

IMPLEMENTATION PLAN

Addressing Community Health Needs

Livingston HealthCare ~ Livingston, Montana

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Disclaimer: The Montana Office of Rural Health strongly encourages 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 Livingston HealthCare’s leadership team and members of the community steering committee – 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 winter of 2016 to determine the most important health needs and opportunities for Park 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 12 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.livingstonhealthcare.org/>)

The implementation planning committee identified the most important health needs to be addressed by reviewing the community health needs assessment, secondary data, community demographics, and input from representatives representing the broad interest of the community, including those with public health expertise (see page 10 for additional information regarding input received from community representatives).

The implementation planning committee determined which needs or opportunities could be addressed considering Livingston HealthCare’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. Mental and Behavioral Health
2. Transportation
3. Health and Wellness

In addressing the aforementioned issues, Livingston HealthCare seeks to:

- a) Improve access to mental and behavioral health services in Park County
- b) Improve community's access to transportation in and around Park County
- c) Enhance health and wellness education opportunities in Park County

Livingston HealthCare's Mission:

- Serving through quality healthcare.

Livingston HealthCare's Vision:

- Our vision is to become:
 - A preferred healthcare organization, achieving excellence in quality, service, and compassionate care;
 - A caring, respected team, delivering a continuum of care through superior technology, facilities, and education;
 - An employer of choice, providing all staff with opportunities for growth, recognition, and achievement;
 - A financially secure organization, focused on continuous improvement of service and strategic planning for a robust future.

Livingston HealthCare's Values:

- **Respect.** We conduct our interactions with patients, families, the community, and each other with mutual respect and dignity.
- **Integrity.** We build our relationships with honesty, sincerity, and the highest ethical standards.
- **Compassion.** We serve our patients, their families, and each other with warmth and empathy,
- **Excellence.** We strive for superior quality healthcare and business performance

Implementation Planning Committee Members:

1. Michael McCormick – Director, Livingston Food Resource Center
2. Barbra Woodbury- Park County Environmental Health
3. Ashly Holland- Southwest Chemical Dependency Program
4. Verne Beffert- Park County Special Education Co-op
5. Jessica Wilcox- Food and Nutrition Services Manager, Livingston HealthCare
6. Heather Jurvakinen- Park County Public Health
7. Lander Cooney- Community Health Partners
8. Peter D. Fox- Park County Community Foundation
9. Heidi C Barrett- Park County Senior Center
10. Peggy Tombre- Area IV Agency on Aging
11. Deb Brown- Medcor, Yellowstone National Park
12. Ryan Speas- Finance Director, Livingston HealthCare
13. Ashley Peterson- Marketing, Livingston HealthCare
14. Deb Anczak- Performance Improvement Director, Livingston HealthCare
15. Bren Lowe- CEO, Livingston HealthCare

Prioritizing the Community Health Needs

The implementation planning 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

Livingston HealthCare's Existing Presence in the Community

- Fall Health Festival - The annual Livingston HealthCare Fall Health Festival provides community members with a wide array of services and entertainment. From our free and low cost health screens to a healthy breakfast, family entertainment and fun giveaways. This event provide screenings such as bone density, blood pressure, body fat, balance, grip strength, and blood sugars and saw over 600 attendees this past year.
- Spring Health Screens - Each year, Livingston HealthCare offers low-cost health screens to Park County residents in Livingston, Gardiner, and Shields Valley. These annual screenings include a blood profile test that checks for diabetes and measures patients' thyroid function, kidneys, liver, cholesterol, and more to ensure health.
- Educational Series – Livingston HealthCare provides ongoing educational outreach to the community through a series of free classes including prenatal education for expecting mothers and families and lactation consultants and support, grief support group for individuals coping with loss, and a stroke support group.
- Wellness Programs – Livingston HealthCare provides wellness programming for a healthy lifestyle including Healthy Steps, an exercise program designed for anyone seeking supervised exercise and for persons with special health concerns, Strong People, a community exercise and nutrition program targeted to midlife and older individuals, Livingston Trails Rx, a community trails wellness program to increase physical fitness, and Lifestyle Balance, a program for prediabetic individuals or those that have risk factors for diabetes and are ready to make a change towards a healthier lifestyle.

- Financial Assistance Programs – Livingston HealthCare has two licensed patient navigators that assist patients with insurance enrollment and a medication assistance program that assists patients relieve the financial burden of prescription costs.

List of Available Community Partnerships and Facility Resources to Address Needs

- Community Health Partners
- Western Montana Mental Health Center offers behavioral health services in Park County.
- Southwest Chemical Dependency provides outpatient treatment in chemical dependency, codependency, prevention/education and planning services.
- HRDC provides programs and services in the areas of housing, food and nutrition, child and youth development, senior empowerment, community transportation, and community development.
- Park County Public Health Department offers a variety of services to the community, including child/adult immunizations, disease surveillance, public health emergency preparedness, and referrals for care or resources. Park County Connect Program collaborates with other community agencies to provide a social worker who assists patients in navigating the health care system.
- Park County Public Schools
- Park County Active Transportation Coalition
- Montana Office of Rural Health (MORH) provides technical assistance to rural health systems and organizations

Park County Indicators

Low Income Persons

- 11% of persons are below the federal poverty level

Uninsured Persons

- 21.4% of adults under the age of 65 are uninsured
- Data is not available by county (data is available for some counties) for uninsured children less than age 18

Leading Causes of Death: Primary and Chronic Diseases

- Cancer
- Heart Disease
- Unintentional Injuries

* Note: Unintentional Injuries: External cause of injury often by, but not limited to, drowning, fall, fire/burn, motor vehicle/traffic related, poisoning and suffocation.

Elderly Populations

- 15% of Park County's Population is 65 years and older

Size of County and Remoteness

- 16,189 people in Park County
- 5.8 people per square mile

Nearest Major Hospital

- Bozeman Health, Bozeman, Montana– 26 miles from Livingston
- Billings Clinic, Billings, Montana- 115 miles from Livingston

Public Health and Underserved Populations Consultation Summaries

Public Health Consultation – June 26, 2015

Heather Jurvainen, Park County Public Health

Barbra Woodbury, Park County Environmental Health

Lander Cooney, Community Health Partners (Community Health Center)

Ashly Holland, Southwest Chemical Dependency Services

- Water-how community members access water? Septic system vs. municipal sewer? How are people disposing of their wastewater?
- I think the cover letter is very wordy and I think it may put people off from responding. I would suggest streamlining it, less words and more space on the page.
- The survey as is does not really address medical services that are non-western medicine based i.e. naturopathic care, acupuncture.
- Suicide is a huge concern in our area.
- Accidental deaths- drinking, driving, shootings.
- Domestic violence.
- Mental health needs.

Underserved Population – Low Income, Underinsured – June 26, 2015

Lander Cooney, Community Health Partners (Community Health Center)

Michael McCormick, Livingston Food Resource Center

- Large income disparities.
- Need to make sure the survey and cover letter are at the appropriate reading level to make this survey accessible to everyone.
- Children's services – pediatric, obesity, healthy foods, affordable childcare, disability services, abuse/neglect, mental health.
- Access to healthy foods.

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Underserved Population – Youth – June 26, 2015

Verne Beffert, Park County Special Education Co-op

Heather Jurvainen, Park County Public Health

Michael McCormick, Livingston Food Resource Center

- What child services are needed in our community? Do people feel they have access to pediatric services of all types? How are the available services?
- Consistent and affordable access to healthy foods.
- Affordable childcare.

Needs Identified and Prioritized

Prioritized Needs to Address

1. “Alcohol abuse/substance abuse” (63.8%) was selected as the highest health concern in the community.
2. “Suicide” and “Depression/anxiety” were selected as the second and third highest health concerns in the community.
3. Mental health and substance abuse were highlighted as major issues in the community during the focus groups that were conducted in Livingston.
4. Approximately 15% of respondents indicated that they had felt depressed on most days for at least three consecutive months.
5. Significantly more 2016 respondents (30.3%) indicated ‘transportation assistance’ would improve the community’s access to healthcare.
6. Focus group participants indicated a concern regarding transportation to LHC’s new facility.
7. “Access to health care and other services” (54.3%) and “Healthy behaviors and lifestyles” (36.7%) were indicated as two of the most important components required for a healthy community.
8. Focus groups indicated a need for more education and awareness about resources in the community.
9. Approximately 50% of respondents rated their knowledge of health services available at LHC as “Good”, 31.7% selected “Fair” and 6% indicated that their knowledge of services is “Poor”.
10. Respondents indicated that “Greater health education services” (35.1%) would improve their community’s access to health care.
11. “Fitness” (25.6%), “Health and wellness” (33%), and “First aid/CPR” (30.9%) were the three most popular choices of respondents in terms of interest in educational classes/programs.

Needs Unable to Address

(See page 27 for additional information)

1. Respondents indicated that “More affordable healthcare” (70.7%) would improve their community’s access to health care.
2. Respondents indicated that “More specialists” (33.5%) would improve their community’s access to health care.
3. “Aging services” (37.2%) and “Veterans programs” (34.0%) were the top two choices for health and wellness services which respondents felt were lacking in the community.
4. Over a quarter of respondents (26.7%) indicated that they were unaware of programs that help people pay for healthcare bills.

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 12). For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section, which begins on page 17.

Goal 1: Improve access to and coordination of mental and behavioral health services in Park County.

Strategy 1.1: Assess mental and behavioral health workforce at LHC

Activities:

- Determine social worker staffing needs (FTE)
- Hire social worker(s) for Clinic/Hospital

Strategy 1.2: Enhance integration and utilization of ‘Connect Program’

Activities:

- Deliver education for staff and providers regarding Connect Program
- Convene staff workgroup to develop new protocol for integrating referrals for Connect Program into workflow (ED, discharge, clinic, as appropriate)
- Develop procedure to identify patients who would qualify to participate in Connect Program

Strategy 1.3: Enhance behavioral-based screenings in clinic to assist in earlier identification of mental health needs

Activities:

- Convene clinic provider workgroup to assess current screening protocol
- Research best practices for screening and clinic integration processes
- Develop and integrate referral process based on standard screening tools.

Goal 2: Improve community's access to transportation in and around Park County.

Strategy 2.1: Collaborate with community partners on transportation needs in Park County.

Activities:

- Continue participation on Park County Active Transportation Coalition to address needs related to active transportation, public transportation and enhancing community awareness.

Goal 3: Enhance health and wellness education and opportunities in Park County.

Strategy 3.1: Improve awareness of available services for LHC staff

Activities:

- Create a LHC staff and services directory
- Disseminate new directory to LHC staff

Strategy 3.2: Improve awareness of available services for community

Activities:

- Development of a health and wellness services directory for public use
- Disseminate new directory to community
- Expand marketing outreach strategy utilizing the local newspaper, Living Well publication, social media, and community meetings

Strategy 3.3: Enhance worksite wellness programs

Activities:

- Explore feasibility of creating an occupational health program
- Explore implementation of incentive program for employee health insurance

Strategy 3.4: Improve community knowledge of health and wellness programs available at LHC

Activities:

- Continue current programs that focus on health and wellness
 - Lifestyle Balance, Healthy Seniors/Strong program, Healthy Steps program, Walk with the Docs, Livingston Trails Rx, Community Health Day/Farmers Market
- Develop new outreach efforts to enhance knowledge of health and wellness opportunities through LHC
- Explore the development of youth health career exploration through partnerships with AHEC, local schools, etc.
- Convene staff committee to evaluate effectiveness of Health Fair offerings and community partnerships
- Reach out to new partners to participate/sponsor community Health Fair

Implementation Plan Grid

Goal 1: Improve access to mental and behavioral health services in Park County.

Strategy 1.1: Assess mental and behavioral health workforce at LHC.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Determine social worker staffing needs (FTE)	Clinic Director and Psychiatrist	Jan 1, 2017	CEO		Resource limitations
Hire social worker(s) for Clinic/Hospital	Clinic Director, HR	Jan 1, 2017	CEO		Resource limitations, financial limitations

Needs Being Addressed by this Strategy:

1. “Alcohol abuse/substance abuse” (63.8%) was selected as the highest health concern in the community.
2. “Suicide” and “Depression/anxiety” were selected as the second and third highest health concerns in the community.
3. Mental health and substance abuse were highlighted as major issues in the community during the focus groups that were conducted in Livingston.
4. Approximately 15% of respondents indicated that they had felt depressed on most days for at least three consecutive months.
7. “Access to health care and other services” (54.3%) and “Healthy behaviors and lifestyles” (36.7%) were indicated as two of the most important components required for a healthy community.
8. Focus groups indicated a need for more education and awareness about resources in the community.
10. Respondents indicated that “Greater health education services” (35.1%) would improve their community’s access to health care.

Anticipated Impact(s) of these Activities:

- Increased access to needed behavioral health services.
- Decreased misuse of emergency services.
- Increased number of behavioral health referrals.
- Improved community health.

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

- Track number of referrals to Park County Connect Program
- Track number of psychiatrist visits hired.
- Tack number of patients served by social worker(s).

Measure of Success: Increase access and referrals to mental health providers (social workers and/or physicians) by June 30, 2017

Goal 1: Improve access to mental and behavioral health services in Park County.

Strategy 1.2: Enhance integration and utilization of ‘Connect Program.’

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Deliver education for staff and providers regarding Connect Program	ED Nurse Manager	12/1/2016	CEO	Public Health Department	Resource limitations
Convene staff workgroup to develop new protocol for integrating referrals for Connect Program into workflow (ED, discharge, clinic, as appropriate)	ED Nurse Manager	12/1/2016	CEO	Public Health Department	Scheduling conflicts, resource limitations
Develop procedure to identify patients who would qualify to participate in Connect Program	ED Nurse Manager	12/1/2016	CEO	Public Health Department	

Needs Being Addressed by this Strategy:

- 3. Mental health and substance abuse were highlighted as major issues in the community during the focus groups that were conducted in Livingston.
- 9. Approximately 50% of respondents rated their knowledge of health services available at LHC as “Good”, 31.7% selected “Fair” and 6% indicated that their knowledge of services is “Poor”.
- 10. Respondents indicated that “Greater health education services” (35.1%) would improve their community’s access to health care.

Anticipated Impact(s) of these Activities:

- Increased awareness of available programs/resource in the community.
- Increased access to needed behavioral health services.
- Decreased misuse of emergency services.

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

- Track number of patients utilizing the Community Connect program.
- Track number of repeat ER users before and after implementation of Connect Program to determine if ER misuse is decreasing.

Measure of Success: LHC will include Community Connect protocol in current ER procedures.

Goal 1: Improve access to mental and behavioral health services in Park County.

Strategy 1.3: Enhance behavioral-based screenings in clinic to assist in earlier identification of mental health needs.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Convene clinic provider workgroup to assess current screening protocol and needs.	Clinic director/ medical staff	1/1/2017	CEO		Resource limitations, Scheduling conflicts
Research best practices for screening and clinic integration processes.	Clinic director/ medical staff	1/1/2017	CEO		Resource limitations
Develop and integrate new protocol for screenings.	Clinic director/ medical staff	1/1/2017	CEO		Resource limitations

Needs Being Addressed by this Strategy:

1. “Alcohol abuse/substance abuse” (63.8%) was selected as the highest health concern in the community.
2. “Suicide” and “Depression/anxiety” were selected as the second and third highest health concerns in the community.
3. Mental health and substance abuse were highlighted as major issues in the community during the focus groups that were conducted in Livingston.
4. Approximately 15% of respondents indicated that they had felt depressed on most days for at least three consecutive months.

Anticipated Impact(s) of these Activities:

- Increased access to needed behavioral health services.
- Increased utilization of preventative mental health measures (i.e. counselling, support groups, medication)
- Improved mental and behavioral health outcomes.

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

- Protocol is developed for behavioral- based screenings
- Track integrating into clinic protocol
- Track number of referrals to behavioral resources

Measure of Success: LHC will integrate behavioral-based screening process.

Goal 2: Improve community’s access to transportation in and around Park County.

Strategy 2.1: Collaborate with community partners on transportation needs in Park County.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue participation on Park County Active Transportation Coalition to address needs related to active transportation, public transportation and enhancing community awareness.	Marketing Manager	Ongoing	CEO	Transportation Coalition	Scheduling conflicts

Needs Being Addressed by this Strategy:

1. Significantly more 2016 respondents (30.3%) indicated ‘transportation assistance’ would improve the community’s access to healthcare.
2. Focus group participants indicated a concern regarding transportation to LHC’s new facility.
3. “Access to health care and other services” (54.3%) and “Healthy behaviors and lifestyles” (36.7%) were indicated as two of the most important components required for a healthy community.

Anticipated Impact(s) of these Activities:

- Increased awareness of available transportation resources in the community.
- Increased access healthcare services.
- Improved transportation systems within the community.

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

- Track LHC’s attendance at Transportation Coalition meetings.

Measure of Success: LHC will continue to be an active participant and supporter of the Park Co. Active Transportation Coalition.

Goal 3: Enhance health and wellness education and opportunities in Park County.

Strategy 3.1: Improve awareness of available services for LHC staff.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Create a LHC staff and services directory.	Marketing	10/1/2016	CEO		Resource limitations
Dissemination new directory to LHC staff.	Marketing	11/1/2016	CEO		Resource limitations

Needs Being Addressed by this Strategy:

7. Access to health care and other services” (54.3%) and “Healthy behaviors and lifestyles” (36.7%) were indicated as two of the most important components required for a healthy community.
8. Focus groups indicated a need for more education and awareness about resources in the community.
9. Approximately 50% of respondents rated their knowledge of health services available at LHC as “Good”, 31.7% selected “Fair” and 6% indicated that their knowledge of services is “Poor”.
10. Respondents indicated that “Greater health education services” (35.1%) would improve their community’s access to health care.

Anticipated Impact(s) of these Activities:

- Increased awareness of available services/resources available at LHC.
- Increased number of referrals to services/resources at LHC.
- Improved efficiency and utilization of services.

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

- Monitor market share of offered services for outmigration.

Measure of Success: LHC will develop and disseminate staff and services directory by 11/1/2016

Goal 3: Enhance health and wellness education and opportunities in Park County.

Strategy 3.2: Improve awareness of available services for community.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Development of a health and wellness services directory for public use.	Marketing Manager	12/31/2017	CEO	LHC/Public Health/Schools	Resource limitations
Dissemination new directory for community.	Marketing Manager	12/31/2017	CEO	LHC/Public Health/Schools	Resource limitations
Expand marketing outreach strategy utilizing the local newspaper, Living Well publication, social media, and community town meetings.	Marketing	Ongoing	CEO	LHC/Public Health/Schools	Resource limitations, financial limitations

Needs Being Addressed by this Strategy:

7. “Access to health care and other services” (54.3%) and “Healthy behaviors and lifestyles” (36.7%) were indicated as two of the most important components required for a healthy community.
8. Focus groups indicated a need for more education and awareness about resources in the community.
9. Approximately 50% of respondents rated their knowledge of health services available at LHC as “Good”, 31.7% selected “Fair” and 6% indicated that their knowledge of services is “Poor”.
10. Respondents indicated that “Greater health education services” (35.1%) would improve their community’s access to health care.

Anticipated Impact(s) of these Activities:

- Increased awareness of available health and wellness programs/resources in the community.
- Increased access to health and wellness programs/resources.
- Improved chronic health indicators.

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

- Track utilization of health and wellness programs.

Measure of Success: LHC and partners will develop and disseminate health and wellness services directory by 6/30/2018.

Goal 3: Enhance health and wellness education and opportunities in Park County.

Strategy 3.3: Enhance worksite wellness programs.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Explore feasibility of creating an occupational health program.	Wellness Committee	12/31/2017	CEO/HR		Resource limitations, financial limitations
Explore implementation of incentive program for employee health insurance.	Human Resources Director	1/1/2018	CEO/HR		Resource limitations, financial limitations

Needs Being Addressed by this Strategy:

- 7. “Access to health care and other services” (54.3%) and “Healthy behaviors and lifestyles” (36.7%) were indicated as two of the most important components required for a healthy community.
- 11. “Fitness” (25.6%), “Health and wellness” (33%), and “First aid/CPR” (30.9%) were the three most popular choices of respondents in terms of interest in educational classes/programs.

Anticipated Impact(s) of these Activities:

- Increased opportunities for physical activity.
- Improved health outcomes for LHC employees.

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

- Determine organizational interest and feasibility of implementing an occupational health program
- Track benefit utilization and premiums, benefit risk score for premiums.

Measure of Success: LHC staff participates in health and wellness programs by Jan 1, 2018.

Goal 3: Enhance health and wellness education and opportunities in Park County.

Strategy 3.4: Improve community knowledge of health and wellness programs available at LHC.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue current programs that focus on health and wellness (Lifestyle Balance, Healthy Seniors/Strong program, Healthy Steps program, Walk with the Docs, Livingston Trails Rx, Community Health Day/Farmers Market).	Individual Departments	Ongoing	CEO		Resource limitations, financial limitations
Develop new outreach efforts to enhance knowledge of health and wellness opportunities through LHC.	Marketing	Ongoing	CEO	Local Paper	Resource limitations
Explore the development of youth health career exploration through partnerships with AHEC, local schools, etc.	Director or Nursing and other departments	9/1/2017	CEO	AHEC/Schools	Resource limitations
Convene staff committee to evaluate effectiveness of Health Fair offerings and community partnerships.	Marketing Manager	8/1/2016	CEO		Resource limitations
Reach out to new partners to participate/sponsor community Health Fair.	Marketing Manager	9/1/2017	CEO	Schools/Public Health	Scheduling conflicts

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Needs Being Addressed by this Strategy:

7. “Access to health care and other services” (54.3%) and “Healthy behaviors and lifestyles” (36.7%) were indicated as two of the most important components required for a healthy community.
8. Focus groups indicated a need for more education and awareness about resources in the community.
9. Approximately 50% of respondents rated their knowledge of health services available at LHC as “Good”, 31.7% selected “Fair” and 6% indicated that their knowledge of services is “Poor”.
10. Respondents indicated that “Greater health education services” (35.1%) would improve their community’s access to health care.
11. “Fitness” (25.6%), “Health and wellness” (33%), and “First aid/CPR” (30.9%) were the three most popular choices of respondents in terms of interest in educational classes/programs.

Anticipated Impact(s) of these Activities:

- Increased access to health and wellness programs/resources.
- Increased awareness/utilization of health and wellness programs/resources.
- Improved health outcomes.

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

- Track health and wellness program utilization
- Track the number of attendees of the annual Fall Health Festival

Measure of Success: LHC provides enhanced access and participation to educational offerings for surrounding communities.

Needs Not Addressed and Justification

Identified health needs unable to address by Livingston HealthCare Center	Rationale
1. Respondents indicated that “More affordable healthcare” (70.7%) would improve their community’s access to health care.	<ul style="list-style-type: none"> LHC offers programs and certified navigators to assist with paying for healthcare costs, facilitate enrollment in marketplace and other insurance programs and competitively prices its services based on current market conditions.
2. Respondents indicated that “More specialists” (33.5%) would improve their community’s access to health care.	<ul style="list-style-type: none"> LHC continues to add specialists to improve community access to care. Over the past decade, Livingston HealthCare has added orthopedics, general surgery, urology, oncology, hearing, oculoplastics, behavioral health, psychiatrists and cardiology and offer additional specialists visits via telemedicine.
3. “Aging services” (37.2%) and “Veterans programs” (34.0%) were the top two choices for health and wellness services which respondents felt were lacking in the community.	<ul style="list-style-type: none"> LHC offers a variety of classes specific to seniors including: Lifestyle Balance, Healthy Seniors/Strong program, Healthy Steps program. At this time LHC is increasing outreach and education of health and wellness programs specific to seniors.
4. Over a quarter of respondents (26.7%) indicated that they were unaware of programs that help people pay for healthcare bills.	<ul style="list-style-type: none"> LHC continues to build community awareness of programs available to assist with healthcare costs through advertising on the website, newspaper, as well as through the Affordable Care Act Navigator in place at the facility. In addition, LHC has added a medication assistance advocate to assist with prescription medication costs.

Dissemination of Needs Assessment

Livingston HealthCare(LHC) disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website (<http://www.livingstonhealthcare.org/>) 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 Park 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 **August 3, 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.

LHC 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*