

Livingston Healthcare 2019 – 2022 Implementation Plan Community Health Needs Assessment 2019 Park County

Governed by a volunteer Board of Director, Livingston HealthCare (LHC) is a community not-for-profit healthcare organization that includes a 25 bed Critical Access Hospital, a Rural Health Clinic, an Urgent Care Center, as well as a Home Health and Hospice agency. We are located in Park County and the city of Livingston, Montana.

Our mission is excellence in patient-centered care.

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

LHC's **Standards of Excellence** guide each and every employee, including leadership, medical staff, and managers, in achieving and sustaining the goals defined by our mission, vision, and values.

The community health needs assessment was performed the summer of 2019 to determine the most important health needs and opportunities for Park County, Montana. The full report including the methodology and results are posted on the facilities website at <http://www.livingstonhealthcare.org>. As a result of the research and recommendations that appear in the 2019 Park County Community Health Needs Assessment and further exploration with hospital administrators, staff, and Board of Directors, the following strategies will guide the organization in addressing the community's identified health needs over the next three years. These strategies were approved by the Livingston HealthCare Board of Directors on October 30, 2019.

The prioritized health needs as determined through the assessment which the facility will be addressing relate to the following health issues.

1. Behavioral Health
2. Community Wellness
3. Access to Care

In addressing these issues Livingston HealthCare seeks to:

1. Improve access and delivery of behavioral health services in Park County.
2. Expand health and wellness education, continuity of care and screening and management of chronic conditions.

3. Improve access and health services available in Park County. 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.

Livingston HealthCare's Community Partnerships

- 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
- Live Well 49 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

Behavioral Health

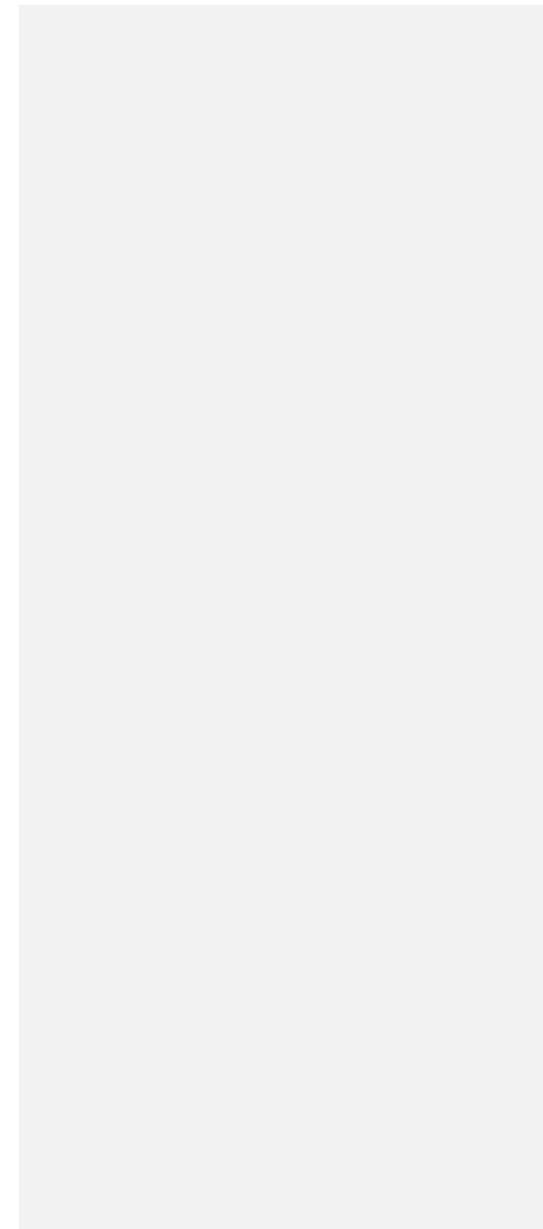
Livingston Healthcare is committed to continuing the provision of behavioral health (BH) care through a number of existing services. To augment these services, Livingston Healthcare will:

Integrated Behavioral Health

<i>Planned Action</i>	<i>Anticipated Impact</i>	<i>LHC Resources</i>	<i>Potential Collaborations</i>
1. Expand utilization of team-based care.	Greater efficiency and capacity of limited resources. Improved coordination of care and patient outcomes.	<ul style="list-style-type: none"> • Costs for developing educational materials for patients and families as well as education and training materials for employees and providers. • BH Team and Primary Care Teams and administrative support. 	<ul style="list-style-type: none"> • MHCF • Billings Clinic Behavioral Health Team • National Council for Behavioral Health • MT AHEC
2. Develop care pathways for Behavioral Health Services.	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.		
3. Behavioral Health workforce training.	Certification/Training for RN/MA's in mental health first aid or fundamentals of behavioral health.		
4. Evaluate Gaps in Service and Overall Strategy for Behavioral Health Services.	Improved patient engagement and continuous improvement of patient services and care.		

Pediatric and Adolescent Behavioral Health

<i>Planned Action</i>	<i>Anticipated Impact</i>	<i>LHC Resources</i>	<i>Potential Collaborations</i>
1. Implement school-based outpatient treatment (SBOT) for behavioral health services	<p>Improve access to BH services for students, with onsite access provided at Park High Ranger Clinic</p> <p>Improved communication and coordination of care for students.</p> <p>Expand availability of behavioral health services for adolescents in Park County.</p>	<ul style="list-style-type: none"> • Cost of recruiting and staffing • Community education • Construction • Cost for continued education to staff and providers 	<ul style="list-style-type: none"> • Livingston School district (multiple departments) • L'Esprit • Community Health Partners
2. Recruit and Hire clinical psychologist.	Additional BH provider and resource within school and rural health clinic.	<ul style="list-style-type: none"> • Cost of recruiting and staffing • LHC resources 	



Emergency Department Behavioral Health

<i>Planned Action</i>	<i>Anticipated Impact</i>	<i>LHC Resources</i>	<i>Potential Collaborations</i>
1. Develop systematic pathway for care of Emergency Department admissions with behavioral health related diagnosis.	Increased staff and provider awareness of patients struggling with depression or suicidal ideation and resources available for support and treatment.	<ul style="list-style-type: none"> • Costs related to education and training materials for staff and providers. • Costs related to purchasing, accommodating and training staff. • Costs related to marketing and education. 	<ul style="list-style-type: none"> • MHCF • National Council for Behavioral Health • Billings Clinic Psychiatry Department
2. 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"> • Western Montana Mental Health • Hope House • Connect Referral • Law Enforcement • Emergency Responders • Aspen • South West Chemical Dependency

Trauma Informed Care

<i>Planned Action</i>	<i>Anticipated Impact</i>	<i>LHC Resources</i>	<i>Potential Collaborations</i>
1. Create consistent education for providers and care givers regarding Trauma, ACES, its prevalence and types.	Staff development in an understanding of and responsiveness to the impact of trauma that emphasizes physical, psychological, and emotional safety for everyone. Creates opportunities for survivors to rebuild a sense of control and empowerment.	<ul style="list-style-type: none"> Costs associated with staff training and associated educational 	<ul style="list-style-type: none"> Park County Health Dept Live Well 49
2. Incorporate ACES (adverse childhood experiences) into primary care practices.	Increased awareness and standardized approach to assessing patients.	<ul style="list-style-type: none"> Costs associated with educational materials, training and staff time 	
3. Use community events as avenues for education and awareness	Community support via collaboration, education and awareness of trauma informed care.	<ul style="list-style-type: none"> Costs associated with educational materials, training and staff time 	<ul style="list-style-type: none"> MT AHEC
4. Community wide and LHC workforce education and training on QPR	Increase awareness of suicide prevention resources and tools. Create a community of gatekeepers for individuals with mental health crisis.	<ul style="list-style-type: none"> Costs associated with educational materials, training and staff time 	<ul style="list-style-type: none"> Live Well 49 County Health Dept

Substance Abuse

<i>Planned Action</i>	<i>Anticipated Impact</i>	<i>LHC Resources</i>	<i>Potential Collaborations</i>
Educate providers and implement SBIRT (Screening, Brief Intervention, and Referral to Treatment) for every inpatient/outpatient	Patient identification, education and referral as necessary to access the appropriate treatment.	<ul style="list-style-type: none"> Costs related to education and training materials for staff and providers 	<ul style="list-style-type: none"> National Council for Behavioral Health MHCF
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"> Family Practice and OB/GYN providers. Family Birth Center 	<ul style="list-style-type: none"> Park County Health Department Southwest Chemical Dependence Local Licensed Addiction Counselors Community Health Partners
Revise and implement system-wide opioid prescribing policy, which includes patient contracts to assure patient safety, education, monitoring and compliance.	Create consistency for treatment of patients. Support safe prescribing of opiates for chronic pain management. Help prevent potential drug diversion.	<ul style="list-style-type: none"> Cost of staffing hours to support initiatives. Cost for continued education to staff and providers 	<ul style="list-style-type: none"> Community Health Partners
Conduct provider education on SUD and safe prescribing of opiates.	Improve awareness, screening and best practices.	<ul style="list-style-type: none"> Cost of Livingston HealthCare staff 	<ul style="list-style-type: none">

		and provider time	
Evaluate alternative treatment options to opiates for pain management.	Cultivate stronger collaboration for alternative treatment options utilizing therapy services. Offering alternatives such as physiatry and PT/OT and coordinated care approach to chronic pain management.	<ul style="list-style-type: none"> • Recruiting and staffing costs • Equipment costs • Education and marketing. 	•
Implement electronic prescribing of controlled substances	Help prevent potential drug diversion through electronic monitoring of drug inventories, dispensing, waste etc.	<ul style="list-style-type: none"> • Staff training • Registration of electronic devices for two level authentications 	<ul style="list-style-type: none"> • Billings Clinic • Cerner EHR

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Community Wellness

Livingston Healthcare has invested and will continue to invest in programs and services to treat some of the most prevalent health concerns and promote wellness in our county. To augment these services, Livingston Healthcare will:

Connect Referral

<i>Planned Action</i>	<i>Anticipated Impact</i>	<i>LHC Resources</i>	<i>Potential Collaborations</i>
1. Increase use of Connect Referral to connect patients with support and services they need	Increased staff and provider awareness of patients struggling with social determinants of health and connect them with resources available.	<ul style="list-style-type: none"> • Costs related to education and training materials for staff and providers 	<ul style="list-style-type: none"> • Connect Referral • All community agencies current and future participants.
2. Increase collaboration with community partners to support patient needs	Enhanced relationships with community partners to provide support services to patients.		

Unintentional Injury and Violence

<i>Planned Action</i>	<i>Anticipated Impact</i>	<i>LHC Resources</i>	<i>Potential Collaborations</i>
1. Trauma prevention education. Focus on bicycle safety.	Promote bicycle safety throughout the community. Education and increase use of bicycle helmets.	<ul style="list-style-type: none"> • Staff • Helmets • Bike Safety Educational Materials 	<ul style="list-style-type: none"> • Law enforcement • Farmers Market • LHC Foundation • Park County Health Department • City of Livingston
2. 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"> • LHC Staff Supplies 	<ul style="list-style-type: none"> • Park County Health Department • Law Enforcement • CHP
3. Collaborate with community agencies to educate on accidental death and trauma.	Promote safety and unintentional injury	<ul style="list-style-type: none"> • LHC Staff • Educational resources 	<ul style="list-style-type: none"> • Park County Health Department • Law Enforcement • CHP • Livingston School District and Park County Rural Schools

Health Screenings

<i>Planned Action</i>	<i>Anticipated Impact</i>	<i>LHC Resources</i>	<i>Potential Collaborations</i>
1. Standardize hypertension screening within network clinical settings	Improve hypertension screening and care across the network.	<ul style="list-style-type: none"> • Costs associated with staffing for education and participation in community events • Costs related to educational materials for staff, providers and patients 	<ul style="list-style-type: none"> • Marketing • BCBS MT
2. Offer community events to increase engagement	Greater healthcare compliance in the community. Promotion of 3-D Mammography for improved screening rates.		
3. Evaluate population health strategy.	Increase preventative health screenings, wellness visits and improve management of chronic diseases.	<ul style="list-style-type: none"> • LHC LHC • LHC Staff • Software applications • Data and analytics 	

Health Education

<i>Planned Action</i>	<i>Anticipated Impact</i>	<i>LHC Resources</i>	<i>Potential Collaborations</i>
1. Continue and enhance community educational offerings	Enhance patient knowledge and improved self-management, healthy lifestyles and wellness.	<ul style="list-style-type: none"> • Cost of staff time and resources. 	<ul style="list-style-type: none"> • Marketing • Community partners and local agencies
2. Enhancement of internal education and reference materials through a healthcare best practice reference (Lippincott)	Healthcare providers will have access to and expand knowledge of best practices and clinical practice evidence-based guidelines. Patients will also have access to improved materials.	<ul style="list-style-type: none"> • Cost of application and staff 	<ul style="list-style-type: none"> • Staff development and nurse educator.
3. Enhance transitions of care by improving communication and education at discharge from LHC services.	Improve patient experience and outcomes through patient engagement and education of after care and self-management.	<ul style="list-style-type: none"> • Cost of application and staff 	<ul style="list-style-type: none"> • Cerner applications • Internal resources

Support Active Lifestyle and Physical Activity

<i>Planned Action</i>	<i>Anticipated Impact</i>	<i>LHC Resources</i>	<i>Potential Collaborations</i>
1. Participate in and Support local 'active lifestyle' events/ programs (ex. Race)	Increase awareness of and participation in local events/ programs for LHC staff as well as community members	<ul style="list-style-type: none"> • Cost of application and staff 	<ul style="list-style-type: none"> • LiveWell49 • City of Livingston, Trails Rx • Parks and Trails Committee • Active Transportation Committee • Adopt-A-Trail Program • Livingston School District • St. Mary's
2. Sponsor local Girls on the Run program in partnership local elementary schools.	Provider mentorship and encouragement for local girls using an evidence-based enrichment curriculum for 3rd, 4th, 5 th grade girls that includes running.		

Access to Care

Livingston Healthcare has invested and will continue to invest in many programs and services to improve access to care and to augment these services, Livingston Healthcare will:

Primary and Specialty Care Services

<i>Planned Action</i>	<i>Anticipated Impact</i>	<i>LHC Resources</i>	<i>Potential Collaborations</i>
1. Develop an internal task force to 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"> • Cost related to committee and implementation staff time 	<ul style="list-style-type: none"> • CHP • Park County Health Department • Billings Clinic
2. Evaluate appropriate location of services based on patient experience and access needs.	Create improved access and more appropriate access for patients as needed.	<ul style="list-style-type: none"> • Potential costs would include labor and building improvements and/or capital projects. 	<ul style="list-style-type: none"> • CHP • Park County Health Department • Billings Clinic
3. Hire internal Patient Experience Manager.	Continuous focus and improvement of patient experience.	<ul style="list-style-type: none"> • LHC staff • Education 	<ul style="list-style-type: none"> • NRC • Billings Clinic

4. Establish Patient Experience Teams for Acute and Ambulatory Care.	Evaluate and improve patient experience and appropriate service levels	<ul style="list-style-type: none"> Livingston HealthCare staff, education, project costs 	<ul style="list-style-type: none"> Internal Resources
5. Explore population health initiatives.	Design clinic services to expand wellness, preventative services, health screenings and chronic disease management	<ul style="list-style-type: none"> Livingston HealthCare staff, education, project costs 	<ul style="list-style-type: none"> Billings Clinic BCBS of MT
6. Explore management of chronic conditions through a care coordinator- nurse case management.	Greater efficiency and capacity of limited resources. Improved coordination of care and patient outcomes.	<ul style="list-style-type: none"> Livingston HealthCare staff, education, project costs 	<ul style="list-style-type: none"> Internal Resources
7. Occupational Health Services	Improve access for local businesses and community members to services	<ul style="list-style-type: none"> Livingston HealthCare staff, education, project costs 	<ul style="list-style-type: none"> Billings Clinic Local businesses