



Community Health Improvement Plan

**The Rehabilitation
Hospital of Montana**

2024



**The Rehabilitation
Hospital of Montana**

*In Partnership with
Billings Clinic & St. Vincent Healthcare*



Table of Contents

Introduction

Executive Summary	3
Letter from the President	4
About Us	5

Community Health Needs Assessment

Methodology & Process	6
Prioritization	9

Community Health Implementation Plan

Selection of Priorities	11
Goals & Actions	12
Needs Not Prioritized	38
Continuing the Work	39

Executive Summary and Letter to the Community from the President

Community Health Needs Assessment (CHNA) is a systematic approach to determining the health status, behaviors and needs of people living in our area. *The full report is available on our website <https://www.rehabhospitalofmontana.com/docs/librariesprovider5/pdfs/community-assessment---2023-prc-chna-report-yellowstone-county-mt.pdf>*

Following the needs assessment, we select health priorities to impact community health through direct and/or collaborative efforts. The Community Health Improvement Plan (CHIP) is the strategic document that outlines the hospitals' plans, actions and anticipated impact on the identified health needs.

Summary:

- The CHNA was conducted by Professional Research Consultants, Inc. from June to August 2022.
- The geographic focus area for the CHNA was Yellowstone County, MT.
- The CHNA was published on January 4, 2023.
- The Board of Directors formally adopted the 2023 CHNA on September 5, 2023.
- Eleven areas of opportunity were identified in the 2023 CHNA.
- Community members ranked three priorities at the top: Substance Use; Mental Health; Nutrition/Physical Activity/Weight
- The Rehabilitation Hospital of Montana Leadership Team selected three health priorities:
 - Access to Care
 - Mental Health
 - Nutrition, Physical Activity and Healthy Weight
- The Rehabilitation Hospital of Montana's Community Health Improvement Plan was formally adopted by the Board of Directors on March 5, 2024.

Letter from our CEO

The Rehabilitation Hospital of Montana was formed in 2019 to expand services to patients in our region who suffer devastating life events, such as a stroke, brain injury, neurological condition, trauma, spinal cord injury, or amputation. Access to Inpatient Rehabilitative Services is an essential component of healthcare for those who need it.

The staff and providers of the Rehabilitation Hospital of Montana are committed to maximizing each patient's functional abilities during their hospital stay, with the goal of helping patients return home with as much independence as possible.

While excellent care after the fact is necessary, we recognize that preventing these devastating life events is also important. As a result, we strive to work with community stakeholders to address mental health and nutrition, physical activity, and healthy weight status identified in our Community Health Needs Assessment.

Our Community Health Improvement Plan prioritizes these identified needs and provides actionable steps to address them. Our LifePoint Health mission of "Making Communities Healthier" guides our actions and calls us to serve the needs of our state.

The Rehabilitation Hospital of Montana takes our responsibility to Yellowstone County, our surrounding region, and our state very seriously. We are pleased to partner with other healthcare institutions and community coalitions in meeting the needs of our community, in part through this plan.

In Service,

E. Belle Widgeon MBA, BSN, RN, NE-BC, CRRN

Chief Executive Officer

About Us

The Rehabilitation Hospital of Montana is a partnership between SCL Health St. Vincent Healthcare, Billings Clinic and Kindred Healthcare, Inc. Opening in August of 2019, the Rehabilitation Hospital of Montana provides a 34-bed inpatient rehabilitation hospital to treat patients recovering from conditions such as stroke, traumatic brain injury and spinal cord injury.

Our Mission

To help our patients reach their highest potential for health and healing with intensive medical and rehabilitative care through a compassionate patient experience.

Our Values

We put our patients at the center of everything we do and stay focused on what's best for them first and foremost. Our team members are passionate about delivering outstanding patient care, so we continually strive to provide a culture that allows each employee to be at his or her personal and professional best. We are committed to a shared set of values that guide our culture and encourage us all to become even better colleagues, partners, clinicians, and support staff.

Our Core Values

Our Mission

**Making
communities
healthier®**

Our Vision

We want to create places where:

- People choose to come for healthcare
- Physicians and providers want to practice
- Employees want to work



Community Health Needs Assessment

Community Health Needs Assessment (CHNA) Methodology and Process

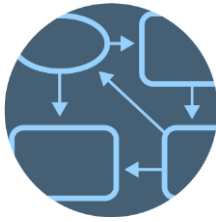
A Community Health Needs Assessment is a critical tool used to understand the health status of a population or community. It presents information and analysis on important data measures and identifies areas where action and intervention can make a difference. The Rehabilitation Hospital of Montana conducted the 2023 CHNA in partnership with Billings Clinic, a hospital located in Billings, MT, Intermountain Health St. Vincent Regional Hospital, and the city-county health department, RiverStone Health. The 2023 CHNA was a follow-up to similar studies conducted in 2020, 2017, 2014, 2011, and 2006. The 2023 CHNA was conducted by Professional Research Consultants, Inc. (PRC). PRC is a nationally recognized healthcare consulting firm with extensive experience conducting CHNAs in hundreds of communities.

The CHNA study area encompasses Yellowstone County and includes each residential ZIP code significantly represented in the county. Yellowstone County is a common patient base among the four collaborating entities sponsoring this study. RiverStone Health's jurisdictional authority is only within the county, which is a shared primary service area with Billings Clinic, Intermountain Health St. Vincent Regional Hospital, and the Rehabilitation Hospital of Montana.

The 2023 CHNA incorporated: 1) primary quantitative data (a 400-household telephone community health survey and 294 online community outreach surveys), 2) secondary quantitative data (existing public health data) and 3) primary qualitative data (194 online key informant surveys).



- 1) Primary Quantitative Data:** the sample drawn for this survey is representative of the adult Yellowstone County population in terms of demographic and socioeconomic characteristics, as well as geographical location. The maximum error rate associated with the total sample of 694 residents is $\pm 3.7\%$ at the 95 percent level of confidence. Existing vital statistics and other data are incorporated into this assessment for Yellowstone County. Comparisons are also made, where available, to state and national benchmarks. Furthermore, wherever possible, health promotion goals outlined in Healthy People 2030 are included.



2) **Secondary Quantitative Data:** a variety of existing (secondary) data sources were consulted to complement the research quality of the community health needs assessment. Secondary data for Yellowstone County was obtained from the following sources: Center for Applied Research and Environmental Systems (CARES), Centers for Disease Control & Prevention, Community Commons, ESRI ArcGIS Map Gallery, National Cancer Institute State Profiles, Open Street Map, National Center for Health Statistics, Montana Department of Public Health & Human Services, Montana Board of Crime Control, US Census Bureau, US Department of Health and Human Services and the US Department of Justice, Federal Bureau of Investigation.



3) **Primary Qualitative Data:** an online key informant survey was implemented to further gain perspective from community members and local organizations as part of the CHNA process. Participants included representatives from healthcare, public health, government, business, and community leaders, including faith communities. 86 community stakeholders took part in the key informant survey.

Key Survey Results

Areas of Opportunity were identified based on the compiled data including input from the key informants, results of the phone survey and the secondary data. The areas of opportunity were determined after consideration of various criteria including standing in comparison with benchmark data (particularly national data); identified trends; the preponderance of significant findings within topic area; the magnitude of the issue in terms of number of persons affected; and the potential health impact of a given issue. Eleven areas of opportunity were identified in the 2023 CHNA:

- Access to Healthcare Services
- Cancer
- Diabetes
- Heart Disease and Stroke
- Injury and Violence
- Mental Health
- Nutrition, Physical Activity and Weight
- Potentially Disabling Conditions

- Respiratory Disease
- Sexual Health
- Substance Abuse

Yellowstone County has been growing in population with a 11.3% increase between the 2010 and 2020 US Censuses; this was a greater proportional increase than seen across both the state of Montana and the United States overall. Yellowstone County is predominantly urban with 83.3% of the total population of 160,390 residents residing in urban areas.

89.2% of Yellowstone County residents are White, 4.0% are Native American, 2.8% are some other race and 4.1% are multiple races. A total of 5.9% of Yellowstone County residents are Hispanic or Latino and 0.3% are linguistically isolated.

Poverty levels show 9.6% of Yellowstone County adults and 11.5% of children living below the Federal Poverty Level. Individuals living in lower socioeconomic status reported more health problems and lower health status throughout the 2023 CHNA.

Community Stakeholder Involvement

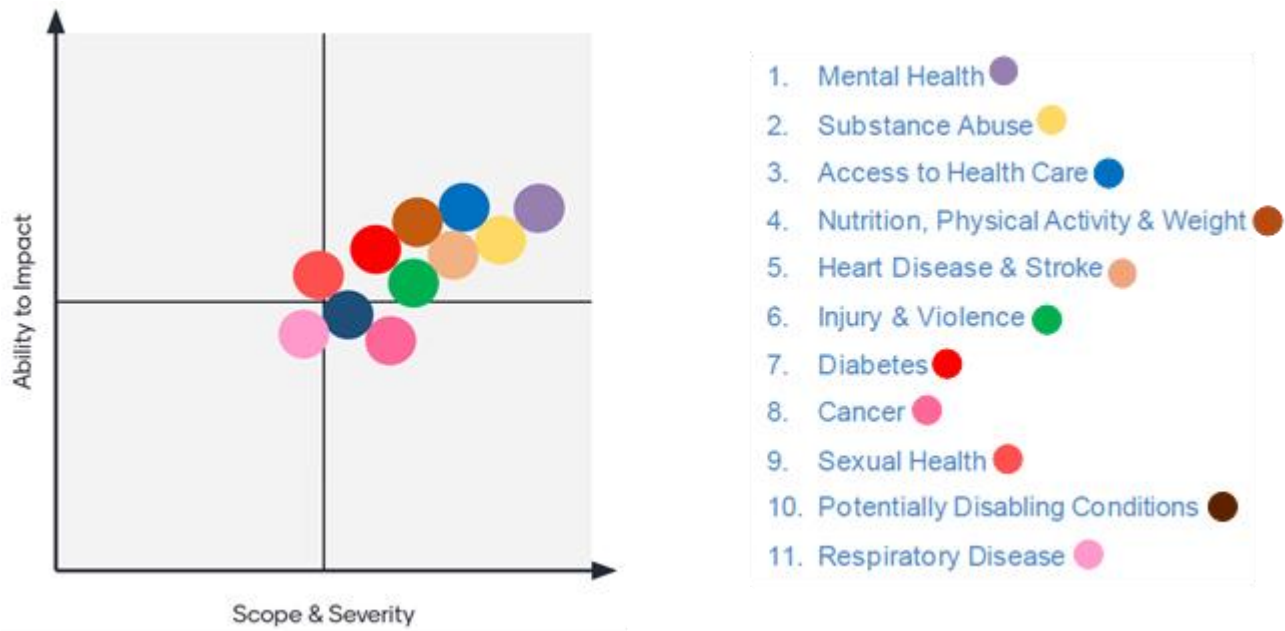
Community stakeholders were involved throughout the CHNA process. A CHNA Advisory Group and subcommittees were established consisting of individuals with expertise in engaging community members, data use and analysis and promoting the CHNA to end users. The Advisory Group members represented multiple sectors and provided input throughout the CHNA process.

Prior to the public release of the CHNA results, a community-wide forum was convened on November 18, 2022, to garner input from the community on health improvement priorities and interventions. At the community meeting, with nearly 100 people in attendance, the CHNA results were shared and community members provided their feedback via a formalized individual electronic voting exercise.



Community Stakeholder Prioritization

Participants were asked to rank each item from 1 – 10, with 1 being a low score and 10 being the highest score. Each of the 11 areas of opportunity were scored based on two criteria: scope and severity, and ability to impact. A statistical mean was calculated and then plotted on a grid. The community prioritized the 11 areas as follows:



Prioritization

The Rehabilitation Hospital of Montana's leadership team reviewed the data and prioritized needs based on the following criteria:

- Ability to impact (internal and community resources)
- Scope and severity of issue (prevalence and impact on community)
- Community prioritization of issues
- Potential community partners
- Alignment with current efforts and strategies

From this process, three priority areas were identified as a focus for the 2024-2026 Community Health Improvement Plan:

- Access to Healthcare
- Mental Health
- Nutrition, Physical Activity, and Healthy Weight

Publication and Adoption of the CHNA

The CHNA was published on January 4, 2023. The full CHNA report, including the CHNA process, methodology and prioritized list of health needs, can be found on our website: <https://www.rehabhospitalofmontana.com/docs/librariesprovider5/pdfs/community-assessment---2023-prc-chna-report-yellowstone-county-mt.pdf>

Along with the publication of the report, an executive summary and infographic were also released to present material in an accessible way: https://www.healthbydesignyellowstone.org/wp-content/uploads/2023/01/Report_2023CHNA_ExecutiveSummary_Final_2023.01.03.pdf

The CHNA was publicized through a variety of channels, most notably through a press release and press conference hosted by the Rehabilitation Hospital of Montana, Billings Clinic, Intermountain Health St. Vincent Regional Hospital, and RiverStone Health.

The Rehabilitation Hospital of Montana’s Board of Directors formally adopted the 2023 CHNA on September 5, 2023.



Photo credit: Visit Billings

Community Health Improvement Plan

The Rehabilitation Hospital of Montana's senior leadership team met to determine final hospital priorities considering the community's prioritization, hospital leadership prioritization, community resources and capacity, and hospital resources and capacity. This process resulted in a final hospital prioritization of three areas: Access to Healthcare, Mental Health, and Nutrition, Physical Activity and Healthy Weight.

The Rehabilitation Hospital of Montana's Community Health Improvement Plan was formally adopted by the Board of Directors on March 5, 2024.

Community Health Improvement Plan Guiding Principles

There are five community health improvement core strategies that support program development. We want to:

- Leverage community benefit investments toward the greatest area of impact to achieve our mission (*alignment with CHNA and vulnerable populations*)
- Utilize intervention strategies that are evidence-based and work to answer the sustainability question during program build
- Encourage innovation pilots that can address "dual" or disparate health needs
- Expand collective impact opportunities by engaging multi-sector partnerships
- Improve community engagement by highlighting community impact stories, increasing digital-based communication and attention to diversity and inclusion initiatives

2024-2026 Community Health Improvement Strategies Overview

The Rehabilitation Hospital of Montana Community Health Improvement Plan Overview

Priority: Access to Healthcare Services

Strategies:

1. Increase access to rehabilitation services, both in person and virtually
2. Increase workforce capacity to provide rehabilitation services

Priority: Mental Health

Strategies:

1. Promote mental health resources
2. Support community mental health collaborations and organizations

Priority: Nutrition, Physical Activity and Healthy Weight

Strategies:

1. Promote healthy lifestyle messaging
2. Support community collaborations and organizations addressing nutrition, physical activity and healthy weight



<p>Priority:</p> <p>Access to Healthcare Services</p>	<p>Vision: All residents will have access to comprehensive rehabilitation health services.</p> <p>Outcome Goal(s):</p> <ul style="list-style-type: none"> The percentage of Yellowstone County adults reporting difficulty or delay in obtaining healthcare services will decrease by 5%; from 45.4% to 43.1% in 2026. (CHNA)
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Big Access to Healthcare Services
Strategy: Increase access to rehabilitation services, both in person and virtually

<p>Objective:</p> <p>Reduce barriers to accessing healthcare services</p>	<p>Partners:</p> <ul style="list-style-type: none"> Billings Clinic Intermountain Health Critical Access Hospitals
	<p>Need Indicator(s):</p> <ul style="list-style-type: none"> 45.4% of Yellowstone County adults report some type of difficulty or delay in obtaining healthcare services in the past year (CHNA, 2023)

Tactic(s)	Community Partner(s)	Metric	Status
Increasing awareness of services for sur-	Critical Access Hospitals	Number of facilities receiving	Target: Provide 10 rural

rounding critical access hospitals and clinics	Medical Providers and Facilities	outreach education Number of communities	communities with education outreach by Clinical Liaison Conduct 10 outreach education opportunities annually
			Progress:
Rehabilitation services access virtually	Billings Clinic	Number of virtual locations	Target: Provide virtual services to 5 locations annually
			Progress:
Acute In-patient rehabilitation services	Billings Clinic Intermountain Health Lifepoint Rehabilitation	Number of beds for treatment and recovery of individuals with loss of function	Target: 34 beds to serve Montana and Wyoming

		due to injury or illness	
			Progress:
Support for patients experiencing stroke	Billings Clinic Intermountain Health	Number of support groups offered	Target: Provide one stroke support group monthly and technical expertise as needed
			Progress:

Access to Healthcare Services
Strategy: Increase workforce capacity to provide healthcare services

<p>Objective:</p> <p>Increase workforce capacity by serving as a training site for healthcare professions.</p>	<p>Partners:</p> <ul style="list-style-type: none"> University of Montana Missoula
	<p>Need Indicator(s):</p> <ul style="list-style-type: none"> Yellowstone County is surrounded by Healthcare Provider Shortage areas based on geographies and low- income

	(Montana Primary Care Needs Assessment, 2016)		
<i>Tactic(s)</i>	<i>Community Partner(s)</i>	<i>Metric</i>	<i>Status</i>
Physical Therapy students training at the Rehabilitation Hospital of Montana	University of Montana	Number of physical therapy students	Target: 4 physical therapy students annually
			Progress:

<p>Priority:</p> <p>Mental Health</p>	<p>Vision: All residents will have improved mental health.</p> <p>Outcome Goal(s):</p> <ul style="list-style-type: none"> • The percentage of Yellowstone County adults rating their overall mental health as good, very good or excellent will increase 5%; from 79.3% to 83.3% in 2026 (CHNA) • The percentage of Yellowstone County adults reporting a negative impact on their lives by substance use will decrease 5%; from 43.4% to 41.2% in 2026 (CHNA)
<p>Behavioral Health Strategy: Promote mental health resources</p>	

<p>Objective: Increase awareness of mental health resources to improve mental health status</p>	<p>Partners:</p> <ul style="list-style-type: none"> ● 988 ● Lifepoint Rehabilitation
	<p>Need Indicator(s):</p> <ul style="list-style-type: none"> ● 20.7% of adults in Yellowstone County report their overall mental health is “fair” or “poor”; this response has increased significantly since 2005 (CHNA 2023) ● 32.3% of adults in Yellowstone County have been diagnosed with a depressive disorder; higher than MT and U.S. rates (CHNA, 2023)

<i>Tactic(s)</i>	<i>Community Partner(s)</i>	<i>Metric</i>	<i>Status</i>
Promotion of mental health messaging	Lifepoint Rehabilitation	Number of mental health related messages disseminated	Target: Four mental health focused messages disseminated annually
			Progress:
Increase knowledge of available community resources to address mental health concerns	988	Number of 988 promotions	Target: Provide at least two promotional

			opportunities for 988 each year.
			Progress:

Mental Health
Strategy: Support community mental health collaborations and organizations

<p>Objective: Collaborate with community partners to address mental health</p>	<p>Partners:</p> <ul style="list-style-type: none"> • Billings Clinic • Healthy By Design Coalition • Intermountain Health • Suicide Prevention Coalition of Yellowstone Valley 		
	<p>Need Indicator(s):</p> <ul style="list-style-type: none"> • Average age-adjusted suicide rate deaths per 100,000 population was 26.0 between 2018 and 2020; similar to MT rates and higher than the national rate; higher than Healthy People 2030 target of 12.8 or lower. (CHNA, 2023) • 24.1% of adults overall, 32.4% of adults under the age of 40, 33.1% of low-income adults, and 41.7% of persons of color reported considering suicide (CHNA, 2023) 		

<i>Tactic(s)</i>	<i>Community Partner(s)</i>	<i>Metric</i>	<i>Status</i>
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Provide support for community organizations and coalitions addressing mental health needs	Billings Clinic Healthy By Design Coalition Intermountain Health Suicide Prevention Coalition of Yellowstone Valley	Number of staff supporting community initiatives for mental health and suicide prevention	Target: One staff member will provide in-kind support for community mental health efforts
			Progress:
Support opportunities for increased social connection	Healthy By Design Coalition	Number of staff supporting initiatives of the Healthy by Design Coalition	Target: One staff member will provide in-kind support for Healthy by Design Coalition initiatives
			Progress:

<p>Priority:</p> <p>Nutrition, Physical Activity, and Healthy Weight Status</p>	<p>Vision: All residents will be at a healthy weight.</p> <p>Outcome Indicator(s):</p> <ul style="list-style-type: none"> • Increase the proportion of residents who are at a healthy weight in Yellowstone County by 5%; from 26.7% to 28% by 2026 (CHNA)
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	<ul style="list-style-type: none"> • Decrease the proportion of Yellowstone County residents who find it very/some-what difficult to buy fresh produce from 27.4% to 26.0% by 2026 (CHNA) • Increase the proportion of Yellowstone County residents who are meeting physical activity guidelines from 29.3% to 30.8% by 2026 (CHNA) 		
<p>Healthy Weight Strategy: Promote healthy lifestyles</p>			
<p>Objective: Provide educational messaging on healthy lifestyle habits</p>	<p>Partners:</p> <ul style="list-style-type: none"> • Lifepoint Rehabilitation <hr/> <p>Need Indicator(s):</p> <ul style="list-style-type: none"> • 27.8% of adults in Yellowstone County consume five or more servings of fruits or vegetables daily (CHNA, 2023) • 29.3% of adults in Yellowstone County meet physical activity recommendations (CHNA, 2023) • 46.1% of adults report spending three or more hours on screen time for entertainment in an average day, 63.9% of seniors report over three hours of screen time daily (CHNA, 2023) 		
<p>Tactic(s)</p>	<p>Community Partner(s)</p>	<p>Metric</p>	<p>Status</p>

Promote healthy lifestyle messaging	Lifepoint Rehabilitation	Number of physical activity, nutrition, and healthy weight focused messages	Target: One message related to nutrition, physical activity, or healthy weight will be promoted each month
			Progress:

Support for organizations addressing physical activity and healthier nutrition	Big Sky State Games TrailNet Healthy By Design Coalition Montana Special Olympics	Number of organizations supports in-kind or financially	Target: A minimum of four organizations addressing physical activity and nutrition will be supported each year
			Progress:

Healthy Weight
Goal: Support community collaborations and organizations addressing nutrition, physical activity and healthy weight

Objective: Increase adults and children reporting physical activity, healthy eating, and healthy weight status	Partners:
	<ul style="list-style-type: none"> • Healthy By Design • Trailnet

	<p>Need Indicator(s):</p> <ul style="list-style-type: none"> ● 73.7% of adults in Yellowstone County are overweight or obese (CHNA 2023) ● 27.7% of adults in Yellowstone County consume 5 or more servings of fruits or vegetables (CHNA 2020) ● 23.3% of adults in Yellowstone County meet physical activity recommendations (CHNA 2020) 		
<i>Tactic(s)</i>	<i>Community Partner(s)</i>	<i>Metric</i>	<i>Status</i>
<p>Support efforts to create neighborhood focused efforts including creative place making and built environment to increase physical activity and healthy lifestyles</p>	<p>Healthy By Design Coalition</p>	<p>Mobilize the Magic City creative place-making</p> <p>Complete neighborhood criteria</p> <p>Bright Side Neighborhood Cleanup playbook</p>	<p>Target: Playbooks for neighborhood cleanup and creative placemaking will be developed</p> <p>Complete Neighborhood criteria will be developed</p> <p>Progress:</p>
			<p>Target: A minimum of</p>

Support for organizations addressing physical activity and healthier nutrition	Healthy By Design Coalition Trailnet	Number of organizations supported in-kind	two organizations or coalitions addressing physical activity and nutrition will receive in-kind support each year
			Progress:

Other Significant Needs Not Prioritized

Each health needs identified in the CHNA are important, and the Rehabilitation Hospital of Montana, along with many partners throughout the community, are addressing these needs through innovative programs and initiatives. Some examples of these are provided below. The Rehabilitation Hospital of Montana CHIP will only address the priority areas listed above to maximize resources, expertise, and time to achieve successful impact.

Areas of Opportunity	
Cancer	Health education and promotion of cancer prevention
Diabetes	Health education and promotion of diabetes prevention
Heart Disease & Stroke	Stroke support groups and technical expertise for those groups; Health education and promotion of heart disease and stroke prevention; Healthy lifestyle promotion
Injury and Violence Prevention	Traumatic brain injury
Potential Disabling Conditions	Physical therapy; Brain injury prevention messaging
Respiratory	Healthy lifestyle promotion

Disease	
Sexual Health	Addressed by community partners

Continuing the Work

The Community Health Improvement Plan is a living document that provides community health improvement directions for the Rehabilitation Hospital of Montana, its partners, community organizations and residents of Yellowstone County, MT. As such, the CHIP is a working document and will be updated and amended on an annual basis as new programs, partnerships and collaborations develop. The progress of our work will be evaluated on an on-going basis, not simply at the three-year mark. Strategies and actions that do not yield the intended outcomes will be revised and re-implemented.

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