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**COMMUNITY  
HEALTH  
NEEDS  
ASSESSMENT  
IMPLEMENTATION PLAN  
2023-2025**



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## INTRODUCTION AND OVERVIEW

### ABOUT HOT SPRINGS HEALTH

Hot Springs Health (HSH), located in Thermopolis, Wyoming, is a licensed non-profit critical access hospital with a wide range of services from emergency and inpatient care to outpatient therapy, surgery, diagnostic imaging and primary care services.

HSH, dedicated to providing high-quality healthcare with excellent service, was formed in 1958. Today, HSH services community members and tourists on their way to Grand Teton and Yellowstone National Parks with inpatient, obstetrics and emergency department services. Services include cardiopulmonary services and rehab, dietary, laboratory, medical imaging, pharmacy, inpatient services, obstetrics, physical therapy, occupational therapy, speech therapy, social services, financial services, ambulatory services, chemotherapy services, general surgery (both inpatient and outpatient), orthopedic surgery (both inpatient and outpatient), outpatient wound care, labwell blood draws, pain clinic, specialty clinic services (such as orthopedics, gastroenterology and otolaryngology) and swing bed.

In November of 2016, the 1% special purpose tax and establishment of a hospital district was passed. The monies helped fund a hospital upgrade and expansion. The newly expanded hospital features a renovated clinic, pharmacy, imaging department, ambulance bay, and surgical rooms. The recent construction further positions HSH to successfully provide full-service healthcare for the southern Big Horn Basin into the future.

HSH is fortunate to be nestled near the grounds of Hot Springs State Park, an oasis in Wyoming. Our organizational values spell out the word OASIS; by definition a place where you can find safety, sustenance and a pleasant change from the usual. HSH has a pledge of partnership taking the team approach for patient care excellence and safety. This includes coordinating care, explaining care and treatment, listening to patients, addressing any questions or concerns, and managing pain.

HSH is also proud to be the only rural teaching hospital in Wyoming; offering med-students, residents, and nursing students the opportunity to learn from our highly qualified providers.

## MISSION OF HOT SPRINGS HEALTH

Partnering with our community for quality health and healing.

## VISION OF HOT SPRINGS HEALTH

To be the provider of choice in our region; providing the highest quality care and excelling as a teaching hospital in Wyoming.

## CORE VALUES OF HOT SPRINGS HEALTH

Five core values form the foundation for our culture at Hot Springs Health: Ownership, Always better than yesterday, Service first, Integrity, and Stewardship of our resources (OASIS). Our behavior creates our OASIS - a place where we can find safety sustenance, and a pleasant change from the usual.

## DEFINED GEOGRAPHIC COMMUNITY AREA

Hot Springs County was used as the geographic defined service area for HSH's CHNA. The majority of HSH's patients are from ZIP Codes in Hot Springs County. It is therefore reasonable to utilize Hot Springs County as the CHNA geographic area. Hot Springs County includes medically underserved, low-income and minority populations. All patients were used to determine HSH's CHNA geographic area.

**HSH'S CHNA SERVICE AREA = HOT SPRINGS COUNTY**

## IMPLEMENTATION PLAN PURPOSE

This implementation plan has been prepared in order to comply with federal tax law requirements set forth in Internal Revenue Code section 501(r) requiring hospital facilities owned and operated by an organization described in Code section 501(c)(3) to conduct a community health needs assessment at least once every three years and adopt an implementation plan to meet the community health needs identified through the community health needs assessment.

This implementation plan is designed to meet the required federal regulations and in response to the needs identified through HSH's 2022 Community Health Needs Assessment (CHNA) that can be found on HSH's website, [www.HotSpringsHealth.com](http://www.HotSpringsHealth.com).

## **IMPLEMENTATION PLAN PROCESS**

HSH contracted with HealthTech to assist in conducting the 2022 Community Health Needs Assessment and to develop an implementation plan. HealthTech is a healthcare consulting and hospital management company based in Brentwood, Tennessee. The HealthTech principal consultant for the implementation plan was Julie Haynes.

Various hospital and community representatives were tasked with identifying strategies, success measures and partner resources to address the three priorities identified in the Community Health Needs Assessment at the prioritization meeting. The resulting content from the meeting was used to develop this plan.

## **APPROVAL**

HSH Board of Directors approved and adopted the 2022 CHNA in December, 2022, and this implementation plan in April, 2023.

## **AVAILABILITY TO THE PUBLIC**

This report will be made available to the public on the HSH website, [www.hotspringshealth.com](http://www.hotspringshealth.com). Paper copies may be obtained at no charge from either administration or the marketing department by calling 307-864-3121 or contacting the hospital at the following address.

Hot Springs Health, 150 East Arapahoe Street, Thermopolis, Wyoming 82443

## **PRIORITIZATION MEETING**

A group of individuals that represented the interests of the county and/or had specific expertise regarding the health needs of vulnerable and underserved populations were asked to participate in identifying priority county health needs and services. The meeting was held at the Community Center in Thermopolis, WY on Monday, November 21, 2022, to review the data collected and prioritize the health needs. Julie Haynes, a consultant with HealthTech,

facilitated the meeting. The following list of people were invited to attend. The bold font and asterisk (\*) indicate the person did attend.

<b>Agency</b>	<b>Contact</b>
BOCES	Carolyn Conner
Canyon Village Senior Apartments	Lynne Mesenbrink
Chamber of Commerce	Mary Ann Rush
Child Resource Center	Beth Lewis
Hot Springs Prevention Coalition	Jennifer Cheney
County Attorney’s Office	Jill Logan
Department of Family Services	Pennie Anderson
Goodwill Independent Living	Alan Rossler
Gottsche Rehabilitation and Wellness	Cheryl Shero
<b>Help Center &amp; Ministerial Association</b>	<b>Ron Phillips*</b>
High Country Behavior Health	Darby Goodspeed
<b>Hot Springs Clinic</b>	<b>Verlene Luna*</b>
<b>Hot Springs Medical Staff</b>	<b>Dr. Bomengen*, Klubben* &amp; Olson</b>
Hot Springs County Library	Tracy Kinnaman
Hot Springs County School District #1	Dave Duncan
Hot Springs County Senior Center	Trenda Moore
Hot Springs County Sheriff Department	Jerimie Kraushaar
<b>Hot Springs Health Board Member</b>	<b>Jessica Benefiel*</b>
<b>Hot Springs Health Steering Committee</b>	<b>Scott Alwin*, Nina Landis*, Miranda Nelson*</b>
Kirby City Leadership	Jessica Slagle
Mayor of East Thermopolis	Merle Moore
Mayor of Thermopolis	Mike Chimenti
Messiah’s Mall	Audra Dominguez
<b>Public Health</b>	<b>Tricia McPhie*</b>
Recreation Center	Brian Parker
River of Life Fellowship (Commodities)	Joe Moon
Rotary	Shurie Scheel
Safe Haven of Hot Springs County	Kaitlin Stone
Thermopolis Head Start	Jill Van Hule
Thermopolis Police Department	Pat Cornwell
Thermopolis Rehabilitation and Wellness	Robin Griffin
Victim Witness Coordinator	Renee Baldes
Wisdom Tree Counseling Services	Catherine J. Crumpler
<b>Wyoming Pioneer Home</b>	<b>Julie Hoffman*</b>
Yellowstone Community Assistance Network	Tiffany Cook
Youth Alternatives Program	Barb Rice

## PRIORITIZATION CRITERIA

To identify the significant health needs and services of Hot Springs County, prioritization meeting participants were asked to consider the following criteria when identifying their top three selections after reviewing the status of the prior CHNA efforts, as well as the primary and secondary data collected for the 2022 CHNA.

- **Magnitude / scale of the problem**

The health need affects a large number of people within the community.

- **Severity of the problem**

The health need has serious consequences (morbidity, mortality, and/or economic burden) for those affected.

- **Health disparities**

The health need disproportionately impacts the health status of one or more vulnerable population groups.

- **Community assets**

The community can make a meaningful contribution to addressing the health need because of its relevant expertise and/or assets as a community and because of an organizational commitment to addressing the need.

- **Ability to leverage**

Opportunity to collaborate with existing community partnerships working to address the health need, or to build on current programs, emerging opportunities, etc.

## PRIORITIZED HEALTH NEEDS

To prioritize the significant health needs and services of Hot Springs County, the top three selections made by each meeting participant were submitted and then grouped together by like topic. The group discussed the outcome and determined that the topics with the highest number of selections were the top priorities. Below is the list of prioritized health needs and services for Hot Springs County that were generated by the meeting participants. The steering committee elaborated on the access priority and added “to healthcare” in consideration of the feedback acquired at the prioritization meeting. Also, the scope of “Mental Health/Substance Abuse/Suicide” was narrowed to “Mental Health/Substance Abuse.”

- Mental Health/Substance Abuse
- Chronic Disease/Prevention Medicine & Education
- Access to healthcare

## PRIORITIZED HEALTH NEED: MENTAL HEALTH/SUBSTANCE ABUSE

### OBJECTIVES

#### (ACTIONS/PROGRAMS TO ADDRESS NEED)

- **Objective 1:** Explore initiating a Medication-Assisted Treatment (MAT) program in the chronic care management population to start the program and expand to other populations thereafter. (Medication-Assisted Treatment (MAT) is the use of medications, in combination with counseling and other therapeutic techniques, to provide a “whole-patient” approach to the treatment of substance use disorders.)
- **Objective 2:** Improve access and awareness of mental health services for the care management population using collaborative care management – using the existing care coordination population in the rural health clinics
- **Objective 3 [added after board approved]:** Provide increased awareness and access to general psychiatric health needs by encouraging patients to get initial behavioral screenings at the clinics with their PCP for the PCP to refer to resources in the community

### RESOURCES/COLLABORATION

#### (IDENTIFY RESOURCES AND PARTNERSHIPS THAT WILL ADDRESS NEEDS)

##### **Planned Resources:**

- Space, HSH staff and medical staff, and funding to implement hospital initiatives.

##### **Planned Collaborators:**

- HSH has a list of possible collaborators and plans to schedule a meeting to discuss and explore further collective efforts to address mental health/substance abuse.

### ANTICIPATED IMPACT

#### (HOW MEASURE RESULTS OR CHANGES RESULTING FROM ACTIONS)

- MAT program initiated and available to treat opioid chronic use



- Increased awareness and access to mental health services for the care management population

## **PRIORITIZED HEALTH NEED: CHRONIC DISEASE/PREVENTION MEDICINE & EDUCATION**

### **OBJECTIVES**

#### **(ACTIONS/PROGRAMS TO ADDRESS NEED)**

- **Objective 1:** Leverage the existing care management program to further assist patients with chronic disease
- **Objective 2:** Train registered nurses in each of the clinics to complete an annual wellness visit for Medicare beneficiaries to establish patient care plans and develop a methodology to follow up and make sure the patient's care management plan is executed

### **RESOURCES/COLLABORATION**

#### **(IDENTIFY RESOURCES AND PARTNERSHIPS THAT WILL ADDRESS NEEDS)**

##### ***Planned Resources:***

- Space, HSH staff and medical staff, and funding to implement hospital initiatives.

##### ***Planned Collaborators:***

- HSH has a list of possible collaborators and plans to schedule a meeting to discuss and explore further collective efforts to address chronic disease/prevention medicine and education.

### **ANTICIPATED IMPACT**

#### **(HOW MEASURE RESULTS OR CHANGES RESULTING FROM ACTIONS)**

- Identify and enroll additional potential care management patients that can be put into the care management program so they too are managed and tracked long term
- A system in place (to include training of nurse in each clinic) and efficiently operating to allow a wellness visit for all care management patients with long term goal of

having all Medicare beneficiaries who qualify to be enrolled in care management (chronic, behavioral and principal care management)

## PRIORITIZED HEALTH NEED: ACCESS TO HEALTHCARE

### OBJECTIVES

#### (ACTIONS/PROGRAMS TO ADDRESS NEED)

- **Objective 1:** Retain existing and newly recruited medical providers by building and strengthening relationships
- **Objective 2:** Maintain and promote the rural track residency program
- **Objective 3:** Consolidate all clinic operations under one umbrella to attract and retain staff so all are cross-trained and collaborative
  - HSH Thermopolis, Worland, Basin, Riverton, and Shoshoni
  - Hot Springs Health Surgical Clinic
  - Pain Clinic
  - Specialty clinics
- **Objective 4:** Further adopt and implement team-based model care to support stable registered nurse staffing in the clinics that allows registered nurses to work at their highest level of licensure so that work can be off-loaded from the physician and advance practice providers (APPs) to increase their access
- **Objective 5:** Further develop public relations and education campaign with community partners to promote the availability and awareness of clinic providers, visiting specialist, telemedicine services and coordinated services with community partners
- **Objective 6:** Maintain certification of our current rural health clinics (RHC) and explore certification of Riverton and Shoshoni then leverage HSH's Health Providers Shortage Area (HPSA) designation that offers improved student loan forgiveness to new hire physicians, nurse practitioners and physician assistants

### RESOURCES/COLLABORATION

#### (IDENTIFY RESOURCES AND PARTNERSHIPS THAT WILL ADDRESS NEEDS)

##### **Planned Resources:**

- Space, HSH staff and medical staff, and funding to implement hospital initiatives.

***Planned Collaborators:***

- HSH has a list of possible collaborators and plans to schedule a meeting to discuss and explore further collective efforts to address access to healthcare.

**ANTICIPATED IMPACT****(HOW MEASURE RESULTS OR CHANGES RESULTING FROM ACTIONS)**

- Attract and retain medical providers and staff
- Broader awareness of Hot Springs Health services
- Increased access to healthcare services

**NEXT STEPS**

HSH will execute the plan plus monitor and evaluate the strategies listed above for the purpose of tracking the implementation of the strategies as well as to document the anticipated impact.

**APPENDIX: COMMUNITY RESOURCES**

A copy of the “Resource Directory” that includes a multitude of community resources identified to assist with addressing needs, including those prioritized in the CHNA, is found in the appendix of both the CHNA and this implementation plan.