

# IMPLEMENTATION PLAN

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## *Addressing Community Health Needs*



***Townsend, Montana***

***2022-2025***

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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 Billings Clinic Broadwater’s (BCB) 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.

The Community Health Services Development (CHSD), community health needs assessment was performed in the spring of 2022 to determine the most important health needs and opportunities for Broadwater, Montana. The CHSD project is administrated by the Montana Office of Rural Health (MORH) and funded in part through the Montana Health Research and Education Foundation (MHREF) Flex Grant. “Needs” were identified as the top issues or opportunities rated by respondents during the CHSD survey process or during focus groups (see page 11 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 ([www.billingsclinic.com](http://www.billingsclinic.com))

The community steering and implementation planning committees 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 (see page 9 for additional information regarding input received from community representatives).

The implementation planning committee reviewed the priority recommendations provided by the community steering committee and determined which needs or opportunities could be addressed considering BCB’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 Access to healthcare services**
- **2 Community outreach and engagement**

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- **3 Population health programming and support**

In addressing the aforementioned issues, BCB seeks to:

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

**Facility Mission:** Billings Clinic Broadwater is dedicated to improving the health of our community, our patients, and ourselves.

**Facility Vision:** Billings Clinic Broadwater will provide best in nation clinical quality, patient safety, service and value.

**Facility Values:**

***Quality***

*We are committed to the highest standards of quality, safety and high reliability to achieve optimal clinical outcomes.*

***Service***

*Our goal is to deliver outstanding service to our patients and communities in the region by anticipating and meeting their needs with compassion.*

***People***

*We care about each other and value all team members.*

***Teamwork***

*Each individual contributes as a member of the team accomplishing more than an individual can alone. Flexibility, mutual trust, and cooperation are essential.*

***Integrity***

*We take responsibility for our actions and communicate openly and honestly with each other and the public while remaining humble even in times of achievement.*

***Value and Efficiency***

*We take pride in providing efficient cost-effective care, recognizing the significant importance of this to our patients and families and to purchasers of health care.*

**Implementation Planning Committee Members:**

- Jenny Clowes – CEO, Billings Clinic Broadwater (BCB)
- Shienne Spatzierath – Purchasing Agent, BCB
- Justin Tiffany – Clinic Ancillary Director, BCB
- Angela Brakefield – BCB
- Meagan Poe - BCB

## Prioritizing the Community Health Needs

The steering and implementation planning committees completed the following to prioritize the community health needs:

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

### 1. BCB Existing Presence in the Community

- Taken from previous IP plan – update as necessary:
- BCB participates in community events such as Fall Fest and offered blood pressure checks.
- BCB supports the local school's booster club and provides sports physicals to all local and surrounding student athletes.
- Leaders at BCB precept students from Montana State, Helena College and Carroll College.
- BCB leadership teams participate on many local boards.

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

- List organizations of existing and potential partnerships. Please update list as appropriate:
- Billings Clinic
- Broadwater County Schools
- Montana Hospital Association
- Billings Clinic Bozeman
- Mountain-Pacific Quality Health
- Rotary Club of Townsend
- Townsend Chamber of Commerce
- HRDC Human Resources Development Council
- Broadwater County Public Health
- Center for Mental Health Townsend
- Broadwater County Development Corporation
- Billings Clinic Broadwater Auxiliary
- Broadwater Community Health Foundation
- St. Peters Health
- Bozeman Health
- Montana Hospital Association (MHA)

## 3. Broadwater County Indicators

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### Population Demographics

- 99.1% of Broadwater County’s population white, and 2.4% is American Indian or Alaska Native
- 17.6% of Broadwater County’s population has disability status
- 23.4% of Broadwater County’s population is 65 years and older
- 14.1% of Broadwater County’s population has Veteran status
- 6.8% of Broadwater County’s population has no high school as their highest degree attained; 32.2% have high school degrees as their highest degree attained.

### Size of County and Remoteness

- 5,945 people in Broadwater County
- 4.8 people per square mile

### Socioeconomic Measures

- 5.2% of children live in poverty
- 8.5% of persons are below the federal poverty level
- 11% of adults (age<65) are uninsured; 8% of children less than age 18, are uninsured
- 5.9% of the population is enrolled in Medicaid

### Select Health Measures

- 29% of adults are considered obese
- 23% of the adult population report physical inactivity
- 19.0% of adults report smoking
- 38% of adults living in frontier Montana report two or more chronic conditions
- Montana’s suicide rate (per 100,000 population) is 23.9 compared to 13.9 for the U.S.

### Nearest Major Hospital

- St. Peter’s Hospital- Helena, MT- 34 miles from Billings Clinic Broadwater



#### 4. Public Health and Underserved Populations Consultation Summaries

##### Name/Organization

Jeanne Randolph – Volunteer  
 Bill Upthegrove – BCB Board Member  
 Jorja Munns – BCB Board Member  
 Margaret Ruckey – Public Health  
 Adam Six – Chiropractor  
 Darrell Folkford – County Commissioner  
 Jenny Clowes – CEO, BCB  
 Shienne Spatzierath – Purchasing Agent, BCB  
 Alex Larson – Activity Coordinator, BCB  
 Justin Tiffany – Clinic Ancillary Director, BCB  
 Mark Roelofs - Faith

April 26th, 2022

##### Public and Community Health

- The hospital is responsible for probably 25-30% of the community’s health overall. It is really important to talk about other community needs outside of the hospital as well.
- We are sorely lacking adequate internet access around here. This makes accessing things like telehealth and enrollment in programs like Medicaid, Supplemental Nutrition Assistance Program (SNAP), and Women Infants and Children (WIC) particularly challenging.
- Yes, that Medicaid enrollment data seems really low for what it should be. Because they centralized the Medicaid and Public Assistance Offices across the state of Montana, despite being so close to Helena, I know that a lot of our population still has major issues, like transportation and internet, accessing the help they need. A lot of people call the local health department for assistance signing up for things like Medicaid, SNAP, and WIC, but they’re not quite set up to assist yet.
- Financial stress and economic stress are not necessarily the same and they may be received by people differently on the survey. Should just include financial stress as we think it will be the most well understood and actionable option.
- Include payment assistance programs for improving access to healthcare.
- Caregiver support should be added as a program/support group option on the survey.

- We offer medication management services for patients who need assistance.
- Add “naturopath” for primary care provider.
- Add “closest to work” as an option for why you select the primary provider that you use.

Population: Low-Income, Underinsured

- Need additional resources for accessing Medicaid/SNAP/WIC/etc.
- The socioeconomic measures for Broadwater County seem a bit lower than what we’re actually experiencing. There’s some dichotomy in the County where there are a lot of disparities if you look outside of the Townsend city limits.

Population: Veterans

- Our high percentage of veterans is likely because we are so close to Helena.
- We do have veterans that utilize VA services at BCB.

## Needs Identified and Prioritized

### Prioritized Needs to Address

1. Survey respondents indicated the three most important components of a healthy community are “Good jobs and a healthy economy”, “Affordable housing”, and “Access to health care and other services.”
2. The top ways survey respondents felt the community’s access to healthcare could be improved were: More information about available services (49.6%), More primary care providers (47.0%), Payment assistance programs (healthcare expenses) (44.3%), and More specialists (40.0%).
3. Key informant interviewees mentioned the need for transportation assistance “people often have to travel to Helena or Bozeman for both specialty and primary care and that finding transportation can be very difficult, as there is no public transportation system in Townsend.”
4. The top desired local healthcare services that respondents would utilize if available locally: dermatology, ophthalmology (eye doctor), and MRI (imaging).
5. 45.2% of survey respondents reported delaying or not receiving needed healthcare services. Top reasons identified for why they did not get those services: It cost too much (23.5%) and too long to wait for an appointment (23.5%).
6. For those respondents who do not have health insurance, 100% reported it was because they could not afford to pay for it.
7. 40.8% of survey respondents reported they did not know or were unsure of programs that help people pay for healthcare bills.
8. 26.1% of survey respondents indicated a need for transportation assistance to improve the community’s access to healthcare.
9. Several key informants mentioned senior services as a community concern. “The senior services we have are pretty good, there are very limited home health options in the community though.” “The assisted living facilities are also often full so people have to look for other options.”
10. Top health concerns reported by survey respondents: alcohol/substance abuse (50.4%), Financial stress (30.1%), Cancer (26.5%), Mental health issues (25.7%), and Overweight/obesity (23.0%).
11. Survey respondents rated the availability of alcohol/substance use treatment and prevention programs as Poor (1.6 out of 4.0).
12. 17.4% of survey respondents reported they had experienced periods of at least 3 consecutive months in the past 3 years where they felt depressed on most days.
13. 46.1% of survey respondents rated their knowledge of BCB services as “Fair” or “Poor.”
14. 24.6% of survey respondents said that they were “somewhat” or “a great deal” negatively affected by their own or someone else’s substance use issues.

15. 14.4% of survey respondents rated their stress level over the past year as “High”. 42.4% rated their stress level as “Moderate”.
16. 67.6% of survey respondents rated the general health of their community as “Somewhat healthy.” 7.4% rated the community as “Unhealthy”.
17. Survey respondents indicated the most interest in educational classes or programs related to: Fitness (41.7%), Health and wellness (36.9%), estate planning, and weight loss (34.0%, each).
18. 16.6% of survey respondents reported physical activity of at least 20 minutes “1-2 times per month” or “no physical activity”.

### *Needs Unable to Address*

*(See page 26 for additional information)*

1. Financial stress (30.1%) was identified as a top health concern in the community. Broadwater County has an unemployment rate of 8.8% compared to 4.0% for the state.
2. 64.3% of survey respondents do not feel that the community has adequate or affordable housing options, 33% “Don’t know”, and 2.6% said “yes” there were adequate and affordable housing options.
3. Secondary data reports 73.9% of Broadwater County residents have access to internet at home compared to 81.5% for the state.

## 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 11). For more details regarding the approach and performance measures for each goal, please refer to the Implementation Plan Grid section, which begins on page 16.

### Goal 1: Improve Access to healthcare services in Broadwater County

#### Strategy 1.1: Enhance access to primary care services at BCB

- 1.1.1. Create an outreach plan for newly hired primary care provider to build practice.
- 1.1.2. Build and implement an online self-scheduling site for primary care appointments.
- 1.1.3. Expand and implement a new telehealth system through Amwell, increasing capabilities and availability.
- 1.1.4. Explore additional opportunities for outreach and awareness of available primary care services and same day/urgent care (TV, social media, newspaper, etc.)
- 1.1.5. Develop a system for patients in the ER to be referred a primary care provider when they do not have one. (Post discharge follow up calls)
- 1.1.6. Recruitment of a registered dietician seeking to become a diabetes care and education specialist (supporting primary care providers).

#### Strategy 1.2: Enhance access to specialty care services at BCB

- 1.2.1. Explore opportunities to expand specialty services (dermatology, urology, podiatry, and occupational health). Start with once-a-month outreach clinic and assess capacity and demand.
- 1.2.2. Continue to explore the feasibility of offering MRI, ultrasound, and consistent mammography services.
- 1.2.3. Become a certified level 4 trauma center.

#### Strategy 1.3: Improve access to healthcare services through enhanced community education and collaboration

- 1.3.1. Continue meeting with Public Health to assess and create outreach materials related to financial assistance programs locally and statewide.

- 1.3.2. Improve upon Billings Clinic’s navigator program to assist the community in accessing and understanding healthcare services.
- 1.3.3. Partner with local public health to develop and implement a sustainable transportation program (New vehicle for CIH visits/transportation).
- 1.3.4. Explore opportunities to raise awareness of BCB rehabilitation program through local schools and senior services.

## Goal 2: Improve BCB’s community outreach and engagement in Broadwater County

### Strategy 2.1: Enhance knowledge and education of available services in Broadwater County

- 2.1.1. Meet with community partners to develop and collaborate on community events (Community Health Fair, mental health consortium, DUI taskforce, and job fair).
- 2.1.2. Work with Billings Clinic to improve website accessibility and clarity.
- 2.1.3. Explore consistent opportunities to provide health education to local organizations/groups (Senior Center, coffee clubs, social service organizations, etc.).
- 2.1.4. Explore creating and/or partnering on a community wellness/health promotion event or program (steps challenge, Walk with a Doc, Trails Rx, etc.).
- 2.1.5. Disseminate quarterly newsletter and newspaper articles with timely preventive health education/outreach (breast cancer awareness month, etc.)
- 2.1.6. Explore opportunities to collaborate and advance the conversation around housing affordability locally and statewide.

### Goal 3: Advance population health programming throughout Broadwater County

#### Strategy 3.1: Champion initiatives aimed at addressing health disparities and advancing health equity throughout the service area

- 3.1.1. Develop a sustainable Community Integrated Health (CIH) / community paramedicine program.
- 3.1.2. Develop a sustainable Community Health Worker (CHW) program (building support groups, patient education, facilitate access to social services/ local resources).
- 3.1.3. Expand the behavioral health program at BCB by recruiting an onsite LCSW.

**Implementation Plan Grid**

<b>Goal 1: Improve access to healthcare services in Broadwater County</b>					
<b>Strategy 1.1: Enhance access to primary care services at BCB</b>					
<b>Activities</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Final Approval</b>	<b>Partners</b>	<b>Potential Barriers</b>
1.1.1. Create an outreach plan for newly hired primary care provider to build practice.	Marketing Team	ongoing	CEO	Billings Clinic (BC) and Regional Team	Workforce limitations
1.1.2. Build and implement an online self-scheduling site for primary care appointments.	Patient Access & Clinical Ancillary	Early 2023	CEO	Tonic, BC I.T.	Resource limitations; age demographics
1.1.3. Expand and implement a new telehealth system through AmWell, increasing capabilities and availability.	Clinical Ancillary Director and CEO	December 2022	CEO	AmWell, BC I.T.	Resource limitations; age demographics
1.1.4. Explore additional opportunities for outreach and awareness of available primary care services and same day/urgent care (TV, social media, newspaper, etc.)	Marketing Leadership Team and Clinical Ancillary	Ongoing	CEO	BC Marketing	Financial limitations; workforce limitations
1.1.5. Develop a system for patients in the ER to be referred a primary care provider when they do not have one. (Post discharge follow up calls)	DON and Clinical Ancillary Director	December 2022	CEO	Community Integrated Health (CIH) Partners	Workforce limitations
1.1.6. Recruitment of a registered dietician seeking to become a diabetes care and education specialist (supporting primary care providers).	Clinical Ancillary Director	Spring 2023	CEO	Dietician; Providers; Billings Clinic	Patient engagement



**Needs Being Addressed by this Strategy:**

1. Survey respondents indicated the three most important components of a healthy community are “Good jobs and a healthy economy”, “Affordable housing”, and “Access to health care and other services.”
2. The top ways survey respondents felt the community’s access to healthcare could be improved were: More information about available services (49.6%), More primary care providers (47.0%), Payment assistance programs (healthcare expenses) (44.3%), and More specialists (40.0%).
3. Key informant interviewees mentioned the need for transportation assistance “people often have to travel to Helena or Bozeman for both specialty and primary care and that finding transportation can be very difficult, as there is no public transportation system in Townsend.”

**Anticipated Impact(s) of these Activities:**

- The outcome(s) that will occur after activities are carried out

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

- Track utilization of primary care provider and benchmark
- Track utilization of telehealth or digital visits
- Monitor outcomes of diabetic patients and needs being met

**Measure of Success:** Broadwater will see an increase in utilization of primary care services

**Goal 1:** Improve access to healthcare services in Broadwater County

**Strategy 1.2:** Enhance access to specialty care services at BCB

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
1.2.1. Explore opportunities to expand specialty services (dermatology, urology, podiatry, and occupational health). Start with once-a-month outreach clinic and assess capacity and demand.	Clinic & Ancillary	Spring 2023 and ongoing	CEO	BC Bozeman, Billings Clinic	Staffing, provider availability, patient engagement
1.2.2. Continue to explore the feasibility of offering MRI, ultrasound, and consistent mammography services.	Clinic & Ancillary	Summer 2023	CEO	Billings Clinic, Logan Health	Patient engagement, availability of mobile services
1.2.3 Become a certified level 4 trauma center.	DON, Medical Director	Spring 2024	CEO	Billings Clinic	Staffing

**Needs Being Addressed by this Strategy:**

1. Survey respondents indicated the three most important components of a healthy community are “Good jobs and a healthy economy”, “Affordable housing”, and “Access to health care and other services.”
2. The top ways survey respondents felt the community’s access to healthcare could be improved were: More information about available services (49.6%), More primary care providers (47.0%), Payment assistance programs (healthcare expenses) (44.3%), and More specialists (40.0%).
4. The top desired local healthcare services that respondents would utilize if available locally: dermatology, ophthalmology (eye doctor), and MRI (imaging).

**Anticipated Impact(s) of these Activities:**

- There will be an increase in specialty services provided and increase of community awareness and utilization
- There may be additional diagnostic imaging services available locally
- Broadwater will gain its trauma certification

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

- Number of specialty clinics offered monthly and visit growth

- Track specialty clinic utilization
- Track access to specialty care in subsequent CHNA
- Quarterly updates of trauma reports and certification movement

**Measure of Success:** Broadwater will see an increase in number of specialties and utilization of outreach services

**Goal 1:** Improve access to healthcare services in Broadwater County

**Strategy 1.3:** Improve access to healthcare services through enhanced community education and collaboration

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
1.3.1. Continue meeting with Public Health to assess and create outreach materials related to financial assistance programs locally and statewide.	DON	Spring 2023 and ongoing	CEO	Community Health Worker (CHW) and Patient Administration Systems (PAS)	Access to local programs
1.3.2. Improve upon Billings Clinic’s navigator program to assist the community in accessing and understanding healthcare services.	DON, Clinic & Ancillary	Ongoing	CEO	Billings Clinic, CHW and PAS	Workforce limitations Resource limitations
1.3.3 Partner with local public health to develop and implement a sustainable transportation program (New vehicle for CIH visits/transportation).	DON, CEO	Spring 2024	CEO	CHW, CIH	Financial limitations Resource limitations Workforce availability
1.3.4 Explore opportunities to raise awareness of BCB rehabilitation program through local schools and senior services.	Clinic & Ancillary	On going	CEO	Local schools, senior services	Partner engagement Local competition

**Needs Being Addressed by this Strategy:**

1. Survey respondents indicated the three most important components of a healthy community are “Good jobs and a healthy economy”, “Affordable housing”, and “Access to health care and other services.”
2. The top ways survey respondents felt the community’s access to healthcare could be improved were: More information about available services (49.6%), More primary care providers (47.0%), Payment assistance programs (healthcare expenses) (44.3%), and More specialists (40.0%).
5. 45.2% of survey respondents reported delaying or not receiving needed healthcare services. Top reasons identified for why they did not get those services: It cost too much (23.5%) and too long to wait for an appointment (23.5%).
6. For those respondents who do don’t have health insurance, 100% reported it was because they could not afford to pay for it.
7. 40.8% of survey respondents reported they did not know or were unsure of programs that help people pay for healthcare bills.

8. 26.1% of survey respondents indicated a need for transportation assistance to improve the community’s access to healthcare.
9. Several key informants mentioned senior services as a community concern. “The senior services we have are pretty good, there are very limited home health options in the community though.” “The assisted living facilities are also often full so people have to look for other options.”

**Anticipated Impact(s) of these Activities:**

- Community will feel better educated regarding financial assistance
- Community will be offered transportation options for appointments and life care needs.
- Rehab services and options will be seen in schools and senior circles.

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

Quarterly checks and updates of Rolling Action Item List for education and collaboration with public health and other partners.

**Measure of Success:** Transportation options would be available and subsequent CHNA will reveal high percentage of community education available.

**Goal 2: Improve BCB’s community outreach and engagement in Broadwater County**

**Strategy 2.1: Enhance knowledge and education of available services in Broadwater County**

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
2.1.1. Meet with community partners to develop and collaborate on community events (Community Health Fair, mental health consortium, DUI taskforce, and job fair).	DON, Quality, and Clinic Ancillary	Ongoing and annually	CEO	public health sheriff's office school Local Advisory council	Engagement, pandemics
2.1.2. Work with Billings Clinic to improve website accessibility and clarity.	Marketing and local leadership	Spring 2023	CEO	Billings Clinic	Resources, funding
2.1.3. Explore consistent opportunities to provide health education to local organizations/groups (Senior Center, coffee clubs, social service organizations, etc.).	CEO and leadership	Spring 2023 and ongoing	CEO	Public health, senior center, school	Engagement, workforce, scheduling limitations
2.1.4. Explore creating and/or partnering on a community wellness/health promotion event or program (steps challenge, Walk with a Doc, Trails Rx, etc.).	Marketing, leadership, med staff	Ongoing	CEO	Local gyms, local non-profit groups	Resources, engagement
2.1.5. Disseminate quarterly newsletter and newspaper articles with timely preventive health education/outreach (breast cancer awareness month, etc.)	Marketing, leadership	Fall 2022	CEO	Billings Clinic, med staff	Financial limitations, content provider limitations
2.1.6. Explore opportunities to collaborate and advance the conversation around housing affordability locally and statewide.	CEO	Ongoing	CEO	BCDC, Chamber, MBAC, MSU ext office	Scheduling conflicts, financial limitations, geographic limitations

**Needs Being Addressed by this Strategy:**

10. Top health concerns reported by survey respondents: alcohol/substance abuse (50.4%), Financial stress (30.1%), Cancer (26.5%), Mental health issues (25.7%), and Overweight/obesity (23.0%).
11. Survey respondents rated the availability of alcohol/substance use treat and prevention programs as Poor (1.6 out of 4.0).
12. 17.4% of survey respondents reported they had experienced periods of at least 3 consecutive months in the past 3 years where they felt depressed on most days.
13. 46.1% of survey respondents rated their knowledge of BCB services as “Fair” or “Poor.”
14. 24.6% of survey respondents said that they were “somewhat” or “a great deal” negatively affected by their own or someone else’s substance use issues.
15. 14.4% of survey respondents rated their stress level over the past year as “High”. 42.4% rated their stress level as “Moderate”.
16. 67.6% of survey respondents rated the general health of their community as “Somewhat healthy.” 7.4% rated the community as “Unhealthy”.
17. Survey respondents indicated the most interest in educational classes or programs related to: Fitness (41.7%), Health and wellness (36.9%), estate planning, and weight loss (34.0%, each).
18. 16.6% of survey respondents reported physical activity of at least 20 minutes “1-2 times per month” or “no physical activity”.

**Anticipated Impact(s) of these Activities:**

- Community will be more educated and aware of service opportunities
- Strengthen community partnership
- Services, policy, and resources development

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

- Enhance community engagement
- Track development of community events
- track and trend attendees of annual events
- track referrals from events
- marketing benchmark and trend social media engagement

**Measure of Success:** Increase utilization of offered services

**Goal 3:** Advance population health programming throughout Broadwater County

**Strategy 3.1:** Champion initiatives aimed at addressing health disparities and advancing health equity throughout the service area

Activities	Responsibility	Timeline	Final Approval	Partners	Potential Barriers
3.1.1. Develop a sustainable Community Integrated Health (CIH) / community paramedicine program.	CIH	Ongoing	CEO	DON, Ancillary Director	Financial limitations, workforce, provider and community engagement
3.1.2. Develop a sustainable Community Health Worker (CHW) program (building support groups, patient education, facilitate access to social services/ local resources).	CHW	Ongoing	CEO	DON, Ancillary Director	Financial limitations, workforce, provider and community engagement
3.1.3. Expand the behavioral health program at BCB by recruiting an onsite LCSW.	Clinical Ancillary	Spring 2023	CEO	CHW, Billings Clinic	Wage limitations, workforce recruitment, geographic location, housing

**Needs Being Addressed by this Strategy:**

1. Survey respondents indicated the three most important components of a healthy community are "Good jobs and a healthy economy", "Affordable housing", and "Access to health care and other services."
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4. The top desired local healthcare services that respondents would utilize if available locally: dermatology, ophthalmology (eye doctor), and MRI (imaging).



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6. For those respondents who do don't have health insurance, 100% reported it was because they could not afford to pay for it.
10. Top health concerns reported by survey respondents: alcohol/substance abuse (50.4%), Financial stress (30.1%), Cancer (26.5%), Mental health issues (25.7%), and Overweight/obesity (23.0%).
11. Survey respondents rated the availability of alcohol/substance use treat and prevention programs as Poor (1.6 out of 4.0).

**Anticipated Impact(s) of these Activities:**

- Healthier community
- Appropriate resources utilization
- Community engagement
- Increased access behavioral health resources

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

- Track positive patient outcomes
- Track financial gains
- Track readmissions
- Evaluate utilization of services

**Measure of Success:** Health disparities will be supported and gaps in healthcare will decrease in Broadwater County.

**Needs Not Addressed and Justification**

Identified health needs unable to address by BCB	Rationale
<p>1. Financial stress (30.1%) was identified as a top health concern in the community. Broadwater County has an unemployment rate of 8.8% compared to 4.0% for the state.</p>	<ul style="list-style-type: none"> <li>• BCB provides financial assistance, accepts Medicaid/Medicare and is in network with most major insurance companies.</li> <li>• BCB continues to work bridging gaps across all stressors, including, physical and mental health.</li> </ul>
<p>2. 64.3% of survey respondents do not feel that the community has adequate or affordable housing options, 33% “Don’t know”, and 2.6% said “yes” there were adequate and affordable housing options.</p>	<ul style="list-style-type: none"> <li>• BCB provided support by testimony for the need of additional housing but was rejected by the governing authority. BCB will continue to advocate for housing and how lack of appropriate/adequate housing affects population health.</li> </ul>
<p>3. Secondary data reports 73.9% of Broadwater County residents do not have access to internet at home compared to 81.5% for the state.</p>	<ul style="list-style-type: none"> <li>• BCB provides at home telehealth through the CIH program, which utilizes mobile hotspot for patients without internet access.</li> <li>• BCB supports community efforts for broadband access in Broadwater County.</li> </ul>

## Dissemination of Needs Assessment

Billings Clinic Broadwater “BCB” disseminated the community health needs assessment and implementation plan by posting both documents conspicuously on their website ([www.billingsclinic.com](http://www.billingsclinic.com)) 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 BCB is utilizing their input. The Steering Committee, as well as the Board of Directors, will be encouraged to act as advocates in Broadwater County as the facility seeks to address the healthcare needs of their community.

Furthermore, the board members of BCB will be directed to the hospital’s website to view the complete assessment results and the implementation plan. BCB board members approved and adopted the plan on **October 27th, 2022**. Board members are encouraged to familiarize themselves with the needs assessment report and implementation plan, so they can publicly promote the facility’s plan to influence the community in a beneficial manner.

Written comments on this 2022-2025 Billings Clinic Broadwater Community Benefit Strategic Plan can be submitted to:

Billings Clinic Broadwater  
110 North Oak  
Townsend, MT 59644

Please reach out to Administration at 406-266-3186.