



2026 - 2028

Implementation Strategy

Based on findings of the 2025-2027 Community Health Needs Assessment
Campbell County Health

Table of Contents

Introduction and overview

Introduction.....	3
Our Mission, Vision and Values.....	3
Campbell County Health Overview.....	4
Communities Served.....	4

Implementation strategy

Implementation Strategy Process, Development, and Approval.....	5
Board of Trustees Approval.....	6

Community health needs

Identified Community Health Needs.....	7
Assessment and Prioritization Process.....	7
Prioritized Health Issues.....	7
Tables Addressing Prioritized Health Issues.....	7

2026-2028 Implementation strategies

Access to Care:	
Behavioral Health.....	8
Maternal Health.....	10
Preventative Care	
Cardiovascular Risks.....	12
Cancer.....	13
Chronic Conditions	14

Conclusion	15
-------------------------	----

Appendix

Community Organizations and Partners.....	16
---	----

Introduction and Overview

Introduction

Campbell County Health (CCH) aims to serve our community by providing a lifetime of care with dedication, skill, and compassion. CCH has engaged many partners and organizations in the community to promote health and prevent illness in the local community with a focus on serving the community's most vulnerable populations. These efforts not only focus on providing emergency services and charity care, but they also aim to develop and offer programs that promote health, prevent illness and ultimately address the social drivers of health. This report summarizes CCH's planned activities to support the identified community health needs.

Our Mission

Serving our community by providing a lifetime of care with dedication, skill and compassion.

Our Vision

Campbell County Health will be the first choice for healthcare and wellness in Wyoming by providing Excellence Every Day.

Pillars and Core Values

Care: Relentless pursuit of safety and quality

People: Fairness and dedication

Service: Care and compassion

Business: Fiscal responsibility with integrity and transparency

Introduction and Overview

Campbell County Health Overview

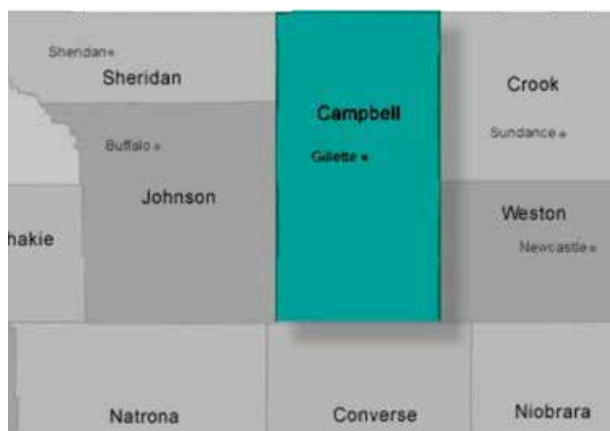
Campbell County Health includes an 86-bed acute care community hospital; Campbell County Medical Group with nearly 20 clinics including our Kid Clinic, Wright and Hulett locations; The Legacy Living & Rehabilitation Center long-term care center and Wyoming Orthopedic and Spine.

CCH is certified as an Area Trauma Hospital by the State of Wyoming, serving as a critical resource for emergency and trauma care in the region. Beyond the hospital, CCH provides a full continuum of care through a network of clinics and providers, offering a full range of primary care, specialty care, surgical services and urgent care. From preventative health and wellness to advanced diagnostics and specialty treatments, CCH is committed to delivering high-quality, patient-centered care across every stage of life.

There are 170 providers on the CCH medical staff including courtesy and telemedicine providers.

Community Served

The community for CCH is defined as Campbell County. This county represents the geographic area most proximal to the hospital and the area in which a large portion of CCH patients reside. We also serve the communities of Crook County, Weston County, Johnson County, and Sheridan County.



Implementation Strategy

Implementation Strategy Process, Development and Approval

The implementation strategy report for Campbell County Health is based on the findings and health issue priorities established through the 2025 - 2027 CCH Community Health Needs Assessment (CHNA).

Implementation Strategy Process

An implementation strategy summarizes a hospital's plans to address identified community health needs and is intended to satisfy the requirements set forth in the Patient Protection and Affordable Care Act, passed in 2010. The implementation strategy process is intended to align the hospital's resources and programs with goals, objectives and metrics for how the hospital plans to address the identified health needs in the local community.

The implementation strategy was developed by the CCH Executive Leadership team, which represents a broad range of departments and services across the organization. The development of the implementation strategy was based on an assessment of available community resources as well as a review of CCH's clinical support services, community health improvement programs, sponsorships, and contributions to community organizations that aligned with identified health needs within the community.

The activities described in this report also rely on collaboration and partnerships with many of the same organizations and stakeholders that participated in the CHNA process. The listed strategies represent the combined input from key community leaders, public health experts, local health care providers and CCH leadership. A list of organizations identified for collaboration in the implementation strategy processes is included in the Appendix.

Implementation Strategy

This report intends to describe hospital-based resources directed toward programs and services that will impact the priority health issues and are also aligned with federal community benefit guidelines for non-profit hospitals. Given the ever-changing landscape of health care, the initiatives in the implementation strategy might change, and new ones might be added or others eliminated based on the community needs during 2026 -2028. Initiatives are monitored for quality, performance and health impact with ongoing improvements made to facilitate success.

Board of Trustees Approval

During the October 2025 meeting, the CCH Board of Trustees was apprised of and approved this implementation strategy and related activities described within this report.

Community Health Needs

Identified Community Health Needs

CCH completed its 2025-2027 CHNA during the timeframe of December 2024 - April 2025. The CHNA process provided an opportunity for the hospital to engage public health experts, medical providers, and community stakeholders to collectively identify the most critical health needs within the community.

Assessment and Prioritization

A review of health data indicators, (results from a health care provider survey and community input) were combined to generate a list of proposed priority health needs. The comprehensive list of opportunities was presented to CCH's Executive Leadership Team for consideration and was prioritized based on the following criteria.

- Scope and severity of the health need.
- Economic feasibility to address health need.
- Potential for hospital to impact health need.
- Alignment with CCH system strategies and local, state and national objectives.

Prioritized Health Issues

The prioritized health issues identified for impact within the community served by CCH are Access to Care: Behavioral Health and Maternal Health, and Preventative Care: Cardiovascular Risks, Cancer and Chronic Conditions.

Tables Addressing Prioritized Health Needs

The following tables outline strategies, initiatives, anticipated impact, potential collaboration and partners and resources the hospital will commit to address the prioritized needs.

2026-2028 Implementation Strategy

Priority health issue: Access to Care - Behavioral health

Goal: Improve identification, treatment or resource referral for individuals with behavioral health needs.

Behavioral health conditions such as depression, anxiety, and substance use disorders affect more than one in five adults in the U.S. each year and are closely linked to overall health and well-being. According to the 2024 Community Health Rankings and Roadmaps (2024 CHR&R), research shows that early intervention and consistent support lead to better outcomes, yet many individuals face barriers to timely care. In Wyoming, these challenges are magnified. The state consistently ranks among those with the highest suicide rates, and Campbell County has experienced consecutive years with record-high suicide deaths, pointing to a growing behavioral health crisis in the region.

The 2024 CHR&R also reports that despite growing awareness, access to behavioral health care remains limited in many areas. Campbell County reported a ratio of 420 residents per mental health provider, significantly higher than state and national averages. Research highlights that such shortages, especially in rural communities, increase the risk of crisis situations and untreated mental illness.

Programs and initiatives	Activities	Anticipated Impact	Existing or Planned Collaborations	Resources
Annual Crisis Summit	Annual collaboration with providers and key stakeholders to address mental health issues.	Strengthen cross-sector collaboration and alignment in responding to behavioral health crisis.	Campbell County Public Health, Campbell County Government, City of Gillette, Substance Abuse and Mental Health Services Administration (SAMSHA).	Staff time to support implementation of the programs and initiatives. In-kind expenses and financial support associated with the ongoing operation of the programs.
Campbell County Health Recruitment of New Physicians	Evaluate opportunities to recruit additional physicians to the community.	Increased access to providers by those seeking care in the community.	CCH recruitment of Physicians, Wyoming Health Resources Network (WHRN).	In-kind expenses associated with collaborations with community organizations.

2026-2028 Implementation Strategy

Priority health issue: Access to Care - Behavioral Health Cont'd

Goal: Improve identification, treatment or resource referral for individuals with behavioral health needs.

Programs and Initiatives	Activities	Anticipated Impact	Existing or Planned Collaborations	Resources
Campbell County Steering Committee	Monthly strategic planning to improve behavioral health services and outcomes.	Collaboration of improved access, quality of care, and resource allocation for suicide awareness and prevention. Increased mental health disorder awareness.	Campbell County Government, Campbell County Public Health, Campbell County School District, City of Gillette, Energy Capital Economic Development, Gillette Community College, NEW Community Health, Suicide Coalition, Wyoming Legislation, Veteran Affairs, Volunteers of America, YES House.	<p>Staff time to support implementation of the programs and initiatives.</p> <p>In-kind expenses and financial support associated with the ongoing operation of the programs.</p> <p>In-kind expenses associated with collaborations with community organizations.</p>
Health Habits and Harmony Speaker Series	Monthly education events featuring local and regional experts.	Improve community understanding of behavioral health, reducing stigmas and seeking help.	Community Health Educators, local behavioral health providers.	
Post Overdose Response Team	On-site harm reduction education from trained response team, distribute naloxone kits.	Reduce risk of repeat overdose and overdose related deaths. Treatment engagement.	CCH EMS, Gillette Police Department, Gillette Sheriff's Office, Gillette Fire Department, Substance Abuse and Mental Health Services Administration	
Question, Persuade, Respond (QPR)	Exploring opportunities for community collaboration.	Improve access to suicide prevention training within community.	Campbell County Public Health, Campbell County Steering Committee.	

2026-2028 Implementation Strategy

Priority Health Issue: Access to Care - Maternal Health

Goal: Improve access to timely, high-quality maternal health services and improve outcomes for all pregnant and postpartum mothers.

Access to maternal health care remains a significant challenge across Wyoming, particularly in rural communities. According to March of Dimes 2023 report, research highlights a growing disparity in prenatal and delivery services, with many areas classified as maternity care deserts, regions where birthing facilities and maternity providers are scarce or nonexistent. These gaps in access often result in delayed or inadequate prenatal care, longer travel times for delivery, and increased health risks for both mothers and infants. Women living in rural areas face disproportionate barriers, including fewer local providers and greater distances to hospitals offering maternity services.

Campbell County plays a central role in Wyoming’s maternal health landscape. As one of the highest birth volume counties in the state, it also serves neighboring areas that lack sufficient maternal care infrastructure. 2024 CHR&R underscores that rural counties like these tend to experience higher rates of preterm birth, complications related to chronic health conditions, and limited access to consistent prenatal support. Ensuring healthier outcomes for mothers and babies in Campbell County and surrounding regions will require ongoing investment in rural maternal care systems, improved provider availability, and stronger coordination across county lines.

Programs and Initiatives	Activities	Anticipated Impact	Existing or Planned Collaborations	Resources
Health Habits and Harmony Speaker Series	Monthly education events featuring local and regional experts.	Improve community understanding of prenatal and postpartum maternal access to healthcare.	Community health educators, local maternal health providers.	Staff time to support implementation of the programs and initiatives. In-kind expenses and financial support associated with the ongoing operation of the programs.
Maternal Health Lactation Support Classes	Provide free lactation and support classes for pregnant and post-partum mothers.	Empower mothers with skills and support for breastfeeding barriers.	Campbell County Public Health, local Providers and clinical experts.	In-kind expenses associated with collaborations with community organizations.

2026-2028 Implementation Strategy

Priority health issue: Access to Care - Maternal Health Cont'd

Goal: Improve access to timely, high-quality maternal health services and improve outcomes for all pregnant and postpartum mothers.

Programs and Initiatives	Activities	Anticipated Impact	Existing or Planned Collaborations	Resources
Maternal Health Mommy Cafe	A monthly group for pregnant and postpartum mothers to provide peer-support, education and resources.	Increase awareness and utilization of maternal health resources and support.	Campbell County Public Health, local Providers and clinical experts.	Staff time to support implementation of the programs and initiatives. In-kind expenses and financial support associated with the ongoing operation of the programs.
Safe Kids Campbell County	Conduct community education and outreach on child safety topics.	Increased awareness of preventable injuries and fatalities in Campbell County.	CCH EMS, Campbell County Public Health, Campbell County School District, Salvation Army, The Gabriel Project.	In-kind expenses associated with collaborations with community organizations.

2026-2028 Implementation Strategy

Priority Health Issue: Preventative Care - Cardiovascular Risks

Goal: Improve access to preventative care to reduce cardiovascular risk and promote heart health.

According to the Centers for Disease Control and Prevention, cardiovascular disease remains one of the leading causes of death and disability nationwide, and preventative care plays a critical role in reducing its impact. Research highlights that early identification and management of key risk factors, such as high blood pressure, high cholesterol, diabetes, and tobacco use can significantly reduce the risk of heart disease and stroke. In Campbell County, many residents face multiple lifestyle-related risk factors, including physical inactivity, poor diet, and obesity. Although local diabetes rates appear slightly lower than the state average, strong correlations between obesity and chronic disease underscore the need for proactive prevention efforts.

Preventative care strategies such as routine screenings, tobacco cessation programs, nutrition counseling, and physical activity promotion are essential in addressing these risks. The Wyoming Behavior Risk Factor Surveillance System 2017 -2021 County Data shows that despite some progress, Campbell County continues to experience concerning health trends, including elevated rates of smoking and conditions like COPD, which further compound cardiovascular risk. Strengthening access to and engagement in preventive care can help detect disease earlier, reduce hospitalizations, and improve overall quality of life, particularly in communities facing persistent behavioral and environmental health challenges.

Programs and Initiatives	Activities	Anticipated Impact	Existing or Planned Collaborations	Resources
CCH Recruitment of New Physicians	Evaluate opportunities to recruit additional physicians to the community.	Increased access to providers by those seeking care in the community.	CCH recruitment of Physicians, Wyoming Health Resources Network (WHRN).	Staff time to support implementation of the programs and initiatives.
Health Habits and Harmony Speaker Series	Monthly education events featuring local and regional experts.	Improve community understanding of cardiovascular risks and preventative care.	Community health educators, local cardiovascular health providers.	In-kind expenses and financial support associated with the ongoing operation of the programs.
Nicotine Cessation Support Program	Offer nicotine-cessation education and support groups for community members.	Increased awareness and education of usage rates and associated chronic diseases, sustained nicotine cessation.	Campbell County Public Health, Wyoming Department of Health, Wyoming Quit Tobacco (WTQ),	In-kind expenses associated with collaborations with community organizations.

2026-2028 Implementation Strategy

Priority Health Issue: Preventative Care - Cancer

Goal: Expand and strengthen cancer prevention and treatment services.

Preventative care plays a vital role in reducing cancer-related deaths through early detection, education, and timely treatment. While Campbell County’s overall cancer incidence is lower than the state average, mortality rates for several cancer types, including lung, prostate, kidney, and melanoma, are higher according to the Wyoming Cancer Surveillance Program. This suggests that cancers may be diagnosed at later stages, limiting treatment options and outcomes.

As part of Wyoming’s Cancer Health District 4, Campbell County shares regional challenges related to access and awareness. Expanding preventive strategies such as routine screenings, tobacco cessation, and community education is key to lowering cancer mortality and improving long-term health in the county.

Programs and Initiatives	Activities	Anticipated Impact	Existing or Planned Collaborations	Resources
Free Breast Exam Event	Free clinical breast exams with onsite education about preventative, routine screening.	Increased awareness for cancer risk factors and early detection.	Local providers, Wyoming Cancer Program.	Staff time to support implementation of the programs and initiatives.
Health Habits and Harmony Speaker Series	Monthly education events featuring local and regional experts.	Improve community awareness of routine screenings and cancer risk factors.	Community health educators, local cancer care providers.	In-kind expenses and financial support associated with the ongoing operation of the programs.
Patient Navigator	Resource education and support with lodging assistance, gas cards, supplies appointment management, connecting resources, and supporting caregivers.	Offer emotional support and help identify barriers and connect needed services.	Campbell County Public Health, local providers, Wyoming Cancer Program.	In-kind expenses associated with collaborations with community organizations.

2026-2028 Implementation Strategy

Priority Health Issue: Preventative Care - Chronic Conditions

Goal: Enhance access to preventative care to reduce the onset and progression of chronic conditions.

Chronic conditions such as heart disease, diabetes, obesity, and lung disease are leading contributors to poor health outcomes and premature death. These illnesses often share common risk factors, including tobacco use, poor nutrition, physical inactivity, and excessive alcohol use that can be effectively addressed through preventive care. Regular screenings, lifestyle interventions, and early management are proven to reduce the impact of chronic disease over time.

In Campbell County, according to the 2024 CHR&R, many residents face multiple risk factors that increase their vulnerability to chronic conditions. Expanding access to preventive services and community-based health education can help reduce the long-term burden of these illnesses. Strengthening prevention efforts not only improves individual quality of life but also reduces strain on the local health care system.

Programs and Initiatives	Activities	Anticipated Impact	Existing or Planned Collaborations	Resources
Health Habits and Harmony	Monthly education events featuring local and regional experts.	Improve community awareness of social and environmental factors influence on chronic disease management, risk, and outcomes.	Community health educators and health coaches, local providers and specialists.	Staff time to support implementation of the programs and initiatives. In-kind expenses and financial support associated with the ongoing operation of the programs.
Screening for Social Drivers of Health	Offer Social Drivers of Health screening to inpatient and primary care settings.	Identifying barriers to accessing health care in the community.	Campbell County Public Health, Case Management Team, Local providers,	In-kind expenses associated with collaborations with community organizations.

Conclusion

Campbell County Health's Implementation Strategy for 2026 - 2028 will serve as one of the numerous ways that CCH supports the local community.

This report summarizes our plan to impact our patients and the communities we serve through a focus on the prioritized areas of needs identified in the CHNA.

CCH will regularly identify ways to refine its implementation strategy over the next three years, including collaboration with leaders from across Campbell County health to explore policies, practices and programs that might be implemented with CCH's community. CCH will continue to focus its efforts on serving our community by providing a lifetime of care with dedication, skill, and compassion.

Appendix

Community Organizations and Partners:

- Boys and Girls Club of Campbell County
- Campbell County Government
- Campbell County Juvenile and Family Court Board
- Campbell County Parks and Recreation
- Campbell County Prevention Council
- Campbell County Public Health
- Campbell County School District
- Campbell County Senior Center
- Campbell County Suicide Coalition
- City of Gillette
- Council of Community Services
- Crook County Medical Foundation
- G.A.R.F. (Gillette Area Refuge Foundation)
- Gillette College (Health Science Education Center)
- Gillette College Foundation
- Northeast Wyoming Community Health Foundation
- The Kid Clinic collaboration with Campbell County School District
- The Gabriel Project of Wyoming
- Visitation and Advocacy Center
- Y.E.S. (Youth Emergency Services) Foundation