

IMPLEMENTATION PLAN

Addressing Community Health Needs

Broadwater Health Center ~ Townsend, Montana

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Disclaimer: 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.

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The Implementation Planning Process

The implementation planning committee – comprised of Broadwater Health Center’s leadership team and board members – participated in an implementation planning process to systematically and thoughtfully respond to all issues and opportunities identified through the Community Health Services Development (CHSD) needs assessment process. The facility conducted the CHSD process in conjunction with the Montana Office of Rural Health (MORH).

The CHSD community health needs assessment was performed in the summer of 2016 to determine the most important health needs and opportunities for Broadwater County, Montana. “Needs” were identified as the top issues or opportunities rated by respondents during the CHSD survey process or during focus groups (see page 47 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 (<http://www.broadwaterhealthcenter.com/>).

The implementation planning committee identified the most important health needs to be addressed by reviewing the CHNA, secondary data, community demographics, and input from representatives representing the broad interest of the community, including those with public health expertise (see page 47 for additional information regarding input received from community representatives).

The implementation planning committee determined which needs or opportunities could be addressed considering Broadwater Health Center’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:

1. Awareness of Services
2. Access to healthcare services
3. Educational programs/classes

In addressing the aforementioned issues, Broadwater Health Center seeks to:

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

Broadwater Health Center's Mission:

Broadwater Health Center is dedicated to improving the health of our community, our patients, and ourselves.

Broadwater Health Center's Vision:

We will be the healthcare organization where the most caring professionals are employed, where quality medical providers practice, and where the community chooses to receive care.

Broadwater Health Center's Values:

Patient safety: We will continually advance patient safety and quality of care.

Financial Viability: We use our resources wisely to meet our needs today and tomorrow.

Integrity: We are truthful, accountable, fair, ethical and transparent in our relationships.

Excellence: We provide quality care for our patients because we expect the best of ourselves.

Implementation Planning Committee Members:

- Kyle Hopstad - CEO, Broadwater Health Center (BHC)
- Jenny Clowes- CFO, BHC
- Leota Gormmely, RN- ADON
- April Campbell- HR, BHC
- Shienne Spatzierath- Material Management, BHC
- Ashley Thuele- Social Services, BHC
- Alex Potter- Activities, BHC
- Margaret Ruckey, RN- Care Coordinator, BHC
- William R. Hubber- Board Chairman, BHC Board of Directors
- L. Bradford Campbell- Vice Chairman, BHC Board of Directors

Prioritizing the Community Health Needs

The CHSD Steering Committee completed the following to prioritize the community health needs:

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

Broadwater Health Center's Existing Presence in the Community

- Broadwater Health Center (BHC) provides ambulance coverage at local athletic events.
- Providers at BHC administer wellness programs for school staff and local businesses.
- The facility offers athletic physicals at a reduced price.
- Broadwater Health Center is present at an annual health fair in Helena, as well as other community events during the year (i.e. Fallfest).
- The facility staffs a physical therapy booth at school during the Spring and Fall Sports Rules meetings
- BHC hosts students interested in health careers.
- The facility hosts social events periodically to promote hospital services and to raise funds for hospital equipment.
- List any other activities your facility performs in the community. Wellness screens. Community Foundation fundraising events

List of Available Community Partnerships and Facility Resources to Address Needs

- Broadwater County schools provide resources and education regarding various health topics (i.e. dental health, alcohol and substance abuse, etc.).
- The Montana Hospital Association provides educational training, technical assistance to BHC regarding grants and other opportunities available.
- The Monida Healthcare Network provides a joint venture Mobile MRI service to facilities (including BHC) across western Montana.
- Bozeman Deaconess Hospital provides training and assistance regarding BHC's revenue cycle management.

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

- Mountain-Pacific Quality Health Montana provides resources and assistance to Montana providers to ensure the best quality healthcare for patients. The Frontier Medicine Better Health Partnership (FMBHP) is a collaboration formed to address the unique healthcare challenges in frontier/rural communities.
- Economic Development Groups (Rotary, Chamber, HRDC)
- Health Services (CHC, Public Health, Mental Health Services)
- Health/Wellness (Fitness Center, Bountiful Baskets, Fun Run)
- Broadwater County Development Corporation retains and expands businesses in Broadwater County and supports infrastructure and beautification efforts.
- Community Development Block Grant, a division of the Montana Department of Commerce.
- Broadwater County
- Senior Center
- Local Churches
- MSU Broadwater County Extension Agent
- Local Law Enforcement
- Montana AHEC
- Montana Colleges and Universities
- AARP
- National Rural ACO [Accountable Care Organization]

Broadwater County Indicators

Low Income Persons

- 11% of persons are below the federal poverty level

Uninsured Persons

- 22.4% of adults less than age 65 are uninsured
- Data is not available by county for uninsured children less than age 18

Leading Causes of Death: Primary and Chronic Diseases

- Cancer
- Heart Disease
- Unintentional injuries

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

Elderly Populations

- 21% of Broadwater County's Population is 65 years and older

Size of County and Remoteness

- 5,692 people in Broadwater County (US Census Bureau, 2013)
- 4.7 people per square mile

Nearest Major Hospital

- St. Peter's Hospital in Helena, MT is 34 miles from Broadwater Health Center

Public Health and Underserved Populations Consultation Summaries

Public Health Consultation [Joanie Brooks – Broadwater County Public Health – July 5, 2016]

- Senior services
- Access to immunizations
- Difficult for people to travel for services

Underserved Population – Senior Citizens [Connie Anderson – Townsend Senior Center – June 28, 2016]

- Transportation.
- Senior care services- assistance for things as basic as grocery shopping and getting to appointments.
- Access to specialty services locally. Eye care, foot care, dermatology would be helpful so people don't have to leave town.

Needs Identified and Prioritized

Prioritized Needs to Address

1. 55.1% of survey respondents rated the general health of the community as “Somewhat Healthy” and 5.1% felt the community is “unhealthy.”
2. 28.6% rated their knowledge of health services available at BHC as “Fair” or “Poor.”
3. “Access to health care and other services” (60.8%) was indicated as the most important component required for a healthy community.
4. “More primary care providers” (41.3%), “More specialists” (26.6%), and “Improved quality of care” (28.7%) were the highest indicated ways to improve access to healthcare services.
5. 23.7% of respondents indicated they delayed or did not receive needed healthcare services in the past three year.
6. “It costs too much” (46.9%) and “No insurance” (28.1%) were the top two reasons why respondents did not get or delayed receiving needed care.
7. 39% of respondents indicated they were not aware or unsure of programs that help people pay their healthcare bills.
8. Respondents indicated their perception of overall mental health services in the community as Fair (2.0 out of 4.0). With availability of substance abuse treatment programs and mental health services as 1.9 out of 4.0 (Poor).
9. Top health concern identified was “Alcohol abuse/substance abuse” (62.2%).
10. Specialty services respondents indicated interest in: Dermatology (16.8%), Ultrasound (9.8%) and Cardiac rehabilitation (9.8%).
11. Key informant interviews indicated a need for dermatology services locally.
12. “Weight loss” (23.1%), “Fitness” (21%), and “Nutrition” (20.3%) were the top three most popular choices for interest in educational classes/programs.
13. 14.5% of respondents indicated they have physical activity of at least 20 minutes “3-5 times/month” and 7.9% indicated “1-2 times/month” or less.

Needs Unable to Address

(See page 23 for additional information)

1. The second and third top health concerns in the community were: “Overweight/obesity” (33.6%) and “Cancer” (29.4%).
2. Key informant interviews indicated a need for improved access to senior services (such as personal care attendants, transportation).
3. Top identified desired healthcare services were: “Ophthalmology” (30.1%), “Mammography” (19.6%), and “MRI” (18.2%).

Executive Summary

The following summary briefly represents the goals and corresponding strategies and activities which the facility will execute to address the prioritized health needs (from page 9). For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section, which begins on page 14.

Goal 1: Improve access to the healthcare services at BHC through increased awareness of available hospital services.

Strategy 1.1: Utilize a variety of communication strategies to better inform the BHC service area of hospital services, as well as increase and diversify outreach efforts regarding services available at BHC.

Activities:

- Develop monthly newsletters to inform community of existing services offered at BHC as well as dissemination plan
- Develop process/strategy to educate BHC staff on available specialty services
- Explore new marketing strategies such as utilization of social media, promoted Facebook, reader board/marque, improve hospital signage
- Meet with community stakeholders/partners to help develop a resource book of available local/county services
- Assist in the dissemination of resource book to community
- Develop community outreach opportunities with providers, administration at various community events (i.e. health fair, Town hall meetings, Community BBQs, Fall Fest)
- Develop ER/Hospital discharge packet with health service information
- Conduct feasibility study for new Foundation/Marketing position

Goal 2: Increase access to healthcare services in Broadwater County.

Strategy 2.1: Enhance community's access to healthcare services through recruitment and retention of quality providers and workforce.

Activities:

- Develop facility plan to retain current providers
- Create an "Award and Recognition" program to highlight staff efforts
- Develop a staff orientation process for new employees
- Develop a staff evaluation protocol to enhance standards of care and performance
- Explore development of a progression program or career ladder for nursing staff
- Continue offering REACH Camps and student rotation/shadowing opportunities to enhance the community's workforce pipeline efforts
- Establish BHC as a clinical site for nursing and allied health students

Strategy 2.2: Continue and promote BHC Care Coordination efforts to enhance access to primary care services.

Activities:

- Continue Patient Navigator program
- Promote and educate community on Charity Care program
- Promote and educate community on Pharmacy program
- Continue participating in Rural ACO pilot project
- Develop and provide community outreach on ACO project and it's potential impact on community's access to services

Strategy 2.3: Increase community's access to specialty care to decrease community's need to travel for services.

Activities:

- Explore feasibility of expanding specialty services in Dermatology
- Explore feasibility of expanding specialty services in Cardiology
- Explore feasibility of expanding specialty services in Cardiac Rehabilitation
- Explore feasibility of expanding specialty services in Ultrasound

Strategy 2.4: Increase access to mental and behavioral health services in Broadwater County.

Activities:

- Participate in Mountain Pacific Quality grant to integrate mental health services in BHC clinic
- Explore providing mental health services with local public schools

Strategy 2.5: Explore feasibility of integrating/collaborating BHC and Public Health services to better meet the community's needs.

Activities:

- Convene meeting with County Public Health Department
- Convene meeting with County Officials
- Conduct community town hall/informational meetings to educate community on new partnership if pursued

Goal 3: Develop and or promote current health education and outreach activities to engage community in health and wellness activities.

Strategy 3.1: Provide education, resources, and activities that promote healthy living.

Activities:

- Develop and promote outreach materials and classes surrounding diabetes, prevention, drivers education (AARP), and utilization of Care Coordinator program through BHC
- Explore opportunities to expand educational offerings in areas such as agricultural safety, maternal and child services (Lamaze, breastfeeding, new mom care, immunizations)
- Continue partnership and sponsorship of community events that promote health and wellness (Broadwater Walks, Health Fair, Fall Fair)

Strategy 3.2: Develop a community health and wellness challenge.

Activities:

- Convene BHC staff committee to determine wellness challenge
- Develop promotional materials
- Develop marketing strategy to promote challenge
- Determine community partners/sponsors for community health challenge

Implementation Plan Grid

Goal 1: Improve access to the healthcare services at BHC through increased awareness of available hospital services.

Strategy 1.1: Utilize a variety of communication strategies to better inform the BHC service area of hospital services, as well as increase and diversify outreach efforts regarding services available at BHC.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Develop monthly newsletters to inform community of existing services offered at BHC as well as dissemination plan.	Leadership team	Ongoing	CEO		Staff/Resource Limitations
Develop process/strategy to educate BHC staff on available specialty services	Leadership team	Spring 2017	CEO		Staff/Resource Limitations
Explore new marketing strategies such as utilization of social media, promoted Facebook, reader board/marque, improve hospital signage	Leadership team	Ongoing	CEO		Resource/financial Limitations
Meet with community stakeholders/partners to help develop a resource book of available local/county services	Leadership team	Spring 2017	CEO	Civic organization, County Health, AARP	Staff/Resource Limitations
Assist in the dissemination of resource book to community	Leadership team	Fall 2017	CEO	Civic organization, County Health, AARP	Staff/Resource Limitations
Develop community outreach opportunities with providers, administration at various community events (i.e. health fair, Town hall meetings, Community BBQs, Fall Fest)	Leadership team	Ongoing	CEO		Staff/Resource/ Financial Limitations
Develop ER/Hospital discharge packet with health service information	Leadership team	Summer 2017	CEO		Staff/Resource/ Financial Limitations
Conduct feasibility study for new Foundation/Marketing position	Leadership team	Ongoing	CEO		Financial Limitations

Needs Being Addressed by this Strategy:

- #1: 55.1% of survey respondents rated the general health of the community as “Somewhat Healthy” and 5.1% felt the community is “unhealthy.”
- #2: 28.6% rated their knowledge of health services available at BHC as “Fair” or “Poor.”
- #3: “Access to health care and other services” (60.8%) was indicated as the most important component required for a healthy community.

Goal 1.1 continued...

Anticipated Impact(s) of these Activities:

- Increased awareness of healthcare services available
- Increased access to healthcare services
- Increased utilization of healthcare services at BHC
- Improved health outcomes

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

- Track utilization of facility before and after educational efforts and resources manual are made available to public.
- Determine effectiveness of marketing efforts by identifying quantifiable (volumes) and un-quantifiable (community awareness, engagement, feedback) factors year to year.

Measure of Success: Broadwater Health Center will develop public awareness/educational strategies for community and staff by 12/31/2017 and will perform an annual review of articles, resources and outreach utilized.

Goal 2: Increase access to healthcare services in Broadwater County.

Strategy 2.1: Enhance community's access to healthcare services through recruitment and retention of quality providers and workforce.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Develop facility plan to retain current providers	CEO & Medical Staff	Summer 2017	Board		Resource Limitations
Create an "Award and Recognition" program to highlight staff efforts	HR/ Leadership team	Summer 2017	CEO	Montana Colleges and Universities local schools	Resource Limitations
Develop a staff orientation process for new employees	HR/ Leadership team	12/31/2016	CEO		Resource Limitations
Develop a staff evaluation protocol to enhance standards of care and performance	HR/ Leadership team	12/31/2016	CEO		Resource Limitations
Explore development of a progression program or career ladder for nursing staff	DON	Ongoing	CEO		Resource Limitations
Continue offering REACH Camps and student rotation/shadowing opportunities to enhance the community's workforce pipeline efforts	April/ Leadership team	Ongoing	CEO	Montana AHEC	Resource Limitations/ Scheduling Conflicts
Establish BHC as a clinical site for nursing and allied health students	April/ Leadership team	1/15/17	CEO	Montana Colleges and Universities	Resource/Staff Limitations

Needs Being Addressed by this Strategy:

- #3: "Access to health care and other services" (60.8%) was indicated as the most important component required for a healthy community.
- #4: "More primary care providers" (41.3%), "More specialists" (26.6%), and "Improved quality of care" (28.7%) were the highest indicated ways to improve access to healthcare services.

Anticipated Impact(s) of these Activities:

- Increase access to healthcare services
- Increase staff knowledge of available services
- Improved health outcomes

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

- BHC retention plan developed
- BHC Award and Recognition program developed
- New staff orientation and evaluation processes developed

Measure of Success: Broadwater Health Center provides student clinical rotations by January 2017.

Goal 2: Increase access to healthcare services in Broadwater County.

Strategy 2.2: Continue and promote BHC Care Coordination efforts to enhance access to primary care services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue Patient Navigator program	CFO/Patient Accts/ Care Coordinator	Ongoing	CEO		Resource/Financial Limitations
Promote and educate community on Charity Care program	CFO/Daniel/ Care Coordinator	Ongoing	CEO		Resource/Financial Limitations
Promote and educate community on Pharmacy program	Paulet Doctor, DON	Ongoing	CEO		Resource/Financial Limitations
Continue participating in Rural ACO pilot project	Leadership team	Ongoing	CEO	National Rural ACO	Resource/Financial Limitations
Develop and provide community outreach on ACO project and it's potential impact on community's access to services	Leadership team	3/15/2017	CEO	National Rural ACO	Resource/Financial Limitations

Needs Being Addressed by this Strategy:

- #1: 55.1% of survey respondents rated the general health of the community as “Somewhat Healthy” and 5.1% felt the community is “unhealthy.”
- #2: 28.6% rated their knowledge of health services available at BHC as “Fair” or “Poor.”
- #3: “Access to health care and other services” (60.8%) was indicated as the most important component required for a healthy community.
- #4: “More primary care providers” (41.3%), “More specialists” (26.6%), and “Improved quality of care” (28.7%) were the highest indicated ways to improve access to healthcare services.
- #5: 23.7% of respondents indicated they delayed or did not receive needed healthcare services in the past three year.
- #6: “It costs too much” (46.9%) and “No insurance” (28.1%) were the top two reasons why respondents did not get or delayed receiving needed care.
- #7: 39% of respondents indicated they were not aware or unsure of programs that help people pay their healthcare bills.

Anticipated Impact(s) of these Activities:

- Increased access to healthcare services
- Increased knowledge of healthcare services
- Improved health outcomes

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

- Track number of patients referred to and utilizing Charity Care Program
- Track number of patients referred to and utilizing Pharmacy Program
- Track number of patients served by Patient Navigator

Goal 2: Increase access to healthcare services in Broadwater County.

Strategy 2.3: Increase community’s access to specialty care to decrease community’s need to travel for services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Explore feasibility of expanding specialty services in Dermatology	Leadership team	12/1/2017		Surrounding providers	Resource/Financial/Space Limitations
Explore feasibility of expanding specialty services in Cardiology	Leadership team	12/1/2017		Surrounding providers	Resource/Financial/Space Limitations
Explore feasibility of expanding specialty services in Cardiac Rehabilitation	Leadership team	12/1/2017		Surrounding providers	Resource/Financial/Space Limitations
Explore feasibility of expanding specialty services in Ultrasound	Leadership team	12/1/2017		Surrounding providers	Resource/Financial/Space Limitations

Needs Being Addressed by this Strategy:

- #3: “Access to health care and other services” (60.8%) was indicated as the most important component required for a healthy community.
- #4: “More primary care providers” (41.3%), “More specialists” (26.6%), and “Improved quality of care” (28.7%) were the highest indicated ways to improve access to healthcare services.
- #5: 23.7% of respondents indicated they delayed or did not receive needed healthcare services in the past three year.
- #10: Specialty services respondents indicated interest in: Dermatology (16.8%), Ultrasound (9.8%) and Cardiac rehabilitation (9.8%).
- #11: Key informant interviews indicated a need for dermatology services locally.

Anticipated Impact(s) of these Activities:

- Increase access to healthcare services
- Improved health outcomes

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

- Track new specialty services offered
- Track utilization of specialty services

Measure of Success: Broadwater Healthcare expands specialty services offered to Broadwater County community.

Measure of Success: Broadwater Health Center continues ACO program.

Goal 2: Increase access to healthcare services in Broadwater County.

Strategy 2.4: Increase access to mental and behavioral health services in Broadwater County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Participate in Mntn Pacific Quality grant to integrate mental health services in BHC clinic	Leadership team	Ongoing	CEO	Leadership team	Resource/Financial Limitations
Explore providing mental health services with local public schools	Leadership team	10/01/2016	CEO	Townsend Public Schools	Staff/Resource/Financial Limitations

Needs Being Addressed by this Strategy:

- #3: “Access to health care and other services” (60.8%) was indicated as the most important component required for a healthy community.
- #4: “More primary care providers” (41.3%), “More specialists” (26.6%), and “Improved quality of care” (28.7%) were the highest indicated ways to improve access to healthcare services.
- #8: Respondents indicated their perception of overall mental health services in the community as Fair (2.0 out of 4.0). With availability of substance abuse treatment programs and mental health services as 1.9 out of 4.0 (Poor).
- #9: Top health concern identified was “Alcohol abuse/substance abuse” (62.2%).

Anticipated Impact(s) of these Activities:

- Improve access to behavioral and mental health services
- Improve health outcomes

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

- Track implementation of BH/MH services in Clinic
- Track referrals from clinic for MH/BH services
- Track ER visits related to MH/BH needs
- Track students receiving MH/BH services in school setting

Measure of Success: BHC has a fully integrated and sustainable behavioral and mental health program within their clinic setting by *April 2018*

Goal 2: Increase access to healthcare services in Broadwater County.

Strategy 2.5: Explore feasibility of integrating/collaborating BHC and Public Health services to better meet the community's needs.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Convene meeting with County Public Health Department	Leadership team	Winter 2017	CEO	Broadwater County	Resource/Financial Limitations
Convene meeting with County Officials (needed?)	Leadership team	Winter 2017	CEO	Broadwater County	Resource Limitations/ Scheduling Conflicts
Space needs? Would you be combining into once building? Other?	Leadership team	Spring 2018	CEO	Broadwater County	Resource/Space Limitations
Conduct community town hall/informational meetings to educate community on new partnership	Leadership team	Spring 2018	CEO	Broadwater County	Resource Limitations

Needs Being Addressed by this Strategy:

- #1: 55.1% of survey respondents rated the general health of the community as “Somewhat Healthy” and 5.1% felt the community is “unhealthy.”
- #3: “Access to health care and other services” (60.8%) was indicated as the most important component required for a healthy community.
- #5: 23.7% of respondents indicated they delayed or did not receive needed healthcare services in the past three year.
- #6: “It costs too much” (46.9%) and “No insurance” (28.1%) were the top two reasons why respondents did not get or delayed receiving needed care.

Anticipated Impact(s) of these Activities:

- Improved awareness of health services
- Improved access to health services
- Improved health outcomes

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

- Track meetings and outcomes of discussion

Measure of Success: A decision is made whether to integrate/collaborate BHC with BCPH or not by 12/31/2017.

Goal 3: Develop and or promote current health education and outreach activities to engage community in health and wellness activities.

Strategy 3.1: Provide education, resources, and activities that promote healthy living.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Develop and promote outreach materials and classes surrounding diabetes, prevention, drivers education (AARP), and utilization of Care Coordinator program through BHC	Leadership team	1/15/17	CEO	Civic organization, County Health, AARP	Staff/Resource Limitations
Explore opportunities to expand educational offerings in areas such as agricultural safety, maternal and child services (Lamaze, breastfeeding, new mom care, immunizations)	Leadership team	1/15/17	CEO	Civic organization, County Health, AARP	Staff/Resource/ Financial Limitations
Continue partnership and sponsorship of community events that promote health and wellness (Broadwater Walks, Health Fair, Fall Fair)	Leadership team	1/15/17	CEO	Civic organization, County Health, AARP	Staff/Resource/ Financial Limitations

Needs Being Addressed by this Strategy:

- #1: 55.1% of survey respondents rated the general health of the community as “Somewhat Healthy” and 5.1% felt the community is “unhealthy.”
- #2: 28.6% rated their knowledge of health services available at BHC as “Fair” or “Poor.”
- #3: “Access to health care and other services” (60.8%) was indicated as the most important component required for a healthy community.
- #12: “Weight loss” (23.1%), “Fitness” (21%), and “Nutrition” (20.3%) were the top three most popular choices for interest in educational classes/programs
- #13: 14.5% of respondents indicated they have physical activity of at least 20 minutes “3-5 times/month” and 7.9% indicated “1-2 times/month” or less.

Anticipated Impact(s) of these Activities:

- Increased awareness of healthcare services available
- Increased access to healthcare services
- Increase in utilization of healthcare services at BHC
- Increase in utilization of community health resources and programs
- Improved health outcomes

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

- Track number of educational outreach classes/programs offered
- Track number of patients attending classes/programs
- Track progress of the development community partnerships and outcomes of the partnership

Measure of Success: Broadwater Health Center will review outreach and educational efforts and monitor program attendance, new referrals, and utilization rates quarterly.

Goal 3: Develop and or promote current health education and outreach activities to engage community in health and wellness activities.

Strategy 3.2: Develop a community health and wellness challenge.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Convene BHC staff committee to determine wellness challenge	CEO	11/8/17	CEO		Resource/Financial Limitations
Develop promotional materials	Leadership team	03/15/17	CEO		Staff/Resource Limitations
Develop marketing strategy to promote challenge	Leadership team	11/25/17	CEO		Time/Staff/Resource Limitations
Determine community partners/sponsors for community health challenge	Leadership team	10/15/17	CEO		Resource Limitations

Needs Being Addressed by this Strategy:

- #1: 55.1% of survey respondents rated the general health of the community as “Somewhat Healthy” and 5.1% felt the community is “unhealthy.”
- #2: 28.6% rated their knowledge of health services available at BHC as “Fair” or “Poor.”
- #3: “Access to health care and other services” (60.8%) was indicated as the most important component required for a healthy community.
- #12: “Weight loss” (23.1%), “Fitness” (21%), and “Nutrition” (20.3%) were the top three most popular choices for interest in educational classes/programs
- #13: 14.5% of respondents indicated they have physical activity of at least 20 minutes “3-5 times/month” and 7.9% indicated “1-2 times/month” or less.

Anticipated Impact(s) of these Activities:

- Increased awareness of healthcare services available
- Improved health outcomes

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

- Track community partners/sponsorships of challenge
- Track number of participants in community challenge

Measure of Success: Broadwater Health Center will hold a community health and wellness challenge by 06/30/2018.

Needs Not Addressed and Justification

Identified health needs unable to address by Broadwater Health Center	Rationale
<ul style="list-style-type: none"> ▪ The second and third top health concerns in the community were: “Overweight/obesity” (33.6%) and “Cancer” (29.4%). 	<ul style="list-style-type: none"> • BHC has limited staff and space needed to address these problems and will continue to refer to providers better suited to address these needs.
<ul style="list-style-type: none"> ▪ Key informant interviews indicated a need for improved access to senior services (such as personal care attendants, transportation). 	<ul style="list-style-type: none"> • Transportation via bus service is available to the community 1x a month. BHC does not have the financial resources required to market this service and there may be other services that are better suited. There is also a local errand company available for hirer.
<ul style="list-style-type: none"> ▪ Top identified desired healthcare services were: “Ophthalmology” (30.1%), “Mammography” (19.6%), and “MRI” (18.2%). 	<ul style="list-style-type: none"> • Broadwater Health Center does not have the financial resources or space to provide fulltime ophthalmology at this time. BHC currently offers space to a visiting ophthalmologist as well as offers Mammography and MRI through a mobile visiting unit monthly.

Dissemination of Needs Assessment

Broadwater Health Center “BHC” disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website (<http://www.broadwaterhealthcenter.com/about-us.html>) 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 BHC is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Broadwater County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of BHC will be directed to the hospital’s website to view the complete assessment results and the implementation plan. BHC board members approved and adopted the plan on **October 26, 2016**. Board members are encouraged to familiarize themselves with the needs assessment report and implementation plan so they can publically promote the facility’s plan to influence the community in a beneficial manner.

BHC will establish an ongoing feedback mechanism to take into account any written comments it may receive on the adopted implementation plan document.

[Please remove the following statement and the disclaimer in the footer once the planning document is finalized]

**Please note that you will need to include information specific to these requirements:*

- *You must post your community health needs assessment (CHNA) and your facility’s implementation plan publicly – both “conspicuously” on your website as well as have a hard copy available at your facility should someone request to view either/both documents.*
 - o *Your documents must remain on the web until two subsequent CHNA reports have been posted*
 - o *An individual must not be required to create an account or provide personally identifiable information to access the report*
 - o *A paper copy must be available for public inspection without charge*
- *Your facility’s implementation plan must be approved and the plan must document the date upon which the plan was approved/adopted*