

2027–2029

implementation strategy

BASED ON FINDINGS OF THE
2026–2028 COMMUNITY HEALTH NEEDS ASSESSMENT

 **Iverson** MEMORIAL
HOSPITAL

AN AFFILIATE OF UCHealth

2027–2029

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BASED ON FINDINGS OF THE
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we promise to be
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introduction

Iverson Memorial Hospital (Iverson) is a 99-licensed-bed facility located in Laramie, Wyoming that provides access to high-quality healthcare services. At Iverson, our Community Health Needs Assessment and this Implementation Strategy will help guide our investments in community health programs and partnerships that extend Iverson's promise beyond our walls, allowing us to be trusted partners in world-class healthcare throughout Albany County. Iverson will connect with partners and organizations in the community to promote health and prevent illness with a focus on serving the community's most vulnerable populations. While our efforts will focus on providing emergency services and charity care, we also intend to develop and offer programs that promote health, prevent illness and, ultimately, address the social drivers of health. This report summarizes Iverson's planned activities to support the identified community health needs.

our commitments

EXCELLENCE

At Ivinson, we promise to be trusted partners in world-class healthcare. We seek to be the best at what we do for our family, friends and neighbors.

TRUST

Great things happen when we listen to and respect our patients and our employees. We focus on building loyal, long-term relationships by holding ourselves accountable, meeting each individual's needs and earning their trust.

HEALING

We heal our community with compassionate, inclusive care of the whole person.

INTEGRITY

Personal integrity and honesty are the foundation of our success. We bring respect, openness and honesty to each encounter with patients, families and fellow team members.

COMMUNITY

We strengthen our community by improving the health and wellness of our neighbors and friends. We create a culture that supports the growth and development of our people because our people are our most valuable asset.

SAFETY

Safety is our top priority. In all that we do, we prevent harm and champion an environment of care that prioritizes the highest standards of safety.

hospital overview

At Ivinson, we promise to be trusted partners in world-class healthcare. Ivinson's commitment to caring for patients in Albany County has included construction of the Meredith and Jeannie Ray Cancer Center, as well as the addition of a medical office building for outpatient services and visiting providers. More recent improvements and expansions include:

- 128-slice CT machine.
- Meredith & Jeannie Ray Cancer Center Infusion Rooms Renovation and Expansion Project.
- Ivinson Interfacility Transfer Service.
- Ivinson Urgent Care.
- Partnership with Children's Hospital Colorado to enhance pediatric and neonatal care.
- Updated Janey Hampton Evans Emergency Department.

Along with its rich history, impressive growth and enhanced capabilities, Ivinson continues to meet the community's needs and provide high quality, world-class healthcare in an efficient, effective and compassionate way.

CURRENT SERVICES

- Behavioral Health.
- Cancer Care.
- Cardiopulmonary Care.
- Dialysis.
- Emergency Medicine.
- Intensive Care Unit.
- Laboratory and Imaging Services.
- Medical/Surgical Care.
- Nutrition Therapy.
- Endoscopy.

- Rehabilitation Facility.
- Surgery Center with Robotic Assisted Surgery.
- Women and Children Center.

Ivinson also encompasses Ivinson Medical Group, which includes the Convenient Care, Orthopedic Clinic, Pediatric and Family Care, Primary Care, Specialized Care, Surgical Clinic, Urgent Care and Women's Health Clinic. Specialties include: Dermatology, Geriatrics, ENT (ear, nose, and throat), Mental Health, Pain Management and Urology.

communities served

For the purpose of this CHNA, the community for Ivinson is defined as Albany County, Wyoming, located in the southeast section of Wyoming and encompasses 4,274 square miles. Albany County represents the geographic area most proximal to the hospital and the area in which a large portion of Ivinson patients reside.

The data shown here characterizes the service area and also supports the importance of addressing the prioritized health needs.

From Clinic to the Classroom

*Ivinson Memorial Hospital
oncology provider Julie Carlson,
MD, assists patients in the
Meredith and Jeannie Ray
Cancer Center. Dr. Carlson
also serves as a WWAMI
assistant clinical professor at
the University of Wyoming,
teaching the next generation
of Wyoming physicians.*



implementation plan

strategy process, development + approval

The implementation strategy report for Ivinson is based on the findings and health issue priorities established through the 2026-2028 Community Health Needs Assessment (CHNA).

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 Ivinson Senior Leadership Team (SLT) and the Community Benefit Committee, a committee comprised of Board members, community members and SLT members. The development of the implementation strategy was informed by an assessment of available community resources, the findings of the 2026-2028 Community Health Needs Assessment and a review of Ivinson's clinical support services, community support programs, and sponsorships and

contributions to community organizations that align 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 healthcare providers and Ivinson leadership. Appendix 1 includes a list of the organizations engaged during the CHNA and implementation strategy processes.

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 nonprofit hospitals. Given the ever-changing landscape of healthcare, the initiatives in this implementation strategy may change, and new ones may be added or others eliminated based on community needs during 2027-2029. Initiatives will be monitored for quality, performance and health impact, with ongoing improvements made to facilitate success.

During the September 2026 meeting, the Ivinson Board of Directors was apprised and approved this implementation strategy and related activities described within this report.

community health needs summary

IDENTIFIED COMMUNITY HEALTH NEEDS

Ivinson completed its 2026-2028 CHNA during the time frame of November 2025-April 2026. 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 PROCESS

A review of health data indicators, results from a healthcare provider survey and community input were combined to generate a list of proposed priority health needs. The comprehensive list of opportunities was presented to Ivinson's SLT and Board for consideration and was prioritized based on the following criteria:

- Scope and severity of the health need.
- Opportunity for Ivinson to make an impact on the health need.
- Alignment with Ivinson's strategic priorities and local, state and national initiatives.
- Financial and operational feasibility.

PRIORITIZED HEALTH ISSUES

The prioritized health issues identified for impact within the community served by Ivinson are access to care and behavioral health. Access to health care ranked first in both the community survey and provider survey, while behavioral health ranked second in both.

TABLES ADDRESSING PRIORITIZED HEALTH NEEDS

The following tables outline strategies, activities, anticipated impact and existing or planned collaborators to address the prioritized health needs.

Priority Health Issue:

access to care

> **Goal:** Improve access to timely, coordinated and affordable healthcare services across Albany County.

SOCIAL DRIVERS OF HEALTH

The Centers for Disease Control and Prevention (CDC) describes social drivers of health (SDOH) as the non-medical factors that influence health outcomes. These include the conditions in which people are born, live, learn, work, play, worship and age. Social and economic conditions can affect health, functioning and quality of life and can influence an individual's ability to obtain and maintain needed healthcare.

ACCESS TO CARE

Access to care is the ability of individuals to obtain timely, appropriate and affordable healthcare services when they need them. Access depends not only on whether services are available, but also on whether individuals can understand, navigate and afford those services.

The 2026-2028 CHNA identified Access to Care as the highest priority across community input, provider feedback and data analysis.

The assessment considers access through three areas: availability of care, care navigation, and social and economic barriers of care.

AVAILABILITY OF CARE

Availability of care refers to the capacity of the healthcare system to provide timely access to services, including primary and specialty care. The 2026-2028

CHNA reports that nearly one-third of residents do not have a personal doctor and that more than one-third of adults report at least one barrier to accessing care. Providers also reported difficulty establishing care and extended wait times for primary and specialty services.

CARE NAVIGATION

Care navigation refers to the ability of individuals to understand and move through the healthcare system, including insurance coverage, referral processes and coordination across providers and organizations. Community and provider input identified challenges understanding insurance coverage, managing referrals and identifying available resources.

SOCIAL AND ECONOMIC BARRIERS OF CARE

Social and economic barriers refer to external factors that influence an individual's ability to seek and receive care. Community input identified transportation challenges, cost of care and other economic factors as significant barriers.

For Albany County residents, barriers may occur throughout the healthcare experience, including transportation; insurance and insurability; applying for insurance; finding the right care; setting up appointments; understanding what will and will not be covered financially; arriving on time and checking in; obtaining medications; completing referrals; and arranging follow-up appointments. Ivinson's approach will therefore address both healthcare-system capacity and the practical barriers people experience while trying to obtain care.

Access to Care

Top Initiatives

Programs and initiatives	Initiatives and Activities	Anticipated impact	Existing or planned collaborations	Resources
Collaborate with community partners to gain a deeper understanding around barriers to care.	Collaborate with local nonprofits and schools to identify where barriers to care exist and where services are difficult to obtain.	Gain a comprehensive understanding of community access gaps and opportunities to improve timely access.	- Albany County School District. - Cathedral Home Resource Center. - Downtown Clinic. - Eppson Center. - Interfaith. - Laramie Soup Kitchen. - United Way. - University of Wyoming (UW). - Wyoming Telehealth. - WyoTech.	Staff time to support the implementation of the programs and initiatives. In-kind expenses and financial support associated with the ongoing operations of the programs. In-kind expenses associated with collaborations with community organizations.
Collaborate with community partners to update and enhance the existing resource guide.	Collaborate with nonprofits to provide resource-guide information and address barriers to accessing care; use nurse navigators, social workers and care coordinators to connect people with available services.	Improve community understanding of available services, insurance, referrals and follow-up and strengthen connections to resources.	- Albany County Department of Health. - Albany County School District. - Interfaith. - Iverson's nurse navigator, social workers, and care coordinators. - Laramie 211 - United Way.	
Create insurance/healthcare navigation program for community members.	For uninsured and underinsured individuals, identify available resources and payment or coverage options to help reduce barriers to accessing care.	Reduce financial barriers to needed healthcare, medications and follow-up care.	- Albany County Department of Health. - BCBS of Wyoming. - Downtown Clinic. - Laramie Reproductive Health. - Laramie 211. - Laramie Interfaith. - United Way. - University of Wyoming. - Wyoming Telehealth.	

Access to Care — Top Initiatives (continued)

Programs and initiatives	Initiatives and Activities	Anticipated impact	Existing or planned collaborations	Resources
Support solutions that reduce transportation and other practical barriers to accessing care.	Community collaboration to improve ride share and community transportation resources.	Improve ability to attend appointments and maintain continuity of care.	• City of Laramie • Eppson Center for Seniors. • Laramie Interfaith. • Laramie 211. • University of Wyoming.	Staff time to support the implementation of the programs and initiatives. In-kind expenses and financial support associated with the ongoing operations of the programs.
Partnership to alleviate transportation barriers in Laramie.	Provide financial support to Public Assisted Transportation Service (PATS) and Eppson Center for Seniors.	Impact key social determinant of health to improve the health of Albany County residents.	• City of Laramie • Eppson Center for Seniors. • Laramie Interfaith. • Laramie 211. • Public Assisted Transportation Service (PATS). • University of Wyoming.	In-kind expenses associated with collaborations with community organizations.
Collaboration with local food banks and mobile food pantries.	Provide food from the Iverson kitchen to local food banks to increase access to food. Provide financial support to organizations working to increase food security. Explore ways to support identified gaps in access to food for Albany County residents outside of Laramie.	Increase food security.	• Albany County School District. • Cathedral Home. • Feeding Laramie Valley. • Laramie Soup Kitchen. • Interfaith. • University of Wyoming.	
Explore collaboration to fill gap in Federal funding for organizations supporting food security.	Explore ways to support identified gaps in access to food for Albany County residents under the age of 60.	Increase food security.	• Cathedral Home. • Feeding Laramie Valley. • Laramie Soup Kitchen. • Interfaith. • University of Wyoming.	

► **Keeping Laramie's Urgent Care**
*Ivinson transitioned Grand Ave
Urgent Care to Ivinson Urgent
Care in January 2026, keeping
their valuable staff and resources
and ensuring no disruption in
care for the Laramie community.*



Priority Health Issue:

behavioral health

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

Behavioral health emerged as a consistent priority across community input, provider feedback and data analysis. The 2026-2028 CHNA notes the broad impact of behavioral health on individuals, families and the healthcare system and identifies the need for accessible and coordinated services.

Community members called for improved behavioral health services, including crisis response, substance use support and care for individuals with cognitive or developmental disabilities. Providers emphasized behavioral health access, crisis-level services and outpatient mental health support.

ACCESS TO BEHAVIORAL HEALTH SERVICES

Access to behavioral health services was a central theme across the assessment. Although available data may indicate a relatively strong supply of mental health providers in Albany County, community and provider input indicate that timely access remains a challenge.

Respondents described difficulty obtaining appointments and identifying available providers, particularly for ongoing care and specialized services.

CRISIS RESPONSE AND HIGHER-ACUITY NEEDS

The 2026-2028 CHNA identifies crisis response as a significant behavioral health concern. Community and provider input highlighted the need for timely, appropriate support for individuals experiencing acute behavioral health needs, including mental health crises and substance use-related emergencies.

The CHNA also notes that Albany County's suicide rate remains significantly higher than the national average, at 26 deaths per 100,000 people compared with 14 deaths per 100,000 nationally.

ONGOING AND COMMUNITY-BASED SUPPORT

The 2026-2028 CHNA emphasizes ongoing behavioral health support, including outpatient services and connections to community-based resources.

Community input emphasized outpatient mental health services, substance use treatment and services for individuals with cognitive or developmental conditions. Providers similarly identified stronger connections with community organizations as an important opportunity. Behavioral health needs span a continuum of care, from crisis response to ongoing support. In 2026-2028, the CHNA will focus on opportunities to strengthen access, education, coordination and community partnerships across that continuum.

Behavioral Health Services

Top Initiatives

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Explore providing financial support of free counseling at Cathedral Home. Explore providing financial support for free family care coordination at Cathedral Home Resource Center.	Support free of charge counseling to the Albany County community, due to grant funding ending and high community utilization of these services. Support free of charge care coordination services.	Increase access to behavioral health services.	- Albany County Commissioners. - City of Laramie. - Cathedral Home. - Robbie's House. - United Way.	Staff time to support the implementation of the programs and initiatives. In-kind expenses and financial support associated with the ongoing operations of the programs.
Explore ways to collaborate and support community-wide Question Persuade Refer (QPR) training or Mental Health First Aid.	Investigate best program to support and training opportunities at community businesses, organizations, and community groups.	Decrease rate of deaths by suicide.	- Cathedral Home. - Coalition to Prevent Suicide and Substance Abuse (COPSSA). - JAE Foundation. - Laramie Cares. - Robbie's House. - United Way. - UW A-Team. - Volunteers of America (VOA).	In-kind expenses associated with collaborations with community organizations.
Explore collaboration around suicide prevention efforts for all school district employees.	Support school district efforts to train school district employees as it relates to suicide prevention and other ways of improving mental health for employees and students.	Decrease rate of deaths by suicide.	- Albany County: School District and Suicide Prevention Specialist. - Cathedral Home. - COPSSA. - JAE Foundation. - UW A-Team. - VOA.	
Explore collaboration opportunities with local partners to reduce firearm fatalities.	Investigate collaboration to encourage gun locks.	Decrease firearm fatalities in Albany County.	- Albany County Sheriff. - Laramie Police Department. - COPSSA. - Hi-Viz. - SAFE Project. - UW Police.	
Explore collaboration with UW AWARE.	Explore providing support to the University's substance abuse prevention program.	Decrease substance abuse in Albany County.	- UW A-Team. - UW HOPES.	

Behavioral Health Services — Top Initiatives (continued)

Programs and initiatives	Activities	Anticipated impact	Existing or planned collaborations	Resources
Conduct gap analysis on current state and target state of behavioral health in collaboration with local partners.	Listen and collaborate with these groups, creating a current inventory of services and learn about emerging needs.	Contribute to community behavioral health services plan for Albany County.	- Albany County: School District and Suicide Prevention Specialist. - Cathedral Home. - COPSSA. - JAЕ Foundation. - Robbie's House. - UW A-Team. - UW HOPES. - VOA. - Wyoming Governor's Mental Health and Vulnerable Adult Task Force.	Staff time to support the implementation of the programs and initiatives. In-kind expenses and financial support associated with the ongoing operations of the programs. In-kind expenses associated with collaborations with community organizations.
Crisis Intervention Team (CIT) training with law enforcement.	Partner with County Attorney's office to provide training to Albany County law enforcement.	Reduce number of behavioral health calls that result in ER admission or arrest for mental health issues.	- Albany County: Mental Health Board, Suicide Prevention Specialist and Sheriff. - Laramie Police Department. - UW Psychology Department. - UW Police Department. - VOA.	
Mental Health Crisis Response Team.	Collaborate with community partners to create a co-responder program.	Use the past three years of partner data to guide MHCRT implementation, aiming to minimize hospitalizations, ideally preventing them.	- Albany County: Attorney, Mental Health Board and Sheriff. - City Council. - Laramie Police Department. - University of Wyoming (UW).	
Explore collaboration opportunities with local partners to reduce opioid fatalities.	Investigate collaborations to provide Naloxone (Narcan) at no cost in Albany County. Investigate collaborations to provide Naloxone (Narcan) administration education to the community.	Decrease opioid fatalities in Albany County.	- Albany County: Drug Court Program Director, Sheriff, County Commissioners. - COPSSA. - Laramie: Youth Crisis Center, Police Department, City Council. - Narcotics Anonymous. - Recover Wyoming.	

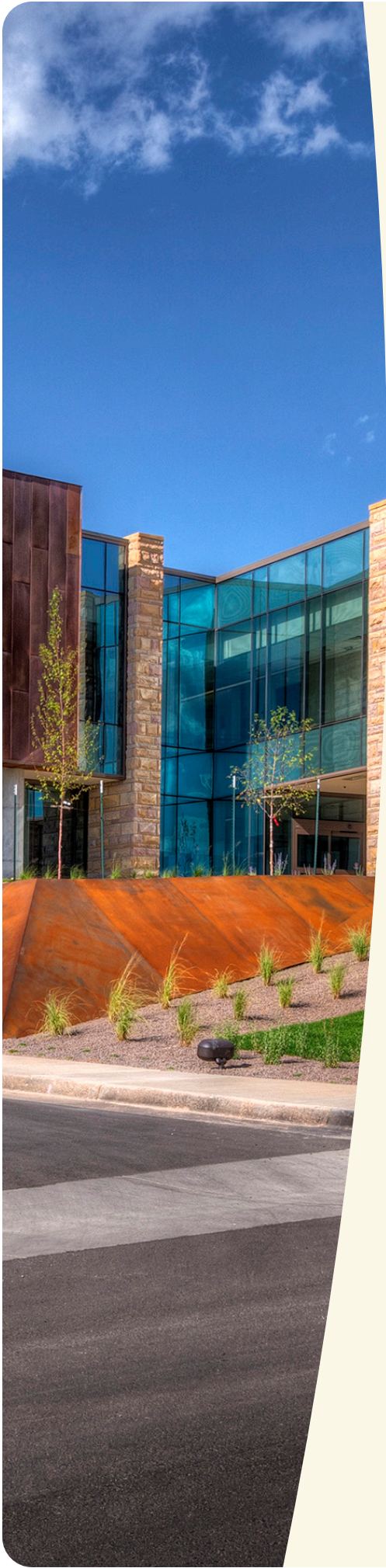
appendix 1: community organizations

- ACPE Federal Credit Union
- Albany Community Health Clinic
- Albany County Attorney
- Albany County Commission
- Albany County Department of Family Services (DFS)
- Albany County Drug Court
- Albany County Grants
- Albany County Library
- Albany County Public Health Nurse
- Albany County School District
- Albany County Sheriff's Office
- ANB Bank
- Ark Regional Services
- Big Brother/Big Sister program
- Blue Federal Credit Union
- Cathedral Home
- City of Laramie Police Department
- CLIMB Wyoming
- COPSSA (Coalition to Prevent Suicide and Substance Abuse)
- CSBG
- Developmental Daycare / Preschool
- Downtown Clinic
- Elkridge Construction
- Emergency Management Agency (EMA)
- Eppson Center
- Fire Marshall
- First Interstate Bank
- FNBO
- Groathouse Construction
- Head Start
- HiViz
- Hospice of Laramie
- JAE Foundation
- Laramie Cares
- Laramie County Community College
- Laramie Fire Dept and EMS
- Laramie Interfaith
- Laramie Reproductive Health
- Laramie Soup Kitchen
- LIV Health, Wyoming Office
- Mountain West Farm Bureau
- Open School
- Parents as Teachers
- Pathways Mental Health Professionals
- Pinnacle Bank
- Recover Wyoming
- Riverstone Bank
- Robbie's House
- SAFE Project Laramie
- StagePoint Federal Credit Union
- Trihydro
- United Way of Albany County
- UniWyo Credit Union
- University of Wyoming (UW)
- UW AWARE (Alcohol Wellness Alternatives, Research, & Education).
- UW Cooperative Extension
- UW Counseling Center
- UW Dean of Students
- UW ECHO
- UW Police Department
- UW Psychology Center
- UW Residence Life and Dining Services
- UW Student Health
- UW WIND
- Visit Laramie
- Volunteers of America (VOA)
- Western ECO System Technology
- Wyoming Center on Aging
- Wyoming 211
- WyoTech

▼ **The hospital on the hill.**

Overlooking the western plains of Laramie, Iverson has been known to locals as, "the hospital on the hill," since moving to its current 30th Street location over 50 years ago.





conclusion

This report summarizes Ivinson's plan to impact patients and the community served through a focus on the prioritized areas of need identified within the 2026-2028 Community Health Needs Assessment.

Iverson will regularly refine its implementation strategy over the next three years, including collaboration with leaders from across Iverson and Albany County to explore policies, practices and programs that might be implemented within the community to make impactful changes to the health of the community. Iverson will partner in the community to promote health improvement and ultimately achieve our promise to be trusted partners in world-class healthcare.

promise

Trusted partners in world-class healthcare.

health elevated.

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