

As a result of the research and recommendations that appear in the 2015/2016 Flathead County Community Health Needs Assessment (CHNA), the following strategies to address the three prioritized community needs were adopted by the North Valley Hospital Board of Directors on October 25, 2016. Results of these efforts were approved by the North Valley Hospital Board of Directors on February 26, 2019.

Need #1: Behavioral Health Education and Services

A. Need for increased number of behavioral health providers

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>	<i>Results</i>
1. Add behavioral health providers and continue provider search efforts	Increased mental health services to service area; increased number of patients served	Costs of recruiting and compensation for providers and support staff		<ul style="list-style-type: none"> • A psychiatric nurse practitioner was added for North Valley Behavioral Health (NVBH) in Oct 2017. • Behavioral health telemedicine was expanded to Eureka Primary Care and the Eureka School Based Clinic. • An Integrated Behavioral Health model was developed in two primary care clinics. • NVH recruited an Advanced Practice Provider in the NVBH clinic to arrive by Summer, 2019.

B. Substance abuse education and services

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>	<i>Results</i>
1. Increase the awareness of services provided by current NVH substance abuse counselor and explore opportunities to recruit additional behavioral health providers with credentials to address substance abuse	Increased substance abuse services to service area; increased number of patients served	Actual and in-kind costs of increasing awareness of current substance abuse services; costs of recruiting and compensation for provider(s) and support staff	<ul style="list-style-type: none"> • Flathead Valley Chemical Dependency Clinic • Other licensed addiction counselors 	<ul style="list-style-type: none"> • Substance abuse services were promoted each year via social media, print advertising, electronic newsletters, website and editorial. • Recruitment at NVBH focused on seeking rounded services to address the broad needs of the region in addition to substance abuse.
2. Participate in multidisciplinary committee to address access and care of addiction related conditions for maternal / fetal patients	More effectively identify and care for mothers and infants who may be experiencing the effects of substance exposure and expand services/care to affected population	Staff time	<ul style="list-style-type: none"> • Kalispell Regional Healthcare • Obstetric and pediatric providers • Flathead City-County Health Department 	<ul style="list-style-type: none"> • Birth Center Director is a member of the <i>Flathead Valley Drug Task Force</i> and a member of the sub-committee on <i>Maternal-Fetal, Infant, and Pre-pregnant Women Prevention Program</i>. • Birth Center Director is working with the task force and NVH providers to coordinate appropriate long-acting reversible contraception (LARC) and education for childbearing age women.
3. Work collaboratively to create a taskforce to educate providers on appropriate opiate prescribing and to the	Expand staff training regarding opiate prescribing and patient opiate use; create public awareness and provide education	Cost of staff time, materials and communications	<ul style="list-style-type: none"> • Kalispell Regional Healthcare • Flathead City-County Health Department 	<ul style="list-style-type: none"> • Chief Medical Officer participated on a Kalispell Regional Healthcare committee to develop a comprehensive system-wide opioid policy.

community regarding opiate narcotic use; promote “Know your dose.” Establish a policy for managing chronic pain through the emergency department			<ul style="list-style-type: none"> • Montana Prescription Drug Registry • Various other local organizations 	<p>Policy addresses prescribing patterns and will provide consistency in patient experience across clinics and in the hospital.</p> <ul style="list-style-type: none"> • Developed coordinated education for standardized teaching and an educational handout.
4. Identify students in the Whitefish and Columbia Falls school districts who may be at risk for substance abuse; provide counseling for students; educate counselors and school staff on substance abuse prevention	Provide resources as needed to students who may be involved with or at risk for substance abuse	Screenings by NVH primary care providers; education and treatment by NVH behavioral health specialists	<ul style="list-style-type: none"> • Whitefish and Columbia Falls School Districts. • Kalispell Regional Healthcare school based program 	<ul style="list-style-type: none"> • Integrated behavioral health was provided in the Whitefish and Columbia Falls School Based Clinics. • Presentations on substance abuse were made to schools, treatment centers, the prevention coalition, clinics, community organizations and emergency providers in 2016 and 2017.

C. Suicide and depression education and services

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>	<i>Results</i>
1. Identify opportunities to provide depression screenings for patients in the hospital and clinics	Provide resources as needed to patients identified to be at risk for depression and/or have suicidal ideations	Clinic and hospital staff involved with direct patient care	Western Montana Mental Health Center	<ul style="list-style-type: none"> • A monthly postpartum depression support group facilitated by Postpartum Support International Certified Nurses was launched. • NVH created a process to identify obstetric patients for depression in the prenatal

				<p>clinics, during their inpatient stay, at the 2-day postpartum visit, and beyond as needed.</p> <ul style="list-style-type: none"> • <i>Patient Health Depression</i> screening tools are utilized in the NVH clinics. • A process is in place for assessing patients' psychosocial issues upon hospital admission and during each shift.
2. Implement a plan to bring behavioral health screenings and treatment for students in the Whitefish and Columbia Falls school district	Implementation of a plan to provide resources as needed to students identified to be at risk or exhibiting behavioral health issues	Screenings by NVH primary care providers; education and treatment by NVH behavioral health specialists	<ul style="list-style-type: none"> • Whitefish and Columbia Falls School Districts • Kalispell Regional Healthcare school based program 	<ul style="list-style-type: none"> • Integrated Behavioral Health model is being utilized at Columbia Falls High School (CFHS). Behavioral health counselor provided on-site services to students at CFHS once a week from 10/16 – 10/18. • Counselor worked with CFHS staff on anxiety reduction tools during a weekly lunch group. Presentations were made to the freshman class at CFHS on self-care and stress management tools at the start of the 2017 school year. • Counselor specializing in child behavioral health saw students in Whitefish's elementary and middle school during the 18/19 school year.
3. Support suicide prevention organizations in their missions to	Support for suicide awareness/prevention organizations in their	Event and program sponsorships and in-kind support	<ul style="list-style-type: none"> • Nate Chute Foundation 	<ul style="list-style-type: none"> • \$1000 donation to support the efforts of the Nate Chute Foundation was made in 2017.

<p>provide services to the community</p>	<p>prevention efforts to create awareness, provide education and facilitate prevention</p>		<ul style="list-style-type: none"> • Suicide Prevention Coalition • Kalispell Regional Healthcare school based Program 	<ul style="list-style-type: none"> • \$5,500 in financial support was contributed to Flathead Valley middle and high school education programs via the Nate Chute Foundation. • Nate Chute Foundation presented education in November 2017 at the NVH nursing meeting, and participated in the 2018 NVH Planetree Festival. • Birth Center Director is an active member of FICMMR, a county wide multidisciplinary committee to review deaths of all children <18 years to identify community needs for education and prevention. Teen suicide is an active subject in this committee.
<p>4. Collaborate with area mental and clinical health providers to identify the community needs surrounding postpartum depression and the opportunities to provide assistance to mothers through education and support services</p>	<p>Development of a plan to address the needs of mothers experiencing postpartum depression</p>	<p>Cost of communications, staff time</p>	<ul style="list-style-type: none"> • Flathead City-County Health Department • Kalispell Regional Healthcare • Area providers of obstetric services • Various other local organizations 	<ul style="list-style-type: none"> • <i>Baby Blues Support Group</i> for postpartum mood disorders is led monthly by PSI Trained Birth Center RNs. • NVH worked with a postpartum depression consultant to expand the program to include workshops and other activities. • NVH has an extensive referral base to help clients choose services that fit individuals.

5. Continue providing the services of North Valley Embrace Health and North Valley Behavioral Health	Embrace will provide independent and group behavioral health counseling for seniors experiencing depression, anxiety, loss, etc. North Valley Behavioral Health will provide psychiatric and clinical counseling to children through adults	Embrace Health and Behavioral Health providers, staff and clinic operations		<ul style="list-style-type: none"> • North Valley Behavioral Health continued their mission to provide services to children, adolescents and adults. Telehealth services were utilized to enhance patient access. • Embrace Health was closed in mid-2018 to combine resources into North Valley Behavioral Health. • A partnership was created between Glacier Community Health Center (GCHC) and North Valley Behavioral Health for telemedicine services to GCHC.
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D. Behavioral Health care coordination / advocacy and integration

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>	<i>Results</i>
1. Collaborate with other area behavioral health organizations and providers; participate in coalitions and committees addressing community behavioral health needs	Improved communication and awareness of complementary resources for behavioral health care; optimize referral processes as needed	NVH Behavioral Health and Embrace Health providers and staff time	Various behavioral health community resources including geriatric mental health council	Community coalition was created and meets once a month to provide education and improve the referral process.
2. Implement a plan for behavioral health care coordination for NVH clinic patients	Early identification and corresponding treatment and/or care coordination for patients who could benefit from behavioral health services	Recruitment of care coordinator(s)	National Rural Accountable Care Consortium	Behavioral health counselor was integrated into North Valley Professional Center in Columbia Falls to provide immediate access and integration in primary care from 2016 - 2018. Tele-behavioral health

				was integrated into Eureka Healthcare Primary Care.
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E. Transportation and access to behavioral health care

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>	<i>Results</i>
1. Expand tele-behavioral health program to school districts in NVH patient service areas	Increased access to care for area students and individuals	Cost of recruitment and compensation for additional behavioral health provider(s); allocation of space for provider(s) and telehealth equipment; cost of creating awareness via a variety of communications vehicles	<ul style="list-style-type: none"> • Montana Healthcare Foundation • Service area school districts 	Tele-behavioral health was integrated into Whitefish High School and Middle school, Columbia Falls High School, and Eureka High School.

Need #2: Access to Medical and Oral Health Care

A. Affordability

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>	<i>Results</i>
1. Continue providing charity care to qualifying patients in need	Access for qualified low income families to quality healthcare based on household income	Amount of charity to follow poverty level trends of patients in the community financial assistance		<p>NVH provided the following amounts of charitable care to the local community:</p> <p>FY 2016 = \$1,400,000 FY 2017 = \$1,605,000 FY 2018 = \$1,011,503.</p> <p>In addition, NVH also offers a 340B pharmacy program and launched a Free Rx Program for qualifying patients.</p>

2. Continue offering sliding fee scale for qualified clinic patients in need	Access for qualified low income families to quality healthcare based on household income	Financial assistance with the amount to follow low income trends of patients in the community		Sliding fee scale for financially qualified households was available in all of the North Valley Hospital Clinics.
3. Continue providing patients at NVH with assistance in obtaining health insurance with the help of Certified Application Counselors	Assist patients in signing up for health insurance via the Montana Insurance Exchange, Medicare and Medicaid	In-kind labor for two Certified Application Counselors at the hospital	County health department Insurance Navigators	Two Certified Application Counselors are located at the hospital to assist patients with obtaining insurance including Medicare, Medicaid and CHIP.
4. Support for Shepherds Hand Free Clinic dental program	Access for greater numbers of low income patients to be treated at the Shepherd's Hand Clinic, and under NVH Charity Care program	Financial support for Shepherd's Hand Clinic and charity care for patients referred to NVH for treatment	Shepherd's Hand Free Clinic	<ul style="list-style-type: none"> NVH donated \$1000 and hosted a community meal valued at \$405 in 2017 for Shepherds Hand clients. In-kind support for Shepherds Hand to provide medical testing and procedures: <ul style="list-style-type: none"> 2016 - \$356,457 2017 - \$195,610 2018 - \$148,818 <p>Dollar volume declined due to increased number of individuals on Medicaid expansion and fewer requiring charity care.</p>

B. Care Coordination and Advocacy

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>	<i>Results</i>
1. Initiate a program to provide general medical and chronic disease care coordination	Care coordination and positive impact on chronic disease status for patients that enroll in the program	Recruitment of care coordinator(s) in the service area; clinic staff time	<ul style="list-style-type: none"> National Rural Accountable Care Consortium Quality Improvement Network 	<ul style="list-style-type: none"> Transitional Care and Chronic Care management programs were launched in the two NVH primary care clinics; two

			<ul style="list-style-type: none"> • Kalispell Regional Healthcare 	<p>care coordinators were hired to facilitate the services.</p> <ul style="list-style-type: none"> • Community-wide Care Transitions Coalition continues. • Care Transitions Director was hired to help coordinate continuing care between the hospital and external providers. • NVH Ambulatory Care Quality Improvement Committee was established to facilitate continual quality efforts in NVH clinics. • Created Care Transitions Committee of medical staff.
2. Initiate common electronic medical records systems between NVH, KRH and managed clinics	Better communication between providers, decreased duplication of services, provide greater convenience and potential lower costs for patients, easier record access for patients and providers, greater efficiencies in treatment time	Costs of hardware, software, project management and implementation labor	Kalispell Regional Healthcare	<ul style="list-style-type: none"> • Technical issues have delayed merger of the hospital electronic medical records (EMR) systems between NVH and KRH. The current plan is to revisit this initiative in 2022. • Two versions of EMR systems in Eureka Healthcare were merged into the NVH main clinic EMR system providing for better flow of information for patients and between the clinic and North Valley Hospital.

<p>3. Representation and leadership on community boards and committees that enhance communication, sharing of best practices and optimize the process to make referrals as needed</p>	<p>Greater assistance for patients needing services outside of NVH's scope</p>	<p>Staff time</p>	<p>Numerous health resources in the community</p>	<ul style="list-style-type: none"> • Birth Center Director participated as the President of the Flathead Valley Breastfeeding Coalition (non-profit), Best Beginnings Community Council (multi-disciplinary committee to enhance all aspects of children from prenatal through age 8), and Child Protective Services multidisciplinary committee to enhance communications between entities to facilitate family integration of at risk families. • NVH staff participate in the Community Care Coalition Committee to help facilitate communication and resource access to other community healthcare partners. • NVH has representation on the Shepherds Hand Board of Directors.
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B. Transportation and access for medical or oral health care

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>	<i>Results</i>
<p>1. Continuation of financial support for transportation to medical services via the Eagle Transit bus system</p>	<p>Approximate 500 riders in the North Valley area rode the Eagle Transit bus to medical services in the north valley area in 2015</p>	<p>Financial support for Eagle Transit general ridership and medical transport rides</p>	<p>Flathead Agency on Aging Eagle Transit Bus System</p>	<ul style="list-style-type: none"> • A donation of \$10,000 was made to Eagle Transit in 2017 to help sustain its mission to provide affordable transportation for

				<p>seniors and the rest of the community.</p> <ul style="list-style-type: none"> • NVH continued its financial support to help fund Eagle Transit rides to medical providers and pharmacies located in the North Valley area providing for 277 rides in 2017 and 299 rides during the 2018. • NVH worked with Eagle Transit to supply free rides to community members from Kalispell to attend the Flathead Valley Breastfeeding Fair on the NVH campus in August 2017.
2. Evaluate cost effective alternatives to ambulance services for medical transport between medical providers	Identify options that may be put forward for implementation	Staff time and potential financial support to implement a medical transport plan	<ul style="list-style-type: none"> • Kalispell Regional Healthcare • Local transportation organizations 	Ambulance services to transfer patients to/from Kalispell Regional Medical Center continue to be provided by the Whitefish EMS; Evergreen EMS was added for transports.
3. Continue to provide access for emergency oral surgery services for patients in need who enter through the emergency department	Oral surgery for patients with emergent needs	Financial support to assist patients in financial need	Area oral surgeons	Facial trauma surgeon provides call coverage to the emergency department.
4. Launch school-based clinic for students in the Columbia Falls School district	Provide convenient and timely acute care and wellness services to students	North Valley Professional Center and staff	Columbia Falls school district	<ul style="list-style-type: none"> • School based clinic was launched in September, 2017 to assist the school nurse in providing care to high school students and

				<p>staff 2.5 days per week during the school year.</p> <ul style="list-style-type: none"> In November 2018, a similar school based clinic was launched in the Lincoln County School District (Eureka).
5. Offer opportunities for primary care physicians in the residency program to experience maternal and newborn care in the NVH Birth Center	Education for providers and increased access for lower-income patients	Staff time	<ul style="list-style-type: none"> Flathead Community Health Center Kalispell Regional Healthcare WWAMI Medical Residency program 	This program was discontinued by the Residency Program, therefore, they no longer provide clinical experiences at NVH.
6. Recruit primary care providers for NVH clinic that offers sliding fee scale and accepts Medicaid	Care for the growing patient population	Costs of recruitment and compensation		Two physicians and an advanced practice provider were recruited at Eureka HealthCare Primary Care clinic.

Need #3: Promotion of Healthy Lifestyles

A. Prevention and Wellness Education and Access

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>	<i>Results</i>
1. Implement an antibiotic stewardship initiative in NVH and NVH clinics. Provide resources for independent area clinics to implement the initiative.	Provider and public education and resources to help facilitate lowering the misuse of antibiotics.	Cost of collateral printing and staff time to manage the initiative; cost of clinical provider training and education materials.	<ul style="list-style-type: none"> Centers for Disease Control Kalispell Regional Healthcare Flathead City-County Health Department Shepherd's Hand Clinic Independent clinics 	<ul style="list-style-type: none"> Antibiotic stewardship resources were distributed to area clinics in the winters of 16/17 of 17/18. Educational resources included brochures, posters and flyers for patients, parents and providers. Public communications were shared via social media, electronic newsletters and print articles.

				<ul style="list-style-type: none"> • Antibiotic prescribing guidelines were developed and distributed to all NVH providers. Monitoring activities began in 2018.
2. Continue providing Diabetes Prevention Program course	Education and counseling to facilitate healthy lifestyles for approximately 20 participants per year	Registered dietitian time and advertising costs		NVH Diabetes Prevention Program dietician held 22 sessions in 2016, 22 sessions in 2017, and 26 sessions in 2018 for approximately 19 community members in 2016, 18 in 2017 and 15 in 2018.
3. Provide public education on health topics via social media and other electronic media	Reach over 2,800 social media followers plus visitors to the NVH website, featuring an electronic health library, with health and wellness information and resources	Staff time and electronic media fees		Public health topics were shared routinely via social media platforms such as Facebook and electronic newsletters to approximately 5,000 community subscribers per instance through posts and shares. Educational articles were run in the Whitefish Pilot and a bi-monthly magazine in 2016 – 2019.
4. Host the <i>Planetree Festival</i> – a free community fair featuring health and wellness information, health screenings and assistance with financial resources and advance directives	Provide health education and free screenings to between 400- 600 community members	Funding for rentals, supplies and communications; 30-50 staff members' time	A number of community partners who provide health resources to NVH's population base	Planetree Festival hosted approximately 400 members of the community at each event held in September 2016 and September 2018 with the participation of approximately 15 community partners from the health and wellness arena.

5. Conduct injury prevention education via the Trauma Prevention Program including impaired driving and student helmet safety	Increased public education on safe practices with the goal of lowering accidental injuries	Staff time and cost of resource materials	Kalispell Regional Healthcare Trauma Prevention Program	<ul style="list-style-type: none"> • The 2016 and 2017 <i>injury Prevention Program</i> focused on helmet education and was featured at the 2016 Planetree Festival and Whitefish Fire Department open house. • Impaired driving education was provided in partnership with the Whitefish Police Department at the 2016 Planetree Festival. • Vouchers for helmets are available for Emergency Department patients who were injured when not wearing a helmet. • NVH participated in fall injury prevention with KRMC in 2017. • The NVH Trauma Program provided tree well safety for children in cooperation with Big Mountain Ski Patrol.
6. Continue to support Driver Safety education classes	Refresher training for seniors on safe driving	In-kind support including meeting space and scheduling	AARP	NVH provided space for 3 AARP meetings per year that hosted between 6-10 participants each session.
7. Continue free perinatal education support classes and support groups	Help for families adjusting to new roles surrounding the birth of a child	NVH Birth Center staff time and materials		NVH Birth Center staff hosted free <i>Mother/Baby support groups</i> (includes lactation support); <i>Childbirth Classes</i> (both 6 week series and one day Nutshell Class), <i>Sibling Class</i> , <i>Talk and</i>

				<i>Tour, Breastfeeding Class, Life After Loss</i> (perinatal bereavement) Support Group, <i>Baby Blues</i> (Postpartum Mood Disorder Class), and <i>Infant Massage Instruction</i> classes throughout the year.
8. Continue participating in <i>Save a Sister</i> mammography program	Provide mammograms to women in financial need	Staff time	Kalispell Regional Healthcare	NVH provided 23 free mammograms via Save-a-Sister between 2016 – 2018.
9. Continue Asthma Education Program	Free asthma self-management education for hospital patients identified with asthma or the potential of asthma	Respiratory therapist time, training and supplies		Continued the <i>Asthma Education Program</i> with a primary diagnosis of asthma prior to discharge.
10. Continue providing pre and post-concussion screenings for community student athletes	Education and screening for potential concussions for students	Physical therapist time, training and supplies	Area school districts and sports clubs	Emergency Department and seasonal clinics participated in <i>Save the Brain</i> program, patient education, and follow-up program. <i>Save the Brain</i> discharge instructions are used in the emergency department.
11. Continue providing low cost sports physicals to school students	Physicals for student athletes to identify health status for sports	Staff time	Local primary care providers	<ul style="list-style-type: none"> In 2017 and 2018, North Valley Professional Center and North Valley Physical Therapy providers donated their time to help provide low cost sports physicals at Columbia Falls High School. The cost of any EKG's completed was donated to the athletic fund at the school.

B. Care Coordination and Advocacy

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NRH Resources</i>	<i>Potential Collaborations</i>	<i>Results</i>
1. Representation and leadership within the healthcare community on community boards and committees that promote the enhancement of healthcare and wellness via communication, sharing of best practices and facilitation of referrals as needed	Greater assistance for patients needing services within and outside of NVH's scope	Leadership and staff time to participate in board and committees	Numerous health resources in the community	NVH leadership and staff participated in: United Way Board, area Chambers of Commerce, Rotary, Whitefish Workforce Housing Taskforce, Shepherds Hand Clinic, Nate Chute Foundation, Best Beginnings Community Council, Flathead Valley Breastfeeding Coalition, Child Protective Services Community Council, Flathead Valley Drug Task Force, Whitefish Active Transportation and Wellness committee.
2. Participate in the development of a Flathead Valley healthcare leadership steering committee to address health and wellness of the community as a whole	Identify opportunities and develop a plan for collaborative efforts to address population health in the community	Leadership and staff time; costs to implement plan	<ul style="list-style-type: none"> Flathead City-County Health Department Kalispell Regional Healthcare 	Quarterly meetings are held between Kalispell Regional Healthcare, North Valley Hospital and the Health Department. Collaboration between the hospitals, the health department and community partners offering health and social welfare services are being explored.

C. Active Transportation

<i>Actions</i>	<i>Anticipated Impact</i>	<i>NVH Resources</i>	<i>Potential Collaborations</i>	<i>Results</i>
1. Participate in a community coalition to create a plan that facilitates the infrastructure and	Development of a plan to create greater community participation in active modes of transportation with the	<ul style="list-style-type: none"> Staff time to participate in board and committee activities. 	<ul style="list-style-type: none"> Whitefish City Government Whitefish Legacy Partners 	<ul style="list-style-type: none"> NVH staff worked on a committee with City of Whitefish, Flathead City-County Health Dept, and

<p>community education for improving access to active transportation opportunities in the local community</p>	<p>potential of improving health and wellbeing of the community</p>	<ul style="list-style-type: none"> • Financial support to help implement health and wellness aspects of the plan 	<ul style="list-style-type: none"> • Flathead City-County Health Department • Building Active Communities Initiative Team (BACI) • Bike Walk Montana • Whitefish School System • Area developers and construction companies 	<p>other community groups to encourage active transportation, community events, awareness, etc.</p> <ul style="list-style-type: none"> • The group is working on developing maps and trails for active transportation and educational materials including wellness benefits.
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