
**COMMUNITY
HEALTH
NEEDS
ASSESSMENT
IMPLEMENTATION PLAN
2026-2028**



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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, labwork 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 2025 Community Health Needs Assessment (CHNA) that can be found on HSH's website, www.HotSpringsHealth.com.

IMPLEMENTATION PLAN PROCESS

HSH contracted with HealthTech to assist in conducting the 2025 Community Health Needs Assessment and to develop an implementation plan. HealthTech is a healthcare consulting and hospital management company. 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 2025 CHNA in December 2025, and this implementation plan in March 2026.

AVAILABILITY TO THE PUBLIC

This report will be made available to the public on the HSH website, 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 in the Basement Meeting Room at Big Horn Federal in Thermopolis, WY on Tuesday, November 18, 2025, 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.

Agency	Contact
1. Backpack Program	- Judy Carswell
2. Big Horn Enterprises (BHE)	- Kevin Simpson - Ashle Mclean - Dawn Andreen*
3. BOCES	- Jackie Frankson
4. Canyon Village Senior Apartments	- Alli Schwalbe
5. Chamber of Commerce	- Mary Ann Rush
6. Child Resource Center	- Beth Lewis*
7. Community Prevention	- Jennifer Cheney*
8. County Attorney's Office	- Jill Logan*
9. Department of Family Services	- Pennie Anderson*
10. Goodwill Independent Living	- Michelle Ornelas
11. Gottsche Rehabilitation and Wellness	- Kyle Brost*
12. High Country Behavior Health	- Aaron Preece, LPC*
13. Hospital Foundation Board	- Belinda Willson - Beverly Koerwitz - Karen Sinclair - Walter Huber - Travis Winger - Shurie Scheel* - Shelly Larson - Miranda Nelson
14. Hot Springs Clinic	- Tim Teson*
15. Hot Springs Medical Staff	- Dr. Bomengen - Dr. McKenzie* - Dr. Andrew*
16. Hot Springs County Library	- Tracy Kinnaman
17. Hot Springs County School District #1	- Micahla Downey
18. Hot Springs County Senior Center	- Trenda Moore*
19. Hot Springs County Sheriff Department	- Jerimie Kraushaar*

20. Hot Springs Health Board Members	- Melissa Johnson - John Anderson* - Jessica Benefiel - John Fenton* - Aimee Kay
21. Hot Springs Health Steering Committee	- Scott Alwin, CEO* - Erin Craft, RN* - Nina Landis, RN, Quality & Compliance* - Laura Phagan, Marketing Director* - Hayly Sayler, RN*
22. Additional Hot Springs Health and Foundation Representatives	- Lacy Andreen, Executive Assistant* - Logan Kay, Foundation Director*
23. Hot Springs Pharmacy	- Toni Deromedi
24. Kirby City Leadership	- Jessica Slagle
25. Mayor of East Thermopolis	- Gary Holbert
26. Mayor of Thermopolis	- Adam R. Estenson
27. Messiah's Mall	- Mike Maskin
28. The Philips Help Center/ Episcopal Church	- Karen Davis - Michelle McCawley
29. Public Health	- Shawn Mohr, BSN/RN, Hot Springs County Nurse Manager/Director* - Sady Mounts MSPH, Public Health Response Coord. & Emergency Mgr.*
30. Recreation Center	- Brian Parker
31. Religious Group	- River of Life Fellowship - Risen Son Southern Baptist Church - Living Waters Assembly of God - St. Frances Catholic Church - Holy Trinity Episcopal Church - First Baptist - Community Federated Methodist - AGAPE Church - Church of Jesus Christ-Ladder-Day Saints - St Paul's Lutheran - Open Bible
32. River of Life Fellowship (Commodities)	- Joe Moon
33. Rotary	- Shurie Scheel*
28. Suicide Prevention Coalition	- Jen Cheney*

29. Thermopolis Head Start	- Bridget Coates
30. Thermopolis Police Department	- Pat Cornwell*
31. Thermopolis Rehabilitation and Wellness	- Andrea Stannard
32. Wyoming Pioneer Home	- Julie Hoffman
33. Yellowstone Community Assistance Network	- Tiffany Cook / Philip Help Center
34. Youth Alternatives Program	- Barb Rice*
34. VFW	- Brad Becerra

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.

- Mental Health
- Access to Healthcare
- Education/Prevention/Whole Person/Socialization

The CHNA steering committee deliberated, discussed, and decided to modify the priorities to the following. The committee opted to remove the phrase “Whole Person/Socialization” to narrow the focus to education about the care available and health prevention. Also, the committee adjusted “access to healthcare” to “access to care” in consideration of the whole person/socialization concepts.

- Mental Health
- Access to Care
- Education/Prevention

PRIORITIZED HEALTH NEED: MENTAL HEALTH

OBJECTIVES

(ACTIONS/PROGRAMS TO ADDRESS NEED)

- **Objective 1:** 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 2:** 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
- **Objective 3:** Implement tele-psych services
- **Objective 4:** Continue to support the suicide prevention coalition events
- **Objective 5:** Educate the public about mental health and local resources available

RESOURCES/COLLABORATION

(IDENTIFY RESOURCES AND PARTNERSHIPS THAT WILL ADDRESS NEEDS)

Planned Resources:

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

Planned Collaborators:

- Our tele-health mental health partner
- Public Health's suicide coalition prevention
- Various state and local mental health resources
- Prevention Coalition

ANTICIPATED IMPACT

(HOW MEASURE RESULTS OR CHANGES RESULTING FROM ACTIONS)

- Increased awareness and access to mental health services for the care management population.
- Implemented tele-psych services.
- Supported suicide prevention.

PRIORITIZED HEALTH NEED: EDUCATION & PREVENTION MEDICINE

OBJECTIVES

(ACTIONS/PROGRAMS TO ADDRESS NEED)

- **Objective 1:** Leverage the existing care management program to further assist patients with chronic disease
- **Objective 2:** Train the Chronic Care Management (CCM) registered nurse to perform annual wellness visits 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 in each clinic
- **Objective 3:** Provide and promote the ability to schedule appointments via a patient portal
- **Objective 4:** Participate in community education forums and community public health fairs
- **Objective 5:** Educate the public about preventive medicine opportunities and the local resources available
- **Objective 6:** Provide education about low income housing needs and the impact it has on health.

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:

- HealthTech for Chronic Care Management (CCM)
- Community Health Fair Partners

- Hot Springs County Senior Center
- Hot Springs County School District
- Hot Springs County Prevention Coalition

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).
- The patient portal was promoted and further developed such that improved utilization of the portal was demonstrated.
- Alignment with HSH and the Prevention Coalition in education to specific focus groups to help reduce the incidence of chronic substance abuse disorders, and risk health behaviors.
- Education initiatives were completed.

PRIORITIZED HEALTH NEED: ACCESS TO CARE

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:** Further adopt, implement and publicly promote/educate a team-based model care to increase the availability of clinic visits while also supporting 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 4:** 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
- **Objective 5:** Explore offering expanded clinic hours and/or urgent care services
- **Objective 6:** Expand access via improving the scheduling process
- **Objective 7:** Promote access to healthcare through education about HSH staff availability to assist with financial forms for payment methods (ie *Medicaid, Medicaid waiver*)

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:

- Gottsche
- Premier Bone and Joint
- inReach
- Ryte Rehab
- Public Health
- Prevention Coalition

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 implementation plan and regularly monitor and evaluate the strategies outlined above to track progress and document the impact on the identified community health needs.

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.