available at Glendive Medical Center.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Develop an onboarding list 	Clinic Administrator, Human Resources	September 30, 2013	VP of Operations	DONE ✓	Glendive Medical Center (GMC)
<ul style="list-style-type: none"> Formalize a 30 day check-in for new providers utilizing Communications Meeting 	Human Resources & Clinic Administrator	Ongoing	CEO	✓	GMC
<ul style="list-style-type: none"> Quarterly follow-up in person 	Clinic Administrator	January 1, 2014	VP of Operations	DONE	GMC

Needs Being Addressed by this Strategy:

- #1: Top components of a healthy community: ‘Access to health care and other services’ (59.9%), ‘Adequate, affordable housing’ (35.9%), ‘Healthy behaviors and lifestyle’ (27.6%).
- #2: Top ways to improve the community’s access to care: ‘Retention of physicians’ (64.5%), ‘More primary care providers’ (55.8%), ‘Improved quality of care’ (39.6%).
- #3: Focus group participants expressed concern for the high turnover rate of providers.
- #4: 40.1% of survey respondents delayed or did not receive needed medical services in the past three years. 36.8% delayed care because they ‘Don’t like medical providers’ and 34.5% delayed care because it took ‘Too long to wait for an appointment.’

Measure of Success: Glendive Medical Center integrates local opportunities for involvement into providers’ on-site interviews and implements new strategy into the interview process by January 2014.

Objective 1: Improve the community’s access to care through better retention of current providers, recruitment of additional providers, and improved quality of care.

Goal 1: Improve average provider retention periods by implementing a comprehensive recruitment/retention procedure.

Strategy 1.5: Assess alternative advertising strategies to aid in recruiting new providers.

Health Issue Addressed: Recruiting and retaining providers in small, rural communities in Montana is a challenge. Glendive Medical Center would like to help integrate new providers and their families into the community for an average length of stay of greater than five years to help improve the community’s access to care. Recruiting and retaining qualified providers at Glendive Medical Center addresses the community’s desire for better retention of physicians, more primary care providers and, in turn, improves the quality of care available at Glendive Medical Center.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/facilities used to address needs
<ul style="list-style-type: none"> Partner with Billings Clinic for better access to specialists and recruitment/retention resources and strategies resulting in more efficient delivery of health care services 	GMC Leaders	February 1, 2014	Board of Directors	Billings Clinic	Glendive Medical Center (GMC), Billings Clinic
<ul style="list-style-type: none"> Develop an internal plan to implement recruitment advertising strategies 	Human Resources & VP of Operations	June 30, 2014 (Ongoing)	VP of Operations		GMC
<ul style="list-style-type: none"> Continue working with recruiting firms to search for providers that would be a good fit for the Glendive community 	VP of Operations	Ongoing	CEO	Fidelis Partners	GMC

Needs Being Addressed by this Strategy:

- #1: Top components of a healthy community: ‘Access to health care and other services’ (59.9%), ‘Adequate, affordable housing’ (35.9%), ‘Healthy behaviors and lifestyle’ (27.6%).
- #2: Top ways to improve the community’s access to care: ‘Retention of physicians’ (64.5%), ‘More primary care providers’ (55.8%), ‘Improved quality of care’ (39.6%).
- #3: Focus group participants expressed concern for the high turnover rate of providers.
- #4: 40.1% of survey respondents delayed or did not receive needed medical services in the past three years. 36.8% delayed care because they ‘Don’t like medical providers’ and 34.5% delayed care because it took ‘Too long to wait for an appointment.’
- #6: Top desired local health care services: ‘Dermatology’ (29%), ‘Ear/nose/throat’ (26.3%).

Measure of Success: Glendive Medical Center promotes available positions for new providers in two new advertising avenues.

Objective 1: Improve the community’s access to care through better retention of current providers, recruitment of additional providers, and improved quality of care.

Goal 1: Improve average provider retention periods by implementing a comprehensive recruitment/retention procedure.

Strategy 1.6: Interview long-term hospital employees to determine which factors influence their decision to stay in Glendive.

Health Issue Addressed: Recruiting and retaining providers in small, rural communities in Montana is a challenge. Glendive Medical Center would like to help integrate new providers and their families into the community for an average length of stay of greater than five years to help improve the community’s access to care. Recruiting and retaining qualified providers at Glendive Medical Center addresses the community’s desire for better retention of physicians, more primary care providers and, in turn, improves the quality of care available at Glendive Medical Center.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Identify employees that have worked at GMC for more than ten (10) years 	Human Resources	July 31, 2013	VP of Operations	DONE	Glendive Medical Center (GMC)
<ul style="list-style-type: none"> Develop open-ended interview questions that will indicate reasons for longevity 	Human Resources	October 31, 2013	VP of Operations	DONE	Richard Hadden’s “Contented Cows Give Better Milk”
<ul style="list-style-type: none"> Conduct surveys with employees 	Human Resources	February 28, 2014	VP of Operations	DONE	GMC
<ul style="list-style-type: none"> Record results from the interviews, assess common themes or trends, and compare with information from exit interviews 	Human Resources	March 31, 2014	VP of Operations	DONE	GMC
<ul style="list-style-type: none"> Publish the results of the interviews internally and present findings to the employee engagement board 	Public Relations & Community Outreach	June 30, 2014	VP of Operations	DONE	GMC

Needs Being Addressed by this Strategy:

- #1: Top components of a healthy community: ‘Access to health care and other services’ (59.9%), ‘Adequate, affordable housing’ (35.9%), ‘Healthy behaviors and lifestyle’ (27.6%).
- #2: Top ways to improve the community’s access to care: ‘Retention of physicians’ (64.5%), ‘More primary care providers’ (55.8%), ‘Improved quality of care’ (39.6%).
- #3: Focus group participants expressed concern for the high turnover rate of providers.
- #4: 40.1% of survey respondents delayed or did not receive needed medical services in the past three years. 36.8% delayed care because they ‘Don’t like medical providers’ and 34.5% delayed care because it took ‘Too long to wait for an appointment.’

Strategy 1.6 continued...

Measure of Success: Glendive Medical Center interviews long-term employees, tabulates responses, and presents the findings by July 2014 to guide future recruitment procedures.

Objective 1: Improve the community’s access to care through better retention of current providers, recruitment of additional providers, and improved quality of care.

Goal 1: Improve average provider retention periods by implementing a comprehensive recruitment/retention procedure.

Strategy 1.7: Revise a provider-specific survey instrument to understand providers’ employment satisfaction in Glendive.

Health Issue Addressed: Recruiting and retaining providers in small, rural communities in Montana is a challenge. Glendive Medical Center would like to help integrate new providers and their families into the community for an average length of stay of greater than five years to help improve the community’s access to care. Recruiting and retaining qualified providers at Glendive Medical Center addresses the community’s desire for better retention of physicians, more primary care providers and, in turn, improves the quality of care available at Glendive Medical Center.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Research provider satisfaction surveys that are utilized by other facilities 	Credentialing & Gabert Clinic Director of Nursing (DON)	January 1, 2014	VP of Operations	Billings Clinic	Glendive Medical Center (GMC)
<ul style="list-style-type: none"> Develop a survey protocol that will measure providers’ job satisfaction in Glendive 	Credentialing & Gabert Clinic DON	January 1, 2014	VP of Operations	DONE	GMC
<ul style="list-style-type: none"> Conduct surveys 	Credentialing & Gabert Clinic DON	March 1, 2014	VP of Operations	DONE ✓	GMC
<ul style="list-style-type: none"> Tabulate the results and trends 	Credentialing & Gabert Clinic DON	To Be Determined	VP of Operations		GMC
<ul style="list-style-type: none"> Present the results of the survey to the medical staff to report to the Board 	Credentialing & Gabert Clinic DON	To be Determined	Board of Directors		GMC
<ul style="list-style-type: none"> Incorporate results into provider recruiting materials 	VP of Operations & Chief of Staff	To be Determined	CEO		GMC

*Strategy 1.7 continued...***Needs Being Addressed by this Strategy:**

- #1: Top components of a healthy community: ‘Access to health care and other services’ (59.9%), ‘Adequate, affordable housing’ (35.9%), ‘Healthy behaviors and lifestyle’ (27.6%).
- #2: Top ways to improve the community’s access to care: ‘Retention of physicians’ (64.5%), ‘More primary care providers’ (55.8%), ‘Improved quality of care’ (39.6%).
- #3: Focus group participants expressed concern for the high turnover rate of providers.
- #4: 40.1% of survey respondents delayed or did not receive needed medical services in the past three years. 36.8% delayed care because they ‘Don’t like medical providers’ and 34.5% delayed care because it took ‘Too long to wait for an appointment.’

Measure of Success: Glendive Medical Center analyzes current providers’ satisfaction in their positions and presents the findings to the Board of Directors by January 2015.

Objective 1: Improve the community’s access to care through better retention of current providers, recruitment of additional providers, and improved quality of care.

Goal 1: Improve average provider retention periods by implementing a comprehensive recruitment/retention procedure.

Strategy 1.8: Set marketing and community outreach expectations with potential hires during the interview process as well as current providers.

Health Issue Addressed: Recruiting and retaining providers in small, rural communities in Montana is a challenge. Glendive Medical Center would like to help integrate new providers and their families into the community for an average length of stay of greater than five years to help improve the community’s access to care. Recruiting and retaining qualified providers at Glendive Medical Center addresses the community’s desire for better retention of physicians, more primary care providers and, in turn, improves the quality of care available at Glendive Medical Center.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Update recruitment materials to reflect community opportunities 	Human Resources, Public Relations, & Community Outreach	Ongoing	Executive Assistant		Glendive Medical Center (GMC)
<ul style="list-style-type: none"> Add marketing strategies to increase the awareness of the health services that are available at Glendive Medical Center 	Public Relations & Community Outreach	Ongoing	CEO		GMC
<ul style="list-style-type: none"> Create a list of individual based expectations for potential hires regarding involvement in communities activities 	VP of Operations	Ongoing	CEO		GMC
<ul style="list-style-type: none"> Incorporate individual based expectations into the on-site interview on-boarding process 	VP of Operations	Ongoing	CEO		GMC

Needs Being Addressed by this Strategy:

- #1: Top components of a healthy community: ‘Access to health care and other services’ (59.9%), ‘Adequate, affordable housing’ (35.9%), ‘Healthy behaviors and lifestyle’ (27.6%).

Strategy 1.8 continued...

- #2: Top ways to improve the community's access to care: 'Retention of physicians' (64.5%), 'More primary care providers' (55.8%), 'Improved quality of care' (39.6%).
- #3: Focus group participants expressed concern for the high turnover rate of providers.
- #4: 40.1% of survey respondents delayed or did not receive needed medical services in the past three years. 36.8% delayed care because they 'Don't like medical providers' and 34.5% delayed care because it took 'Too long to wait for an appointment.'
- #5: 39.6% of respondents rated their knowledge of health services at Glendive Medical Center as 'Fair' or 'Poor.'

Measure of Success: Glendive Medical Center updates recruitment materials for providers by May 2014.

Objective 1: Improve the community’s access to care through better retention of current providers, recruitment of additional providers, and improved quality of care.

Goal 1: Improve average provider retention periods by implementing a comprehensive recruitment/retention procedure.

Strategy 1.9: Develop ongoing marketing plans for providers in order to increase community awareness of services.

Health Issue Addressed: Recruiting and retaining providers in small, rural communities in Montana is a challenge. Glendive Medical Center would like to help integrate new providers and their families into the community for an average length of stay of greater than five years to help improve the community’s access to care. Recruiting and retaining qualified providers at Glendive Medical Center addresses the community’s desire for better retention of physicians, more primary care providers and, in turn, improves the quality of care available at Glendive Medical Center.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> • Create personalized marketing plans for providers to implement 30 days after hire 	Public Relations & Community Outreach	Ongoing	VP of Operations	DONE	Glendive Medical Center (GMC)
<ul style="list-style-type: none"> • Assist providers in executing their personalized marketing plans annually 	Public Relations & Community Outreach	Ongoing	VP of Operations		GMC

Needs Being Addressed by this Strategy:

- #1: Top components of a healthy community: ‘Access to health care and other services’ (59.9%), ‘Adequate, affordable housing’ (35.9%), ‘Healthy behaviors and lifestyle’ (27.6%).
- #2: Top ways to improve the community’s access to care: ‘Retention of physicians’ (64.5%), ‘More primary care providers’ (55.8%), ‘Improved quality of care’ (39.6%).
- #3: Focus group participants expressed concern for the high turnover rate of providers.
- #4: 40.1% of survey respondents delayed or did not receive needed medical services in the past three years. 36.8% delayed care because they ‘Don’t like medical providers’ and 34.5% delayed care because it took ‘Too long to wait for an appointment.’

Measure of Success: Thirty days after each new provider is hired, Glendive Medical Center creates personalized marketing plans for each new provider.

Objective 1: Improve the community’s access to care through better retention of current providers, recruitment of additional providers, and improved quality of care.

Goal 1: Improve average provider retention periods by implementing a comprehensive recruitment/retention procedure.

Strategy 1.10: Create an internal mentoring program to establish relationships between current and newly hired providers.

Health Issue Addressed: Recruiting and retaining providers in small, rural communities in Montana is a challenge. Glendive Medical Center would like to help integrate new providers and their families into the community for an average length of stay of greater than five years to help improve the community’s access to care. Recruiting and retaining qualified providers at Glendive Medical Center addresses the community’s desire for better retention of physicians, more primary care providers and, in turn, improves the quality of care available at Glendive Medical Center.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Investigate existing mentoring programs 	Credentialing	March 31, 2014	Gabert Clinic DON		Glendive Medical Center (GMC)
<ul style="list-style-type: none"> Present to Medical Executive Team at the quarterly meetings 	Gabert Clinic DON	June 2014	Medical Executive Team & Chief of Staff		GMC
<ul style="list-style-type: none"> Develop a mentoring program 	Medical Executive Team & Chief of Staff	September 1, 2014	CEO		GMC
<ul style="list-style-type: none"> Complete and implement the mentoring program 	Medical Executive Team & Chief of Staff	November 1, 2014	CEO		GMC

Needs Being Addressed by this Strategy:

- #1: Top components of a healthy community: ‘Access to health care and other services’ (59.9%), ‘Adequate, affordable housing’ (35.9%), ‘Healthy behaviors and lifestyle’ (27.6%).
- #2: Top ways to improve the community’s access to care: ‘Retention of physicians’ (64.5%), ‘More primary care providers’ (55.8%), ‘Improved quality of care’ (39.6%).
- #3: Focus group participants expressed concern for the high turnover rate of providers.

Strategy 1.10 continued...

- #4: 40.1% of survey respondents delayed or did not receive needed medical services in the past three years. 36.8% delayed care because they 'Don't like medical providers' and 34.5% delayed care because it took 'Too long to wait for an appointment.'

Measure of Success: Glendive Medical Center organizes mentoring sessions for providers.

Objective 2: Improve health outcomes in the community specific to chronic disease and behavioral health.

Goal 2: Continue providing education and services to address mental health and chronic diseases such as cancer, diabetes, and obesity.

Strategy 2.1: Continue to provide mental health services for community members.

Health Issue Addressed: Dawson County’s suicide rate of 18.7 per 100,000 people is higher than the national average of 12 per 100,000. Behavioral health issues such as alcoholism and obesity continue to be a health concern in Dawson County and the State of Montana as a whole. Co-occurring health concerns such as obesity and diabetes pose as health risks that could be prevented through education, awareness of services, and behavior change.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Continue providing behavioral health services for adults for inpatient services (i.e. individual and group therapy, patient and family education, discharge and aftercare planning, etc.) 	Behavioral Health Staff	Ongoing	VP of Patient Care Services		Glendive Medical Center (GMC)
<ul style="list-style-type: none"> Continue providing outpatient services in Gabert Clinic to all ages through a psychiatrist, physician assistant, a Licensed Professional Counselor (LCPC), and Licensed Clinical Social Worker (LCSW) 	Behavioral Health Staff	Ongoing	VP of Operations	Gabert Clinic	GMC, Gabert Clinic
<ul style="list-style-type: none"> Market for increased awareness of behavioral health services 	Public Relations Director & Clinic Administrator	Ongoing	VP of Operations		GMC

Needs Being Addressed by this Strategy:

- #1: Top components of a healthy community: ‘Access to health care and other services’ (59.9%), ‘Adequate, affordable housing’ (35.9%), ‘Healthy behaviors and lifestyle’ (27.6%).
- #2: Top ways to improve the community’s access to care: ‘Retention of physicians’ (64.5%), ‘More primary care providers’ (55.8%), ‘Improved quality of care’ (39.6%).
- #7: Availability of mental health services available in the community for youth and adults were given ratings of ‘fair’ or ‘poor.’

Measure of Success: Glendive Medical Center will increase marketing for behavioral health to increase awareness in the community of services offered.

Objective 2: Improve health outcomes in the community specific to chronic disease and behavioral health.

Goal 2: Continue providing education and services to address mental health and chronic diseases such as cancer, diabetes, and obesity.

Strategy 2.2: Provide education and services to address burdens of chronic diseases such as cancer, diabetes, and obesity.

Health Issue Addressed: Dawson County’s suicide rate of 18.7 per 100,000 people is higher than the national average of 12 per 100,000. Behavioral health issues such as alcoholism and obesity continue to be a health concern in Dawson County and the State of Montana as a whole. Co-occurring health concerns such as obesity and diabetes pose as health risks that could be prevented through education, awareness of services, and behavior change.

Activities	Responsibility	Timeline	When complete report to:	Partners	Resources/ facilities used to address needs
<ul style="list-style-type: none"> Continue providing preventative screenings (i.e. mammograms, lab tests, PSA, etc.) 	Ancillary Staff	Ongoing	VP of Patient Care Services		Glendive Medical Center (GMC)
<ul style="list-style-type: none"> Continue providing chemotherapy services under the direction of an oncologist and chemotherapy certified nurses 	Surgical Services Staff	Ongoing	VP of Patient Care Services		GMC
<ul style="list-style-type: none"> Continue providing resources and support to patients being treated for cancer 	Community Relations & American Cancer Society Volunteers	Ongoing	Clinic Administrator, Clinic Nursing Manager	American Cancer Society, AHRQ	GMC
<ul style="list-style-type: none"> Continue offering dietician services, physical therapy staff, and a Diabetes Nurse Educator to address diabetes and obesity 	Nutritional Services & Physical Therapy Staff	Ongoing	VP of Patient Care Services		GMC

Needs Being Addressed by this Strategy:

- #1: Top components of a healthy community: ‘Access to health care and other services’ (59.9%), ‘Adequate, affordable housing’ (35.9%), ‘Healthy behaviors and lifestyle’ (27.6%).
- #2: Top ways to improve the community’s access to care: ‘Retention of physicians’ (64.5%), ‘More primary care providers’ (55.8%), ‘Improved quality of care’ (39.6%).
- #8: Top health concerns of the community: ‘Alcohol abuse/substance abuse’ (53.9%), ‘Cancer’ (48.8%), ‘Overweight/obesity’ (32.3%)

Measure of Success: Glendive Medical Center refers participants to the Diabetes Nurse Educator and breast cancer screenings (mammograms) increase from 69.2% to 71.9% to match the State of Montana’s screening rate.

Needs Not Addressed and Justification

Identified health needs unable to address by Glendive Medical Center	Rationale
<p>The quality of many services offered at Glendive Medical Center received ratings less than 3.0, which is considered ‘fair.’</p>	<ul style="list-style-type: none"> Glendive Medical Center thoroughly measures and reports on quality services outcomes. Some of these processes include 1) participation in the Hospital Engagement Network for CMS, which measures ten topics related to patient care, 2) developing a GMC Hospital Report Card, 3) participation in Montana Hospital Association studies, and 4) regional Performance Improvement Network data submission and study participation. In order to address quality concerns, Glendive Medical Center developed a Patient/Family Advisory Council, as well as a process for presenting patient stories in-person to the Board of Directors.
<p>40.1% of survey respondents delayed or did not receive needed medical services in the past three years. The top reason for delaying care was due to cost (44.8%). In addition, 48% of respondents were either unaware (32.8%) of cost assistance programs or were unsure (15.2%) if they qualified for these programs.</p>	<ul style="list-style-type: none"> In recent years, GMC has worked to provide information to patients concerning assistance programs available through GMC. This information is posted on the organization’s website, posted at the inpatient and outpatient admission areas in the facility, mailed with their bills, and included on monthly statements. In fiscal year 2013, GMC created a new position, the Patient Liaison Advocate (PAL), to assist all patients throughout the organization with not only GMC’s assistance programs but other financial programs that may be available to them.

Dissemination of Needs Assessment

Glendive Medical Center (GMC) disseminated the CHSD Community Health Needs Assessment and Implementation Plan by posting both documents conspicuously on the Glendive Medical Center website (www.gmc.org) as well as having copies available at the facility and at the local library should community members request to view the community health needs assessment (CHNA) or the implementation planning documents.

The Steering Committee, which was formed specifically as a result of the CHSD process and convened at the beginning of the 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 Glendive Medical Center is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Dawson County as Glendive Medical Center seeks to address the healthcare needs of their community.

Furthermore, Board members of GMC will be directed to the hospital's website to view the assessment results. Glendive Medical Center board members approved and adopted the plan on **July 11, 2013**. Board members are encouraged to familiarize themselves with the CHNA report and implementation plan so they can publically promote the facility's plan to influence the community in a beneficial manner.