

NORTHERN MONTANA HOSPITAL COMMUNITY HEALTH NEEDS ASSESSMENT & IMPLEMENTATION STRATEGY



Strategic Direction 2014 - 2017

A description of the collaborative efforts Northern Montana Hospital to identify the Community Health Needs of Hill County, Montana; including the implementation plan.

EXECUTIVE SUMMARY

The Community Health Needs Assessment is a requirement of the IRS for hospitals to maintain their non-profit status. It is also a requirement that hospitals implement a plan to address the health needs identified.

Northern Montana Hospital has partnered with the Hill County Health Consortium to engage multiple segments of the community in collaboration, assessment and planning of the health needs of Hill County. In order to get a deeper look into the health status of our community from which our goals would be drawn, multiple assessments were used along with county and facility statistical data.

The collaborative assessments relied upon included:

- The Hill County Community Health Needs Assessment Report, a collaborative development of the regional North Central Montana Healthy Communities group. This health needs assessment identified the “ten most serious health concerns” in the County. (Attachment A)
- The Early Childhood Investment Team (ECIT) needs assessment; which looked at issues specifically facing young children in Hill County. (Attachment B)
- A review of the previous CHIP completed in 2011 which identified three areas of focus
 - Obesity – Nutrition and Physical Activity
 - Awareness of Health Care Resources
 - Unsafe Sex
- Facility Statistical Data indicates the top diagnosis in the population are consistently:
 - Diabetes
 - Hypertension
 - Depression

In the current planning cycle, community representatives chose new areas of focus after review of the assessments and consideration of the community’s ability to make improvements in the area chosen. For the period of 2014-2017 the Community representatives focus is on the following priorities. (Attachment C)

- Alcohol Abuse
- Mental Health
- Teen Pregnancy

These population health initiatives were identified and are being implemented as part of the collaborative effort of the Hill County Health Consortium. Northern Montana Hospital is able to address some of the actions identified for these programs over these three years. In addition to those needs identified, the hospital has identified the priority of developing a Patient Centered Medical Home.

ABOUT NORTHERN MONTANA HOSPITAL

Northern Montana Hospital (NMH) is the center of a comprehensive system of medical and health care services, staffed with a team of caring professionals who are dedicated to meeting the growing needs of our Hi-Line communities. The not-for-profit, 49-bed community hospital and acute care facility features a 24-hour physician-staffed emergency department, with state-of-the-art diagnostic imaging and electronic medical record services. Our large, quiet labor/birthing rooms are private and located away from other patient care areas. The newly remodeled private patient rooms on the 5th floor Medical/Surgical Department boast views from every window.

Northern Montana Hospital was awarded the 2009 Quality Assurance Award from Mountain-Pacific Quality Health. Our administration, staff, and medical providers are committed to delivering high quality, comprehensive health care services to the people of the Hi-Line communities of Montana.

Specialties of our active staff of doctors include Internal Medicine, Family Medicine, Emergency Medicine, Oncology, OB/GYN Women's Health, General Surgery, Ophthalmology, Orthopedic Surgery and Sports Medicine, Anesthesiology, Podiatry, Pathology, Psychiatry, Psychology, and Radiology.

For the convenience of our patients, we also host visiting physicians at our clinics in the areas of Cardiology, Neurology, Pediatric Pulmonology, Urology, Radiation Oncology, Nephrology, Endocrinology, and Optometry.

Mission: to deliver high quality, comprehensive health care services to the Hi-Line communities.

Vision: to be the healthcare provider and employer of choice for our Hi-Line communities.

Core Values: Quality, Caring, Service!

THE COMMUNITY SERVED

The community served is defined by geographical boundaries, highway infrastructure, and other healthcare providers. While our catchment service area includes Hill, Blaine, Liberty Phillips and Choteau counties our largest patient population is centered in Hill County. The demographic profile of Hill County is quite homogenous with the service area population.

Hill County is located in North Central Montana, USA, bordering Canada. It is comprised of 10 discernible population centers: Havre, Gildford, Hingham, Kremlin, Rudyard, Inverness, Rocky Boy's Reservation, East End Hutterite Colony, Hilldale Hutterite Colony, Gildford Hutterite Colony, and multiple farms and ranches. Hill County encompasses an area of 2,897 square miles, measuring 62 miles by 60 miles at its farthest points. Considered a "frontier" county by the Public Health Service, Hill County boasts 5.75 residents per square mile with a total population of 16,658 people. Native Americans represent 23% of this population, and the majority live on the Rocky Boy's Reservation. Havre (pop.9, 771), the county seat, is located in the eastern part of the county. Approximately 59% of Hill County residents live in Havre.

Blaine County is also located in North Central Montana, USA, and bordering Canada. It borders Hill County on the East. It is comprised of eight discernible population centers: Chinook, Harlem, Hogeland, Turner, Fort Belknap Reservation, Turner Hutterite Colony, North Harlem Hutterite Colony, and Heartland Hutterite Colony. Blaine County encompasses an area of 4,226 square miles. There are 1.6 residents

per square mile and a total population of 6,604. The Public Health Service also considers Blaine County “frontier”. Native Americans represent 48.8% of the total population, with the biggest concentration on the Fort Belknap Reservation. Chinook (pop. 1,203), the county seat, is located in the western part of Blaine County and contains 18% of the population.

Portions of Liberty and Phillips Counties, as well as the Big Sandy Census District of Chouteau County are also included in the catchment area of Northern Montana Hospital. This total area encompasses 11,400 square miles, an area about the size of the states of Maryland and Delaware combined.

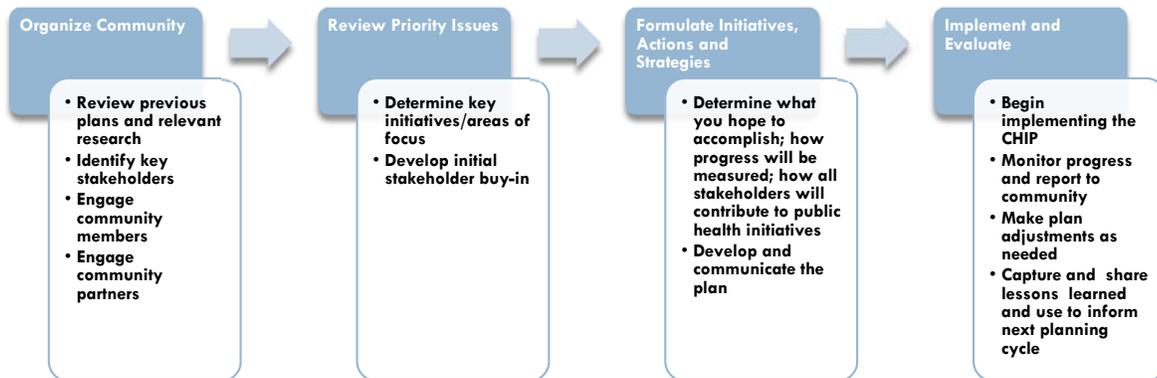
Socioeconomic Characteristics have repeatedly shown to have a significant impact on health. Those with lower socioeconomic status are more likely to engage in high risk behaviors, such as tobacco use. They are less likely to have adequate health care coverage and less likely to get preventative health care. Lower socioeconomic status groups are often targeted for public health interventions. Socioeconomic characteristics for Hill County as compared to Montana overall are noted below. The areas shaded in green represent positive indicators and those shaded in red are indicators of concern.

Socioeconomic Measures	Hill County	Montana
Unemployment Rate	5.3%	4.5%
Median Household Income	\$ 46,724	\$ 43,000
Percent High School Graduates or GED attainment of the population 25 years or older	91%	87%
Percent of population below Federal Poverty Level		
o Children <18	25.7%	19%
o Adults 18-64	16.9%	13%
o Adults 65+	8.3%	9%
Food Stamp Recipients	10.0%	8.8%
Marital Status		
o Never Married	29%	28%
o Married	55%	55%
o Widowed	6%	5%
o Divorced	9%	12%

Source: FactFinder 2010 U.S. Census Data

The Process

The 2014-2017 community health needs assessment process involves a great deal of collaboration with hospital and community partners including Danielle Golie, RN, Director of the Hill County Health Department. Northern Montana Hospital partnered with the Hill County Health Consortium to engage multiple segments of the community in collaboration, assessment and planning of the health needs of Hill County. In order to get a deeper look into the health status of our community multiple assessments were used along with county and facility statistical data as outlined here:



THE PARTNERS

The Hill County Consortium is composed of many important stakeholders in our community who put in a great deal of time and resources. Those who participated included:

1. Northern Montana Hospital
2. Hill County Health Department
3. Montana State University - Northern
4. Bullhook Community Health Center
5. Boys and Girls club of the Hi-Line
6. Board of Health
7. Community Members
8. Rocky Boy Health Department
9. Salvation Army
10. United Way
11. Human Resource Development Council (HRDC)
12. Hill County Extension Office
13. Havre Public Schools
14. Sanitarian/Planner
15. Commissioner
16. Havre Daily News
17. New Media Broadcasters, Inc.
18. Office of Public Assistance
19. Opportunity Link
20. Youth Dynamics
21. Community members

Initiatives were derived from the outcomes generated at the community health planning stakeholder meetings held in August and November. On behalf of the Consortium Rodd Kopp, Principal and Founder, Strategic Vision Consulting, reviewed the outcomes and developed initiative, action objective and strategy language.

LEADERSHIP

Hill County Health Consortium: The Hill County Health Consortium effort is spearheaded by Christen Obresley of Northern Montana Hospital, Danielle Golie of the Hill County Health Department and Cindy Smith of the Bull Hook Community Health Center.

Board, Senior Leadership, and Medical Staff Input and Engagement: Senior Leadership received updates through regularly scheduled meetings. Medical Staff was engaged through the Provider Office Practice Team and Operations Committee. The Board of Trustees was updated Semi-annually by the Marketing Department.

Approval of the Board of Trustees: The Board of Trustees was apprised of the priority areas chosen by the Hill County Health Consortium and endorsed participation with implementation.

THE PRIORITIES

Priority Issue One: Alcohol Abuse

Hill County community health survey respondents chose alcohol abuse as their most serious health concern in the most recent Community Health Needs Assessment report. Behavioral Risk factors support this concern as an area on which the county needs to focus. Both binge drinking and heavy drinking are self-reported higher in Hill County than Montana overall.

This issue of alcohol abuse was identified as a major health concern in the Hill County Health Needs Assessment and was chosen from outcomes generated in the community health planning stakeholder meetings held in August and November.

Initiative 1 – Create a multi-disciplinary alcohol abuse prevention team to develop an integrated, county-wide approach for intervention, education, policy review and treatment.

Actions:

1. *Identify key stakeholders to join task force.*
2. *Conduct an inventory of current alcohol related programs, policies and procedures, laws, ordinances and practices in Hill County.*
3. *Engage appropriate community partners in implementing routine alcohol screening, intervention, and referral.*
4. *Develop strategies to reduce second or subsequent DUIs by 5% by the end of the planning period.*
5. *Develop a strategic plan to reduce alcohol abuse based on the Community Anti-Drug Coalitions of America's (CADCA) seven strategies for community change by 2017.*

Northern Montana Hospital does not have the existing infrastructure, organizational competencies or established protocols to deal with implementing most of the actions identified in Initiative 1. Northern Montana Hospital does engage in routine alcohol screening, intervention and referral as part of the Rural Health Clinic annual visit with the Patient Family Social History update process.

Priority Issue Two: Mental Health Awareness

Social and Mental Health Indicators for Hill County led stakeholders to choose mental health as an area of concern to be addressed in the current planning cycle. Hill County residents who responded to the community health survey indicated the three most important mental health issues that impacted them included: Work-related stress, Depression, and Alcohol use.

The following initiative was derived from the outcomes generated in the community health planning stakeholder meetings held in August and November.

Initiative 2 – Engage community partners in conversations to develop a comprehensive mental health system

- ##### **Actions:**
1. *Engage community partners in developing a multi-disciplinary, multi-organization approach to implement mental health interventions.*
 2. *Seek funding for a Community Mental Health Coordinator to assist community partners in developing the comprehensive mental health system and to develop/manage stakeholder relationships.*
 3. *Utilize evidence based screening tools in primary care settings.*

4. *Investigate the opportunity to work with the school system to develop appropriate school-based intervention strategies.*
5. *Utilize/Create communication tools to equip community members to recognize signs of depression and potential for suicide. Include other mental health concerns as identified.*

Northern Montana Hospital Utilizes evidence based screening tools in the primary care setting. Utilizing the Patient Health Questionnaire-2 (PHQ-2) inquiries are made about the frequency of depressed mood and anhedonia over the past two weeks. The purpose of the PHQ-2 is not to establish final diagnosis or to monitor depression severity, but rather to screen for depression in a “first step” approach.

Priority Issue 3: Teen Pregnancy

The Hill County Health Needs Assessment completed in Summer 2013 indicated the rate of births to teens was significantly higher in Hill County when compared with Montana overall. Births to adolescents is defined as the number of live births to mothers 15-17 years of age, divided by the estimated population of females 15-17 years of age. The rate for Hill County is 39.1 per 1000 compared to the State of Montana at 29.2 per 1000.

Initiative 3 – Engage teens and community partners in developing community resources to reduce teen pregnancy.

Actions:

1. *Form working group (task group)*
2. *Increase resources and support for pregnant teens.*
3. *Include teens in planning and strategy development.*
4. *Provide evidence based awareness building and education opportunities.*
5. *Increase access to reproductive health care.*

Northern Montana Hospital provides reproductive health care services to teens during their pregnancy and delivery at the Northern Montana Family Medical Center.

Priority Issue 4: Patient Centered Medical Home (PCMH)

Northern Montana Hospital PCMH efforts focus on population health needs identified in the health care system. The top three diagnoses are Diabetes, Hypertension and Depression. Data metrics are being collected on Asthma, Coronary Artery Disease (CAD), Chronic Obstructive Pulmonary Disease (COPD), Diabetes, Hyperlipidemia, Hypertension, Ischemic Vascular Disease (IVD), and Depression.

Initiative 4 – Engage the Northern Montana Hospital Rural Health Clinics in population health management through the development and accreditation of a PCMH.

1. *Focus on clinical quality measures and data collection for clinical effectiveness that include:*
 - a. *Controlling High Blood Pressure as measured by the percentage of patients 18-85 years of age with a diagnosis of Hypertension with adequate blood pressure control.*
 - b. *Breast Cancer Screening as measured by the percentage of women age 40-69 years who had a mammogram to screen for breast cancer.*
 - c. *Cervical Cancer Screening as measured by the percentage of women 21-64 years of age who received a pap smear to screen for cervical cancer.*
 - d. *Pneumonia Vaccination as measured by the percentage of patients over the age of 65 who have received a pneumonia vaccination.*

2. *Focus on Population Health Measures and data collection that include:*
 - a. *Screening for Clinical Depression as measured by the percentage of patients 12 years and older who were screened for clinical depression.*
 - b. *Follow-up care as measured by the percentage of patients who were identified that have established a follow-up plan.*
 - c. *Tobacco Screening and Cessation as measured by the percentage of patients age 13 and older who are screened for tobacco use and received cessation counseling.*
 - d. *Immunizations as measured by the percentage of patients who have received age appropriate immunizations.*

THE PLAN

Northern Montana Hospital supports the Consortium through in-kind donations such as meeting rooms, copies, and web-site postings. Financial support was provided to the Consortium for the CHNA/CHIP. The activities identified in Initiative 1-3 have been incorporated by existing programs and providers, no additional resources or programs were required.

Northern Montana Hospital is dedicated to keeping the population healthy through chronic disease management and health promotion. The implementation of Initiative 4 required the hiring of a Care Manager who is responsible for the implementation of the PCMH. The PCMH is a team based health care delivery model that provides comprehensive and continuous medical care to patients with the goal of maximizing the health of the community.

CONCLUSION

Over the long run, these efforts are expected to positively impact the overall health status, lifestyle, risk behavior and mental health of the residents of the catchment. Northern Montana Hospital cannot possibly meet all of the identified actions in the Community Health Needs Assessment. As the County's Health Improvement process evolves, Northern Montana Hospital will address the unmet needs within the context of our overall approach as those need align with our Mission, Vision and Core Values. This is a living document, which will be modified and changed according to the needs of the population and the strategic direction of Northern Montana Hospital.