

## **KALISPELL REGIONAL MEDICAL CENTER 2012-2013 COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION PLAN EVALUATION**

The Kalispell Regional Medical Center Board of Trustees established five prioritized strategies, as its implementation plan from the 2012-2013 Community Health needs Assessment. As a result of the activities of the entire Kalispell Regional Medical Center team since the adoption of the five implementation strategies, KRMC has achieved the following results:

### **1. ADDRESS GAPS IN THE PROVISION OF MENTAL HEALTH CARE.**

Kalispell Regional Medical Center is committed to continuing the provision of mental health care through many existing services:

- Pathways® Treatment Center for acute mental health and substance abuse patients (adolescents and adults), and an outpatient support group for those discharged from Pathways® Treatment Center
- Turtle Bay (intensive therapeutic outpatient program for children and adolescents with emotional problems)
- School-Based Program serving all school districts (except Evergreen) (serves 120 children per day, including low-income)

To augment these services, Kalispell Regional Medical Center will work with community groups to:

- Address the shortage of outpatient mental health providers by recruiting two to three psychiatrists and one nurse practitioner with advanced mental health training. The nurse practitioner will rotate within various primary care offices to see patients on site.

### **Evaluation:**

- The Newman Center, an outpatient mental health clinic, was opened in August 2013.
- Two additional psychiatrists have been hired at the Newman Center—one adult psychiatrist and one adolescent/child psychiatrist.
- A psychiatric nurse practitioner was hired in 2015. The nurse practitioner sees patients at the Newman Center.
- A recruiting firm has been retained to recruit three additional psychiatrists.
- The Newman Center is scheduled for a facility expansion in 2016 that will add offices to accommodate additional providers and patients.
- The Newman Center plans to add an additional therapist to its staff in 2016.

- Develop procedures for identifying suicide risks and connecting at risk patients with available prevention services, especially within the public primary and secondary schools.

**Evaluation:**

- The KRMC mental health programs have adopted the Columbia Suicide Severity Rating Scales for identifying suicide risks.
  - KRH Physician Network primary care offices are using the Patient Health Questionnaire (PHQ-9) framework to assess suicide risk.
  - KRMC is now part of the management team for the Montana Support Outreach and Access for the Resiliency of Students (SOARS) grant for Kalispell School District 5, providing free training for five years of Youth Mental Health First Aid. This includes implementing a Noble Referral System for referral tracking of identified students.
  - The KRMC behavioral health program provides intensive outpatient services in teams of two at every school within the school districts of Kalispell, Whitefish, Columbia Falls, Somers/Lakeside, and Bigfork.
  - KRMC, in collaboration with community partners, received a crisis diversion grant. These funds are being utilized to implement crisis diversion services and a website for parents, students, and public to learn about all of the behavioral health resources in Flathead County children.
  - KRMC provides funding for a mental health specialist to be on call for Emergency Department needs.
- Evaluate opportunities to collaborate with Flathead Valley Community College to explore the development of a counseling education program to address mental health professional shortages in the area.

**Evaluation:**

- Kalispell Regional Healthcare now actively works with Flathead Valley Community College and Montana State University–Bozeman to receive and train nursing students and encourage career paths into mental health.
- Kalispell Regional Healthcare signed an agreement in 2016 with the University of Montana to start a PhD residency program. This program will send two doctoral students per rotation to Kalispell Regional Medical Center to address behavioral health provider shortages.

- Provide training for KRMC Social Services personnel to navigate patients/families within the mental health care system.

**Evaluation:**

- KRMC's Case Management Department meets monthly for care collaboration with the behavioral health team.
  - KRMC's behavioral health team led two training sessions for case management staff, one with a psychiatrist and one with addiction services staff, reviewing what resources are available within Kalispell Regional Healthcare and the community.
- Provide training for KRMC billing staff to help patients qualify for various public assistance programs and insurance plans that can cover mental health services.

**Evaluation:**

- KRMC financial counselors work diligently to find alternate payer sources for mental health services.
- Certified counselors are also able to speak intelligently about the Affordable Care Act plans for mental health care with patients.

**2. IMPROVE PATIENT ADVOCACY AND THE COORDINATION OF CARE AMONG MULTIPLE ENTITIES/AGENCIES.**

Navigating the twists and turns within the Kalispell Regional Healthcare System is a challenge for patients and caregivers. While the recent integration of many primary care medical practices under Kalispell Regional Medical Center has resulted in more coordinated care for patients, additional efforts to enhance patient advocacy include:

- A continued expansion of the Nurse Navigator program to provide resources and guidance to patients.

**Evaluation:**

- The Nurse Navigator program has now expanded to six nurses, including the areas of breast health, cancer, general care, and medical tourism.
  - The Nurse Navigator program now includes an on-call schedule for continuous coverage.
- A support system (which could include joint funding of initiatives, direct support funding, providing leadership to governing boards, information sharing and other

possible cooperative ventures) for independent community efforts to establish a local Advocacy Center.

**Evaluation:**

- KRMC now hosts a monthly meeting of the Northwest Montana Care Transitions Coalition. The group consists of KRH providers and providers in the community, with discussions focused on how to connect patients with available local resources.
- KRMC's Case Management Department actively contributes to a subcommittee of the Northwest Montana Care Transitions Coalition that identifies "super-utilizers" of the healthcare system to help ensure these patients are provided support throughout their use of the healthcare system.
- KRH actively supported the formation of and early activities of ASSIST-Flathead Valley, a nonprofit organization with volunteers that connects care receivers to agencies that provide services for financial aid application, meals or groceries, social service needs, home care, transportation, and other unmet needs. In 2016, ASSIST-Flathead valley became a subsidiary of KRMC
- KRMC developed a Children's Advocacy Center for private interviews with children involved in abuse cases.

**3. INCREASE AWARENESS, EDUCATION AND UTILIZATION OF PROGRAMS TARGETING PREVENTABLE DISEASES.**

In recent years, Kalispell Regional Medical Center has invested in many programs and services to treat some of the most prevalent causes of death in our county:

- A comprehensive cardiovascular program including interventional cardiology, heart surgery, electrophysiology, cardiac rehabilitation, a heart failure clinic and prevention education.
- A comprehensive cancer program including medical oncology, surgical oncology, radiation oncology, supportive care and preventive screenings.
- A Neuroscience & Spine Institute including neurosurgery, neurology and a stroke program.
- A Trauma Prevention program including school presentations and a helmet safety initiative.
- A Diabetes Care and Prevention Center providing group education, one-on-one counseling and chronic disease management education.

To complement these services Kalispell Regional Medical Center will:

- Evaluate additional opportunities to provide financial scholarships through the Kalispell Regional Healthcare Foundation to patients for fitness center memberships, weight loss programs, wellness programs, and other prevention activities.

**Evaluation:**

- Through the Save a Sister program and Halt Cancer at X program, KRMC implemented One2One wellness coaching. This 16-week program focuses on healthy weight management, nutrition education, and strength training.
- KRH partnered with Cancer Support Community to develop a local chapter that will house group activities, educational talks, healthy lifestyle classes, and support programs for cancer survivors and families. A house was purchased by KRH in 2015 for this purpose, and in early 2016, the Facility was opened and began providing services to the community.
- KRH initiated Journey to Wellness, a three-month program that helps identify and harness personal strengths through the use of wellness coaches. The program establishes a new foundation for participants that challenges and inspires them towards success.
- KRMC annually hosts Crosstown Craze, an all-night party for graduating seniors that encourages a positive, safe, and physically active environment for teens.
- Kalispell Regional Healthcare, North Valley Hospital, and Flathead City-County Health Department collaborate on the Save a Sister initiative to lessen the impact of breast cancer in our community. Since its inception, the goals of this program have been to raise funds to provide access for women to screening mammograms, educate the community on breast health, and promote prevention and wellness programs through outreach activities. From 2013-2015, the program has completed:
  - 895 Calls to Save A Sister hotline
  - 234 Screening Mammograms
  - 240 Diagnostic Mammograms
  - 206 Ultrasounds
  - 10 Biopsies—2 were cancerous
  - 100 Screening mammograms for individuals under the age of 40
  - 5 Screening mammograms for men
  - 38 North Valley Hospital Screenings
  - 24 Nutrition classes taught and open to the public
  - 56 Coupons for lymphedema garments
  - 32 Times that Winkley Women’s Center traveled to Harvest Foods Bigfork to provide screenings, diagnostics, ultrasound

- 29 Patients helped -2-compression stockings, 2 edema gloves, 25 compression sleeves
    - 14 Screenings were due to the availability of the Walk in Clinic
  - A Diabetes Prevention Program (DPP) is offered at no charge to Medicaid participants and those covered under KRMC's health insurance. DPP participants pay \$150 for a year-long program which also includes a membership to KRMC's fitness and wellness center and participation in the Journey to Wellness Program. Participants receive \$50 refund if they successfully complete the Journey to Wellness program.
  - The Summit Medical Fitness Center currently is providing 208 scholarship accounts totaling 373 people with 187 regular accounts and 21 clinical accounts. The accounts are a mix of individuals and families, 40% adult, 4% student, 13% couples, 23% seniors and 20% families.
  - The Summit began offering registration fee scholarships in 2014 for veterans joining The Summit.
  - In 2015, the Summit provided 28 new veteran individual/family memberships totaling \$4,306 in registration fees.
  - In 2014, the Summit provided 19 new veteran individual/family memberships totaling \$2,891 in registration fees.
  - The Summit donates facility space and services to a variety of non-profit organizations throughout the year totaling on average \$120,000 per year. This includes pool times for Flathead and Glacier High Schools, rotary basketball court time and various services for area non-profit organizations to use as raffle prizes.
- Host community health fairs and free screenings for preventable diseases such as heart disease, Type 2 diabetes, and obesity.

**Evaluation:**

- In 2014, KRMC's stroke program traveled to Conrad and Shelby, attending health fairs to raise the awareness about stroke in general and the need for early treatment.
- KRMC's stroke program attended health fairs in 2015 in Cutbank, Conrad, and Shelby, to raise the awareness about stroke in general and the need for early treatment.
- KRMC hosted a Heart Health Fair in Kalispell in 2013 and in 2014, featuring public education programs, free screenings, and raising public awareness regarding heart health.

- KRMC diabetes educators regularly provide diabetes education classes as part of the cardiac rehabilitation program for patients who have been diagnosed with diabetes.
  - In 2014 and 2015, KRMC diabetes educators participated in health fairs at Pablo, Conrad, Cutbank, Shelby, and Flathead Valley Community College, providing free glucose screenings.
  - KRMC diabetes educators also provided free screenings for employees and the public in the KRMC cafeteria during Diabetes Awareness month.
  - KRH's Bass Breast Center provided pancreatic, colon, and cervical/ovarian counseling free of charge to 415 members of the public.
  - KRMC began offering lung cancer screenings in early 2016, with the screenings covered most insurance plans and Medicare. Positive results are referred to a multi-disciplinary team to determine next steps.
  - KRMC began offering colorectal cancer screenings in early 2016, with the screenings covered most insurance plans and Medicare. Positive results are referred to a multi-disciplinary team to determine next steps.
- Host community education programs and lectures on prevention awareness and wellness.

**Evaluation:**

- Members of the KRMC stroke program attended Rotary Club events and presented on stroke awareness, recognition, prevention, and treatment, along with services provided for stroke care in the community.
- Cancer Support Community was presented at Kalispell noon Rotary club in 2016 to educate members of the community of the cancer support available in our valley.
- Members of the KRMC stroke program have also attended multiple health fairs within the greater Flathead Valley area.
- Providers from multiple disciplines are featured twice each week during a morning community radio program focusing on health and wellness.
- Radio ads were produced and aired throughout each month with various health promotion and wellness messages during each "Health Minute."
- KRMC diabetes educators host/coordinate monthly diabetes support groups in Kalispell and Eureka.
- KRMC diabetes educators participated in the Flathead High School Career Day program, reminding students of the importance of health and wellness.
- KRMC diabetes educators participated in two summer weeklong day camps for kids with diabetes.

- KRMC diabetes educators offered one kids cooking class in 2015 that was open to the public.
  - KRMC nutritionists were on hand at the 2015 Glacier High School career fair to provide awareness of healthy eating and wellness principles.
  - KRMC nutritionists presented on nutrition support to Flathead Valley Community College nursing students.
  - KRH submits regular articles and financially supports a quarterly community publication, the *HealthLink*, printed and distributed by the Daily Inter Lake.
  - KRMC nutritionists presented six nutrition classes for breast cancer survivors.
  - KRMC nutritionists provided a television interview in October of 2015 on sugar intake at Halloween.
  - KRMC provided nutrition education for Columbia Falls Head Start parents.
  - KRMC created a public presentation titled “ Healthy Eating on a Budget.”
  - KRMC nutritionists made a presentation in 2015 on heart health to Flathead biomedical students.
  - KRMC nutritionists developed an article on eating disorders for the Daily Inter Lake in 2015.
  - KRMC providers also presented to the Daughters of the American Revolution for breast cancer awareness in 2015.
- Collaborate with national organizations (American Heart Association, American Cancer Society, American Stroke Association and American Diabetes Association) on prevention awareness messages and annual health observances activities.

**Evaluation:**

- KRH works with national organizations to ensure quality stroke education material is provided to stroke patients and their families. This includes providing refrigerator magnets, information handouts, table tents, brochures, and posters to the community as well as at public events and health fairs.
  - KRMC diabetes educators collaborate with the National Centers for Disease Control, which endorses KRMC’s recognized DPP program.
  - KRH’s Save the Brain initiative is launching in Helena, encouraging statewide standards for concussion care.
- Support state-led prevention initiatives including Montana Cancer Control Coalition, Montana Stroke Initiative, Montana Cardiovascular Health Program and Montana Diabetes Project.

**Evaluation:**

- KRMC's stroke program assisted the Montana Department of Health and Human Services in multiple campaigns for stroke awareness.
- The stroke program also reached out to skilled and long-term care facilities within the Flathead Valley to provide stroke education material and stroke recognition placemats.
- KRH distributed stroke recognition placemats on all patient meal trays during the February/March stroke campaign in 2015.
- KRH is also now a Regional Telestroke site and has collaborated with the Montana Department of Health and Human Services Stroke Initiative as part of that effort.
- The KRMC diabetes prevention program is partially funded under a contract with the Montana Department Public Health and Human Services and the American Association of Diabetes Educators.
- The diabetes prevention program is also offered in the Eureka Clinic and via telehealth to participants in Plains with support of funding partially from the Montana Department of Health and Human Services Stroke Initiative.
- KRMC diabetes educators are active members of the Montana Diabetes Educators Network and have participated with the Montana Diabetes Association in diabetes awareness programs at MSU football games and at healthcare conferences throughout the state.
- The diabetes education manager is an active member of Montana's Diabetes Advisory Committee as part of the Montana Diabetes Project.
- KRH's Save the Brain program brought together 22 professionals in neuroscience, sports medicine, pediatrics, and education to develop and focus the scientific data in order to issue five consensus recommendations for concussion care.
- Save the Brain providers trained more than 300 clinicians in basic concussion care.
- Save the Brain providers conducted more than 35 informational/educational programs for student groups in elementary, middle, and high schools, parent groups, service organizations, sports boards, and a subcommittee of the Montana legislature.
- Save the Brain initiatives were launched in Kalispell, Whitefish, Columbia Falls, Bigfork, Evergreen, Somers, Lakeside, Eureka, Helena, Conrad, Shelby, Cut Bank, and Missoula.
- Save the Brain providers engaged in collaborative relationships throughout Kalispell Regional Healthcare and dozens of clinical groups and practices outside of KRH in a variety of health disciplines, the Governor's TBI Advisory Council, the Brain Injury Alliance of Montana, the University of Montana, the Montana Education Association, and several superintendents of school districts.

- Save the Brain providers created and distributed more than 5,000 wallet sized “Recognize a Concussion” cards to parents and sports coaches to create concussion awareness.
  - Save the Brain providers collected more than 500 baseline cognitive and balance evaluations for school sponsored and non-school sports.
  - Save the Brain providers created and distributed dozens of useful forms and clinical tools for clinicians, parents, athletes and teachers.
- Collaborate with local organizations on joint communications plans for prevention awareness.

**Evaluation:**

- KRH’s stroke program distributed life-sized posters for stroke recognition in the hospital cafeteria as well as the Flathead County Health Department.
- KRMC diabetes educators collaborate with the Kalispell Lions Club to raise awareness and coordinate fundraising efforts.
- KRMC diabetes educators also collaborated with the Kalispell Lions Club to host the diabetes “Strides” walks for awareness.
- Additionally, KRMC diabetes staff work in the Lion’s Club fair booth each year.
- KRMC diabetes staff collaborate with local school nurses for education programs.

**4. FACILITATE ABILITY TO ACCESS TO PRIMARY CARE FOR LOW INCOME, NO INCOME, UNDERINSURED OR UNINSURED RESIDENTS.**

With more than 40 primary care providers (MDs, DOs, NPs, and PAs) in eight Kalispell Regional Medical Center primary care practices in Flathead County (Family Practice, Internal Medicine and Pediatrics) the organization has invested in ensuring an ample supply of caregivers. In addition, Kalispell Regional Medical Center will:

- Continue its commitment to offering primary healthcare to patients covered by Medicare and Medicaid, as well as providing financial assistance to charity patients.

**Evaluation:**

- Kalispell Regional Healthcare provides care regardless of a patient’s ability to pay, insufficient health insurance, or level of coverage for the full cost of services by government-sponsored programs. In 2013, Kalispell Regional Healthcare provided \$7,997,643 in charity care. In 2014, KRH provided \$8,549,246 in charity care. This does not include bad debt.

- Provide training for billing staff to help patients qualify for various government or public assistance programs/insurance plans that can cover primary care health services.

**Evaluation:**

- KRMC financial counselors work diligently to find alternate payer sources.
- Certified counselors are also able to speak intelligently about the Affordable Care Act plans with patients.
- Educate the community about the importance of primary care and having a medical home.

**Evaluation:**

- Six primary clinics received national recognition in 2013 from the National Committee for Quality Assurance for their patient-centered medical home programs.
- Utilizing the KRH website, patient letters, and various materials, the concept of the patient-centered medical home has been communicated to the KRH patient population and the community.
- Establish a primary care residency program at Kalispell Regional Medical Center to help ensure the availability of future primary care providers.

**Evaluation:**

- KRH is an active participant in the Family Medicine Residency of Western Montana, welcoming its first class of resident physicians in 2014. The program is a cooperative effort among the University of Montana and several community hospitals to build a base of family physicians who are compassionate, clinically competent and motivated to serve patients and communities in the rural and underserved areas of Montana.

**5. SUPPORT LOCAL EFFORTS TO IMPROVE ACCESS TO DENTAL CARE.**

Kalispell Regional Medical Center recognizes that lack of dental health care is a serious concern in our community. While Kalispell Regional Medical Center's focus is on medical care, the organization will:

- Continue to offer the services of oral surgeons and dentists on the Medical Staff and on-call at the hospital Emergency Room to treat emergent dental needs that present in the Emergency Room.
- Continue to intervene to provide a dental visit and treatment for patients without insurance who must have a dental examination before certain medical procedures.
- Support efforts led by the local dental community and Flathead City - County Health Department to enhance access to dental care.

**Evaluation:**

- KRH has supported the start-up and on-going dental services program at Shepherd's Hand Free Clinic in Whitefish.
- Now offering dental hygiene services onsite through a credentialed dental hygienist at the KRH Skilled Nursing Facility (Brendan House).