



Community Health Needs Assessment Strategic Plan 2022-2025



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About BMH



Blue Mountain Hospital, is an 11 bed Critical Access Hospital, located in Blanding, Utah that provides comprehensive healthcare services to the residents and visitors of San Juan County, Utah, and the surrounding areas. As a not-for-profit 501(c)-3 charitable organization, Blue Mountain Hospital is committed to improving the health and well-being of the community it serves.

Blue Mountain Hospital provides a full range of healthcare services, including emergency care, general surgical services, orthopedic services, swing bed care, imaging and radiology, OB services, inpatient care, sleep study, infusion services, laboratory services, dialysis services, and wound care. The hospital's mission is to provide an atmosphere of excellence in healing, quality physician care, and inspired employees. Blue Mountain Hospital aims to be the standard for rural hospitals and strives to exemplify values of Excellence, Integrity, Respect, Cultural Sensitivity, Compassion, Accountability, Stewardship, and Collaboration.

The hospital recognizes the importance of honoring the traditions and cultural practices of the surrounding Native American communities. Blue Mountain Hospital has installed a hogan outside of our facility near the main entrance to symbolize its commitment to honoring and respecting Native American traditions and culture.

The hogan is an important traditional dwelling used by the Navajo people for ceremonial and social purposes. The hospital aims to create a welcoming and inclusive environment and to promote cultural awareness and appreciation among our staff and visitors.

From its inception, Blue Mountain Hospital has been committed to providing culturally sensitive care to the Native American community. The hospital has also been dedicated to improving healthcare access and outcomes for the local population, regardless of their background or socioeconomic status. Because the local Native American communities are so vital to the mission, vision and values of the organization, Blue Mountain recognizes the importance of partnering with local healthcare providers and tribal partners to improve healthcare in our community. To this end, we remain committed to working closely with the Navajo tribe, the Ute Mountain Ute Tribe, and Utah Navajo Health System to coordinate care and expand healthcare services for our patients.

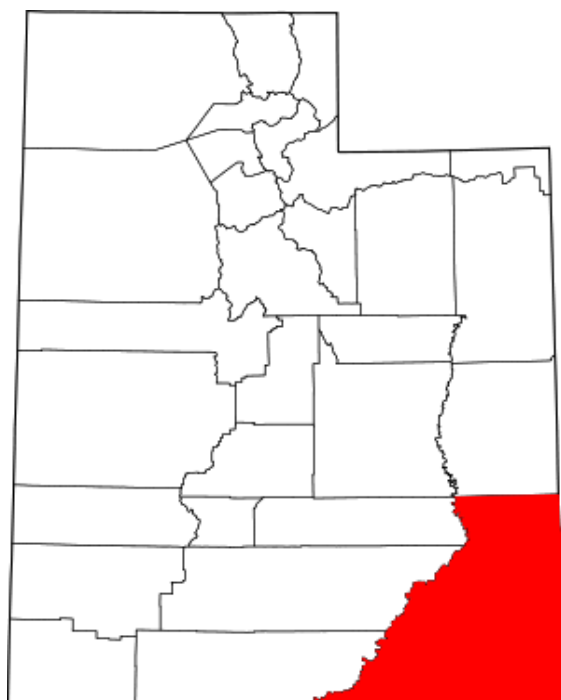
Our partnership with the Ute Mountain Ute Tribe, and the Navajo Nation will involve developing programs and services that address the unique healthcare needs of the Ute tribe community. Partnering with UNHS will involve sharing resources, expertise, and information to provide seamless care for our patients. We will continue to work closely with UNHS to ensure that patients receive the appropriate care they need regardless of where they seek care. This may involve developing care coordination protocols, sharing electronic health records, and collaborating on quality improvement initiatives.

Through our partnerships with UNHS, the Navajo Nation and UMUT, we aim to improve healthcare access and quality outcomes for all members of our community, including those

from underserved populations. We believe that these partnerships will strengthen our healthcare system and promote better outcomes for our patients.

Blue Mountain Hospital Patient Population

Blue Mountain Hospital primarily serves the residents of San Juan County, Utah. San Juan County is located in rural southeast Utah and has an estimated population of 15,449 residents. The hospital regularly treats visitors as well as residents of neighboring counties such as Grand County, Utah; Montezuma County, Colorado; and some parts of Arizona in the Navajo Nation.



San Juan County sustains a workforce population that relies on farming, government, professional services, healthcare, social services, and leisure/hospitality. In general, the San Juan County economy is faring relatively well. Though it fluctuates from month to month, job

growth is at 4.2% and the unemployment rate is at 5.8%. The poverty rate of San Juan County is 26.8% which is significantly higher than the state average of 8.7%. The median household income in the county is \$52,400 which is lower than the state median of \$79,133 (Quickfacts San Juan County, UT, n.d.) The poverty and income levels are particularly acute among the Native American communities in the county, which include members of the Navajo Nation and the Ute Mountain Ute Tribe. This is reflected in the health outcomes of Native American residents, who experience higher rates of chronic diseases, such as diabetes, heart disease, and hypertension. Blue Mountain Hospital recognizes that poverty and other social determinants of health can have a significant impact on health outcomes and is committed to working with the Navajo Nation and the Ute Mountain Ute Tribe to develop programs that address the unique needs of these populations.

Explanation of Assessment

Not-for-profit hospitals are required to conduct a Community Health Needs Assessment (CHNA) every three years as a requirement of the Patient Protection and Affordable Care Act, signed into law in March 2010. After analyzing the needs of the community, the hospital must develop an implementation strategy to address those needs.

Results from Blue Mountain Hospital's CHNA have been analyzed and will be used to create an action plan for the purposes of:

- Improving community health
- Promoting collaboration and partnerships in the areas to address top community health needs

- Creating awareness of the comprehensive, high-quality health care services available locally
- Reinforcing the commitment to the residents of San Juan County that their health is the hospital's top priority.

Blue Mountain Hospital conducted its 2022 CHNA by:

- Collaborating with multiple organizations.
- Asking for community input regarding local health needs, including needs of medically underserved and low-income populations
- Gathering quantitative data collected on health indicators
- Reviewing Area Deprivation Maps
- Analyzing and prioritizing health needs indicators to identify significant needs
- Making the CHNA results publicly available

Community Input

Blue Mountain Hospital hosted the community input meeting with help from Intermountain Health and San Juan Public Health. Invitees included representatives from the following groups:

- Healthcare providers
- Local Government
- County Government
- School district
- Local Health Departments

- Behavioral Health
- County Commission
- Local University

These participants represented a broad range of interests, including the healthcare needs of uninsured and low-income people, and were invited to attend the meeting to share their perspectives on health needs in the community.

Discussion highlighted specific needs in the community, concrete examples of challenges, perceptions and strategies for addressing health needs.

Priority Selection

The CHNA committee of BMH, a hospital leadership group consisting of hospital executives and department leaders, reviewed the results of the 2022 CHNA community input data. After reviewing the current resources of the hospital, activities that the hospital is already doing, and the feasibility of addressing the specific health concerns that the hospital would directly address in the following 3 years, the CHNA committee decided on top priorities for Blue Mountain Hospital.

The priorities selected are in alignment with the hospital's mission, that our dedicated team provides an atmosphere of excellence in healing, quality physician care, and inspired employees.

Blue Mountain Hospital's 4 priority health concerns are as follows:

- 1- Improve Coordination of care**
- 2- Healthcare staffing shortages**

3- Improve access to care

4- Community engagement & education

Implementation Strategies

Goal #1: Improving Coordination of Care

Coordination of Care improvement:

We will develop and implement care coordination programs to improve the coordination of care for patients with complex medical conditions or multiple chronic diseases. This involves supporting a robust discharge planning/utilization review program, utilizing our EHR to facilitate better communication between providers and implementing care plans that involve collaboration among different healthcare settings and providers.

Enhance Referral and follow-up processes:

We will work to improve our referral and follow-up processes to ensure that patients receive appropriate and timely care. We will implement standardized referral processes that are clear and easy to understand for both patients and providers. This will involve utilizing a surgery scheduler, utilizing secure electronic communication systems, establishing regular care team meetings and providing additional training to healthcare providers on effective documentation and communication techniques. We will also conduct regular audits to monitor the effectiveness of the referral and follow-up process. This will help us to identify areas for improvement and make necessary adjustments to ensure that patients receive the highest quality of care possible.

The surgery scheduler will ensure that patients receive timely access to surgical services. This will help to reduce wait times and improve patient satisfaction. By enhancing this process, we can improve the patient experience at Blue Mountain Hospital and ensure they receive the appropriate care that they need in a timely manner.

Goal # 2- Address Healthcare staffing shortages

Recruitment and retention of Healthcare Professionals:

We will implement strategies to recruit and retain healthcare professionals, such as offering competitive salaries and benefits, providing professional development opportunities, and creating a positive work environment and culture.

Utilize Telehealth and Other Technologies:

We will utilize telehealth and other technologies to increase access to healthcare services, particularly in areas with staffing shortages. This may involve expanding our telehealth services and investing in remote monitoring technologies.

To ensure that our healthcare providers are equipped with the knowledge, skills and equipment to provide the best care possible, we will prioritize ongoing education and training. This will involve investing in state-of-the-art equipment and technologies to support the delivery of high-quality care. We will also provide our staff with opportunities to attend professional development activities, training and conferences to enhance their skills and knowledge. By prioritizing education and training, we can ensure our staff has the resources and support needed to provide the best care possible to our patients. Additionally, by keeping our equipment up to date, we can ensure our staff have access to the latest technology to diagnose and treat medical conditions effectively.

Goal # 3 Improve Access to Care

Expand Telehealth Services:

We will continue to invest in technology and infrastructure to expand our telehealth services, allowing us to provide virtual healthcare services to patients who face challenges accessing in person care, such as those in remote areas or with limited mobility.

Enhance care coordination:

We recognize that access to care is a crucial issue in our community, and we are committed to improving it through our implementation plan. As part of our efforts, we will implement the use of a discharge planner and clinic/surgery scheduler to enhance access to care for our patients. A discharge planner is a trained professional with a nursing background who helps patients and their families plan for their transition to home or another care setting. By involving a discharge planner in the care coordination process, we can ensure that patients have a plan in place to continue their care once they leave the hospital. The discharge planner can also help identify potential barriers to accessing care, such as transportation or financial issues, and work to address them proactively.

In addition to improving access to care, a discharge planner can also play a significant role in reducing or eliminating hospital readmissions. A discharge planner can help identify the underlying causes of a patients' hospitalization and work with the healthcare team to develop a comprehensive plan to address those issues. By involving a discharge planner in the care coordination process, we can ensure that patients have a clear understanding of their care plan, including medications, follow ups, and lifestyle changes. The discharge planner can also help address any additional barriers to the care plan such as language barriers which is a big concern

in our patient population. By proactively addressing these issues, we can help prevent complications and reduce the likelihood of hospital readmission as well as any new problems that may need addressed. Involving a discharge planner can help improve patient outcomes, reduce healthcare costs, and enhance the overall quality of care in our community.

A clinic/surgery scheduler will help patients schedule appointments with our healthcare providers more efficiently. By using our online EMR, patients can schedule appointments with our front desk staff, who can put them in touch with the right staff to handle their referrals, pre-authorization needs and other care coordination they may need while accessing care. This system will help us optimize the use of our resources available to our patients and ensure that they are seen in a timely manner. This will also help reduce the likelihood of missed appointments.

Goal #4 Community Engagement and Education:

We will develop and Implement Health Education and Engagement programs:

We will develop evidence based health education programs focused on chronic disease prevention, healthy lifestyle choices, and other community health needs. This may involve collaborating with local schools, public health, county partners and other organizations to reach a broader audience.

Partner with local schools:

We will partner with local schools to provide health education programs for students. These programs can cover topics like healthy eating, exercise, and stress management. As part of our community engagement we will also work to encourage students to pursue careers in healthcare related fields. By partnering with schools and the local university, we can provide

students with information on career paths in healthcare and offer internship opportunities to help them get hands-on experience in the field. By nurturing the next generation of healthcare professionals, we can help ensure that our community has access to high-quality healthcare for years to come.

Host or sponsor community events:

We will participate in community events to engage with members of our community and provide them information on health-related topics. These events may include job fairs, workshops and seminars.

Collaborate with community organizations:

We will collaborate with local organizations to provide health education and resources to underserved populations in our area. This may involve partnering with the food bank, or offering free health screenings at community events.

Utilize social media:

We will utilize social media to reach a wider audience and provide information on a wide variety of topics. We will share articles, best practices, infographics, videos and activities to educate our community and encourage them to take an active role in their health.

By taking these action steps we can engage and educate our community on the importance of maintaining good health and provide them with the resources and support they need to take an active role in their health.

Response to other Key Findings in Assessment

Blue Mountain Hospital has chosen 4 priority areas to focus on for the next 3 years. However, BMH will address other areas of concern emphasized in the Community Input

meeting. Outlined below are the areas in which BMH is looking to grow, improve, or highlight in the coming years, based on the key findings in the assessment process.

Mental Health affecting community:

- Community isolation as a result of COVID-19 changes and stress
- Suicidal ideation
- Increased ER visits for mental health
- Substance use related to mental health
- Mental health staffing shortage

Nutrition and food insecurity:

- Lack of access to affordable and health foods
- Little access and resources to get food into Nation Nation

Other community concerns:

- Increased in domestic violence
- Lack of prenatal care
- Lack of school attendance
- Transportation
- Intergenerational Poverty

Summary

Blue Mountain Hospital is committed to contributing to our community in several ways. First by improving access to care, coordination of care, addressing staffing shortages, we can ensure that members of our community receive high-quality healthcare services. This can lead

to improved health outcomes and a higher quality of life for our patients. In addition to providing healthcare services, we can also contribute to a healthy community by engaging with our community members and educating them on the importance of maintaining good health. By hosting community events, partnering with local schools and other organizations, and utilizing social media, we can empower our community to make healthy choices and take an active role in their health.

Blue Mountain Hospital can positively impact our community by being an employer that offers fair wages, a robust benefits package and a safe environment for our employees. When we support our staff in these ways, we can ensure they have the necessary resources and support they need to provide for their families and provide high-quality care to our patients.

Conclusion

In conclusion, this Community Health Needs Assessment strategic plan outlines the steps that Blue Mountain hospital will take to improve the health and well being of our community. By addressing the priorities of improving coordination of care, addressing healthcare staffing shortages, enhancing access to care, and engaging with and educating our community, we can help ensure that members of our community and the surrounding areas have the resources and support they need to make health choices.

We are committed to working with our community members, local organizations and healthcare partners to implement this plan and make a positive impact on the health and

well-being of our community. By prioritizing the needs of our community and working together, we can build a healthier, stronger, and more resilient community for generations to come.

Blue Mountain Hospital is grateful for the support of community members and our patients and partnering agencies for their participation in developing community health improvement initiatives in our community. Blue Mountain Hospital will conduct its next CHNA in 2025 and will develop health improvement initiatives to address identified health priorities in that assessment and will continue collaborations to improve the health of our community.



Acknowledgement

This implementation plan is the result of collaboration and support of the state and local health departments, state and local mental health and substance abuse authorities, and other

healthcare entities in the region. We recognize the invaluable contribution and support from our clinical experts, programs and services provided to us. Many more partners will be important to the community health improvement initiatives. We look forward to working together to improve the health of our community.

For more information about the Strategic Implementation Plan:

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Appendix A

Community Partners

San Juan Health 435-587-2116

San Juan Public Health 435-359-0038

Utah Navajo Health System 435-678-0700

San Juan County EMS 435-587-3224

San Juan Counseling 435-678-2992

San Juan School District 435-678-1200

Ute Mountain Ute Tribe

Intermountain Health

University State University

Resolution to Approve Community Health Needs Assessment Strategic Plan

Whereas the Board of Directors of Blue Mountain Hospital approved of and oversaw the implementation of a Community Health Assessment process for the purpose of

improving community health status and meeting Internal Revenue Service mandates enacted through the Patient Protection and Affordable Care Act;

Now therefore be it resolved that the board of Blue Mountain Hospital does hereby adopt this resolution to accept the Community Health Needs Assessment Strategic Plan presented on this day to identify to the following prioritized health needs:

- 1- Improve Coordination of care
- 2- Healthcare staffing shortages
- 3- Improve access to care
- 4- Community engagement & education

Upon vote taken, the following voted:

For:

Against:

Whereupon said Resolution was declared duly passed and adopted as of May 8, 2023.

Board Chair

Attest: Board Secretary

*Signed copy on file at Blue Mountain Hospital 05/08/2023

References:

U.S. Census Bureau. (n.d.). San Juan County, Utah: Quick facts. Retrieved May 10, 2023, from <https://www.census.gov/quickfacts/sanjuancountyutah>

