



Community Health Needs Assessment & Implementation Plan

Approved November 18, 2023

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Executive Summary

The purpose of this Community Health Needs Assessment (CHNA) report is to provide Three Rivers Health with a functioning tool to guide the hospital as it works to improve the health of the community it serves. In addition, the report meets the guidelines of the Internal Revenue Service. The results of the CHNA will guide the development of Three River Health's community health improvement initiatives and implementation strategies. This is a report that may be used by many of the hospital's collaborative partners in the community.

The assessment was performed, and the implementation strategies were created by the Community Health Needs Assessment Steering Committee with assistance from REDi Health Analytics, LLC of Farmington, Utah. The assessment was conducted in July through September of 2023. The main input was provided by patients, employees, and community representatives. An opportunity to offer input was made available to the entire community through a publicly available survey, a published newspaper survey and by word of mouth. Additional information came from public databases, reports, and publications by state and national agencies.

In this report, we also discuss the health priorities that we will focus on over the next three years. The CHNA report is available on the hospital's website (https://www.trhealth.com). Additionally, a printed copy may be obtained from the hospital's administrative office. It is important to note that the last few years have had a devastating impact on the healthcare industry from staffing to major financial issues. While our commitment to the community has not changed, we were forced to adjust our approach to how we provided care over the past three years.



We sincerely appreciate the opportunity to continue to be a part of this community. We look forward to working with you to improve the overall health of those we serve in Basin and Big Horn County.

Joel JacksonChief Executive Officer
Three Rivers Health





About Three Rivers Health

Serving as one of two hospitals in **Big Horn County, South Big Horn County Hospital District (SBHCHD) d.b.a Three Rivers Health** is a community healthcare facility in **Basin, Wyoming**. Three Rivers is equipped with specialty trained staff and top of the line modern equipment to provide the best care anywhere. All nursing staff receive Advanced Life Support, Pediatric Life Support and Trauma Nurse Core Course training. Our board-certified emergency medicine providers compassionately manage your bedside care.

Three Rivers Health is committed to increasing services to the community so that best in class care is available right in the Big Horn Basin. This is being accomplished through inpatient services, emergency room services, full-service lab, the addition of specialty physician clinics, the implementation of endoscopic services, and their affiliation with Billings Clinic to provide care that exceeds industry standards.

The Midway Clinic is ready to support the community by providing pre-employment health screenings, wellness visits, chronic disease management (diabetes, heart failure, COPD, hypertension, and more), caring for musculoskeletal/sports related injuries, and cosmetic dermatology.

The Emergency Room is led by a board-certified emergency medicine physician and all of Three River's ER providers have extensive experience in emergency medicine at Level I and Level II trauma centers across the country.

Three Rivers Health has a cutting edge 64 slice GE Optima CT scanner which provides the highest quality images at the lowest dose of radiation compared to other CAT scan machines in the region. Additionally, there is a 3D & 4D LOGIC ultrasound award-winning system as well as a GE 3D Senographe Pristina (Mammography) system. These systems are state of the art and ensure that Three Rivers Health is providing the highest level of care possible.

Lastly, the Swing Bed Program at Three Rivers Health is designed to care for the patients that have been discharged from our Emergency Room, providing a place to recover in a location that is closer to their home. This allows the patient's family to visit more easily, while their loved one is cared for in a skilled nursing environment.

The Community Health Needs Assessment

The Community Health Needs Assessment defines opportunities for health care improvement, creates a collaborative community environment to engage multiple change agents, and is an open and transparent process to listen and truly understand the health needs of Big Horn County. It also provides an opportunity for the hospital to identify valuable collaborative partners as we try to better serve the community and improve the health of our citizens.

The federal government now requires that non-profit hospitals conduct a community health assessment. These collaborative studies help healthcare providers build stronger relationships with their communities, identify needs, and dedicate funding and other resources toward programs that clearly benefit residents.

Community Engagement & Transparency

We are pleased to share with our community the results of our Community Health Needs Assessment. The report highlights key findings of the assessment. We hope you will take time to review the health needs of our community as the findings impact every citizen of our rural Wyoming community.

Data Collection

Primary and secondary data were gathered, reviewed, and analyzed so that the most accurate information was available in determining the community's health needs and appropriate implementation process.

Primary Data: Collected by the assessment team directly from Three Rivers Health and the community through conversations, surveys, focus groups, and community forums: the most current information available.

Secondary Data: Collected from sources outside the community. Secondary data sources include:

- American Community Survey
- Behavioral Risk Factor Surveillance System
- Bureau of Labor Statistics
- Comprehensive Housing Affordability Strategy (CHAS) data



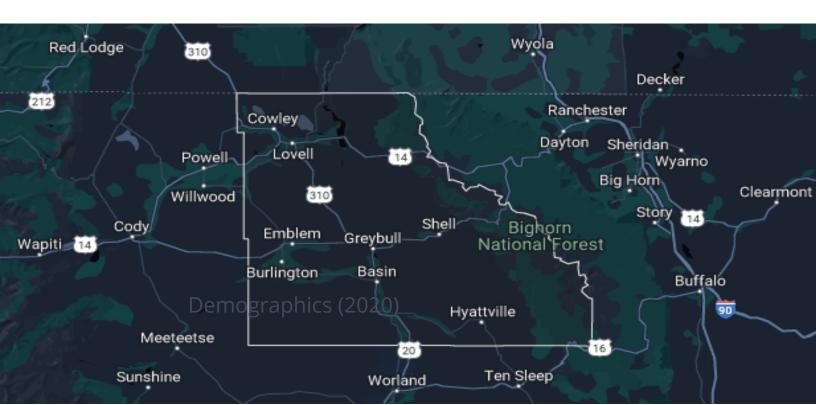
- EDFacts
- Map the Meal Gap
- Mapping Medicare Disparities Tool
- National Center for Health Statistics
- School Finance Indicators Database
- Small Area Health Insurance Estimates
- Small Area Income and Poverty Estimates
- United States Census Bureau
- Datausa.io

About the Community

Service Area

Primary: Big Horn County

Big Horn County is in the northern part of Wyoming's Big Horn basin. It's northern boundary borders Montana. Big Horn County was created from parcels taken from Johnson, Fremont, and Sheridan counties, and was organized in 1897. The principal industries in Big Horn County are gas and oil development, bentonite mining, farming, ranching, and tourism. The county has a land area of 3,136.96 square miles.



Population: 11,855

Non-Hispanic	86.0%	10,195
African American	0.90%	107
Hispanic	10.20%	1,209
Native Hawaiian	0.10%	12
Asian	0.60%	71
American Indian	2.0%	237

Wyoming, Big Horn County, and United States

	Wyoming	Big Horn County	United States
Median Age	38	40.8	38.9
Median Household	\$65,304	\$56,059	\$69,021
Income			
Poverty Level	11.1%	12.6%	12.8%

More About the Residents of Big Horn County

4.4% 16% 89% unemployed of children are in poverty high school

have some Not proficient college in English



Community Input

Community Survey

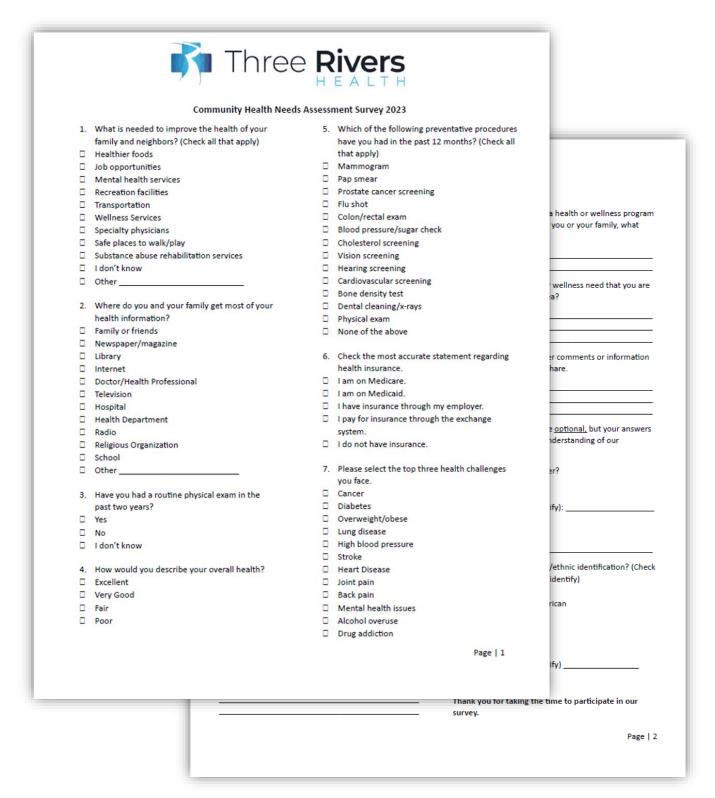
Community health needs were identified by collecting and analyzing data and information from multiple quantitative and qualitative sources. Considering information from a variety of sources is important when assessing community health needs, to ensure the assessment captures a wide range of facts and perspectives and to assist in identifying the highest-priority health needs. One of the most important sources is to seek input directly from those we serve.

The survey was available on the hospital's website and social media platforms. Printed copies were available in a variety of public places, including the hospital lobby, clinic waiting rooms, departmental waiting rooms, and the business office. The survey was available from the beginning of August until the middle of September 2023. The data collected from the survey was part of the input used by the Steering Committee in establishing priorities.

A community survey was developed and conducted by the hospital.

Members of the public were encouraged to participate in the online survey.





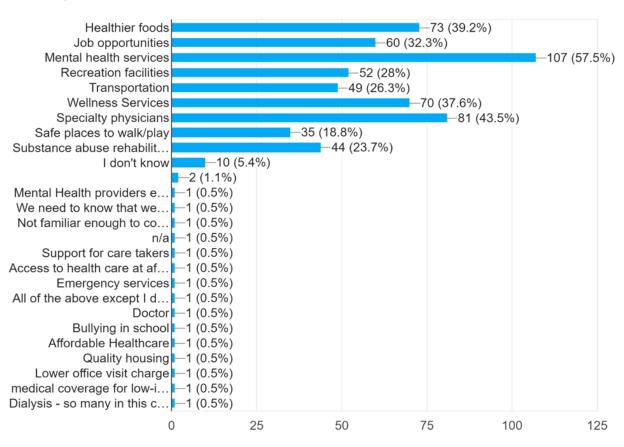


Survey Result

Through 186 completed surveys the community has prioritized the health care needs of family and neighbors. The survey identified these top priorities: mental health services, access to specialty care physicians, access to healthier foods, and wellness services.

The complete list of community identified highest needed services for family and neighbors.

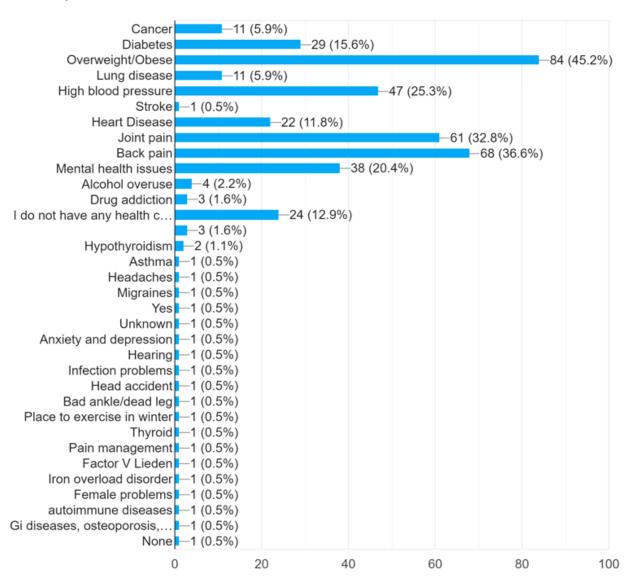
What is needed to improve the health of your family and neighbors? (Check all that apply) 186 responses



The 186 community members surveyed identified personal top health challenges below. The top 5 health concerns for individuals are: overweight/obesity, back pain, joint pain, high blood pressure, and diabetes. These health challenges are accelerated by the initial and highest overweight and obesity concern.

The complete list of individual highest needed services.

Please select the top three health challenges you face 186 responses



To learn more about this survey and its results, please see Appendix A or contact Three Rivers Health.



CHNA Steering Committee

The committee is responsible for the oversight, design, and implementation of the CHNA. It will continue to collect information, establish community relationships, and oversee the budget and funding sources. Adhering to an agreed-upon timeline, the committee will generate, prioritize, and select approaches to address community health needs. The committee will also monitor the implementation of the 2023 Community Health Improvement Plan (CHIP). It will remain aware of any changing needs or health care issues and redirect the health improvement activities as appropriate.

The hospital's administration developed the hospital steering committee. The appointed members are listed below. Other members may serve on the steering committee as the committee's work progresses.

Hospital Steering Committee

Joel Jackson, CEO	Linda Osmond, Dietary Manager	
Three Rivers Health	Three Rivers Health	
Mark Schlattmann, Director of Plant	Fred Werner , South Big Horn County Hospital	
Operations	District Trustee	
Three Rivers Health		
Rain Potter, Nurse Practitioner, Three	Deb Craft , Big Horn County Commissioner	
Rivers Health		
Pam Flitner, BHCSD #3 Board Member,	Greg Gloy, BHCSD #4 Board Member,	
Businesswoman	Director of Big Horn Basin Group Home	

Community Focus Group

A community focus group was held on August 29th, 2023. The participants in the group were carefully selected because they each represented a specific segment of the population served. In addition, they can act as a continuous conduit between the

community and the leadership of the hospital. These participants contributed to a structured discussion which was impartially facilitated by a healthcare consultant from REDi Health.

This focus group provided a deliberative venue for learning, trust-building, creative problem-solving, and information gathering which ultimately served as a valuable resource for the CHNA Steering Committee as it developed the hospital's health priorities for the next three years. Since the focus group was based on open communication and critical deliberation, it will hopefully lead to improved community relations, trust, and collaborative partnerships as the hospital strives to improve the overall health of the community.

Participants in the Community Focus Group

Mark Schlattmann	Jerri	Fred Werner	Bill Philips
Director of Plant	Stillwater Hospice	South Big Horn	Big Horn REA
Operations, Three		County Hospital	
Rivers Health		District Trustee	
Joel Jackson	Bill Hayes	Marla Taylor-	Mrs. Bill Philips
CEO, Three Rivers	Shell Community	Thomas	Basin Community
Health		WRC	
Rain Potter	Mrs. Bill Hayes	Larry Schneider	Mrs. Unruh
Nurse Practitioner,	Shell Community	Cody Regional EMS	Shell Ambulance
Three Rivers Health			
Bonnie	Dr. Ralph Louis	Patty Miller	Linda Osmond
Gottsche Rehab	Big Horn Counseling	Three Rivers Health	Dietary Manager
			Three Rivers Health
Forest Service	Greg Gloy	Emergency Medical	Tracy Walker
Representative	BHCSD #4 Board	Services Staff	Billings Clinic
	Member, Director of		
	Big Horn Basin		
	Group Home		
Pam Flitner	Tom Harrington	Emergency Medical	Shelley Haskett
BHCSD #3 Board	Judge	Services Staff	Three Rivers Health
Member,			
Businesswoman			
Nathan Oster	Hillary Mulley		
Greybull	Public Health		
Standard/Basin			
Republican Rustler			

Rural Health Disparities

Rural Americans are a population group that experiences significant health disparities. Health disparities are differences in health status when compared to the population overall, often characterized by indicators such as higher incidence of disease and/or disability, increased mortality rates, lower life expectancies, and higher rates of pain and suffering. Rural risk factors for health disparities include geographic isolation, lower socioeconomic status, higher rates of health risk behaviors, limited access to healthcare specialists and subspecialists, and limited job opportunities. This inequality is intensified as rural residents are less likely to have employer-provided health insurance coverage, and if they are poor, often are not covered by Medicaid.

According to the Center for Disease Control and Prevention, chronic diseases are the leading causes of death and disability in America, and they affect some populations more than others. People who live in rural areas, for example, are more likely than urban residents to die prematurely from all five leading causes of death: heart disease, cancer, unintentional injury, chronic lower respiratory disease, and stroke. These rural health disparities have many causes.

People living in rural areas are more likely to die prematurely.

What are the causes of rural health disparities?

The origins of health disparities in rural America are numerous and vary by region. Some frequently cited factors underlying rural health disparities include healthcare access, socioeconomic status, health-related behaviors, chronic conditions, and more.

Health Behaviors: Rural residents often have limited access to healthy foods and fewer opportunities to be physically active compared to their urban counterparts, which can lead to conditions such as obesity and high blood pressure. Rural residents also have higher rates of smoking, which increases the risk of many chronic diseases.

Health Care Access: Rural counties have fewer health care workers, specialists (such as cancer doctors), critical care units, emergency facilities, and transportation options. Residents are also more likely to be uninsured and to live farther away from health services.

Healthy Food Access: National and local food studies suggest that residents of low-income, minority, and rural neighborhoods often have less access to supermarkets and healthy foods.

Demographic Characteristics: Residents of rural areas tend to be older, with lower incomes and less education than their urban counterparts. These factors are linked to poor health.



Social Determinants of Health (SDOH)

What determines our health?

This CHNA report has provided many statistics on what diseases and life-threatening occurrences are attributable to the mortality rates of the residents of Big Horn County. We must keep in mind for every one death that is illustrated in these statistics, there are tens more who are fortunate enough not to have died but may continue to live only through constant hospitalizations and frequent medical intervention. So, the actual health care costs and demands on the healthcare delivery system is much greater for trying to maintain the quality of life for those who are living with these medical conditions. Our health is greatly impacted by three major factors. First, is heredity. Many people are born with genetic pathways that make them much more susceptible to various disease entities. Second, is the way we live – our lifestyle. Nutrition, exercise, and life habits, like smoking, abuse of alcohol and drugs, plus other risky behaviors, are components of one's lifestyle. The third is called social determinants of health. These are social and environmental influences that are frequently beyond one's control.

Social Determinants of Health

According to the Centers for Disease Control and Prevention, social determinants of health ("SDOH") are conditions in the places where people live, learn, work, and play that affect a wide range of health risks and outcomes.

These circumstances are shaped by the distribution of money, power, and resources at global, national, and local levels. Social determinants of health are mostly responsible for health inequities – the unfair and avoidable differences in health status seen within and between countries.

The CDC's Healthy People 2030 outlines 5 key areas of SDOH

1. Healthcare Access and Quality

The connection between people's access to and understanding of health services and their health. This domain includes key issues such as access to healthcare, access to primary care, health insurance coverage, and health literacy.

2. Education Access and Quality

The connection of education to health and well-being. This includes key issues such as graduating from high school, enrollment in higher education, educational

attainment in general, language and literacy, and early childhood education and development.

3. Social and Community Context

The connection between characteristics of the contexts within which people live, learn, work, and play, and their health and wellbeing. This includes topics like cohesion within a community, civic participation, discrimination, conditions in the workplace, and incarceration.

4. Economic Stability

The connection between the financial resources people have – income, cost of living, socioeconomic status – and their health. This area includes key issues such as poverty, employment, food security, and housing stability.

5. Neighborhood and Built Environment

The connection between where a person lives – housing, neighborhood, and environment – and their health and well-being. This includes topics like quality of housing, access to transportation, availability of healthy foods, air and water quality, and neighborhood crime and violence.

Defining Health

Health can be defined as being free from illness or injury or as a person's overall mental or physical condition. The World Health Organization defines health as a state of complete physical, mental, and social well-being and not just the absences of disease or infirmity. Health has different meanings for different people and is measured differently for everyone. Some people place levels of health more on appearance, weight, and physical fitness, while others place more value on mental well-being. Others may focus on the absence of medical conditions and diseases. The United States, by far, spends the most on healthcare, more than any other country. Despite this, the country still struggles with a high prevalence of chronic health conditions and preventable deaths.

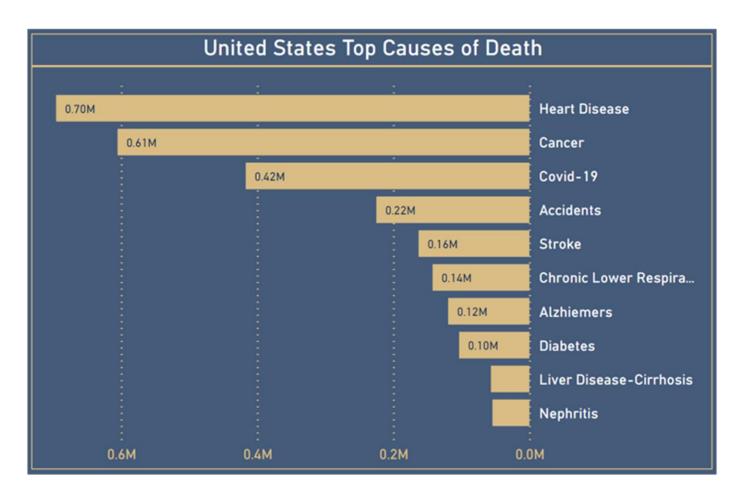
Levels of Health Among States

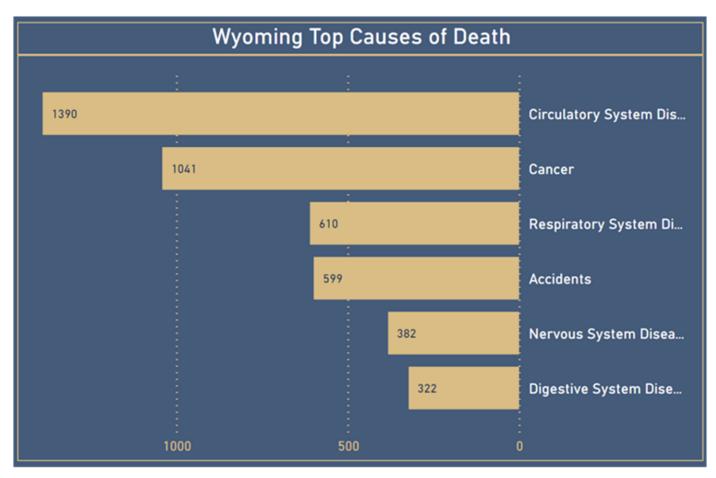
Like many other things, health levels and statistics are not uniform across all 50 states. This is evident in obesity rates across the country. Obesity is a major health problem in the United States. It can lead to other serious health problems such as certain types of cancer, Type 2 diabetes, heart disease, and stroke. The Centers for Disease Control and Prevention

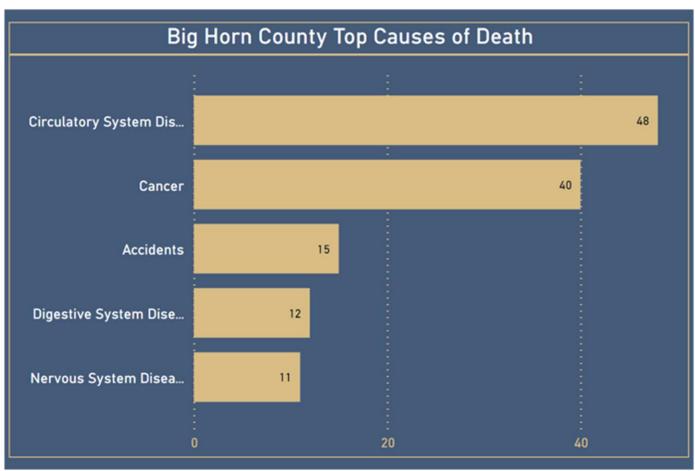
(CDC) reported that the adult obesity prevalence in the U.S. was 41.9% in 2017 – 2020. This is a significant increase from 30.5% in 1999 – 2000.

Obesity-related conditions include heart disease, stroke, type 2 diabetes, and certain types of cancer. These are among the leading causes of preventable, premature death. While healthy behaviors and active lifestyles are the largest contributors to good health, health can be affected by several factors, including housing, financial safety (especially household income), lifestyle/culture, employment, community safety, education, and environment. Since these factors can vary greatly between states, each state has a different overall level of health and well-being.

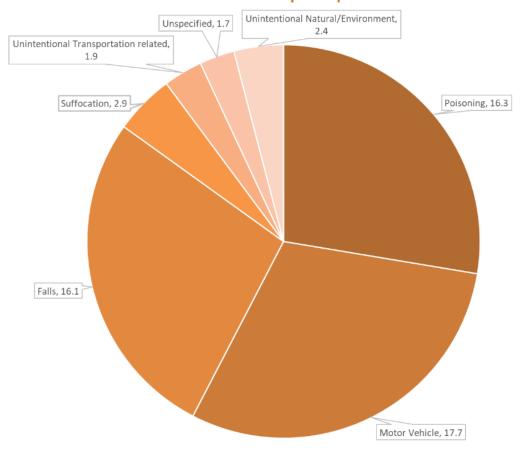
Causes of Death



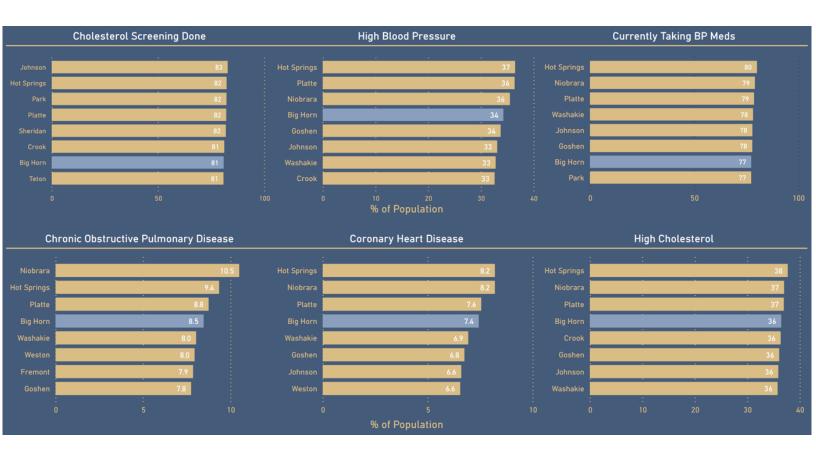




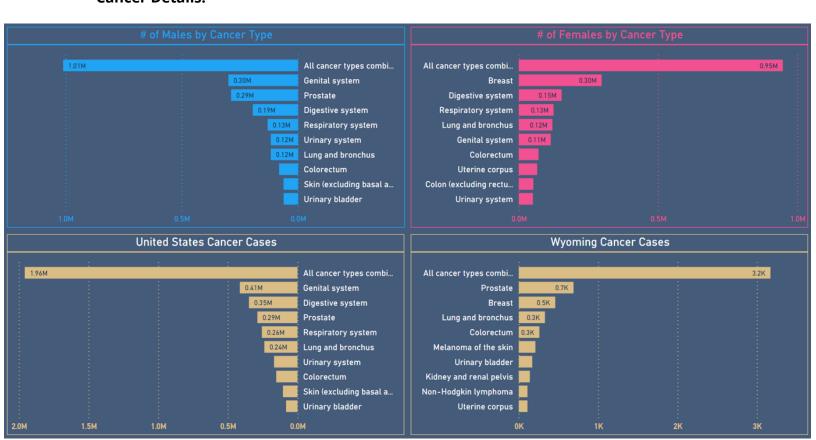
Wyoming Top Accidental Deaths (2020), rate per 100,000 people



Heart Disease and Preventative Care:



Cancer Details:



The Impact of the COVID-19 Pandemic

The COVID-19 pandemic's impact on our communities throughout America, especially small rural communities, has altered the delivery of and access to health care. Every year, various regions of the U.S. are impacted by disasters, whether it is hurricanes on the Gulf Coast or forest fires on the West Coast. Because these events are somewhat predictable annually, healthcare providers are prepared with procedures and supplies necessary to care for these usually short-term and isolated events.

However, COVID-19 was not predicted, and our healthcare system was not prepared. The human resource pool, the supply chain, and the financial resources were all stretched to the max. Protocols and physical plants were not ready to handle the influx of seriously ill patients. Health education and prevention opportunities and practices were not in place. Thankfully, dedicated healthcare workers, clinics, and hospitals answered the call and accepted the challenge.



Carefully crafted community healthcare agendas were put aside, and all resources were channeled to act and react to serve our communities. The amazing collaborative efforts of local governments, health departments, first responders, the private sector, and the committed healthcare workers made the seemingly impossible happen.

As stated earlier, many planned activities had to be put on hold. Human and financial resources were needed on the "frontline." Consequently, many health initiatives during that time were not able to be implemented. Health education opportunities and public screenings could not happen because of the risk of bringing groups of people together.

There were many positives that came from this crisis. Healthcare professionals were publicly appreciated and applauded for their commitment. Communities, especially in rural America, found a reason to renew their trust in their community healthcare providers. Hospitals can look more wisely to the future because of lessons learned during this experience.

Although several of our health prevention and wellness activities were postponed, there were opportunities to initiate other activities based on the needs of the community at that time.

The number one objective was to care for and protect our communities from this pandemic.

Responding to the Community

Closing the Gap

The information gathered from the community was very uniform and was also consistent with the quantitative data. The most common needs mentioned by the community members were related to chronic diseases, health education, lifestyle improvement, and access to care.

Being aware of this lifestyle disparity, the Steering Committee was diligent in addressing these chronic illnesses which lead to a disproportionate number of deaths. Also, the quality of life in our state is negatively impacted by these conditions that rob our citizens of the ability to enjoy good health daily.

Hypertension, heart disease, diabetes, weight loss/obesity, and nutrition were all health needs identified by both the community members and healthcare professionals. In addition, deaths from female breast cancer and male prostate cancer were identified as disproportionate for the county. Community members saw a need for increased education and preventive care to eliminate the path to chronic disease and cancer.

Prevention can be cost-effective compared to the catastrophic treatment needed when a chronic disease is unmanaged and leads to major health problems. Education related to nutrition and activity was emphasized because of the link between obesity and many chronic health conditions.

Prioritization

The Steering Committee understood the facts of the primary and secondary data communicated about the health of the citizens of Big Horn County:

Big Horn County

The **top cause of death** in the county is due to **circulatory system disorders**. There is a **higher prevalence of breast and prostate cancer** in the state compared to the country.

Top three challenges stated in the Sept 2023 community survey:

- **1. Obesity** (45.2% of respondents)
- **2. Mental Health** (36.6%)
- **3. Joint pain** (32.8%)

2023 Strategic Initiatives

Improve Community Healthcare Education

To enhance community healthcare education and promote a more proactive approach to healthcare within our hospital district, we have outlined a **CHIP** (**Community Health Improvement Plan**) composed of three key strategies.

Our first strategy is to **develop a comprehensive marketing plan** that focuses on maximizing cost-effective communication coverage to reach all members of our hospital district. To accomplish this, we will identify the various sources of information utilized by residents in our district and devise initiatives to ensure a wide-ranging dissemination of information from the Hospital District.

Our second strategy revolves around **providing education about existing preventive care initiatives.** In this regard, we will emphasize the significance and role of the IMPACT Concussion Management Program. Additionally, identifying and reinforcing the existing community education efforts in place, such as provider newspaper columns. Furthermore, we will expand our Breast Cancer Awareness activities to include a community engaging "event."

Our final strategy to **improve community education** is geared toward enhancing community healthcare literacy. This will be achieved through incorporating continuous healthcare education as an integral component of our facility's marketing plan.



By implementing these strategies and tactics, we aim to empower our community with the knowledge and resources necessary to make informed healthcare decisions, ultimately improving the overall health and well-being of our community members.

Improve Community Wellness

To enhance community wellness within Big Horn County, we have devised a two-pronged CHIP, each comprising specific strategies and tactics.

Our first strategy aims to **increase public awareness of local wellness resources**. Initial action involves the creation and distribution of a comprehensive listing of local "wellness" resources, including gyms, recreation district activities, free or reduced-cost healthcare opportunities, Wellness Wednesday events, and immunization clinics. Secondarily we will seek to foster collaboration by inviting local wellness resources to participate in facility-sponsored Health Fairs or similar community events. As a third action item we will focus on rejuvenating and reinventing our Wellness Wednesday program, aiming to make it even more impactful and engaging for the community.

Our second strategy is centered on **expanding the range of preventive services offered**. By initiating a dedicated campaign to educate and provide screening services focused on a specific "men's" health issue, such as prostate cancer or heart health.

By implementing these strategies and tactics, our goal is to empower our community with greater access to wellness resources and preventive healthcare services, ultimately promoting a healthier and more informed community.

Improve Community <u>Access</u> to Care: To enhance community access to care in Big Horn County, our Community Health Improvement Plan comprises two key strategies aimed at improving accessibility and awareness of healthcare services.

First, our approach is to **educate the community about the care available close to home.** To achieve this, we will launch a monthly spotlight on specialty services offered at our facility, thereby spreading awareness, and ensuring that residents are informed about the range of medical services accessible to them within the community.

Our second approach is focused on **improving local access to facility resources.** Which will involve close coordination with the Senior Center to enhance transportation options for residents, potentially concentrating on specific days or times to better accommodate those utilizing public transportation. We will also seek to expand our Visiting Nurse Program, ensuring that more individuals receive home-based healthcare services. Additionally, there will be a focus on expanding our clinic service hours and days of operation to make healthcare services more accessible and convenient for the community.

By implementing these strategies and tactics, our community hospital aims to bridge gaps in access to care, ensuring that residents of Big Horn County have improved access to essential healthcare services and resources, ultimately promoting better health outcomes and well-being for our community.

Thank You

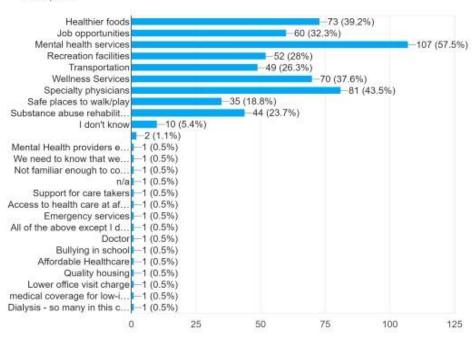
This comprehensive assessment will allow us to better understand the needs and concerns of our community. As always, we are honored to work closely with our collaborative partners in our community to provide outstanding healthcare and create a healthier world for the residents of Big Horn County and surrounding areas. Our sincere thanks to all those who took part in this process. We are especially grateful to the members of the Three Rivers Board of Trustees and the health system's leadership. Through their guidance we can continue our mission in our wonderful, rural community in Wyoming. Our CHNA Steering Committee members and all those who participated in our Community Focus Group, either by their attendance at the Forum or by conversations, deserve a special thanks for their time, support, and insight. Their input has been invaluable. And last, but perhaps, most importantly, to the public who realize their voices do matter. Thank you for completing our Community Health Survey, reading our latest Community Health Needs Assessment, and for supporting our mission of care in Big Horn County.

References

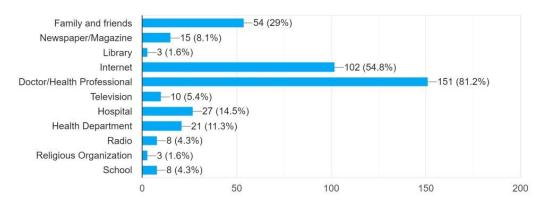
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- https://www.trhealth.com/about/

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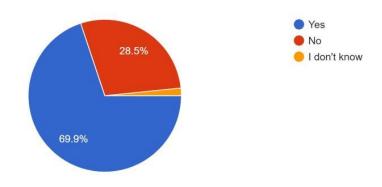
What is needed to improve the health of your family and neighbors? (Check all that apply) 186 responses



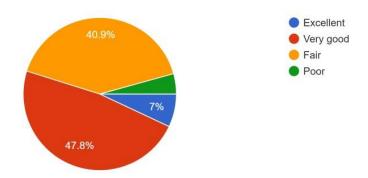
Where do you and your family get most of your health information? 186 responses



Have you had a routine physical exam in the past two years? 186 responses

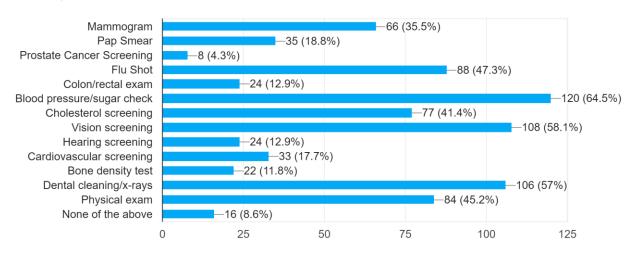


How would you describe your overall health? 186 responses

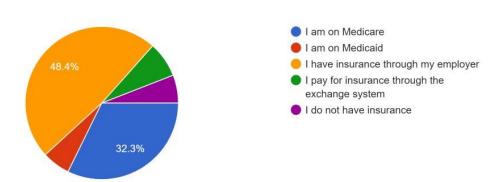


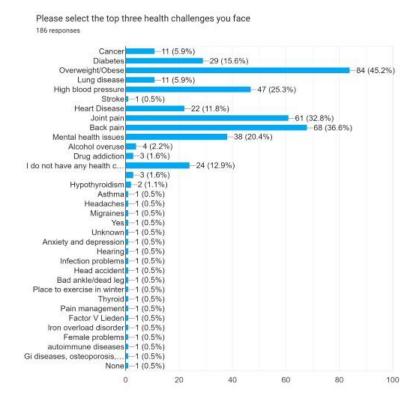
Which of the following preventative procedures have you had in the past 12 months? (Check all that apply)

186 responses

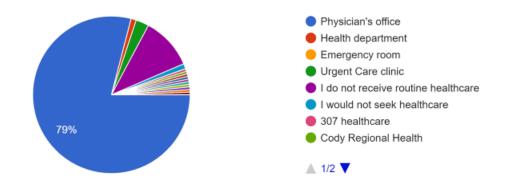


Check the most accurate statement regarding health insurance 186 responses

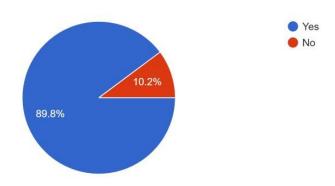




Where do you go for routine health care? 186 responses

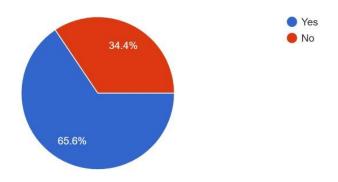


Have you used any health services in the past 12 months? 186 responses



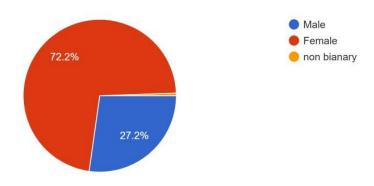
Do you or a member of your family live with a chronic disease (Example: arthritis, asthma, diabetes, COPD)?

186 responses



What is your gender?

180 responses



What is your racial/ethnic identification?

179 responses

