



BOZEMAN HEALTH  
BIG SKY MEDICAL CENTER

# COMMUNITY BENEFIT STRATEGIC PLAN 2021-2023

# Contents

## **Overview** **3**

About Bozeman Health Big Sky Medical Center  
Summary  
Commitment to Health Equity

## **Community Benefit Strategies** **6**

Behavioral Health  
Access to Healthcare  
Nutrition & Physical Activity  
Injury & Violence  
*Feedback & Questions*

## **Appendices** **11**

*Appendix A—Rationale for Lower Prioritized Needs*

# About Us

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Bozeman Health is an independent, locally owned and controlled integrated healthcare delivery system serving an eight-county region in Southwest Montana. As a nonprofit organization, governed by a volunteer community board of directors, Bozeman Health is the largest private employer in Gallatin County, with more than 2,000 employees, including 270 medical providers representing 50 clinical specialties. Bozeman Health includes two hospitals, four urgent care sites (with two more just announced), two primary care and complementary service offering clinics (with two more scheduled to open in 2021), and an independent and assisted living center.

Bozeman Health Big Sky Medical Center is a CMS-certified Critical Access Hospital, providing care to the greater Big Sky community since 2015. With 24/7/365 emergency care, a family medicine clinic, retail pharmacy, imagine services including X-ray, MRI, and general and OB ultrasound, Big Sky Medical Center meets the healthcare needs of both the full and part-time resident and tourist population of Big Sky.



# SUMMARY

Every three years, in accordance with the requirements established by the Affordable Care Act and in alignment with our identity as a community hospital, Bozeman Health Big Sky Medical Center conducts a Community Health Needs Assessment (CHNA). [Our 2020 CHNA](#) was conducted collaboratively, and incorporates data collected from community members and stakeholders, as well as from local, state, and national public health sources.

Our 2020 CHNA illuminated many areas of opportunity. Through a process that included community members, Bozeman Health staff and executive leadership, and the Bozeman Health Big Sky Medical Center Board of Directors, we prioritized four areas to guide our community benefit work over the next three years:

**Behavioral  
Health**

**Access to  
Healthcare**

**Nutrition  
& Physical  
Activity**

**Injury &  
Violence**

*Mental health and substance abuse are addressed together under Behavioral Health.*

This strategic plan presents a few key ways we intend to address these prioritized needs, and reaffirms Bozeman Health Big Sky Medical Center's commitment to improve community health and wellness. The work outlined in this strategy is aligned with and complements our existing, foundational community benefit work – which includes providing subsidized healthcare services, offering financial assistance and charity care, investing in health professionals' education, and administering community grants.

## Resources

In 2019, community benefits provided by Bozeman Health totaled \$32 million - representing more than 5% of our annual health system operating expenditures. We anticipate similar annual investments, with similar percentages, in community health improvement during this three year strategic plan. In addition to the resources we will commit to implement the strategies within this plan, we will also make community grants to organizations whose work is aligned with our priority areas. Organizations who demonstrate a commitment to health equity and correcting health disparities, who serve underserved and marginalized communities, and whose work is intersectional will be prioritized in the grant making process.

# Commitment to Health Equity

**The biggest needs in our community are not felt or experienced equitably. Black, Indigenous, and other people of color (BIPOC), older adults (age 65+), individuals who identify as part of the lesbian, gay, bisexual, transgender or queer (LGBTQ+) community, people with disabilities, folks experiencing homelessness, and individuals with lower incomes all experience health disparities. As we work to implement the strategies in this plan, our grounding intention is to advance health equity, and ensure that all people have access to resources and opportunities that empower them to lead healthy lives.**



# BEHAVIORAL HEALTH



**Goal: Increase the percentage of people who rate their overall mental health favorably.**

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## Strategies

In addition to our clinical and operational efforts – including, among other things, integrated behavioral health services, crisis coverage in our emergency department, and telepsychiatry access – Bozeman Health Big Sky Medical Center is committing to the following to address behavioral health:

***Strategy 1: Implement Youth Aware of Mental Health (YAM) programming in high schools and middle schools.***

***Strategy 2: Champion and disseminate community-wide awareness and stigma reduction education efforts.***

## Impact

Breaking down stigma, offering resources, and encouraging help seeking behavior by implementing community-wide and youth focused education programming will facilitate getting more people into appropriate mental health care and treatment. As we connect people to information and appropriate supports, more people will experience favorable mental health.

## Partnership

We will continue to work with a wide array of community organization to address behavioral health - including, among others, Greater Gallatin United Way, Community Health Partners, Western Montana Mental Health, Lone Peak High School, Women in Action, Big Sky Community Organization, the Town of West Yellowstone, Gallatin City-County Health Department, and The Help Center.

# ACCESS TO HEALTHCARE

**Goal: Increase the percentage of people who visit a healthcare provider for an annual checkup.**

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## Strategies

In addition to our continued efforts to bring convenient, innovate, and affordable care to the Big Sky Area, Bozeman Health Big Sky Medical Center is committing to the following to increase access to healthcare services:

***Strategy 1: Provide free preventative health services through the HealthCare Connections mobile screening program.***

***Strategy 2: Host and share the Bozeman Health podcast, *All Things Health*.***

## Impact

Providing quality free health services to our most vulnerable and working to increase health literacy throughout our communities will work together to build self-efficacy and dismantle barriers. As a result, more folks will feel empowered to participate in primary care, and the process of visiting with a provider will feel more accessible.

## Partnership

Referrals from Healthcare Connections will continue to include service providers, including Gallatin City – County Health Department, Community Health Partners, Madison Valley Medical Center, and HRDC, among others. We will highlight, through the podcast, the services and expertise of community organizations working to address identified needs within the priority areas.



# NUTRITION & PHYSICAL ACTIVITY



**Goal: Increase the percentage of people who meet physical activity recommendations.**

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## Strategies

Consuming a healthful diet and finding opportunities to move each day are critical components of overall health and wellness. In addition to our continued efforts to bolster employee wellness initiatives and facilitate an #OutdoorHealthyLife, Bozeman Health Big Sky Medical Center is committing to the following:

**Strategy 1: Convene and support the [5210+ Gallatin County](#) Coalition.**

**Strategy 2: Support GoNoodle access for schools in the Big Sky Area.**

## Impact

Leading and supporting the 5210+ Gallatin County Coalition will encourage healthy behaviors around physical activity, nutrition, and other lifestyle choices. Providing our schools with access to GoNoodle will promote physical activity in the classroom, and facilitate the formation of lifelong healthy habits for youth. Together, these efforts will elevate the importance of prevention in community health improvement.

## Partnership

We will continue to expand the 5210+ Gallatin County Coalition partners, which currently include Women in Action, Gallatin Valley Land Trust, Gallatin City-County Health Department, HRDC, and others. Every middle school in the Big Sky Area will remain collaborative GoNoodle partners.



# INJURY & VIOLENCE

## Goal: Decrease the number of adults who experience a fall.

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### Strategies

Bozeman Health Big Sky Medical Center is in the process of becoming a Trauma Receiving Facility (TRF). In addition to the work we are doing to receive a TRF designation, we are committing to the following to prevent injury and violence in our communities:

***Strategy 1: Provide Stepping On fall prevention trainings.***

***Strategy 2: Promote the Stop The Bleed campaign.***

***Strategy 3: Host community events to raise awareness, reduce stigma, provide resources, and promote domestic violence prevention.***

### Impact

Partnering to provide education will build our community's capacity to both respond to and prevent injury and violence from occurring.

### Partnership

We will work with a wide variety of organizations to ensure our educational efforts have a broad impact. Our partners will include community centers like libraries and senior centers, emergency services like fire departments, school districts, and community-based organizations - including HAVEN and Community Health Partners.



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## Feedback & Questions

The Bozeman Health Big Sky Medical Center 2021-2023 Community Benefit Strategic Plan was approved by the Board of Directors on April 1, 2021. This strategic plan, as well as the 2020 Community Health Needs Assessment (CHNA), is posted at [BozemanHealth.org/CHNA](https://BozemanHealth.org/CHNA).

For questions or feedback, or to request a printed copy of the strategic plan or CHNA, email us at [CommunityBenefit@bozemanhealth.org](mailto:CommunityBenefit@bozemanhealth.org).

# APPENDICES

## **Appendix A: Rational for Lower Prioritized Needs**

Several of the CHNA identified needs were not selected as priority areas for Bozeman Health Big Sky Medical Center. In order to best impact health outcomes, we focused on prioritizing health issues for which there are existing internal and external resources we can leverage to affect change. Additionally, some of the needs below will be indirectly impacted through our priority areas:

### **Cancer**

- We will focus on preventing some of the root causes of certain cancers by promoting healthy diets and physical activity. Screening for certain cancers will remain a key part of our work to increase access to healthcare.

### **Heart disease and stroke**

- We will focus on prevention by promoting healthy diets and physical activity.

### **Oral health**

- We've chosen to prioritize resources on higher acuity community needs.