

IMPLEMENTATION PLAN

Addressing Community Health Needs

Madison Valley Medical Center ~ Ennis, Montana

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The Implementation Planning Process

The implementation planning committee – comprised of Madison Valley Medical 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 2014 to determine the most important health needs and opportunities for Madison County, Montana. “Needs” were identified as the top issues or opportunities rated by respondents during the CHSD survey process or during key informant interviews (see page 8 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.mvmedcenter.org/>).

The implementation planning committee identified the most important health needs to be addressed by reviewing the CHSD 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 7 for additional information regarding input received from community representatives).

The implementation planning committee determined which needs or opportunities could be addressed considering Madison Valley Medical 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. Improving access to healthcare
2. Enhancing community outreach and education
3. Promoting mental health services
4. Improving quality of care

In addressing the aforementioned issues, Madison Valley Medical Center seeks to:

- a) Improve access to healthcare services;
- b) Enhance the health of the community;
- c) Advance medical or health knowledge;
- d) Relieve or reduce the burden of government or other community efforts

Madison Valley Medical Center's Mission:

- To inspire and promote health and wellness for each patient through excellence in healthcare.

Madison Valley Medical Center's Vision:

- To become the healthcare provider of choice by establishing meaningful relationships with patients.

Implementation Planning Committee Members:

- John Bishop – CEO, Madison Valley Medical Center
- Janine Clavadetscher – Clinical Care Coordinator, Madison Valley Medical Center
- Doug Skillman – Facilities Manager, Madison Valley Medical Center
- Vurnie Barnett – HIM, Madison Valley Medical Center
- Dottie Fossil – Board Member, Madison Valley Medical Center
- Manny Hoag – Board Member, Madison Valley Medical Center
- Bev Bishop – Imaging, Madison Valley Medical Center
- Linda Ryan – Director of Nursing, Madison Valley Medical Center

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

Madison Valley Medical Center's Existing Presence in the Community

- Madison Valley Medical Center (MVMC) annually hosts a health fair event that offers discounted preventative screenings, healthcare education, and opportunities for healthcare related organizations and vendors to contact the community through displays and exhibits during the event.
- Madison Valley Medical Center (MVMC) provides a Diabetes Educator.
- The 340B Prescription Pricing Program helps provide outpatient drugs at significantly reduced prices.
- MVMC offers three continuing education courses to its employees. The facility offers Pediatric Advanced Life Support (PALS), Trauma Nurse Core Course (TNCC), and Advanced Cardiovascular Life Support (ACLS).
- MVMC also offers free flu shots for children each fall through our Rural Health Clinic.
- MVMC continues to offer emphasize educating our younger community members through participating in career days, educational tours of the facility, internships for various medical professions, and medical student rotations during medical school and residency.

List of Available Community Partnerships and Facility Resources to Address Needs

- Senior Companions
- Gallatin Valley Mental Health Center
- Ennis Schools
- Bozeman Deaconess Hospital
- Madison Valley Manor
- Ennis Ambulance Services

Madison County Indicators

Low Income Persons

- 12% of persons are below the federal poverty level

Uninsured Persons

- 28.8% of adults less than age 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

- Heart Disease
- Cancer
- Unintentional Injuries

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

Elderly Populations

- 19% of Madison County's Population is 65 years and older

*Note: U.S. Census data from 2013 indicates that 24.7% of Madison County's population is 65 years and older.

Size of County and Remoteness

- 7,509 people in Madison County
- 0.6 people per square mile

Nearest Major Hospital

- Bozeman Deaconess Hospital in Bozeman, MT is 54.6 miles from Madison Valley Medical Center

*Note: Data is from 2010 Montana Department of Public Health and Human Services Community Health report unless otherwise indicated.

Public Health and Underserved Populations Consultation Summaries

Public Health Consultation

Lilly Bowery – Public Health Nurse, Madison County Public Health Department – May 12, 2014

- Our community is small enough that if even one child is not following their immunization schedule, our immunization rates fall considerably.
- We have a DUI taskforce in our area because there are so many car accidents involving alcohol.
- Alcohol use is a problem as shown in the secondary data analysis as well.

Underserved Population – Youth

Lacey Hanson – Licensed Clinical Professional Counselor, Soul Journey – May 12, 2014

- There needs to be more resources available for our youth population regarding teen pregnancy and sexual health needs.

Underserved Population – Senior Citizens

Colleen Hill – Auxiliary Volunteer, Madison Valley Medical Center – May 12, 2014

John Bishop – CEO, Madison Valley Medical Center – May 12, 2014

- Many seniors have no means of transportation, and more services should be available in our community regarding their transportation needs.
- More physical activity opportunities might encourage our community to be more active. Maybe there should be a Community Recreational Center, with a swimming pool that would benefit seniors and people who are not active.

Underserved Population – Mental Health

Lacey Hanson – Licensed Clinical Professional Counselor, Soul Journey – May 12, 2014

- There may be a need for more mental health outreach and awareness efforts, specifically targeting depression.
- Suicide is often more common when the weather starts to warm up.
- It'd be helpful to know if people are seeking mental health services and, if they aren't, what is preventing them from doing so? It is important to identify barriers of seeking mental health services so we can improve access to these services.

Underserved Population – Low-Income, Uninsured

John Bishop – CEO, Madison Valley Medical Center – May 12, 2014

- Madison Valley Medical Center hopes to implement a drug price reducing program called “340B” so patients can purchase their prescriptions at cost rather than at mark-up value. This would help people to better afford their medications.

Needs Identified and Prioritized

Prioritized Needs to Address

1. 63.6% of respondents indicated that access to healthcare and other services was the most important component of a healthy community.
2. 37.6% of participants reported that more specialists would improve the community's access to healthcare.
3. 85.6% of survey respondents reported visiting a specialist in the past 3 years. 69.6% of those respondents traveled to Bozeman for specialist services.
4. 34.5% of survey respondents indicated that more primary care providers would improve the community's access to healthcare.
5. Key informants mentioned the growing aging population in Madison County and were concerned about the lack of services for senior citizens.
6. Key informants indicated a desire for home health services.
7. Greater health education services was cited by 20.1% of respondents as something that would improve access to healthcare in Madison County.
8. 29.1% of survey respondents indicated that 'overweight/obesity' is a top health concern in the community.
9. 13.2% of respondents reported feeling depressed on most days for 3 consecutive months. Of those respondents who reported feeling depressed only 36.8% sought appropriate care.
10. According to data from MT DPHHS, Madison County has a suicide rate of 23.2 per 100,000 people compared to Montana's rate (20.3 per 100,000) and the nation's rate (12 per 100,000).
11. Key informants indicated a need for more mental health services and increased mental health awareness in Madison County.
12. Key informants indicated that keeping healthcare professionals in the community is an issue.

Needs Unable to Address

(See page 23 for additional information)

1. 63% of survey respondents indicated that ‘alcohol abuse/substance abuse’ is a top health concern in Madison County.
2. 38% of participants reported that cancer is a top health concern in the community.
3. Key informants cited difficulty recruiting volunteers to staff the ambulance service as an important issue related to access to healthcare.

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 8). For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section, which begins on page 13.

Goal 1: Improve community members' access to the services available at Madison Valley Medical Center (MVMC).

Strategy 1.1: Provide additional visiting specialty services based on community need.

Activities:

- Research which specialists may be interested in providing their services as a visiting specialist at MVMC.
- Continue communication with providers in Bozeman and look for opportunities to expand services.

Strategy 1.2: Increase availability of primary care providers.

Activities:

- Recruit additional primary care providers.
- Hire two additional primary care providers.

Strategy 1.3: Promote senior services in the MVMC service area.

Activities:

- Provide support for the current Community Development Block Grant (CDBG) proposal to build a new senior center in Ennis.
- Explore potential options to offer transportation services for senior patients to and from their homes to the hospital/clinic.
- Determine the feasibility of providing home visits for homebound patients.

Goal 2: Increase health education and outreach in the community.

Strategy 2.1: Increase community members' participation in the annual health fair.

Activities:

- Increase marketing efforts to raise awareness of the health fair event.
- Continue offering incentives to health fair attendees.
- Continue offering (reduced/free?) screenings in conjunction with the health fair.
- Plan events to reach all ages.
- Include a keynote speaker or event related to a specific health issue.

Strategy 2.2: Initiate a program with the schools to increase physical activity and decrease obesity in students.

Activities:

- Gain support from schools for the "SQORD Bands" Program.
- Gain approval from the school Superintendent.
- Finalize the project plan.
- Implement the program in the elementary school for 4th and 5th graders.

Goal 3: Improve awareness of mental health services in Madison County.

Strategy 3.1: Partner with organizations that specialize in mental health services.

Activities:

- Explore a partnership with Gallatin Mental Health Services.
- Continue to partner with Madison County Mental Health Local Advisory Council (MHLAC).
- Assist MHLAC with distribution of mental health resource guide throughout the community.

Strategy 3.2: Improve hospital protocols for mental health crisis response.

Activities:

- Conduct a mental health first aid training for all hospital staff through the Montana Office of Rural Health & Area Health Education Center (MORH/AHEC) in Bozeman.
- Develop reliable mental health crisis protocols.
- Create an emergency contact list for mental health crises for staff use.

Strategy 3.3: Promote utilization of existing mental health resources.

Activities:

- Raise awareness about the services offered by the Licensed Clinical Professional Counselor (LCPC) at MVMC.
- LCPC continues to refer patients to appropriate mental health providers.
- Raise awareness about the visiting services from Gallatin Mental Health Services and coordinate possible telemetry solutions for outreach.

Goal 4: Continually improve the quality of care at Madison Valley Medical Center (MVMC).

Strategy 4.1: Implement a staff retention plan.

Activities:

- Continue to offer continuing education (CE) for providers and nurses.
- Explore opportunities to offer more CE courses.
- Continue providing competitive salaries for employees.
- Host “meet and greet” events for new Physicians to encourage community involvement.

Strategy 4.2: In coming years, recruit and hire staff as needed to meet community need.

Activities:

- Continue to act as a clinical rotation site.

Implementation Plan Grid

Goal 1: Improve community members’ access to the services available at Madison Valley Medical Center (MVMC).

Strategy 1.1: Provide additional visiting specialty services based on community need.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Research which specialists may be interested in providing their services as a visiting specialist at MVMC.	CEO	Ongoing Basis	John Bishop, CEO	Bozeman Providers	Volume of Patients in Ennis and Number of providers available in Bozeman
Continue communication with providers in Bozeman and look for opportunities to expand services.	CEO	Ongoing Basis	John Bishop, CEO	Bozeman Providers	Volume of Patients in Ennis and Number of providers available in Bozeman

Needs Being Addressed by this Strategy:

- #1: 63.6% of respondents indicated that access to healthcare and other services was the most important component of a healthy community.
- #2: 37.6% of participants reported that more specialists would improve the community’s access to healthcare.
- #3: 85.6% of survey respondents reported visiting a specialist in the past 3 years. 69.6% of those respondents traveled to Bozeman for specialist services.

Anticipated Impact(s) of these Activities:

- Greater access to specialty services at Madison Valley Medical Center.
- Fewer community members will need to leave their local area for specialty services.
- Increased utilization of local services.

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

- Monitor utilization rates of additional specialty services.

Measure of Success: Madison Valley Medical Center will expand specialty services to bring in three additional specialty services by December 31, 2017

Goal 1: Improve community members' access to the services available at Madison Valley Medical Center (MVMC).

Strategy 1.2: Increase availability of primary care providers.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Recruit additional primary care providers.	CEO	August, 2014	Board	N/A	We live in a desirable place for recruiting purposes
Hire two additional primary care providers.	CEO	August, 2014	Board	N/A	

Needs Being Addressed by this Strategy:

- #1: 63.6% of respondents indicated that access to healthcare and other services was the most important component of a healthy community.
- #4: 34.5% of survey respondents indicated that more primary care providers would improve the community's access to healthcare.

Anticipated Impact(s) of these Activities:

- Greater access to primary care services and providers.
- Fewer community members will need to leave their local area for primary care services.
- Increased utilization of local primary care providers.

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

- Track number of primary care appointments completed per month.

Measure of Success: Madison Valley Medical Center will hire two new primary care providers by August of 2014. MVMC hired Dr. Maura Davenport and Pat Watson PA-C.

Goal 1: Improve community members’ access to the services available at Madison Valley Medical Center (MVMC).

Strategy 1.3: Promote senior services in the MVMC service area.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Provide support for the current Community Development Block Grant (CDBG) proposal to build a new senior center in Ennis.	CEO	12/31/2015	Board	Ennis Senior Center	Funding.
Explore potential options to offer transportation services for senior patients to and from their homes to the hospital or clinic.	Clinical Care Coordinator	12/31/2017	CEO	Madison Valley Manor, Senior Companions	Funding & Staffing of Transportation Services Vehicle
Determine the feasibility of providing home visits for homebound patients.	Clinical Care Coordinator	12/31/2017	CEO		Patient Volume and Provider availability

Needs Being Addressed by this Strategy:

- #1: 63.6% of respondents indicated that access to healthcare and other services was the most important component of a healthy community.
- #5: Key informants mentioned the growing aging population in Madison County and were concerned about the lack of services for senior citizens.
- #6: Key informants indicated a desire for home health services.

Anticipated Impact(s) of these Activities:

- Senior citizens will be able to access available services.
- Utilization of services by seniors in the community will increase.

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

- Track number of seniors who utilize senior services available in the community.

Measure of Success: Madison Valley Medical Center successfully implements a transportation program and home visit program by 12/31/2017.

Goal 2: Increase health education and outreach in the community.					
Strategy 2.1: Increase community members' participation in the annual health fair.					
Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Increase marketing efforts to raise awareness of the health fair event.	Administration	Annually	CEO	Local Health Care Organization	Funding
Continue offering incentives to health fair attendees.	CEO	Annually	CEO	Local Businesses	Funding
Continue offering (reduced/free?) screenings in conjunction with the health fair.	CEO	Annually	CEO	Seek out Grant Opportunities	Grant Success.
Plan events to reach all ages.	CEO	12/31/2015	CEO	Ennis Schools, ECCS (preschool), Madison Valley Manor, Lions Club, Women's Club	Staffing
Include a keynote speaker or event related to a specific health issue.	Clinical Staff	Annual Health Fair	CEO	MVMC Foundation	Securing Keynote Speaker
Needs Being Addressed by this Strategy:					
<ul style="list-style-type: none"> ▪ #7: Greater health education services was cited by 20.1% of respondents as something that would improve access to healthcare in Madison County. 					
Anticipated Impact(s) of these Activities:					
<ul style="list-style-type: none"> ▪ Improved awareness of services available at MVMC. ▪ Increased health education opportunities. ▪ Increased early detection and preventative treatment efforts. 					
Plan to Evaluate Anticipated Impact(s) of these Activities:					
<ul style="list-style-type: none"> ▪ Track the number of participants who attend the health fair. ▪ Document the number of screenings provided to community members at the health fair. 					
Measure of Success: At least 300 local community members participate in MVMC's annual health fair in June annually.					

Goal 2: Increase health education and outreach in the community.

Strategy 2.2: Initiate a program with the schools to increase physical activity and decrease obesity in students.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Gain support from schools for the “SQORD Bands” Program.	CEO	12/31/2014	CEO	Ennis School District	Interest and Funding
Gain approval from the school Superintendent.	CEO	09/30/2014	CEO	Ennis School District	
Finalize the project plan.	CEO	06/30/2015	CEO	Ennis School District	
Implement the program in the elementary school for 4 th and/or 5 th graders.	CEO	2015-16 School Year	CEO	Ennis School District	

Needs Being Addressed by this Strategy:

- #7: Greater health education services was cited by 20.1% of respondents as something that would improve access to healthcare in Madison County.
- #8: 29.1% of survey respondents indicated that ‘overweight/obesity’ is a top health concern in the community.

Anticipated Impact(s) of these Activities:

- Children in the community’s level of activity will increase.
- Childhood obesity rates will decrease in the MVMC service area.
- Children will be better educated about healthy lifestyles.

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

- Track the number of children who participate in the “SQORD Bands” Program.

Measure of Success: The SQORD Bands Program is successfully implemented in 4th and/or 5th grade classrooms in Madison County by School Year 2015-2016.

Goal 3: Improve awareness of mental health services in Madison County.

Strategy 3.1: Partner with organizations that specialize in mental health services.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Explore a partnership with Gallatin Mental Health Services.	CEO	06/30/2015	Board	Gallatin Mental Health Services	Availability of Providers and Volume of Patients
Continue to partner with Madison County Mental Health Local Advisory Council (MHLAC).	CEO	Ongoing	CEO	MHLAC	Continuing Interest and progress within Group.
Assist MHLAC with distribution of mental health resource guide throughout the community.	CEO	September 2014	CEO	MHLAC	Completed with MVMC campus

Needs Being Addressed by this Strategy:

- #9: 13.2% of respondents reported feeling depressed on most days for 3 consecutive months. Of those respondents who reported feeling depressed only 36.8% sought appropriate care.
- #10: According to data from MT DPHHS, Madison County has a suicide rate of 23.2 per 100,000 people compared to Montana’s rate (20.3 per 100,000) and the nation’s rate (12 per 100,000).
- #11: Key informants indicated a need for more mental health services and increased mental health awareness in Madison County.

Anticipated Impact(s) of these Activities:

- Improved awareness of mental health services available in Madison County.
- Increased utilization of the MHLAC resource guide.
- Better management of depression.
- Fewer suicides.
- Decreased stigma of mental health issues.

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

- Track number of MHLAC resource guides distributed by MVMC.

Measure of Success: Madison Valley Medical Center provides support to local organizations that offer mental health services.

Goal 3: Improve awareness of mental health services in Madison County.

Strategy 3.2: Improve hospital protocols for mental health crisis response.					
Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Conduct a mental health first aid training for all hospital staff through the Montana Office of Rural Health & Area Health Education Center (MORH/AHEC) in Bozeman.	Director of Nursing	06/30/2015	CEO	MORH/AHEC	Staff Availability
Develop reliable mental health crisis protocols.	Director of Nursing	09/30/2015	CEO, Board	MHA, Cypress HealthCare	Ensuring proper training of staff given the infrequent occurrence of crisis situations
Create an emergency contact list for mental health crises for staff use.	MHLAC	09/30/2014	MHLAC	MHLAC	
<p>Needs Being Addressed by this Strategy:</p> <ul style="list-style-type: none"> ▪ #9: 13.2% of respondents reported feeling depressed on most days for 3 consecutive months. Of those respondents who reported feeling depressed only 36.8% sought appropriate care. ▪ #10: According to data from MT DPHHS, Madison County has a suicide rate of 23.2 per 100,000 people compared to Montana’s rate (20.3 per 100,000) and the nation’s rate (12 per 100,000). ▪ #11: Key informants indicated a need for more mental health services and increased mental health awareness in Madison County. 					
<p>Anticipated Impact(s) of these Activities:</p> <ul style="list-style-type: none"> ▪ Staff improve their response during mental health crises. ▪ Increased staff preparedness for mental health crisis management. ▪ Decreased stigma of mental health issues. 					
<p>Plan to Evaluate Anticipated Impact(s) of these Activities:</p> <ul style="list-style-type: none"> ▪ Track utilization of mental health crisis protocol by hospital staff. ▪ Track number of correct referrals using crisis protocol. 					
<p>Measure of Success: Mental health crisis protocol is developed and implemented at MVMC by 09/30/2015</p>					

Goal 3: Improve awareness of mental health services in Madison County.					
Strategy 3.3: Promote utilization of existing mental health resources.					
Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Raise awareness about the services offered by the Licensed Clinical Professional Counselor (LCPC) at MVMC.	CEO	12/31/2015	CEO	Madisonian, MHLAC	
LCPC continues to refer patients to appropriate mental health providers.	LCPC	Ongoing	CEO	Gallatin Mental Health Services.	Provider availability & desire for outreach to Ennis area.
Raise awareness about the visiting services from Gallatin Mental Health Services and coordinate possible telemetry solutions for outreach.	CEO	06/30/2015	CEO	Gallatin Mental Health Services	Provider availability & desire for outreach to Ennis area.
Needs Being Addressed by this Strategy:					
<ul style="list-style-type: none"> ▪ #9: 13.2% of respondents reported feeling depressed on most days for 3 consecutive months. Of those respondents who reported feeling depressed only 36.8% sought appropriate care. ▪ #10: According to data from MT DPHHS, Madison County has a suicide rate of 23.2 per 100,000 people compared to Montana’s rate (20.3 per 100,000) and the nation’s rate (12 per 100,000). ▪ #11: Key informants indicated a need for more mental health services and increased mental health awareness in Madison County. 					
Anticipated Impact(s) of these Activities:					
<ul style="list-style-type: none"> ▪ Increased utilization of the LCPC. ▪ Increased utilization of visiting mental health services. ▪ Better management of depression. ▪ Fewer suicides. ▪ Decreased stigma of mental health issues. 					
Plan to Evaluate Anticipated Impact(s) of these Activities:					
<ul style="list-style-type: none"> ▪ Track utilization of LCPC and visiting mental health services in Madison County. 					
Measure of Success: MVMC will have increased mental health services offered through collaboration with outside mental health services.					

Goal 4: Continually improve the quality of care at Madison Valley Medical Center (MVMC).

Strategy 4.1: Implement a staff retention plan.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue to offer continuing education (CE) for providers and nurses.	Director of Nursing	ongoing	CEO	PALS, TNCC, ACLS	Funding
Explore opportunities to offer more CE courses.	Leadership Team	ongoing	CEO		Funding
Continue providing competitive salaries for employees.	CEO	ongoing	CEO/Board	MHA Salary Survey	Funding
Host “meet and greet” events for new Physicians to encourage community involvement.	Marketing	ongoing	CEO		

Needs Being Addressed by this Strategy:

- #1: 63.6% of respondents indicated that access to healthcare and other services was the most important component of a healthy community.
- #7: Greater health education services was cited by 20.1% of respondents as something that would improve access to healthcare in Madison County.
- #12: Key informants indicated that keeping healthcare professionals in the community is an issue.

Anticipated Impact(s) of these Activities:

- Improved access of healthcare in Madison County.
- Improved quality of care at MVMC.

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

- Track employee turnover each year.

Measure of Success: Madison Valley Medical Center improves the retention rate in the next 3 years.

Goal 4: Continually improve the quality of care at Madison Valley Medical Center (MVMC).

Strategy 4.2: In coming years, recruit and hire staff as needed to meet community need.

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
Continue to act as a clinical rotation site.	CEO	Ongoing	Board	Montana State University Nursing program, WWAMI Program, University of Idaho, Rocky Mountain College, Tulane University	Medical Staff Availability for supervision of medical students.

Needs Being Addressed by this Strategy:

- #1: 63.6% of respondents indicated that access to healthcare and other services was the most important component of a healthy community.
- #4: 34.5% of survey respondents indicated that more primary care providers would improve the community’s access to healthcare.
- #12: Key informants indicated that keeping healthcare professionals in the community is an issue.

Anticipated Impact(s) of these Activities:

- Improved access to healthcare in Madison County.
- Improved quality of care at MVMC.

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

- Track number of students who complete clinical rotations, job shadowing, and other career oriented activities at MVMC.
- Monitor the number of students who complete career activities at MVMC and then are hired as employees.

Measure of Success: MVMC continues to recruit staff as needed to fill positions and meet community need.

Needs Not Addressed and Justification

Identified health needs unable to address by Madison Valley Medical Center	Rationale
<p>1. 63% of survey respondents indicated that ‘alcohol abuse/substance abuse’ is a top health concern in Madison County.</p>	<ul style="list-style-type: none"> • Madison Valley Medical Center (MVMC) does not have the financial resources or staff resources to address alcohol or substance abuse issues at this time. Other organizations exist in the community that are better-suited to address this need. MVMC has in the past offered space for such programs.
<p>2. 38% of participants reported that cancer is a top health concern in the community.</p>	<ul style="list-style-type: none"> • The Ennis community does not have rates of cancer to support a local cancer care service when patients can receive appropriate care in Bozeman. MVMC does however have a visiting oncologist that visits MVMC monthly to visit with patients. MVMC also does not have the financial or staff resources to maintain a local cancer care unit.
<p>3. Key informants cited difficulty recruiting volunteers to staff the ambulance service as an important issue related to access to healthcare.</p>	<ul style="list-style-type: none"> • The ambulance service is managed by Madison County, not MVMC. Therefore, the hospital is not involved in recruiting or training volunteers for the ambulance service. MVMC will continue to work with the volunteer crew to find sufficient volunteer staff to sustain a volunteer crew.

Dissemination of Needs Assessment

Madison Valley Medical Center “MVMC” disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website (<http://www.mvmedcenter.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 MVMC is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Madison County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of MVMC will be directed to the hospital’s website to view the complete assessment results and the implementation plan. MVMC board members approved and adopted the plan on **December 18, 2014**. 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.

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