IMPLEMENTATION PLAN

Addressing Community Health Needs

****

**Conrad, Montana**

**2022-2025**

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# The Implementation Planning Process

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

The Community Health Services Development (CHSD), community health needs assessment was performed in the winter of 2022 to determine the most important health needs and opportunities for Pondera County, Montana. The CHSD project is administrated by the Montana Office of Rural Health (MORH) and funded in part through the Montana Health Research and Education Foundation (MHREF) Flex Grant. “Needs” were identified as the top issues or opportunities rated by respondents during the CHSD survey process or during focus groups (see page 10 for a list of “Needs Identified and Prioritized”). For more information regarding the needs identified, as well as the assessment process/approach/methodology, please refer to the facility’s assessment report, which is posted on the facility’s website ([logan.org/health/about/community-health-needs-assessment](https://www.logan.org/health/about/community-health-needs-assessment)).

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

The implementation planning committee reviewed the priority recommendations provided by the community steering committee and determined which needs or opportunities could be addressed considering LHC’s parameters of resources and limitations. The committee then prioritized the needs/opportunities using the additional parameters of the organizational vision, mission, and values, as well as existing and potential community partners. Participants then created a goal to achieve through strategies and activities, as well as the general approach to meeting the stated goal (i.e., staff member responsibilities, timeline, potential community partners, anticipated impact(s), and performance/evaluation measures).

The prioritized health needs as determined through the assessment process and which the facility will be addressing relates to the following healthcare issues:

* **Mental and behavioral health**
* **Chronic disease management and prevention**
* **Access to healthcare services**

In addressing the aforementioned issues, Logan Health Conrad seeks to:

1. Improve access to healthcare services
2. Enhance the health of the community
3. Advance medical or health knowledge

**Mission**: Exceed the Healthcare Expectations of those we Serve Through All of Life’s Stages.

**Vision**: Logan Health Conrad, in partnership with the community we serve, will strive to promote wellness and accessible, quality, personalized healthcare.

**Values**: Logan Health Conrad “CARES”: **C**ommitment **A**ccountability **R**espect **E**xcellence **S**ervice

**Implementation Planning Committee Members:**

* Laura Erickson, Logan Health Conrad - President
* Kelsey Smedsrud, Logan Health - Marketing Specialist
* Cynthia Grubb, Rural Health Clinic Manager
* Erica Krings, Logan Health Conrad – RN Acute Director of Nursing (ADON) Acute Care
* Sydney Norby, Logan Health Conrad – RN, Director of Nursing (DON) Extended Care
* Stephanie Keil – Logan Health Conrad – Director of Rehabilitation (DOR)
* Casey Rasmussen – Former Marketing Director, Logan Health Conrad

# Prioritizing the Community Health Needs

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

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

## Logan Health Conrad’s Existing Presence in the Community

* Logan Health Conrad (LHC) hosts an annual health fair in the community.
* LHC partners with the local health department in regard to tobacco cessation and DUI task force.
* Logan Health Conrad sponsors several community activities, including a Fun Run and Golf Tournament.

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

* Conrad Area Chamber of Commerce
* Beehive Homes of Conrad
* Horizon Lodge Housing and Urban Development Division (HUD)
* Counseling Connections
* Options Counseling
* Sunrise Counseling
* Pioneer Counseling
* Center for Mental Health
* Pondera County Health Department
* Easter Seal Home Care Services
* Office of Public Assistance
* Alcoholics Anonymous
* Pondera Community Center
* Valier Senior Center
* Food Pantry
* Head Start
* Senior Surry – Conrad
* Northern Transit System/VA Visits
* Olson Drug
* Village Drug
* Pondera Funeral Home
* Conrad School District
* Benefis Health System
* Logan Health System
* Montana Hospital Association
* Montana Office of Rural Health and Area Health Education Center (MORH/AHEC)

## Pondera County Indicators

Population Demographics

* 83.0% of Pondera County’s population is white, and 16.9% identifies as American Indian or Alaska Native
* 15.8% of Pondera County’s population has disability status.
* 20.0% of Pondera County’s population is 65 years and older.
* 11.9% of Pondera County’s population has Veteran status.
* 33.5% of Pondera County’s population is a “High school graduate (includes equivalency)” as their highest degree attained; 25.4% have “Some college, no degree.”

Size of County and Remoteness

* 5,994 people in Pondera County.
* 3.7 people per square mile.

Socioeconomic Measures

* 29.4% of children live in poverty.
* 19.3% of persons are below the federal poverty level.
* 15.0% of adults (age<65) are uninsured; 7.0% of children less than age 18, are uninsured.
* 14.6% of the population is enrolled in Medicaid.

Select Health Measures

* 32.0% of adults are considered obese.
* 22.0% of adults report smoking.
* 24.0% of adults report excessive drinking.
* 24.0% of the adult population report physical inactivity.
* 41.0% of adults living in frontier Montana report two or more chronic conditions.
* Montana’s veteran suicide rate (per 100,000 population) is 65.7 compared to 38.4 for the U.S.

Nearest Major Hospital

* Benefis Healthcare in Great Falls, MT is 65 miles from Logan Health Conrad

## Public Health and Underserved Populations Consultation Summaries

Name/Organization

Laura Erickson –President, Logan Health Conrad 12/16/2021

Casey Rasmussen – Marketing Director, Logan Health Conrad

Shannon Elings – Pondera County Health Department

Wendy Wedum – Extension Agent, Montana State University (MSU) Extension Agency

Becky Kujava – Administrative Assistant, MSU Extension Agency

Carol Green – Community organizer and volunteer

Terry Syvertson – Community member

Melissa Willis – Valier Area Development Corporation

Pete McKeone – Pondera Healthcare Foundation

Joel Farkell – Pondera County Fire Department

Nicki Sullivan – School Nurse, Conrad School District

Public and Community Health

* I think some of the secondary data rates are surprisingly low, especially some of the mental health rates. It seems to be a bigger issue in our community than those rates are suggesting.
* It is always a little suspicious when one infectious disease is much higher in one county when compared to Montana overall. Could this disparity in numbers be due to a previous outbreak in Pondera County?
* Some people in this community don’t have the ability to write, is there any type of assistance that is offered for those folks that may need help filling out their survey?
* As it relates to trauma we would like to add PTSD as a response option for Question 2 on the survey.
* Lack of exercise is good to keep but we’d also like to highlight the lack of access to exercise opportunities, especially during the winter months.
* COVID-19 should be included in some way for Question 2 on the survey, but we would like to make it more general as the community is definitely divided on the subject.
* We would like to add nutritional support as a preventive service response.
* I have talked to many people who have said they avoided certain things, including healthcare, due to COVID and the pandemic. This is really unfortunate.
* People may avoid seeking care because they are worried they will test positive for COVID and be told they have to quarantine/stay home.
* There is still a stigma around seeking mental health services, particularly in a small town like Conrad.
* It would be good to make the connection on the cover letter that Logan Health Conrad was formerly known as Pondera Medical Center (PMC). This could help alleviate some possible confusion about the facility.

Population: Low-Income, Underinsured

* The response option of “collect disability” that was used on the previous survey comes off as insensitive, I think we should reword it to disability compensation or something similar.

Population: Youth

* I think that the children in poverty number is quite accurate, it is a high number. Several children in the community need additional support but are unable to get it because of limited resources.
* We have talked about trying to implement a school-based health clinic, gauging that as a response option for Question 7 would be beneficial.
* In addition to parenting, early childhood development should be a response option for Question 8. I have heard several people mention they would attend a program/class similar to that.

# Needs Identified and Prioritized

## *Prioritized Needs to Address*

1. Top health concerns of survey respondents included “Cancer” (49.0%), “Alcohol/substance abuse” (39.5%), “Overweight/obesity” (21.0%), “Prescription/illegal drug use” (17.8%), “Depression/anxiety” (12.1%), and “Lack of exercise” (11.5%).
2. Survey respondents indicated that “Access to healthcare” (43.0%), “Good jobs and a healthy economy” (37.3%), “Healthy behaviors and lifestyles” (27.8%) are components of a health community.
3. 32.3% of respondents rated their knowledge of health services available through Logan Health Conrad as fair or poor.
4. Survey respondents indicated they learn about available health services through “Word of mouth/reputation” (66.5%), “Friends/family” (64.6%), “Healthcare provider” (57.0%), “Newspaper” (35.4%), “Radio” (28.5%), and “Social media” (25.3%).
5. Key informant interview participants were interested in enhanced awareness of traveling specialty providers.
6. Survey respondents indicated that “More primary care providers” (41.3%), “More specialists” (38.5%), “More information about available services” (37.1%) and “Payment assistance programs (healthcare expenses)” (27.3%) would improve the community’s access to healthcare.
7. Survey respondents indicated an interest in the following classes or programs: “Health and wellness” (51.8%), “Fitness” (41.0%), “Weight loss” (36.7%), and “Women’s health” (36.0%).
8. 58.2% of survey respondents report utilizing a “Blood pressure check” in the last year.
9. 26.3% of survey respondents indicated they delayed or did not receive needed healthcare services; reasons for delay included “It cost too much” (27.5%), and “COVID-19 barriers/concerns” and “Don’t like providers” (22.5% each), and “Too long to wait for an appointment” and “Qualified provider not available” (20.0% each).
10. 15.4% of respondents indicated they had experienced periods of at least three consecutive months in the past three years where they felt depressed on most days.
11. Key informant interview participants were interested in more mental and behavioral health resources locally.
12. 56.3% of respondents described their stress level over the past year as moderate.
13. Survey respondents indicated to what degree their life has been negatively affected a little by their own or someone else’s substance abuse issues, including alcohol, prescription, or other drugs: “A little” (20.0%), “Somewhat” (14.8%), and “A great deal” (7.7%).
14. Key informant interview participants indicated interest in an increase in health education outreach and fitness opportunities.

*Needs Unable to Address*

*(See page 37 for additional information)*

1. 5.1% of survey respondents reported they had worried that they would not have enough food to eat within the last year.
2. 15.8% of survey respondents feel that there are adequate and affordable housing options available.

# Executive Summary

The following summary briefly represents the goals and corresponding strategies and activities which the facility will execute to address the prioritized health needs (from page 10). For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section, which begins on page 16.

**Goal 1: Enhance mental and behavioral health services in Pondera County.**

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| **Strategy 1.1**: Promote and provide mental and behavioral health resources in Pondera County. | | |
| **1.1.1.** | Continue to participate in various community programs that address mental health in Pondera County (Pondera County Mental Health Advisory Board, DUI Task Force). |
| **1.1.2.** | Continue to participate in Integrated Behavioral Health and enhance behavioral health services through Logan Health Conrad. |
| **1.1.3.** | Enhance online access to mental health resources and services. |
| **1.1.4.** | Partner and collaborate with local counselors to build bridges to referral sources. |
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| **Strategy 1.2**:Explore opportunities to enhance mental and behavioral health access in Pondera County. | |
| **1.2.1.** | Continue to research/seek behavioral health services, resources, grants, staff and community partner skill development opportunities (Aegis, Mental Health First Aid, etc.). |
| **1.2.2.** | Identify communication channels and outreach modalities for distribution of health resources. |
| **1.2.3.** | Explore the feasibility of implementing a psychiatrist telehealth option. |
| **1.2.4.** | Explore the feasibility of offering an on-site behavioral health program. |

**Goal 2: Enhance Logan Health Conrad’s chronic care management and prevention efforts to reduce chronic disease burden.**

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| **Strategy 2.1**: Host or sponsor community events that promote prevention and wellness. | |
| **2.1.1.** | Continue to host the annual health fair (providing reduced rate laboratory screenings, health education, services, and resources). |
| **2.1.2.** | Host and sponsor community events (Community Fun Run, Golf Tourney, Community Wellness Challenges, National Night Out, etc.). |
| **2.1.3.** | Revisit the exploration of developing a youth and family wellness program (New Year challenge, Steps challenge, Physical Therapy lectures, etc.). |
|  | |
| **Strategy 2.2**: Enhance chronic care management services and resources through Logan Health Conrad. | |
| **2.2.1.** | Continue to develop and refine internal protocols to determine eligible participants for chronic care management program. |
| **2.2.2.** | Create outreach and education materials to invite potential participants. |
|  | |
| **Strategy 2.3**: Enhance health education offerings through Logan Health Conrad. | |
| **2.3.1.** | Continue to convene a team at Logan Health Conrad that develops and champions health and wellness resources/opportunities/ partnerships. |
| **2.3.2.** | Revisit the development of a health education series (ex. women’s health, fitness and nutrition, prevention and screenings). |
| **2.3.3.** | Enhance and develop modalities to increase engagement and dissemination of health education and resource series (video on website, social media, presentations, etc.). |

**Goal 3: Enhance access to healthcare services in Pondera County.**

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| **Strategy 3.1**: Enhance access to and awareness of primary care services available through Logan Health Conrad. | | |
| **3.1.1.** | Build upon the outreach materials that were created to educate community on provider scope of practice. Create opportunities to introduce Logan Health Conrad’s provider team to the community (provider’s scope, interests, and patient testimonials). |
| **3.1.2.** | Refine outreach and messaging to educate community and staff on how to access the most appropriate level of care (ED vs. walk-in vs. clinic appointment). | |
| **3.1.3.** | Continue Logan Health Conrad’s presence in the community as a source for health education, outreach, and resources. Explore additional opportunities for outreach and partnerships at community events. | |
| **3.1.4.** | Explore the efficacy of leveraging the new digital billboard to increase the awareness of available services through Logan Health Conrad. | |
| **3.1.5.** | Improve patient access to primary care services through the exploration of platforms that allow for online appointment scheduling. Create a community education campaign to assist in patient navigation and utilization of the new scheduling platform. | |
| **3.1.6.** | Develop an outreach plan to improve the awareness of available payment assistance programs and insurance navigation. | |
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| **Strategy 3.2**:Improve access to specialty care services through Logan Health Conrad. | | |
| **3.2.1.** | Continue to refine outreach materials educating the community on specialty provider services available locally (ex. integrated behavioral health, pulmonology, etc.). | |
| **3.2.2.** | Explore enhancing specialty care services at Logan Health Conrad onsite and/or via telehealth (ex. telepsychiatry in ER, cardiology, urology, dermatology). | |
|  | | |
| **Strategy 3.3**:Enhance Logan Health Conrad’s coordination and collaboration efforts among area partners to enhance access to healthcare and community resources. | | |
| **3.3.1.** | Collaborate with community partners to identify available health resources and opportunities to disseminate timely health education and services. | |
| **3.3.2.** | Explore partnering with a community network involving Logan Health system partners and regional community health champions to discuss community health challenges and opportunities. | |

# Implementation Plan Grid

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| **Goal 1:** Enhance mental and behavioral health services in Pondera County. | | | | | |
| **Strategy 1.1:** Promote and provide mental and behavioral health resources in Pondera County. | | | | | |
| **Activities** | **Responsibility** | **Timeline** | **Final Approval** | **Partners** | **Potential Barriers** |
| 1.1.1. Continue to participate in various community programs that address mental health in Pondera County (Pondera County Mental Health Advisory Board, DUI Task Force). | School nurse,  LHC Clinic Care Coordinator, EMS, Rural Health Clinic (RHC) Manager | Ongoing | CHNA Steering Committee | Mental Health Advisory Board, Pondera County Health Department | Dedicated Staffing, Scheduling Conflicts, Resource Limitations |
| 1.1.2. Continue to participate in Integrated Behavioral Health and enhance behavioral health services through Logan Health Conrad. | Rural Health Clinic Manager, Care Coordinator, Clinical Navigator | Ongoing | CHNA Steering Committee | Logan Health system partners | Dedicated Staffing, Scheduling Conflicts, Resource Limitations |
| 1.1.3. Enhance online access to mental health resources and services. | Marketing and Communications team, Care coordinator, IT | Phase 1:  03/31/2023  Ongoing | CHNA Steering Committee | Logan Health system partners | None identified |
| 1.1.4. Partner and collaborate with local counselors to build bridges to referral sources. | RHC Manager, Care Coordinator | Ongoing | CHNA Steering Committee | Neuman Center, Mental Health Advisory Board, Local Schools, External Healthcare Partners | Dedicated Staffing, Scheduling Conflicts, Resource Limitations |
| **Needs Being Addressed by this Strategy:**   * 1. Top health concerns of survey respondents included “Cancer” (49.0%), “Alcohol/substance abuse” (39.5%), “Overweight/obesity” (21.0%), “Prescription/illegal drug use” (17.8%), “Depression/anxiety” (12.1%), and “Lack of exercise” (11.5%). * 2. Survey respondents indicated that “Access to healthcare” (43.0%), “Good jobs and a healthy economy” (37.3%), “Healthy behaviors and lifestyles” (27.8%) are components of a health community. * 3. 32.3% of respondents rated their knowledge of health services available through Logan Health Conrad as fair or poor. * 4. Survey respondents indicated they learn about available health services through “Word of mouth/reputation” (66.5%), “Friends/family” (64.6%), “Healthcare provider” (57.0%), “Newspaper” (35.4%), “Radio” (28.5%), and “Social media” (25.3%). * 6. Survey respondents indicated that “More primary care providers” (41.3%), “More specialists” (38.5%), “More information about available services” (37.1%) and “Payment assistance programs (healthcare expenses)” (27.3%) would improve the community’s access to healthcare. * 10. 15.4% of respondents indicated they had experienced periods of at least three consecutive months in the past three years where they felt depressed on most days. * 11. Key informant interview participants were interested in more mental and behavioral health resources locally. * 12. 56.3% of respondents described their stress level over the past year as moderate. * 13. Survey respondents indicated to what degree their life has been negatively affected a little by their own or someone else’s substance abuse issues, including alcohol, prescription, or other drugs: “A little” (20.0%), “Somewhat” (14.8%), and “A great deal” (7.7%). | | | | | |
| **Anticipated Impact(s) of these Activities:**   * Logan Health Conrad strengthens community partnership as a resource for mental health and wellness. * Increase access to behavioral health services. * Decrease societal stigma associated with mental illness treatment. * Build community capacity. * Strengthen partnerships * Increased community knowledge of resources. | | | | | |
| **Plan to Evaluate Anticipated Impact(s) of these Activities:**   * Track integrated behavioral health service utilization. * Track LHC involvement in community networks. * Track the engagement resulting from enhanced online access to mental health resources and services. * Track mental and behavioral health measures in subsequent CHNA. | | | | | |
| **Measure of Success:**   * Increased referral to behavioral health programs of 10% annually for total increase of 30%. * Increased patient compliance with mental health referrals throughout Logan Health – Conrad system. | | | | | |

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| **Goal 1:** Enhance mental and behavioral health services in Pondera County. | | | | | |
| **Strategy 1.2:** Explore opportunities to enhance mental and behavioral health access in Pondera County. | | | | | |
| **Activities** | **Responsibility** | **Timeline** | **Final Approval** | **Partners** | **Potential Barriers** |
| 1.2.1. Continue to research/seek behavioral health services, resources, grants, staff and community partner skill development opportunities (Aegis, Mental Health First Aid, etc.). | Management Council | 03/31/2023 and ongoing | CHNA Steering Committee | Neuman Center, Mental Health Advisory Board, Local Schools, External Healthcare Partners | Dedicated Staffing, Scheduling Conflicts, Resource Limitations |
| 1.2.2. Identify communication channels and outreach modalities for distribution of health resources. | Marketing and communications team, RHC Manager, Director of Rehab Services, Care Coordinator | Ongoing | CHNA Steering Committee | Logan Health system partners, Newspaper, Neuman’s Center, MORH/AHEC, local school nurses | Dedicated Staffing, Resource Limitations |
| 1.2.3. Explore the feasibility of implementing a psychiatrist telehealth option. | RHC Manager and Logan Health Conrad President | Ongoing | Facility President, RHC Manager | Logan Health system partners | Dedicated Staffing, Resource Limitations |
| 1.2.4. Explore the feasibility of offering an on-site behavioral health program. | RHC Manager, Care Coordinator | Ongoing | Facility President, RHC Manager | Logan Health system partners | Dedicated Staffing, Scheduling Conflicts, Resource Limitations |
| **Needs Being Addressed by this Strategy:**   * 1. Top health concerns of survey respondents included “Cancer” (49.0%), “Alcohol/substance abuse” (39.5%), “Overweight/obesity” (21.0%), “Prescription/illegal drug use” (17.8%), “Depression/anxiety” (12.1%), and “Lack of exercise” (11.5%). * 2. Survey respondents indicated that “Access to healthcare” (43.0%), “Good jobs and a healthy economy” (37.3%), “Healthy behaviors and lifestyles” (27.8%) are components of a health community. * 3. 32.3% of respondents rated their knowledge of health services available through Logan Health Conrad as fair or poor. * 4. Survey respondents indicated they learn about available health services through “Word of mouth/reputation” (66.5%), “Friends/family” (64.6%), “Healthcare provider” (57.0%), “Newspaper” (35.4%), “Radio” (28.5%), and “Social media” (25.3%). * 6. Survey respondents indicated that “More primary care providers” (41.3%), “More specialists” (38.5%), “More information about available services” (37.1%) and “Payment assistance programs (healthcare expenses)” (27.3%) would improve the community’s access to healthcare. * 10. 15.4% of respondents indicated they had experienced periods of at least three consecutive months in the past three years where they felt depressed on most days. * 11. Key informant interview participants were interested in more mental and behavioral health resources locally. * 12. 56.3% of respondents described their stress level over the past year as moderate. * 13. Survey respondents indicated to what degree their life has been negatively affected a little by their own or someone else’s substance abuse issues, including alcohol, prescription, or other drugs: “A little” (20.0%), “Somewhat” (14.8%), and “A great deal” (7.7%). | | | | | |
| **Anticipated Impact(s) of these Activities:**   * Increase access to behavioral health services * Decrease societal stigma associated with mental illness and substance use disorders * Strengthen community partnerships * Build community capacity * Increased community knowledge of resources | | | | | |
| **Plan to Evaluate Anticipated Impact(s) of these Activities:**   * Number of patients utilizing behavioral health services. * Number of participants completing Behavioral Health Training. * Track implementation of system-wide referral structure for mental illness follow up. * Track mental and behavioral health measures in subsequent CHNA. | | | | | |
| **Measure of Success:**   * LHC implements a system wide structure for mental illness assessment and referral by 3/31/2023. * LHC provides Mental Illness assessment tool training for ER and RHC Clinic staff by 3/31/2023. | | | | | |

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| **Goal 2:** Enhance Logan Health Conrad’s chronic care management and prevention efforts to reduce chronic disease burden. | | | | | |
| **Strategy 2.1:** Host or sponsor community events that promote prevention and wellness. | | | | | |
| **Activities** | **Responsibility** | **Timeline** | **Final Approval** | **Partners** | **Potential Barriers** |
| 2.1.1. Continue to host the annual health fair (providing reduced rate laboratory screenings, health education, services, and resources). | Marketing and Communications team, Administrative Assistant, Management Council,  Wellness Committee | 10/2022 and annually following | Management Council | Logan Health system partners Pondera County Health Department, MSU Extension office | Pandemic Surge |
| 2.1.2. Host and sponsor community events (Community Fun Run, Golf Tourney, Community Wellness Challenges, National Night Out, etc.). | Marketing and Communications, Administrative Assistant, Management Council | Ongoing | Management Council | County Health Department, Chamber, Local law enforcement, Local Healthcare Foundation, Valier Area Development Corporation | Pandemic Surge |
| 2.1.3. Revisit the exploration of developing a youth and family wellness program (New Year challenge, Steps challenge, Physical Therapy lectures, etc.). | Marketing and Communications team, Wellness Committee, Director of Rehab Services | Ongoing | CHNA Steering Committee | Conrad School District, County Health Department, School nurse program, Logan Health system partners, Conrad Education Foundation, Booster Club | Dedicated Staffing, Resource Limitations |
| **Needs Being Addressed by this Strategy:**   * 1. Top health concerns of survey respondents included “Cancer” (49.0%), “Alcohol/substance abuse” (39.5%), “Overweight/obesity” (21.0%), “Prescription/illegal drug use” (17.8%), “Depression/anxiety” (12.1%), and “Lack of exercise” (11.5%). * 2. Survey respondents indicated that “Access to healthcare” (43.0%), “Good jobs and a healthy economy” (37.3%), “Healthy behaviors and lifestyles” (27.8%) are components of a health community. * 3. 32.3% of respondents rated their knowledge of health services available through Logan Health Conrad as fair or poor. * 4. Survey respondents indicated they learn about available health services through “Word of mouth/reputation” (66.5%), “Friends/family” (64.6%), “Healthcare provider” (57.0%), “Newspaper” (35.4%), “Radio” (28.5%), and “Social media” (25.3%). * 6. Survey respondents indicated that “More primary care providers” (41.3%), “More specialists” (38.5%), “More information about available services” (37.1%) and “Payment assistance programs (healthcare expenses)” (27.3%) would improve the community’s access to healthcare. * 7. Survey respondents indicated an interest in the following classes or programs: “Health and wellness” (51.8%), “Fitness” (41.0%), “Weight loss” (36.7%), and “Women’s health” (36.0%). * 8. 58.2% of survey respondents report utilizing a “Blood pressure check” in the last year. * 14. Key informant interview participants indicated interest in an increase in health education outreach and fitness opportunities. | | | | | |
| **Anticipated Impact(s) of these Activities:**   * Improved awareness of services available through Logan Health Conrad. * Increased early detection of chronic disease and access to preventive treatment efforts. * Improved health outcomes. * Service, policy, and resources development. * Improve access to high quality, coordinated care. * Strengthen community partnerships. * Build community capacity. * Increased community knowledge of resources. | | | | | |
| **Plan to Evaluate Anticipated Impact(s) of these Activities:**   * Track number of attendees at the health fair. * Track number of screenings provided to community members. * Track progress towards developing a youth and family wellness program. * Track health measures in subsequent CHNA. | | | | | |
| **Measure of Success:**   * Increased percentage of patient population who receive preventive care. * Increased awareness of Logan Health services. * Increased participation in wellness activities. | | | | | |

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| **Goal 2:** Enhance Logan Health Conrad’s chronic care management and prevention efforts to reduce chronic disease burden. | | | | | |
| **Strategy 2.2:** Enhance chronic care management services and resources through Logan Health Conrad. | | | | | |
| **Activities** | **Responsibility** | **Timeline** | **Final Approval** | **Partners** | **Potential Barriers** |
| 2.2.1. Continue to develop and refine internal protocols to determine eligible participants for chronic care management program. | Medical Staff, RHC Manager, Care Coordinator, Acute Director of Nursing | Ongoing | RHC Manager, CHNA Steering Committee | Neuman Center, Logan Health system partners | Resource Limitations, Dedicated staffing |
| 2.2.2. Create outreach and education materials to invite potential participants. | Marketing and Communications team, RHC Manager | 12/2022 and ongoing | Systems Marketing and Communication, President, RHC Manager | County Health Department, Logan Health system partners | None identified |
| **Needs Being Addressed by this Strategy:**   * 1. Top health concerns of survey respondents included “Cancer” (49.0%), “Alcohol/substance abuse” (39.5%), “Overweight/obesity” (21.0%), “Prescription/illegal drug use” (17.8%), “Depression/anxiety” (12.1%), and “Lack of exercise” (11.5%). * 2. Survey respondents indicated that “Access to healthcare” (43.0%), “Good jobs and a healthy economy” (37.3%), “Healthy behaviors and lifestyles” (27.8%) are components of a health community. * 7. Survey respondents indicated an interest in the following classes or programs: “Health and wellness” (51.8%), “Fitness” (41.0%), “Weight loss” (36.7%), and “Women’s health” (36.0%). * 8. 58.2% of survey respondents report utilizing a “Blood pressure check” in the last year. * 14. Key informant interview participants indicated interest in an increase in health education outreach and fitness opportunities. | | | | | |
| **Anticipated Impact(s) of these Activities:**   * Improved awareness of services available through Logan Health Conrad. * Improved management of chronic diseases. * Improved health outcomes. * Service, policy, and resources development. * Improve access to high quality, coordinated care. * Increased community knowledge of resources. | | | | | |
| **Plan to Evaluate Anticipated Impact(s) of these Activities:**   * Track number of referrals to Chronic Care Management Program. * Track progress towards developing outreach and educational materials. * Track health measures in subsequent CHNA. | | | | | |
| **Measure of Success:**   * Increased referrals to chronic care management programs of 10% annually for total increase of 30% by end of Implementation Period. | | | | | |

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| **Goal 2:** Enhance Logan Health Conrad’s chronic care management and prevention efforts to reduce chronic disease burden. | | | | | |
| **Strategy 2.3:** Enhance health education offerings through Logan Health Conrad. | | | | | |
| **Activities** | **Responsibility** | **Timeline** | **Final Approval** | **Partners** | **Potential Barriers** |
| 2.3.1. Continue to convene a team at Logan Health Conrad that develops and champions health and wellness resources/opportunities/ partnerships. | Management Council, Wellness Committee | Ongoing, Annual | CHNA Steering Committee, President | County Health Department | Resource Limitations, Dedicated staffing |
| 2.3.2. Revisit the development of a health education series (ex. women’s health, fitness and nutrition, prevention and screenings). | Management Council, Wellness Committee | 12/2022, ongoing | CHNA Steering Committee, President | County Health Department, Conrad Schools, Community Health Foundation | Resource Limitations, Dedicated staffing |
| 2.3.3. Enhance and develop modalities to increase engagement and dissemination of health education and resource series (video on website, social media, presentations, etc.). | Marketing and Communications team | Ongoing | CHNA Steering Committee, President | Logan Health system partners | Resource Limitations, Dedicated staffing |
| **Needs Being Addressed by this Strategy:**   * 1. Top health concerns of survey respondents included “Cancer” (49.0%), “Alcohol/substance abuse” (39.5%), “Overweight/obesity” (21.0%), “Prescription/illegal drug use” (17.8%), “Depression/anxiety” (12.1%), and “Lack of exercise” (11.5%). * 2. Survey respondents indicated that “Access to healthcare” (43.0%), “Good jobs and a healthy economy” (37.3%), “Healthy behaviors and lifestyles” (27.8%) are components of a health community. * 3. 32.3% of respondents rated their knowledge of health services available through Logan Health Conrad as fair or poor. * 4. Survey respondents indicated they learn about available health services through “Word of mouth/reputation” (66.5%), “Friends/family” (64.6%), “Healthcare provider” (57.0%), “Newspaper” (35.4%), “Radio” (28.5%), and “Social media” (25.3%). * 6. Survey respondents indicated that “More primary care providers” (41.3%), “More specialists” (38.5%), “More information about available services” (37.1%) and “Payment assistance programs (healthcare expenses)” (27.3%) would improve the community’s access to healthcare. * 7. Survey respondents indicated an interest in the following classes or programs: “Health and wellness” (51.8%), “Fitness” (41.0%), “Weight loss” (36.7%), and “Women’s health” (36.0%). * 8. 58.2% of survey respondents report utilizing a “Blood pressure check” in the last year. * 14. Key informant interview participants indicated interest in an increase in health education outreach and fitness opportunities. | | | | | |
| **Anticipated Impact(s) of these Activities:**   * Increased awareness of health and wellness opportunities in Pondera County. * Improved access to health and wellness resources and opportunities. * Improved health outcomes. * Service and resources development. * Increased community knowledge of resources. | | | | | |
| **Plan to Evaluate Anticipated Impact(s) of these Activities:**   * Track number participants at health and wellness events. * Track progress towards developing health education and resources. * Track engagement with health education and resources shared on website and social media. * Track health measures in subsequent CHNA. | | | | | |
| **Measure of Success:**   * All community health and wellness resources and programs are published and disseminated by Logan Health Conrad to the community in 2022 and ongoing. | | | | | |

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| **Goal 3:** Enhance access to healthcare services in Pondera County. | | | | | |
| **Strategy 3.1:** Enhance access to and awareness of primary care services available through Logan Health Conrad. | | | | | |
| **Activities** | **Responsibility** | **Timeline** | **Final Approval** | **Partners** | **Potential Barriers** |
| 3.1.1. Build upon the outreach materials that were created to educate community on provider scope of practice. Create opportunities to introduce Logan Health Conrad’s provider team to the community (provider’s scope, interests, and patient testimonials). | Marketing and Communications team | 12/2022 | CHNA Steering Committee, President, RHC Manager | Logan Health system partners | Resource Limitations, Dedicated staffing |
| 3.1.2. Refine outreach and messaging to educate community and staff on how to access the most appropriate level of care (ED vs. walk-in vs. clinic appointment). | Marketing and Communications team | 12/2022 | CHNA Steering Committee, President,  RHC Manager | Logan Health system partners | Resource Limitations, Dedicated staffing |
| 3.1.3. Continue Logan Health Conrad’s presence in the community as a source for health education, outreach, and resources. Explore additional opportunities for outreach and partnerships at community events. | Marketing and Communications team | ongoing | CHNA Steering Committee, President,  RHC Manager | Logan Health system partners | Resource Limitations, Dedicated staffing |
| 3.1.4. Explore the efficacy of leveraging the new digital billboard to increase the awareness of available services through Logan Health Conrad. | Marketing and Communications team | 12/2022, ongoing | CHNA Steering Committee, President,  RHC Manager, Systems Marketing and Communications | Logan Health system partners | Resource Limitations, Dedicated staffing |
| 3.1.5. Improve patient access to primary care services through the exploration of platforms that allow for online appointment scheduling. Create a community education campaign to assist in patient navigation and utilization of the new scheduling platform. | Marketing and Communications team, Systems IT | 12/2023 | President, RHC Manager | Logan Health system partners | Resource Limitations |
| 3.1.6. Develop an outreach plan to improve the awareness of available payment assistance programs and insurance navigation. | Marketing and Communications team, RHC Manager | 12/2023 | President, RHC Manager | Montana DPHHS | Resource Limitations |
| **Needs Being Addressed by this Strategy:**   * 2. Survey respondents indicated that “Access to healthcare” (43.0%), “Good jobs and a healthy economy” (37.3%), “Healthy behaviors and lifestyles” (27.8%) are components of a health community. * 3. 32.3% of respondents rated their knowledge of health services available through Logan Health Conrad as fair or poor. * 4. Survey respondents indicated they learn about available health services through “Word of mouth/reputation” (66.5%), “Friends/family” (64.6%), “Healthcare provider” (57.0%), “Newspaper” (35.4%), “Radio” (28.5%), and “Social media” (25.3%). * 6. Survey respondents indicated that “More primary care providers” (41.3%), “More specialists” (38.5%), “More information about available services” (37.1%) and “Payment assistance programs (healthcare expenses)” (27.3%) would improve the community’s access to healthcare. * 9. 26.3% of survey respondents indicated they delayed or did not receive needed healthcare services; reasons for delay included “It cost too much” (27.5%), and “COVID-19 barriers/concerns” and “Don’t like providers” (22.5% each), and “Too long to wait for an appointment” and “Qualified provider not available” (20.0% each). * 14. Key informant interview participants indicated interest in an increase in health education outreach and fitness opportunities. | | | | | |
| **Anticipated Impact(s) of these Activities:**   * Improved appropriate use of service lines. * Improved awareness and access to payment assistance for patients in need (i.e., Sliding Fee Scale and navigation of Medicaid resources). * Increased community knowledge of services. * Improved health outcomes. * Service, policy, and resources development. | | | | | |
| **Plan to Evaluate Anticipated Impact(s) of these Activities:**   * Track engagement with outreach campaigns. * Track utilization of payment assistance programs and navigation services. * Track progress towards adopting a scheduling platform. * Track utilization of scheduling platform as a result of education campaign. | | | | | |
| **Measure of Success:**   * LHC improves capacity to treat all patients regardless of ability to pay. * Improved access to primary care. | | | | | |

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| **Goal 3:** Enhance access to healthcare services in Pondera County. | | | | | |
| **Strategy 3.2:** Improve access to specialty care services through Logan Health Conrad. | | | | | |
| **Activities** | **Responsibility** | **Timeline** | **Final Approval** | **Partners** | **Potential Barriers** |
| 3.2.1. Continue to refine outreach materials educating the community on specialty provider services available locally (ex. integrated behavioral health, pulmonology, etc.). | Marketing and Communications team | 12/2022, Ongoing | CHNA Steering Committee, President,  RHC Manager, Systems Marketing and Communications | Logan Health system partners | None identified |
| 3.2.2. Explore enhancing specialty care services at Logan Health Conrad onsite and/or via telehealth (ex. telepsychiatry in ER, cardiology, urology, dermatology). | President, Acute DON, RHC Manager | Ongoing | President, Acute DON, RHC Manager | Logan Health system partners | Resource Limitations |
| **Needs Being Addressed by this Strategy:**   * 2. Survey respondents indicated that “Access to healthcare” (43.0%), “Good jobs and a healthy economy” (37.3%), “Healthy behaviors and lifestyles” (27.8%) are components of a health community. * 3. 32.3% of respondents rated their knowledge of health services available through Logan Health Conrad as fair or poor. * 4. Survey respondents indicated they learn about available health services through “Word of mouth/reputation” (66.5%), “Friends/family” (64.6%), “Healthcare provider” (57.0%), “Newspaper” (35.4%), “Radio” (28.5%), and “Social media” (25.3%). * 5. Key informant interview participants were interested in enhanced awareness of traveling specialty providers. * 6. Survey respondents indicated that “More primary care providers” (41.3%), “More specialists” (38.5%), “More information about available services” (37.1%) and “Payment assistance programs (healthcare expenses)” (27.3%) would improve the community’s access to healthcare. * 9. 26.3% of survey respondents indicated they delayed or did not receive needed healthcare services; reasons for delay included “It cost too much” (27.5%), and “COVID-19 barriers/concerns” and “Don’t like providers” (22.5% each), and “Too long to wait for an appointment” and “Qualified provider not available” (20.0% each). | | | | | |
| **Anticipated Impact(s) of these Activities:**   * Improved access to specialty care provider services. * Increase access to high quality, coordinated healthcare services. * Increased community knowledge of services. * Improved health outcomes. * Reduce disease burden. * Service, policy, and resources development. | | | | | |
| **Plan to Evaluate Anticipated Impact(s) of these Activities:**   * Track engagement with outreach materials. * Track specialty care utilization. * Track the progress of enhancing specialty care services onsite and via telehealth. | | | | | |
| **Measure of Success:**   * LHC will see increase in utilization of visiting providers. * LHC will increase the number of specialty providers available for appointment at the Rural Health Clinic. | | | | | |

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| **Goal 3:** Enhance access to healthcare services in Pondera County. | | | | | |
| **Strategy 3.3:** Enhance Logan Health Conrad’s coordination and collaboration efforts among area partners to enhance access to healthcare and community resources. | | | | | |
| **Activities** | **Responsibility** | **Timeline** | **Final Approval** | **Partners** | **Potential Barriers** |
| 3.3.1. Collaborate with community partners to identify available health resources and opportunities to disseminate timely health education and services. | RHC Manager, Clinical Navigator | 12/2023 | CHNA Steering Committee | Community partners | Resource Limitations, Dedicated staffing |
| 3.3.2. Explore partnering with a community network involving Logan Health system partners and regional community health champions to discuss community health challenges and opportunities. | RHC Manager, Clinical Navigator, President | 12/2023 | CHNA Steering Committee | Logan Health system partners, Community health partners | Resource Limitations, Dedicated staffing |
| **Needs Being Addressed by this Strategy:**   * 2. Survey respondents indicated that “Access to healthcare” (43.0%), “Good jobs and a healthy economy” (37.3%), “Healthy behaviors and lifestyles” (27.8%) are components of a health community. * 3. 32.3% of respondents rated their knowledge of health services available through Logan Health Conrad as fair or poor. * 4. Survey respondents indicated they learn about available health services through “Word of mouth/reputation” (66.5%), “Friends/family” (64.6%), “Healthcare provider” (57.0%), “Newspaper” (35.4%), “Radio” (28.5%), and “Social media” (25.3%). * 6. Survey respondents indicated that “More primary care providers” (41.3%), “More specialists” (38.5%), “More information about available services” (37.1%) and “Payment assistance programs (healthcare expenses)” (27.3%) would improve the community’s access to healthcare. * 9. 26.3% of survey respondents indicated they delayed or did not receive needed healthcare services; reasons for delay included “It cost too much” (27.5%), and “COVID-19 barriers/concerns” and “Don’t like providers” (22.5% each), and “Too long to wait for an appointment” and “Qualified provider not available” (20.0% each). | | | | | |
| **Anticipated Impact(s) of these Activities:**   * Increase access to high quality, coordinated healthcare services. * Increased awareness of available community support services. * Build community capacity. * Improved health outcomes. * Reduce disease burden. * Strengthen community partnerships. * Service and resources development. | | | | | |
| **Plan to Evaluate Anticipated Impact(s) of these Activities:**   * Track number of community meetings. * Catalog partners who are represented at community meetings. * Track engagement with health education dissemination. | | | | | |
| **Measure of Success:** Together with its community and system partners, LHC will increase capacity to care for and educate its patient population. | | | | | |

# Needs Not Addressed and Justification

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| **Identified health needs unable to address**  **by Logan Health Conrad** | **Rationale** |
| 1. 5.1% of survey respondents reported they had worried that they would not have enough food to eat within the last year. | Logan Health Conrad provides monetary and food donations to the local food pantry. However, providing a robust strategy to address food insecurity is outside the scope of our services. |
| 1. 15.8% of survey respondents feel that there are adequate and affordable housing options available. | Housing affordability is a challenging issue to tackle alone. As time allows in the future, Logan Health Conrad would be open to engaging with community partners to in discussions related to housing affordability. |

# Dissemination of Needs Assessment

Logan Health Conrad “LHC” disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website ([logan.org/health/about/community-health-needs-assessment](https://www.logan.org/health/about/community-health-needs-assessment))as well as having copies available at the facility should community members request to view the community health needs assessment or the implementation planning documents.

The Steering Committee, which was formed specifically as a result of the CHSD (Community Health Services Development) process to introduce the community to the assessment process, will be informed of the implementation plan to see the value of their input and time in the CHSD process as well as how LHC is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Pondera County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of LHC will be directed to the hospital’s website to view the complete assessment results and the implementation plan. LHC board members approved and adopted the plan on **May 24, 2022**. Board members are encouraged to familiarize themselves with the needs assessment report and implementation plan, so they can publicly promote the facility’s plan to influence the community in a beneficial manner.

Written comments on this 2022-2025 Logan Health Conrad Community Benefit Strategic Plan can be submitted to:

Marketing

Logan Health Conrad

805 Sunset Blvd.

Conrad, Montana 59425

Contact Logan Health Conrad’s Marketing Department, Jael Johnson at [ksmedsrud@logan.org](mailto:ksmedsrud@logan.org) with questions.