

# IMPLEMENTATION PLAN

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*Addressing Community Health Needs*



***Livingston, Montana***

***2023-2026***

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## The Implementation Planning Process

The implementation planning committee – comprised of Livingston HealthCare’s 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.

Livingston HealthCare partnered with the Park County Health Department to carry out the CHNA in the spring of 2022 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 survey process or during focus groups when carrying out the Community Health Needs Assessment. For more information regarding the needs identified, as well as the assessment process/approach/methodology, please refer to the assessment report, which is posted on the Livingston HealthCare’s website ([www.livingstonhealthcare.org](http://www.livingstonhealthcare.org)).



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 of the broad interest of the community, including those with public health expertise.

The implementation planning committee reviewed the priority recommendations provided by the community steering committee and 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)).

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

- **1 Behavioral Health**
- **2 Community Wellness**
  - **Housing/Income inequality**
  - **Children and families**
- **3 Access to Care**

In addressing the issues, Livingston HealthCare seeks to:

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

**Facility Mission:** The official mission of Livingston HealthCare is excellence in patient-centered care

**Facility Vision:** Our vision is to be the best Critical Access Hospital in the nation by providing the highest quality care to all whom we serve.

**Facility Values:**

Excellence - We are committed to the highest standards of patient care.

Service - We anticipate the needs of our patients, visitors and team members and exceed their expectations.

Teamwork - The contributions of each team member are important and valued.

Compassion - We serve our patients, their families, and each other with warmth and empathy.

Ownership - We accept responsibility for efficient use of our resources for the community's benefit.

**Implementation Planning Committee Members:**

- Bruce Whitfield, Chief Executive Officer – LHC
- Kris Kester, Chief Financial Officer - LHC
- Stacy Kohler, RN, Chief Nursing Officer - LHC
- Hannah Wologo, Community Health Coordinator - LHC



## 1. Livingston Healthcare's Existing Presence in the Community

- Fall Health Fair – annual event providing a variety of services, screenings, and entertainment.
- Educational Sessions- ongoing education to community through free classes including perinatal education, lactation consultation, Lunch and Learn sessions, diabetes management, strong people, fall prevention and balance and more. Refer to the website for upcoming events.
- Wellness programs- support of wellness programing for healthy lifestyles, including nutrition and exercise.
- Financial assistance programs – LHC has two certified patient financial counselors to assist with insurance enrollment and a medication assistance program to improve access to prescription medications

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

- Community Health Partners
- Park County Public Health Department offers a variety of services to the community, including child/adult immunizations, postpartum home visits, 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 and the Ranger Clinic
- LiveWell49 Coalition
- ASPEN provides services related to domestic violence and sexual assault victims as well as prevention education in Park County.
- Park County Community Foundation
- Montana Health Care Foundation
- Connect Referral
- 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.
- Livingston Food Resource Center provides multiple programs addressing food insecurity to Park County residents

### 3. Park County Indicators

#### Population Demographics

- 95.5% of Park County's population white, and 1.3% is American Indian or Alaska Native
- 6.3% of Park County's population has disability status
- 24.4% of Park County's population is 65 years and older
- 1,351 veterans in Park County

#### Size of County and Remoteness

- 17,191 people in Park County
- 6.1 people per square mile

#### Socioeconomic Measures

- 20% of children live in poverty
- 12.6% of persons are below the federal poverty level
- 9.7% of adults (age<65) are uninsured; 7% of children less than age 18, are uninsured
- \$58,510 median household income
- 37% of Park County residents are on Medicare or Medicaid

#### Select Health Measures

- 28.6% of adults are considered obese
- 37.9% of Park County Children are enrolled in the free or reduced-priced lunch program
- The age adjusted mortality for death by suicide is 39.9 per 100,000 for Park County (2019) compared to 26 for Montana and 13 for the U.S.

#### Nearest Major Hospital

- Billings Clinic in Billings, MT – 98 miles from Livingston HealthCare







## Executive Summary

The following summary briefly represents the goals and corresponding planned actions the facility will execute to address the prioritized health needs (from page 4).

### Goal 1: Behavioral Health

Livingston Healthcare is committed to continuing the provision of behavioral health (BH) care through a number of existing services. To augment these services, Livingston Healthcare will:

#### Trauma Informed Care

Planned Action	Anticipated Impact	LHC Resources	Potential Collaborations
Create consistent yearly education for providers and care givers regarding human trafficking	Enhanced understanding and implementation of trauma-informed approaches across healthcare services, fostering a compassionate and supportive environment for patients.	<ul style="list-style-type: none"><li>Costs associated with staff training and associated educational</li></ul>	<ul style="list-style-type: none"><li>LiveWell49</li><li>ASPEN</li><li>406 Strong</li></ul>

#### Substance Abuse

Planned Action	Anticipated Impact	LHC Resources	Potential Collaborations
Conduct a comprehensive screening gap analysis among healthcare providers	By analyzing current screening practices and identifying gaps, LHC aims to improve patient care through early detection,	<ul style="list-style-type: none"><li>Cost of Livingston HealthCare staff</li></ul>	<ul style="list-style-type: none"><li>Billings Clinic</li><li>CHP</li></ul>

	timely interventions, and better health outcomes, ultimately enhancing community well-being.		
Develop a care pathway for education and support of perinatal patients who have substance use disorder	Increased staff and provider knowledge related to importance of screening as well as resources available to support patients and their families in a team-based approach to treatment and cessation	<ul style="list-style-type: none"> <li>Family Practice and OB/GYN providers.</li> <li>Family Birth Center</li> </ul>	<ul style="list-style-type: none"> <li>Park County Health Department</li> <li>Southwest Chemical Dependence</li> <li>Local Licensed Addiction Counselors</li> <li>Community Health Partners</li> </ul>
Conduct provider education on SUD and safe prescribing of opiates	Improve awareness, screening, and best practices.	<ul style="list-style-type: none"> <li>Cost of Livingston HealthCare staff</li> </ul>	

## Goal 2: Community Wellness

### CONNECT Referral

Planned Action	Anticipated Impact	LHC Resources	Potential Collaborators

Increase collaboration with community partners to support patient needs	Enhanced relationships with community partners to provide support services to patients	<ul style="list-style-type: none"> <li>• Cost of Livingston HealthCare staff</li> </ul>	<ul style="list-style-type: none"> <li>• PCHD</li> <li>• CHP</li> <li>• HRDC</li> </ul>
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### Mobile Crisis Support

Planned Action	Anticipated Impact	LHC Resources	Potential Collaborators
Support and participate in the community-wide systems for serving people in mental health crisis or at risk of moving into crisis	Decrease the number of people who report poor mental health days	<ul style="list-style-type: none"> <li>• Cost of Livingston HealthCare staff</li> </ul>	<ul style="list-style-type: none"> <li>• PCHD</li> <li>• CHP</li> <li>• HRDC</li> <li>• Park County Fire Department</li> <li>• Sheriff</li> </ul>

### Housing and Income Inequality

Planned Action	Anticipated Impact	LHC Resources	Potential Collaborators
Explore the integration of the Coordinated Entry Program, tailored to individuals experiencing housing insecurity, into our healthcare system's patient intake and referral process.	Enhanced access for vulnerable populations experiencing homelessness	<ul style="list-style-type: none"> <li>• LHC staff time and training</li> </ul>	<ul style="list-style-type: none"> <li>• CHP</li> <li>• PCHD</li> <li>• L'esprit</li> <li>• HRDC</li> </ul>

Strengthen affordable housing initiatives in partnership with Park County Housing Coalition	<p>By actively engaging in the Park County Housing Coalition, LHC aims to bolster affordable housing initiatives and bring awareness to housing challenges.</p> <p>Increase access to stable housing for vulnerable populations, leading to improved overall health outcomes</p>	<ul style="list-style-type: none"> <li>LHC staff time</li> </ul>	<ul style="list-style-type: none"> <li>PCCF</li> <li>Park County Housing Coalition</li> <li>HRDC</li> </ul>
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### Children and Families

Planned Action	Anticipated Impact	LHC Resources	Potential Collaborators
Enhance student learning and aspirations through career pathway awareness programs	Heightened student engagement, expanded knowledge of healthcare professions, and increased motivation to excel academically	<ul style="list-style-type: none"> <li>LHC staff time and training</li> </ul>	<ul style="list-style-type: none"> <li>Community School Collaborative</li> </ul>
Expand access to early childhood development resources and support through community collaborations	Enhanced parent-child relationships, improved communication, increased emotional resilience in children, and a nurturing family environment.	<ul style="list-style-type: none"> <li>LHC staff time and training</li> </ul>	<ul style="list-style-type: none"> <li>Community Health Partners</li> </ul>

### Unintentional Injury and Violence

Planned Action	Anticipated Impact	LHC Resources	Potential Collaborators
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Educational offerings, screening questions and distribution of firearm locks	Promote gun safety and avoid unintentional injury related to firearms	<ul style="list-style-type: none"> <li>LHC Staff Supplies</li> </ul>	<ul style="list-style-type: none"> <li>Park County Health Department</li> <li>Law Enforcement</li> <li>CHP</li> </ul>
Collaborate with community agencies to educate on accidental death and trauma.	Promote safety and unintentional injury	<ul style="list-style-type: none"> <li>LHC Staff</li> <li>Educational resources</li> </ul>	<ul style="list-style-type: none"> <li>Park County Health Department</li> <li>Law Enforcement</li> <li>CHP</li> <li>Livingston School District and Park County Rural Schools</li> </ul>

### Health Screening

Planned Action	Anticipated Impact	LHC Resources	Potential Collaborators
Standardize hypertension screening within network clinical settings	Improve hypertension screening and care across the network.	<ul style="list-style-type: none"> <li>Costs associated with staffing for education and participation in community events</li> </ul>	<ul style="list-style-type: none"> <li>Marketing</li> <li>BCBS MT</li> </ul>

Offer community events to increase engagement	Greater healthcare compliance in the community. Promotion of 3-D Mammography for improved screening rates.	<ul style="list-style-type: none"> <li>Costs related to educational materials for staff, providers, and patients</li> </ul>	
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**Goal 3: Access to Care**

<b>Planned Action</b>	<b>Anticipated Impact</b>	<b>LHC Resources</b>	<b>Potential Collaborators</b>
Evaluate patient access	Measure and evaluate unmet needs and opportunities to optimize access to healthcare. Identification of unmet needs via strategic analysis of primary care and specialty services	<ul style="list-style-type: none"><li>• Cost related to committee and implementation staff time</li><li>• Cost for consultant</li></ul>	<ul style="list-style-type: none"><li>• CHP</li><li>• Billings Clinic</li><li>• Park County Health Department</li></ul>
Conduct a comprehensive population health readiness assessment	Clear understanding of organizational readiness, enabling targeted interventions to enhance preventive health screenings, wellness visits, and chronic disease management.	<ul style="list-style-type: none"><li>• Cost related to committee and implementation staff time</li></ul>	
Improve patient safety and satisfaction	Continuous focus and improvement of patient experience.	<ul style="list-style-type: none"><li>• LHC staff</li><li>• Cost for consultant</li></ul>	<ul style="list-style-type: none"><li>• NRC</li><li>• Billings Clinic</li></ul>

**Needs Not Addressed and Justification**

Identified health needs unable to address by Livingston HealthCare	Rationale
1. Income Inequality	<ul style="list-style-type: none"><li>Although our plan may not directly address income inequality, here at Livingston HealthCare, we're wholeheartedly dedicated to lessening its impact. We achieve this by offering competitive wages and comprehensive benefits to our amazing team, understanding our significant role as one of Park County's largest employers.</li></ul>