


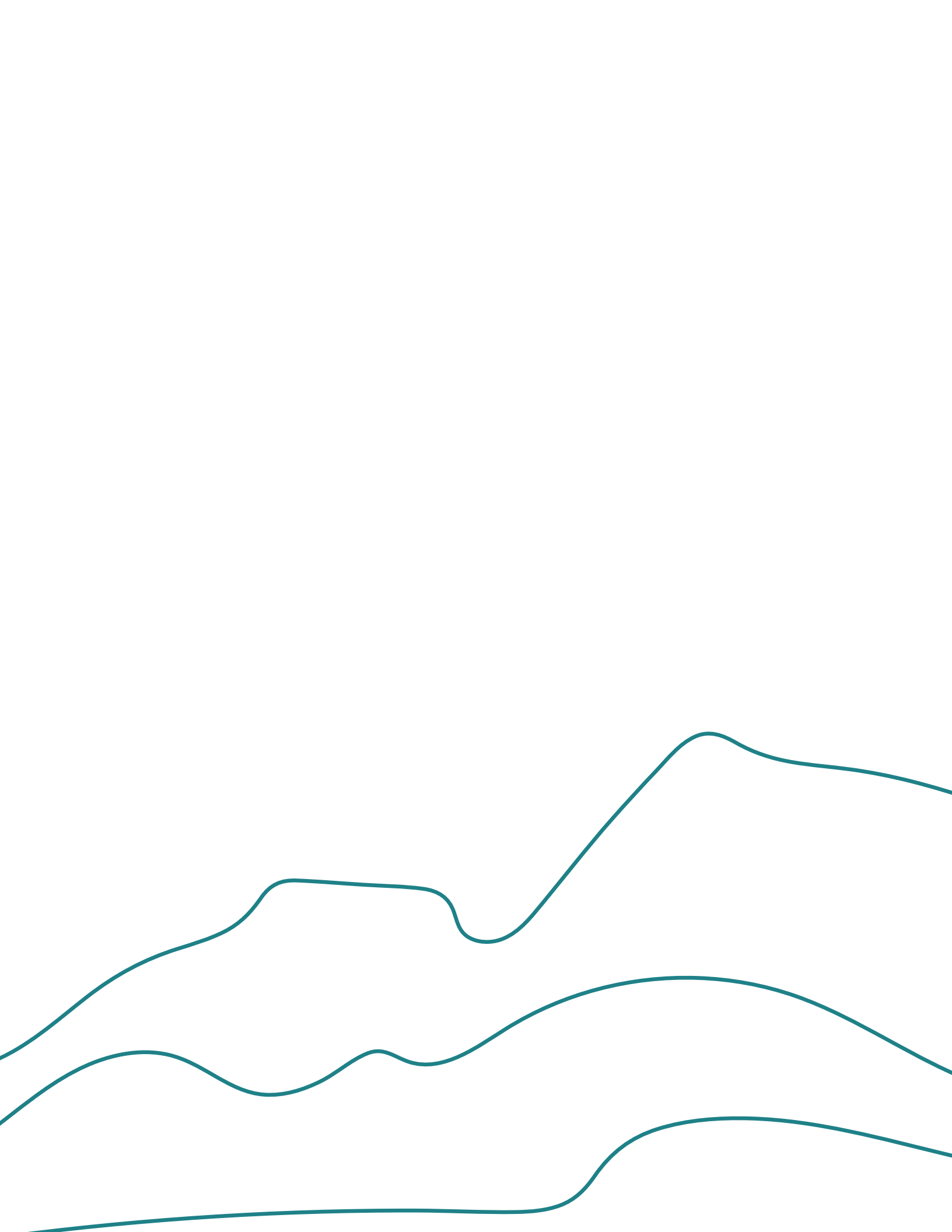


# COMMUNITY HEALTH ACTION PLAN

2024 - 2026

 **Bozeman Health**  
Deaconess Regional  
Medical Center

 **Bozeman Health**  
Big Sky Medical Center



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Explore more at  
[BozemanHealth.org](https://BozemanHealth.org)





# ABOUT US

Bozeman Health is an integrated health care delivery system serving an eleven-county region in Southwest Montana. As a nonprofit organization, governed by a volunteer community board of directors, we are the largest private employer in Gallatin County, with more than 2,600 employees, including 270 medical providers representing over 40 clinical specialties. It is our privilege to deliver expert, compassionate health and wellness services across the care continuum, designed to meet the diverse healthcare needs of the communities we serve.

2

**HOSPITALS**

2

**NEIGHBORHOOD  
CARE CENTERS**

AND ONE SENIOR LIVING CENTER

6

**URGENT  
CARE CENTERS**

MORE THAN  
30

**PROVIDER-BASED  
CLINICS**



# BOZEMAN HEALTH DEACONESS REGIONAL MEDICAL CENTER AND BIG SKY MEDICAL CENTER

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Bozeman Health Deaconess Regional Medical Center (DRMC) is a 140-bed, DNV GL-accredited, certified Level III trauma center. DRMC has a 20-bed critical care unit, encompassing both intensive care and progressive care, along with medical and surgical units, operating rooms, 24/7/365 emergency and trauma care, and our Family Birth Center which includes labor and delivery, mother baby, and Southwest Montana's first neonatal intensive care unit (NICU). The Deaconess Regional Medical Center campus also includes provider offices and clinics, providing outpatient services for OB/GYN, surgery, urology, diabetes and nutrition care, family medicine, pediatrics, audiology, internal medicine, and more. Bozeman Health is

pursuing additional service line offerings including neurosurgery, orthopedic trauma care and an adult inpatient behavioral health unit, set to open in 2025.

Big Sky Medical Center is an eight-bed Critical Access Hospital, serving the southern Gallatin County since 2015. With 24/7/365 emergency care, lab, imaging, pharmacy, and integrated behavioral health within family medicine and primary care, Big Sky Medical Center is dedicated to the health and well-being of greater Big Sky residents and visitors. Part of the Bozeman Health integrated health care delivery system, Big Sky Medical Center has more than 90 employees and providers.



# SUMMARY

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Every three years, in accordance with the requirements established by the Affordable Care Act and in alignment with our identity as a community hospital, both Bozeman Health Deaconess Regional Medical Center and Big Sky Medical Center conduct a Community Health Needs Assessment (CHNA). Our 2023 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 2023 CHNA illuminated many areas of opportunity. Through a process that included community members, Bozeman Health staff and executive leadership, and the Bozeman Health Board of Directors, we prioritized four areas to guide our community benefit work over the next three years:



*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's commitment to improve community health and wellness. The work outlined in each 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.

## COMMITMENT TO HEALTH EQUITY

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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.

# COMMUNITY ACTION STRATEGIES

- Behavioral Health
- Access to Healthcare
- Chronic Disease Prevention
- Socioeconomic and Health Measures

## BEHAVIORAL HEALTH

### STRATEGIES

In addition to our ongoing clinical and operational efforts – including, among other things, integrated behavioral health (IBH) services, the Psychiatric Emergency Services (PES) unit within our emergency department at Deaconess Regional Medical Center, and telepsychiatry access, Bozeman Health is committing to the following to address behavioral health access in our community:

**STRATEGY 1:** Expand access to ambulatory behavioral health services within all Bozeman Health primary care sites.



**STRATEGY 2:** Enhance access to acute behavioral health services.

### STRATEGY

**3:** Explore outpatient alcohol and substance use disorder services with both Gallatin County and community authorities and resources.

### IMPACT

Bozeman Health is the region's hub for behavioral health services and is committed to providing large portions of the behavioral health continuum supporting the organization's mission. Connecting patients to the right entry points, ensuring that care is offered in the least restrictive environment, and working to educate healthcare, community action and emergency services providers on where and how to refer patients, will provide the underpinnings to a robust care system. In addition, by providing inpatient behavioral health and emergency services, law enforcement agencies will use fewer resources transporting patients to resources out of town.

### GOAL:

Increase access to behavioral health services across the care continuum.



## BEHAVIORAL HEALTH continued

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### PARTNERSHIP

As a leading member of the Gallatin Behavioral Health Coalition, we will continue to work with a wide array of community organizations to address ongoing behavioral health concerns.

Some of our partners include: Community Health Partners, Connections Health Solutions, Gallatin City-County Health Department, The Help Center, law enforcement and Montana State University.

## ACCESS TO HEALTHCARE

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### STRATEGIES

In addition to our continued efforts to bring fast, convenient, innovative and affordable care to Southwest Montana, Bozeman Health is committing to the following to increase access to healthcare services for populations who experience access challenges:

**STRATEGY 1:** Redesign the HealthCare Connections mobile screening program to ensure better alignment of services targeted to under-resourced populations.

**STRATEGY 2:** Expand support to organizations in Big Sky working to coordinate services to benefit populations not currently engaged within the local healthcare system.

**STRATEGY 3:** Expand the Medical Respite program at the new HRDC shelter, Homeward Point. Collaborate on planning for the design and provision of primary care and behavioral health services at Homeward Point.

**STRATEGY 4:** Provide leadership and coordination for new countywide Health Transportation Coalition looking

toward pooling transportation resources from multiple agencies to increase access to healthcare services.

**STRATEGY 5:** Expand the number of recreational vehicle (RV) parking spaces on the Deaconess Regional Medical Center campus to allow for patients or family members to be closer to care.

**STRATEGY 6:** Expand the work of the Bozeman Health Diversity, Equity, Inclusion and Belonging (DEIB) Committee. Continue work on way-finding in Spanish as well as collaborative (DEIB) training with community partners.

### IMPACT

By focusing on health equity and the populations often experiencing the greatest vulnerability within these efforts, health outcomes will improve and patients will feel more engaged in their care. By working together with community partners to increase health literacy and self-efficacy, as well as to promote better access, Bozeman Health will continue work

#### GOAL:

Increase access to care for patients affected by health equity challenges.

## ACCESS TO HEALTHCARE continued

to dismantle barriers. Programs to bring more care outside Bozeman Health care sites, while making internal culture feel more inclusive, promotes better care for all.



### PARTNERSHIP

Working closely in concert with community service partners including Be Well Big Sky Navigators, Bienvenidos, Bridgercare, Community Health Partners, Gallatin City-County Health Department and HRDC, Bozeman Health will capitalize on important efforts already underway in the community while also looking to lead new interventions where appropriate.

## CHRONIC DISEASE PREVENTION

### STRATEGIES

Working to promote healthy lifestyles goes hand-in-hand with chronic disease prevention and Bozeman Health has committed to both legacy and new programs in these arenas. Harnessing strong partnerships, Bozeman Health's team of experts will capitalize on early detection screening, teaching health promotion, and advocating for easy-entry recreation and exercise opportunities to engage patients working on their own health goals. Bozeman Health is committing to the following:

**STRATEGY 1:** Coordinate with the Gallatin City-County Health Department and Community Health Partners to increase the provision of free early detection screening services for breast, cervical and colorectal cancer.

### STRATEGY

**2:** Continue supporting the Cancer Support Community in an integrative partnership to provide supportive and wrap-around services to adults and children with cancer within the Bozeman Health service area.

**STRATEGY 3:** Leverage partnerships between Bozeman Health Lifestyle Medicine, the Gallatin City-County Health Department, Bozeman Public Library, HRDC and the Cancer Support Community to teach healthy meal preparation at multiple locations, including food banks, test kitchens and other locations to access under-resourced populations.

### GOAL:

Reduce the impact of chronic disease and cancer by promoting healthy lifestyles and access to low cost or free prevention activities.

## CHRONIC DISEASE PREVENTION continued

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**STRATEGY 4:** Re-invigorate partnership with Gallatin Valley Land Trust to promote the TrailsRx program within all Bozeman Health primary care settings. In addition, Bozeman Health will be a trusted resource as partner organizations explore trail creation to promote wellness initiatives in areas with diminished trail access.

**STRATEGY 5:** Provide public education through health promotion-focused signage within gateways to the Highland Glen trail system to promote multi-modal usage of Highland Glen.

### IMPACT

Oftentimes the most overlooked populations within our community have the least access to the health literacy and advocacy needed to focus on their health. Bozeman Health, in concert

with its partners, will encourage healthy behaviors around physical activity, nutrition, and other lifestyle choices. In addition, increasing access to low cost or free prevention services, such as vouchers for screening mammograms, help decrease the barriers to accessing these vital services. Together, these efforts will elevate the importance of prevention in our community.

### PARTNERSHIP

We will continue to expand relationships with both traditional and non-traditional partners, such as the Cancer Support Community, Bridger Ski Foundation, Gallatin City-County Health Department, Gallatin Valley Land Trust, HRDC, Public Libraries and others.







## SOCIOECONOMIC & HEALTH MEASURES

### STRATEGIES

Bozeman Health is not immune from the pressures mounting from the lack of affordable housing options in our community. While policies are debated and economic forces continue to impact both our employees and patients, Bozeman Health will work with local leaders and partners to generate ideas and plans to chip away at alleviating this major issue within our service area. Bozeman Health is working toward:

**STRATEGY 1:** Engage in the activities of the Regional Housing Coalition to identify opportunities to support regional housing affordability efforts.

**STRATEGY 2:** Perform a health assessment, including pre and post outcomes, of the Housing First Village permanent supportive housing to determine what additional resources may be necessary to keep this a viable health intervention for our community's most vulnerable residents.

**STRATEGY 3:** Explore the expansion of the Care Cottage on the Hillcrest campus to house patients and family members during ongoing healthcare treatment at

Deaconess Regional Medical Center.

### IMPACT

By working to promote more options for housing access and affordability, Bozeman Health will impact health outcomes. Bozeman Health will support the “Housing is Healthcare” work locally to promote safe and respectful housing for chronically-houseless populations. Bozeman Health will also evaluate and consider how its future land use plans may complement and support ongoing community efforts to address this important need.

### PARTNERSHIP

We will work with a wide variety of organizations to study best practices for affordable and supportive housing options. These include city/county governments, state legislators, HRDC, Montana Healthcare Foundation, One Valley Community Foundation and others.

### GOAL:

Bolster existing work on local affordable housing options while investigating new pathways forward to promote “Housing is Healthcare.”

# FEEDBACK & QUESTIONS

The Bozeman Health 2024-2026 Community Health Action Plan was approved by the Board of Directors on April 25, 2024. This strategic plan, as well as the 2023 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 Community Health Action Plan or CHNA, email us at [communitybenefit@bozemanhealth.org](mailto:communitybenefit@bozemanhealth.org).

## APPENDIX A: RATIONALE FOR LOWER PRIORITIZED NEEDS

Several of the CHNA identified needs were not selected as priority areas for Bozeman Health. 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:

### • **Alzheimer's & Dementia**

Bozeman Health's Geriatric Service is available for consultation with any Bozeman Health or community provider and regularly reviews cases for patients referred to them to assist primary care or other providers with treatment decisions. In addition, memory consults with board-certified geriatricians are available to develop a comprehensive understanding of the patient's disease and current state, often before significant disease progression. Within the community, Bozeman Health advertises and helps socialize dementia awareness through support groups and other organizations for those struggling with dementia or pre-diagnosis of dementia. Through these efforts, Bozeman Health and its partners will

continue to tackle this difficult condition and look for additional supports to best serve the community.

### • **Diabetes & Heart Disease**

The strategies listed under the Chronic Disease Prevention theme focus on trying to stave off new onset common chronic diseases, such as type 2 diabetes and hypertension, which can be prevented by lifestyle modifications such as healthier diets and prioritizing more regular physical activity. Through these efforts, Bozeman Health and its partners look forward to positive impacts.

### • **Maintaining a Healthy Weight**

The strategies listed under the Chronic Disease Prevention theme focus on lifestyle modification such as healthier diets and prioritizing regular physical activity, which in turn can help individuals maintain a healthy weight. Through these efforts, Bozeman Health and its partners look forward to positive impacts.