



GALLATIN COUNTY COMMUNITY HEALTH IMPROVEMENT PLAN

2019 – 2021

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INTRODUCTION

What do you think of when you think of the word 'health'? Some people think about eating healthy, and some associate health with visiting a doctor's office. Every day we make choices that affect our health – small things like choosing to floss our teeth and big things like making the decision to seek medical care. Some health-related decisions are made for you, like the passage of the Affordable Care Act, or recommendations by national associations. As Benjamin Franklin said, "An ounce of prevention is worth a pound of cure." We know that prevention is cheaper, more effective, and better for the individual and society than addressing health conditions once diagnosed. So how can we, as a community, make a difference when it comes to health?

Health is a very large and multi-faceted topic. Measuring health and effectively addressing health challenges requires an effort on behalf of a community. Measuring the health of Gallatin County is a large undertaking, which is why this process was a collaborative effort. Gallatin City-County Health Department, in collaboration with Bozeman Health, Community Health Partners, and many additional organizations and stakeholders worked together to complete a comprehensive, countywide community health needs assessment. This assessment, conducted every three years since 2011, incorporates both quantitative and qualitative data. In order to prioritize health issues and make sense of all of the data, stakeholders met to review the assessment results and prioritize issues that are important to address, for the health of the community.

The following document outlines the strategies that community groups and stakeholders are working on together in order to improve the health of residents in Gallatin County.

ACKNOWLEDGMENTS

Healthy Gallatin would like to thank the following organizations for participating in the community health assessment and improvement planning process:

<i>Alcohol and Drug Services</i>	<i>Gallatin Valley Food Bank</i>
<i>Belgrade School District</i>	<i>Gallatin Valley Land Trust</i>
<i>Bozeman City Commission</i>	<i>Gallatin Valley YMCA</i>
<i>Bozeman Health Deaconess Hospital</i>	<i>Greater Gallatin United Way</i>
<i>Bozeman Job Service</i>	<i>Heeb's Grocery Store</i>
<i>Bozeman School District</i>	<i>Human Resource Development Council</i>
<i>Bridgercare</i>	<i>Montana Nutrition and Physical Activity</i>
<i>Cancer Support Community</i>	<i>Montana Office of Rural Health</i>
<i>City of West Yellowstone</i>	<i>Montana State University</i>
<i>Child Care Connections</i>	<i>Montana State University Extension Office</i>
<i>Community Health Partners</i>	<i>Montana Team Nutrition</i>
<i>Early Childhood Community Council</i>	<i>Montana Tobacco Use Prevention Program</i>
<i>Gallatin City-County Health Department</i>	<i>National Association of Mental Illness</i>
<i>Gallatin County Board of Health</i>	<i>Thrive</i>
<i>Gallatin County Planning Office</i>	<i>Western Montana Mental Health Center</i>
<i>Gallatin County Detention Center</i>	<i>Western Transportation Institute</i>
<i>Gallatin Valley Farm to School</i>	<i>...and various community members.</i>

The Community Health Improvement Plan is a dynamic document that will be regularly updated and revised. The work included in this plan spans many partners, organizations, and collaborative efforts, but the Gallatin City-County Health Department will take responsibility for making changes to this CHIP document and posting the most recent version on www.HealthyGallatin.org. For questions or comments regarding the CHIP, please email hs@gallatin.mt.gov or call (406) 582-3100.



COMMUNITY HEALTH NEEDS ASSESSMENT

A Community Health Needs Assessment (CHNA) is a process by which community members gain an understanding of the health concerns and needs of the community. Gallatin City-County Health Department, in partnership with Bozeman Health and Community Health Partners, has contracted with Professional Research Consultants (PRC) for the past several years to conduct a CHNA. The most recent CHNA was completed in 2017, with the next assessment scheduled for 2020.

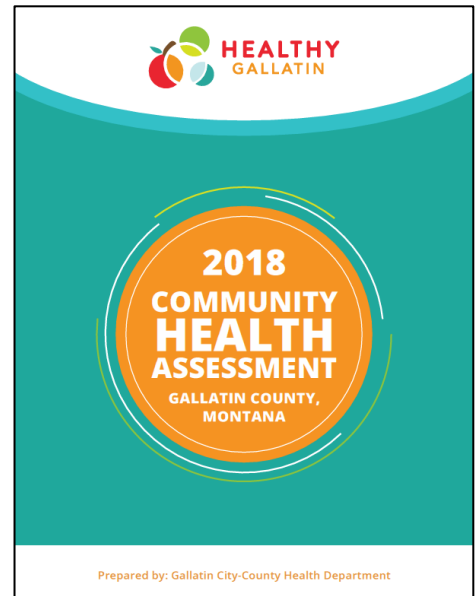
The CHNA incorporates data from both quantitative and qualitative sources. Quantitative data input includes primary research (from the PRC Community Health Survey) and secondary research (from vital statistics and other existing health-related data). The quantitative data components allow for trending and comparison to benchmark data at the state and national levels. Qualitative data input includes primary research gathered from physicians and advanced practice clinicians, public health representatives, social service providers, and community leaders through an Online Key Informant Survey.

Findings from the CHNA were presented to community members, leaders, and stakeholders during community meetings in Belgrade, Big Sky, Bozeman, Three Forks, and West Yellowstone. During the meetings, attendees heard an overview of the areas of opportunity that emerged during the data-gathering phase of the CHNA. After the presentation, participants prioritized the identified health needs based on two criteria: 'scope & severity' (magnitude, how many people affected, etc.) and 'ability to impact' (likelihood of having a positive impact).

This prioritization process resulted in the following list of community health needs for the tri-county region (Gallatin, Madison, and Park Counties):

1. Mental Health
2. Access to Healthcare Services
3. Nutrition, Physical Activity, & Weight
4. Substance Abuse
5. Heart Disease & Stroke
6. Diabetes
7. Cancer
8. Injury & Violence
9. Tobacco Use
10. Potentially Disabling Conditions
11. Respiratory Disease

Additional information on the steps for conducting the CHNA and community-prioritized needs can be found within the 2018 Healthy Gallatin Community Health Assessment (available at www.HealthyGallatin.org).



KEY FINDINGS & PRIORITY AREAS

A Community Health Needs Assessment (CHNA) provides information so that communities may identify issues of greatest concern and decide to commit resources to those areas, thereby making the greatest possible impact on the community's health status. Taking into consideration the community prioritization results, key informant feedback, available resources, and ability to impact, the 2018 Healthy Gallatin Community Health Assessment identified the following areas to focus on as part of the Community Health Improvement Plan (CHIP).



IMPLEMENTATION & TRACKING

The organizations and coalitions included in this plan will be responsible for working with the community to implement and assess the strategies included in the Community Health Improvement Plan. These groups will also regularly review the proposed strategies and objectives, report on progress, and decide on next steps or additional opportunities for improvement.

Gallatin City-County Health Department, along with the partner organizations included in this plan, will facilitate revisions and updates to the Community Health Improvement Plan following the completion of a Community Health Needs Assessment every three years. Progress reports, work plans, and other CHNA/CHIP related updates will be shared via the Healthy Gallatin website (www.HealthyGallatin.org).

While the Health Department will work with key partners to convene and facilitate, it is critical to recognize that this plan belongs to the community and must ultimately be written, revised, and used by the community. In that spirit, a number of existing coalitions will serve as sponsors of different facets of this work. The Elevating Behavioral Health Coalition, for instance, will help develop and pursue much of the work related to mental health and substance abuse. This does not mean that every member of the EBH Coalition must “own” or work on every facet of the plan. Rather, EBH will serve as an arena for shared assessment, planning, and coordination of this work in order to build awareness, share knowledge and resources, and coordinate efforts to maximize impact. In some cases, multiple members of EBH will work together on specific objectives. In other cases, one organization may seek to use the CHIP to connect their internal organizational work to needed external community resources through cooperation and coordination.



COMMUNITY HEALTH IMPROVEMENT PLAN

Gallatin City-County Health Department and our various community partners and stakeholders recognize the importance of working together in order to accomplish more together than we could alone. The purpose of the Community Health Improvement Plan (CHIP) is not to create more work for our partners, but to align and leverage the efforts of multiple organizations and to move toward improved health for the residents of Gallatin County in a strategic manner.

What follows is the result of a multi-faceted community deliberation and planning effort to address health concerns in a strategic way that aligns resources and energy to make measurable impact on health issues in Gallatin County. The goal of this plan is not to replace or replicate work already being pursued by the myriad of partnerships and collaborations working toward these health goals. Rather, this document seeks to consolidate and connect ongoing and future work in order to increase awareness and understanding of the work and to form connections and support to maximize positive impact and to reduce replication of effort.

Community engagement that informed this document occurred in many settings over many months and years. In mid-2017, a grassroots effort to start a conversation about mental healthcare in our communities became an initiative to organize a Behavioral Health Symposium in Gallatin County in October 2017. A group of leaders from various organizations formed the Elevating Behavioral Health Steering Committee to guide the planning and fundraising for the three-part community symposium. These organizations include Bozeman Health, Bozeman Health Foundation, Bozeman Public Schools, Community Health Partners, Gallatin City-County Health Department, Gallatin Mental Health Center, Gallatin Mental Health Local Advisory Council, Greater Gallatin United Way, Help Center-211, HRDC, Montana Healthcare Foundation, Montana State University Counseling and Psychological Services, and Western Montana Mental Health Center – Gallatin. The three symposium events brought together a variety of members of the local behavioral health community – over 330 combined participants from nearly 100 community organizations. The symposiums resulted in five working groups with specific focus areas related to the symposium topics: Ensuring Effective Crisis Intervention, Enhancing Coordination, Improving Access, Advancing Awareness & Education, and Supporting Providers.

The Nutrition & Physical Activity Committee is the result of many community organizations expressing interest in collaborating on efforts to advance health, nutrition, and physical activity for Gallatin County residents. This group brings together a variety of organizations working in different capacities to increase healthy behaviors, such as eating fresh fruits and vegetables and living a physically active lifestyle. Current participation includes Bozeman Health, Gallatin City-County Health Department, Gallatin Valley YMCA, Greater Gallatin United Way, Bozeman School District, Montana Team Nutrition, Gallatin Valley Farm to School, Gallatin Valley Food Bank, and the Open & Local Coalition. For several years, Gallatin County has ranked among the healthiest counties in Montana (County Health Rankings & Roadmaps); however, there is still work to be done to increase access to healthy foods and opportunities to be physically active.

This plan belongs to the community and will be updated and revised as goals are accomplished and new areas of opportunity are identified.



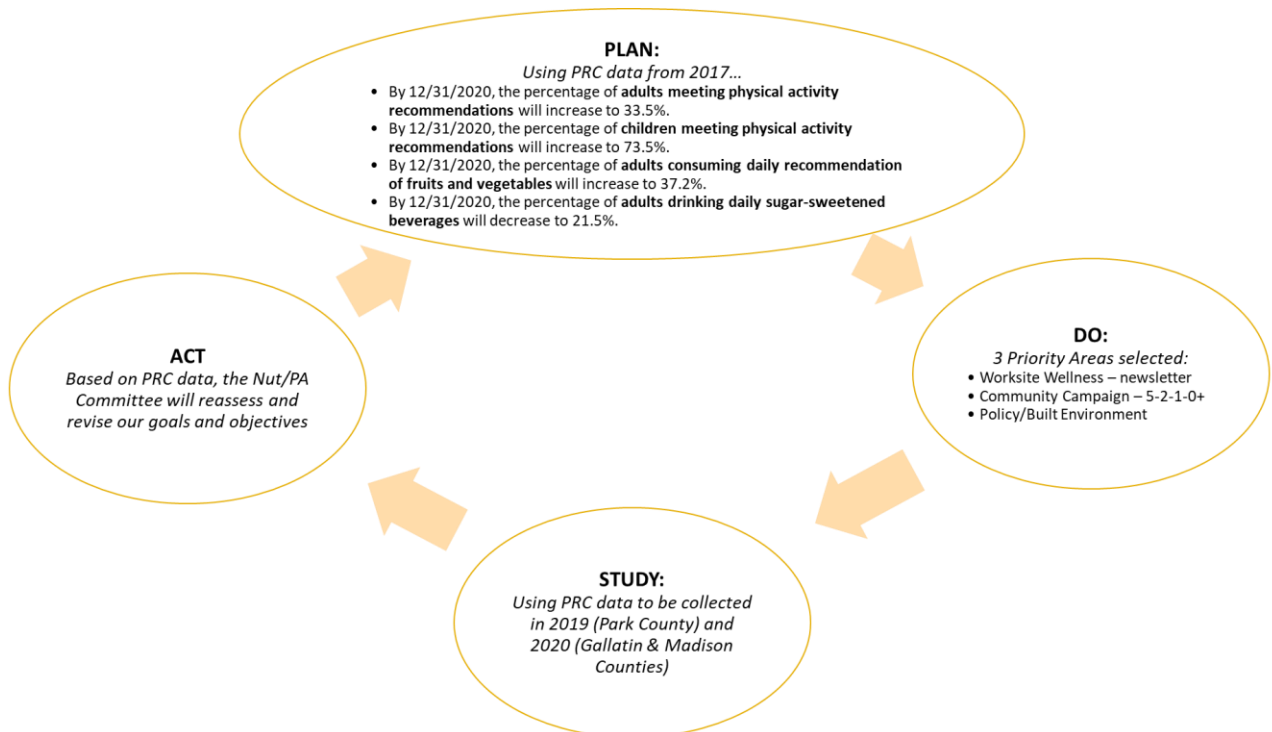
NUTRITION & PHYSICAL ACTIVITY

Based on the results from the 2017 Community Health Needs Assessment, nutrition, physical activity, and weight status emerged as areas of opportunity and as a new focus area for our Community Health Improvement Plan. For several years, Gallatin County has ranked among the healthiest counties in Montana (County Health Rankings & Roadmaps); however, there is still work to be done to increase access to healthy foods and opportunities to be physically active. A comparison between 2011, 2014, and 2017 health assessment data shows that obesity is on the rise across all age groups, particularly in children and seniors. Additionally, low-income individuals and those living outside of Bozeman have an increased risk of being overweight or obese.

OUTCOME METRICS

1. By December 31, 2020, the percentage of adults meeting physical activity recommendations will increase to 33.5%.
2. By December 31, 2020, the percentage of children meeting physical activity recommendations will increase to 73.5%.
3. By December 31, 2020, the percentage of adults consuming daily recommendation of fruits and vegetables will increase to 37.2%.
4. By December 31, 2020, the percentage of adults drinking daily sugar-sweetened beverages will decrease to 21.5%.

The Nutrition & Physical Activity Committee identified these metrics as long-term indicators. These are in alignment with leading health indicators from Healthy People 2020.



STRATEGIES

The Nutrition & Physical Activity Committee has agreed upon the following strategies:

Strategy 1: Engage Community Partners in the Nutrition & Physical Activity Committee

The Nutrition & Physical Activity Committee is comprised of various community partners and stakeholders who are invested in promoting healthy eating and active lifestyles. This group meets on a regular basis to review and update the Nutrition & Physical Activity work plan, as well as report progress on specific goals and metrics.

GOAL	TARGET	YTD ACTUAL	NOTES
By December 31, 2018, the full NutPA Committee will have meet at least 6 times.	6 meetings	6/6	Accomplished
By December 31, 2019, the full NutPA committee will have meet at least 4 times.	4 meetings	3/4	In progress
Maintain an average of at least 8 NutPA Committee members at each meeting.	8 attendees	9.3	On track to be accomplished
Finalize and approve a 2018 -2020 work plan.	Finalized & approved	Finalized & approved	Accomplished

Participating organizations include Bozeman Health, Gallatin City-County Health Department, Gallatin Valley YMCA, Greater Gallatin United Way, Bozeman School District, Montana Team Nutrition, Gallatin Valley Farm to School, Gallatin Valley Food Bank, and the Open & Local Coalition.

Strategy 2: Design and Disseminate a Coordinated Community-Wide Message

In an effort to generate community-wide awareness, the Nutrition & Physical Activity Committee is developing a coordinated message aimed at promoting healthy eating and active lifestyles. This campaign, 5-2-1-0 +, is in its early stages of development, but will be used to brand the Nutrition & Physical Activity Committee and subsequent community outreach events.

GOAL	TARGET	YTD ACTUAL	NOTES
Research community campaigns regionally and nationally.	5	13	Accomplished
Select one community campaign to stand-up as a coalition.	Select campaign	Campaign selected	Accomplished
Create look and scope of 5-2-1-0 +.	Logo designed and approved	Logo designed and approved	Accomplished
Disseminate message at outreach and community events.	10	1	In progress

Organizations responsible for this work include Bozeman Health, Gallatin City-County Health Department, Gallatin Valley YMCA, Greater Gallatin United Way, Montana Team Nutrition, Gallatin Valley Farm to School, and the Open & Local Coalition.

Strategy 3: Implement Worksite Specific Interventions

The Nutrition & Physical Activity Committee recognizes the importance of promoting health and wellbeing to working adults in Gallatin County. “Gallatin Wellbeing” is a free health and wellness newsletter that delivers tips and information on living well in the Gallatin Valley directly to your inbox each month. For more information, visit [Gallatin Wellbeing](#).



GOAL	TARGET	YTD ACTUAL	NOTES
Research worksite specific interventions.	5	7	Accomplished
Select one work site intervention to stand-up as a coalition.	Intervention selected	Intervention selected	Accomplished
By March 2020, distribute 12 monthly newsletters to business throughout Gallatin County.	12	7/12	In progress
Approve look and scope of Newsletter.	Approved	Approved	Accomplished
Build and maintain a distribution list of at least 100 people– representative of small and local businesses and partnerships across Gallatin County.	100	91	In progress
Through March 2020, achieve an (average) 17% click rate for each newsletter.	17%	20.4%	In progress
Through March 2020, achieve an (average) 65% open rate for each newsletter.	65%	63.3%	In progress
By March 2020, see significant improvement in behaviors as indicated by the survey.	TBD		Not started
Create and approve a post survey.	TBD		Not started

Organizations responsible for this work include Bozeman Health, Gallatin City-County Health Department, and the Open & Local Coalition.

Strategy 4: Establish a Built Environment/Policy Sub-Committee

The purpose of this work group is to develop a plan and process for infusing health related information and messaging into planning, growth, and policy meetings happening throughout Gallatin County. This group will stay apprised of various work groups, planning committees, advisory councils, etc. in order to educate and advocate for policies that promote healthy eating and active lifestyles.

GOAL	TARGET	YTD ACTUAL	NOTES
By June 2019, create a list of community groups, initiatives, plans, etc. with opportunities to educate, advocate, and influence.	List created	List created	Accomplished
By June 2019, create a list of group education wants and needs and identify subject matter experts.	List created	Gallatin County Planning group presentation in May 2019	In progress

Organizations responsible for this work include Bozeman Health, Gallatin City-County Health Department, Gallatin Valley Land Trust, Montana State University, Gallatin Valley Farm to School, and the Open & Local Coalition.



ELEVATING BEHAVIORAL HEALTH

The 2018 Healthy Gallatin Community Health Assessment documented a mental health system in Gallatin County that has been put under significant stress by two factors: a rising demand for services driven, in part, by a rapidly growing population, and the erosion of funding sources that sustain the system. These forces are straining an already taxed public mental health system, resulting in regional office closures for some state agencies, staffing turnover, and widespread community concern that the current system is failing to meet the needs of its most vulnerable citizens.

Community focus groups consistently identify the mental health system and substance abuse as major causes of concern. Residents and practitioners point to a long list of problems, including:

- Lack of access to affordable mental health and substance abuse services, including specialized services such as detox and inpatient psychiatric care;
- A system that struggles to keep up with the demand of serving those in crisis;
- Funding cuts that have decimated core case management services for those with serious and persistent mental health conditions;
- A persistent stigma associated with seeking even basic mental health care.

To address these challenges, a number of collaborative community efforts are devoting time, energy, and money to the multiple and complex challenges that confront the community. These efforts include ongoing work by the Gallatin County Mental Health Local Advisory Committee; the Gallatin Early Childhood Community Council; and Project LAUNCH, a multi-agency effort to improve the system for serving families with young children who have unmet needs related to social/emotional health. In 2017, several organizations that participate in many of the efforts above, joined together to create the Elevating Behavioral Health (EBH) Steering Committee – a coalition of health and human service organizations that together serve virtually every resident of Gallatin County. EBH member organizations include Bozeman Health, Bozeman Public Schools, the City of Bozeman, Community Health Partners, Gallatin City-County Health Department, Greater Gallatin United Way, the Help Center, Montana State University, and Western Montana Mental Health Center - Gallatin. Together, EBH has worked to understand current challenges and ongoing efforts to serve people who need behavioral health services and build community awareness of behavioral health issues. This work has included three major community symposiums to raise awareness and gather community input, as well as more targeted work groups focused on crisis services, coordination of the mental health system, and efforts to improve community awareness and education around behavioral health.

From this work, the EBH steering committee has identified three main goal areas around which it will focus its work over the next several months. Those areas are:

- Increase community awareness and capacity around behavioral health through community-wide awareness efforts and targeted trainings;
- Support and improve the community-wide system for serving people in mental health crisis or at risk of moving into crisis;
- Increase access to behavioral health services by integrating behavioral health services into non-traditional settings.

The specific work undertaken to address these goals is likely to change and evolve over time, and the organizations pursuing this work will also be changing. Some initiatives will be pursued by a wide array of partners, while others will be owned by one or two organizations. Through EBH, the member organizations will use the formal collaborative structure to track progress, keep partners apprised of ongoing efforts, and add or adjust goals as our



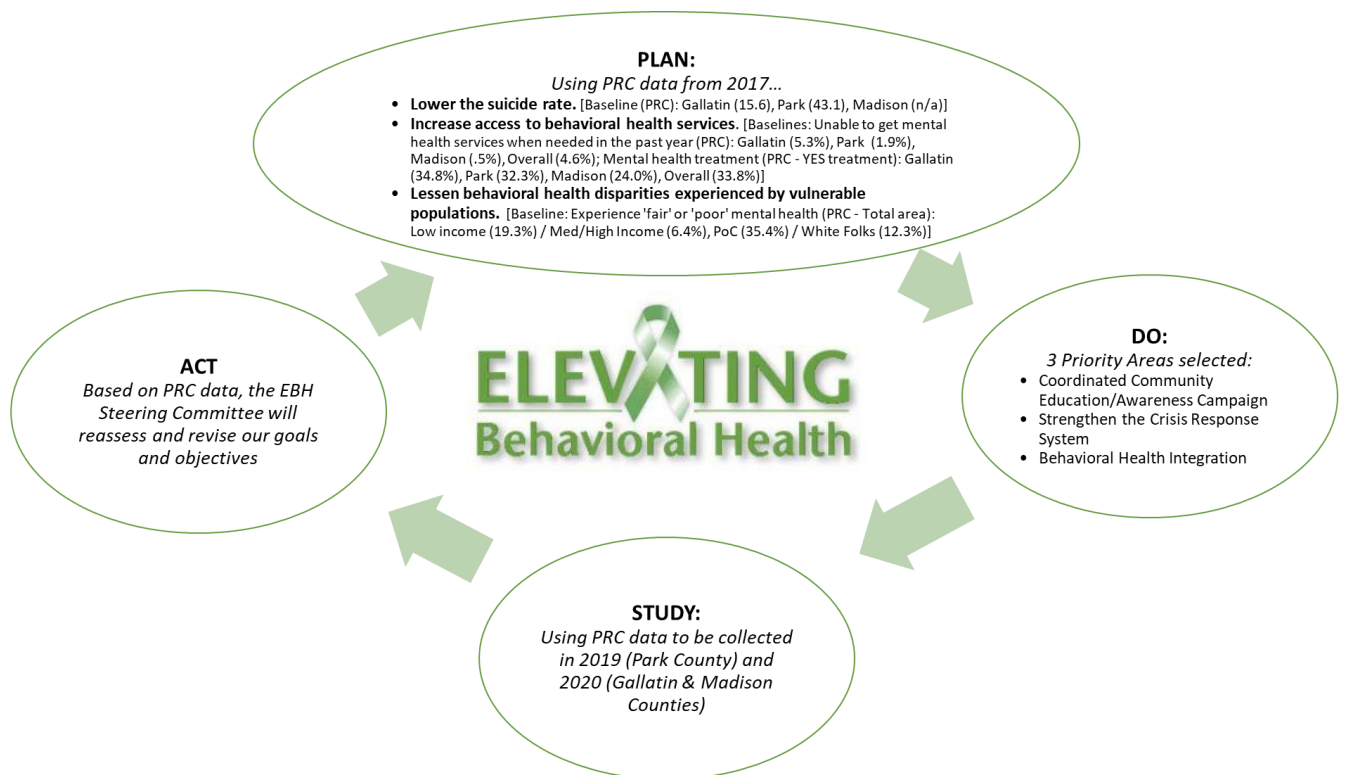
understanding of the problems and/or potential solutions evolve. This document serves as a unified statement of goals and purpose, one that can evolve and grow with our own understanding of the challenges and resources to meet those challenges.

With those caveats in mind, the goals and objectives below represent the current priorities of organizations participating in the EBH collaborative.

OUTCOME METRICS

1. Decrease the adult suicide rate in Gallatin County.
2. Reduce the percentage of high school students in Gallatin County who report attempting suicide.
3. Decrease the number of people who report poor mental health days (as measured by the CHNA).
4. Increase the number of people who report receiving mental health care services (as measured by the CHNA).

The Elevating Behavioral Health Steering Committee identified these metrics as long-term health indicators. These are in alignment with leading health indicators from Healthy People 2020. It is important to note that the outcome metrics above are community-level health indicators that are impacted by a complex and challenging collection of factors, including some that are difficult for any organization or collection of organizations to impact. While improvement in these areas will require long-term, community-wide commitment and effort, EBH members also recognize the value and need to track these measures in order to inform and explain efforts to improve our community behavioral health system.



STRATEGIES

The Elevating Behavioral Health (EBH) Steering Committee has agreed upon the following goals:

Goal 1: Increase community awareness and capacity around behavioral health through community-wide awareness efforts and targeted trainings.

OBJECTIVE	TACTIC	TARGET/MEASURE	LEAD ORGANIZATION	LEAD COALITION
Objective 1.1: Create and disseminate an awareness campaign to raise community-wide awareness, understanding, and capacity around behavioral health.	Tactic 1.1.1: By Jan 31, 2020, EBH steering committee will identify target audience and message and develop deployment plan for community-wide awareness effort such as the “Man Therapy” campaign.	→ <i>Develop deployment plan</i>	Bozeman Health and Greater Gallatin United Way (with assistance and in consultation from entire EBH)	EBH
	Tactic 1.1.2: By June 30, 2020, EBH will acquire funding for full deployment of awareness campaign and implement the campaign by the end of 2020.	→ <i>Identify funding source</i>		
Objective 1.2: Utilize evidence-based training resources to increase community capacity for understanding mental health and willingness to assist others in a mental health emergency.	Tactic 1.2.1: Utilize established mental health training curricula to develop and deliver trainings for anyone in the community to increase compassion, improve awareness, decrease stigma, and improve willingness to act without fear that one will make things worse.	→ <i># of trainings happening</i> → <i># of individuals who receive training</i>	WMMHC, Bozeman Health, GGUW	EBH (potentially LAC too?)
	Tactic 1.2.2: Create a framework to provide yearly cultural humility behavioral health training for Bozeman Health staff.	→ <i>Framework created</i>	Bozeman Health	EBH
	Tactic 1.2.3: Provide training within Bozeman Health system to include lethal means reduction and safety planning to decrease the stigma surrounding suicide.	→ <i># trainings provided</i>	Bozeman Health	EBH



<p>Objective 1.3: Develop and deliver trainings to help individuals, employers, and organizations across sectors and throughout our community build resiliency skills and reduce stress.</p>	<p>Tactic 1.3.1: By 2024, deliver at least 100 trainings to assist organizations to become actively engaged in promoting stress reduction, mental health education/support, resilience building, and volunteerism with their employees.</p>	<p>→ # of organizations and employees who receive training</p> <p>→ Evaluation of training related to specific learning objectives</p>	GGUW	EBH
	<p>Tactic 1.3.2: Develop and deploy a Community of Practice for HR Directors/Organizational Leaders to provide support for employers seeking to create optimal workplace environments, which support their employees' mental well-being.</p>	<p>→ 4 community of practice sessions by end of 2020; 32 sessions by end of 2024</p> <p>→ 4 organizations to participate by end of 2020; 25 organizations by end of 2024</p>		

Goal 2: Increase access to the behavioral health system by integrating services into non-traditional settings and by connecting those in need to effective services.

OBJECTIVE	TACTIC	TARGET/MEASURE	LEAD ORGANIZATION	LEAD COALITION
<p>Objective 2.1: Expand behavioral health consultation into two to four new early care (day care) and education sites in order to build staff competency, capacity, and confidence of staff to address social/emotional development of children under the age of 8.</p>	<p>Tactic 2.1.1: By November 1, 2019, gain funding authorization through Project LAUNCH to move forward with work.</p>	<p>→ # of new early care sites with behavioral health consultation services</p>	GCCHD and Child Care Connections	EBH
	<p>Tactic 2.1.2: By June 30, 2020, implement consultation in 2 to 4 additional early care sites.</p>			
<p>Objective 2.2: Engage community stakeholders to assess possible implementation of a secure, web-based coordinated entry referral system (ex: CONNECT system) using technology being implemented by the Montana Department of Public Health and Human Services.</p>	<p>Tactic 2.2.1: By June 20, 2020, identify and convene a lead group of key partners to assess referral systems for capacity to develop new relationships, support existing initiatives, streamline a community wide referral process, and use data to support improvement of the referral process.</p>	<p>→ Lead group identified and convened</p>	<p>GCCHD (with collaboration from schools, hospital and clinics, the Help Center-211, mental health providers, law enforcement, court services, non-profits, GGUW/KidsLink, and other providers interested in being a part of the community referral network)</p>	EBH
	<p>Tactic 2.2.2: Make recommendation to Health Officer and EBH Steering Committee</p>			



	regarding implementation of a referral system.				
	Tactic 2.2.3: Develop plans for sustainability and possible implementation in Gallatin County if recommended.				
Objective 2.3: Build broad awareness and utilization of Help Center-211 as central resource for behavioral health and suicide prevention.	Tactic 2.3.1: Implement an awareness campaign to build awareness and utilization of Help Center-211.	→ <i>By 2021, 200% increase in utilization of 211, in general and with a noted increase in utilization specific to behavioral health</i>	Help Center-211, MT-211, and GGUW (with assistance and in consultation from entire EBH)		EBH
Objective 2.4: Build on successful pilot of the Senior Reach program, offering social supports and mental health therapy to home bound seniors in Park and Gallatin Counties.	Tactic 2.4.1: By August 1, 2020, develop and implement a sustainability plan to ensure program stability and growth in response to community need beyond the grant period.	→ <i>Sustainability plan developed</i> → <i>Funding identified</i> → <i># of seniors served</i>	HRDC and CHP		EBH
	Tactic 2.5.1: By October 1, 2021, Bozeman Health will assume fiscal responsibility for all Primary Care Integrated Behavioral Health (IBH) specialists with non-grant funded financial sustainability.	→ <i>Funding secured</i>			
Objective 2.5: Integrate behavioral health services throughout the Bozeman Health system.	Tactic 2.5.2: Implement IBH to fidelity in order to fully utilize behavioral health specialists.	→ <i>Evaluate using available fidelity scale</i>	Bozeman Health		EBH
	Tactic 2.5.3: Implement the Collaborative Care model to augment fiscal sustainability.	→ <i>Billing opportunities identified and being utilized</i>			
	Tactic 2.5.4: By the end of 2021, as a result of non-grant funded financial sustainability, pursue community partnerships to advance consultative opportunities.				
Objective 2.6: Fully implement behavioral health consultation at the program level for all KidsLink Afterschool program sites.	Tactic 2.6.1: Implement Community of Practice for staff at 15 KidsLink programs by the end of 2020.	→ <i>Provide up to 20 Community of Practice sessions</i>	GGUW		EBH
	Tactic 2.6.2: Implement use of an evidence-based burnout survey in order to measure KidsLink staff mental well-being.	→ <i>Identify evidenced-based burnout survey</i> → <i># of burnout surveys administered</i>			



Objective 2.7: Establish a Community of Practice for Mental Health Consultants in order to identify and address necessary trainings and/or supports.	Tactic 2.7.1: By February 2020, determine meeting format (in-person or Zoom) and recruit participants.	→ <i>Convene at least 4 meetings</i>	GCCHD	EBH/LAUNCH
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Goal 3: Create a unified of mental health emergency system that coordinates a continuum of services focused on reducing fear and developing community-wide compassion, capacity, and willingness to help those in need.

OBJECTIVE	TACTIC	TARGET/MEASURE	LEAD ORGANIZATION	LEAD COALITION
Objective 3.1: Develop a community-level crisis response approach that allows individuals to self-identify an emergency, improves timeliness of interventions, increases connection to support, and decreases the number of emergencies where law enforcement is involved.	Tactic 3.1.1: Maintain the co-responder program that partners law enforcement with a mental health provider and a community support specialist to provide mental health intervention when and where people need it.	→ <i>% of crisis calls responded to</i> → <i>Sustainability methods identified</i>	WMMHC	EBH
	Tactic 3.1.2: Identify and assess models for coordinated community collaboration between mental health emergency responders and follow-up care providers (such as systems being used in Atlanta, GA. and Billings, MT) in order to develop a more coordinated and effective system to identify and assist individuals at risk of mental health emergency.	→ <i>Identify platform to house and track high utilizers</i>	WMMHC	EBH
	Tactic 3.1.3: Establish a network of caring 'mentors' for individuals who live with chronic mental health issues to assist with access to services, encourage consistent adherence to treatment, and provide compassion and comfort prior to/during a mental health emergency.	→ <i>Develop mentoring program model</i>	WMMHC	EBH
Objective 3.2: Provide timely, dependable acute crisis response services to Bozeman Health Deaconess Hospital and Big Sky Medical Center.	Tactic 3.2.1: Convene and facilitate a redesign of the 24/7 behavioral health crisis system to ensure that resources, services, and supports are more strategically aligned to	→ <i>By the end of 2020, fully implement crisis response services in all Bozeman Health entities</i>	Bozeman Health (in consultation with MHCF, GCCHD, Help Center, MSU, WMMHC, and CHP)	



	<p>support individuals and families.</p> <p>Tactic 3.2.2: Hire and deploy licensed clinical social worker within the Emergency Department to provide crisis response services.</p> <p>Tactic 3.2.3: Contract tele-psychiatric services to providers and extend existing provider services to include inpatient and medication management with the potential to extend services to Bozeman Health critical access partners.</p>		
<p>Objective 3.3: Assess need and develop community plan for detox services.</p>	<p>Tactic 3.3.1: Conduct an assessment/facilitate conversations to look at feasibility of a sobering center for individuals in protective custody where they will safely receive nursing care, peer support, and mental health crisis evaluation in a non-emergency setting.</p>	<p>→ <i>Assessment completed</i></p>	<p>EBH Steering Committee</p>
<p>Objective 3.4: Sustain and expand awareness and use of behavioral health crisis resources for Montana State University students.</p>	<p>Tactic 3.4.1: MSU's Counseling and Psychological Services (CPS) will partner with local housing providers that target students to provide crisis resources and offer trainings to support mental well-being and access to services for off-campus students.</p> <p>Tactic 3.4.2: Increase the number of faculty, staff, and students who access evidenced-based suicide prevention programming on campus.</p>	<p>→ <i># of housing partners identified for trainings/supports</i> → <i># of faculty, staff, students attending suicide prevention programming</i></p>	<p>MSU CPS</p>



COMMUNITY COLLABORATION

The 2012 Community Health Improvement Planning process identified strategic collaboration between service providers as a priority area for our community. As a result, the Gallatin City-County Health Department, in partnership with our community organizations and stakeholders, created a network of systems navigators in major health and human services organizations throughout the county. This network, named the Collaboration Team, met on a monthly basis over the course of a year to share and learn about the various organizations within the community. The intention of the Collaboration Team is to give service navigators a space to network and collaborate with each other, as well as stay apprised of events and changes in community services.

At the end of the year, the previous years' participants nominate a new group of service navigators for the next iteration of Collaboration Team. The first Collaboration Team met in April 2013, with new cohorts recruited and convened each year up to present day. Based on the success of this group, the health department will continue to organize and convene the Collaboration Team and include this work in the Community Health Improvement Plan.

The 2019-2020 Collaboration Team will be the sixth iteration of this group.

Participating Organizations for 2019-2020 Collaboration Team include:

- Belgrade School District
- Bozeman Job Service
- Bozeman Health
- Bozeman School District
- Bridgercare
- Career Transitions
- Child Care Connections
- Community Health Partners
- Department of Family Services
- Family Promise
- Gallatin City-County Health Department
- Gallatin Valley Food Bank
- Greater Gallatin United Way
- Greater Impact
- The Help Center-211
- HRDC/Head Start
- Love INC
- Montana Independent Living Project, Inc.
- MSU/Bounty of the Bridgers Food Pantry
- Office of Public Assistance
- Western Montana Mental Health Center
- Youth Dynamics



REFERENCES & RESOURCES

- ❖ [Healthy Gallatin Community Health Assessment](#) – Healthy Gallatin website.
- ❖ [Bozeman Health Community Benefit](#) – Bozeman Health Community Benefit website.
- ❖ [Community Health Partners](#) – Community Health Partners website.
- ❖ [A Healthier Montana](#) – State Health Improvement Coalition website.
- ❖ [County Health Rankings & Roadmaps – Montana](#) – County Health Rankings website.
- ❖ [Healthy People 2020](#) – Healthy People 2020 website.

ALIGNMENT WITH STATE AND NATIONAL PRIORITIES:

Gallatin County Priorities	Montana State Priorities	Healthy People 2020 Priorities
Nutrition & Physical Activity (Priority Area 1)	Chronic Disease Prevention and Self-Management (Priority Area 2)	Nutrition & Weight Status, Physical Activity
Behavioral Health (Priority Area 2)	Behavioral Health (Priority Area 1)	Mental Health & Mental Disorders, Access to Health Services

