



# **Cheyenne Laramie County Public Health**

## **Strategic Plan**

**FY 2024–2026**



**Cheyenne**  
**Laramie County**  
**Public Health**

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**Suggested Citation:** 2024-2026 Cheyenne Laramie County Public Health Strategic Plan, Laramie County, Wyoming. October 2023.

# Executive Summary

**Vision:** Providing opportunities to make healthy choices in Laramie County.

**Mission:** To protect, promote, and enhance community health for everyone in Laramie County.

**Values:** Accountability, Collaboration, Equality, Excellence, Integrity.

This executive summary provides programmatic direction for the next three years (2024-2026) for the Cheyenne-Laramie County Public Health. Our plan was developed over the period of one and a half years and included multiple sources of data including customer and employee surveys, SWOT analyses (by employees and leadership) and qualitative interviews with community partners. Recurring themes were identified and are presented in detail within the planning document.

Throughout the document our focus was twofold - to link to existing efforts and to build upon the work of our partners. In this way we will deepen our impact in Laramie County and build resources for our community.



**Priority 1: Be an organization driven by continuous improvement and innovation.** CLCPH will establish a multidisciplinary quality improvement team to review quarterly data, report results, and establish quarterly goals. All staff will become familiar with basic QI principles.



All divisions will utilize electronic data systems to improve data accuracy and availability, to assure ease of use by customers, and to improve organizational efficiency for customers, patients, and staff.



**Priority 2: Build and engage a skilled public health workforce.** CLCPH will invest in the workforce through education, training and engagement. CLCPH will become an employer of choice through the implementation of innovative human resource practices such as the 30-60-90 day stay interviews with a goal of decreased turnover as measured annually.



**Priority 3: Increase access to providers through innovative community partnerships.** Work will include on-site training for CLCPH staff to learn about key community partners and health issues. CLCPH will create a community resource listing for patients, and establish an outreach, education and event calendar for social media.

## Background

### About Us

**The heart of public health is the community we work to protect.**

For Cheyenne Laramie County Public Health (CLCPH), that community is Laramie County.

In all we do, we seek proactive prevention: What steps can we take to improve and protect our community's health and wellbeing? How can we improve conditions and behaviors to ensure a healthy environment for all?

Whether our Environmental Health division is performing a health inspection for a local restaurant, child care facility, or another business establishment; our Public Health Nursing division is providing family planning services, hosting community immunization clinics, or sharing resources for new moms and their babies; or our Public Health Response division is planning and training to protect our community in the event of a large public health emergency, our goal is the same:

**Protect, promote, and enhance community health for everyone in Laramie County.**

Learn more on our website: <https://clcpublichealth.org/>



# Guiding Statements



## Our Vision

Providing opportunities to make healthy choices in Laramie County.

## Our Mission

To protect, promote, and enhance community health for everyone in Laramie County.

## Our Core Values

### Accountability

We take responsibility for all aspects of what we do individually and as a team.

### Collaboration

We work with our community partners to achieve the best outcome possible for our clients.

### Equality

We respectfully serve our clients regardless of background, finances, gender, race, sexual orientation, or other characteristics that may define cultural differences.

### Excellence

We implement high-quality processes and standards based on competence and best practices.

### Integrity

We do the very best for our community and for everyone who walks in the door.

## Leadership

### Kathy Emmons, DMgt, Executive Director



Thank you for your interest in Cheyenne Laramie County Public Health.

We have been active in Cheyenne and Laramie County since the 1940's and have evolved through the years. Our organization made up of Environmental Health, Children and Maternal Health, Immunizations, Family Planning and Public Health Preparedness is comprised of approximately 40 dedicated individuals to serve our citizens.

This strategic plan was developed as a road map to ensure that we stay aligned with our mission, vision and values as well as the priorities we have set to meet them. In addition to the priorities, we have identified clear and measurable goals, objectives and strategies we will focus on for the next three years.

The strategic plan was developed with input from internal staff, leaders, community members and the Cheyenne Laramie County Board of Health members. This plan will allow us to continue to successfully serve our constituents and meet the ever-changing needs of Cheyenne and Laramie County.

### Stan Hartman, MD, Medical Director

Child mortality and life expectancy at birth are two important numbers that indicate the overall state of societal wellbeing. The mortality rate for children under five years in the US in 1900 was 239 deaths per 1,000 live births and by 2020 it had dropped to seven. Similarly, overall US life expectancy in 1900 was 48 years, and in 2020 was about 79 years (<https://www.statista.com>).

Key medical breakthroughs contributing to improvements in these numbers include the development of antibiotics and vaccines during the latter half of the twentieth century. Some broader long-term advancements include clean water, safe food, closed sewer systems, safe housing, better maternal-child health, and cleaner air.

Promotion of these developments falls under the general heading of "public health", defined by C.E.A. Winslow of Yale University in 1920 as "the science and art of preventing disease, prolonging life, and promoting health and efficiency through organized community effort." While traditional medicine focuses on individual patients who are sick or injured, public health focuses on society as a whole and aims to prevent avoidable adverse health and quality-of-life outcomes. Because of vaccines, many physicians have never seen a case of diphtheria, pertussis, or polio. Clean water and closed sewer systems have virtually eliminated cholera outbreaks in the United States. Widespread restaurant inspections and hygiene have made food-borne disease outbreaks uncommon.

**Many challenges remain.** Firearm violence and drug addiction continue to cause unnecessary illness and death. Disparities in access to health care still result in an unequal burden of disease and ill health among different segments of society. Poor diet contributes to obesity, heart disease, hypertension, and stroke. Mental health problems and suicide remain too high. Because of these and other challenges, a robust public health system continues to be critically important today.



# Environmental Health Division

The Environmental Health division of CLCPH promotes and protects human health and wellbeing, and fosters a safe, healthy environment through **assessment, policy development, and assurance**.

Our well-qualified staff is charged with the surveillance and control of Environmental Health programs that affect our daily lives, such as food, water, sewerage, disease investigations, and all-hazards response events.

In addition to providing a comprehensive list of services to Cheyenne and Laramie County, the EH division also:

- » Reviews proposed residential and commercial developments submitted to the City of Cheyenne or Laramie County Planning Offices.
- » Consults with developers and interested citizens about environmental and health-related impacts of development proposals.
- » Testifies at the City or Laramie County Planning Commission meetings, City Council and Board of Commissioner land use hearings about the public health aspects of development proposals.



## What We Do

### Public Health Nursing Division

The Public Health Nursing division of CLCPH is a section within the Community and Family Health Division of the Wyoming Health Department.

As a whole, public health nursing focuses on population health, with the intent to promote health and wellness, prevent disease, disability and premature death, and improve quality of life. Their practice emphasizes primary prevention with the goal of achieving health equity.

To protect and enhance the health and well-being of all Laramie County residents, and to assure that risks are identified and served, the PHN division focuses on:

- » Preventing the spread of disease
- » Preventing injuries
- » Promoting healthy behavior
- » Responding to disasters
- » Increasing access to health care
- » Maternal and child health



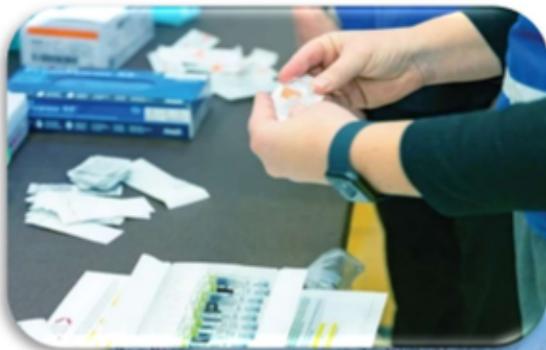
## What We Do

### Public Health Response Division

The Public Health Response division is a multidisciplinary team of public health professionals who are available to respond to public health emergencies, including bioterrorism events and natural disasters. They're also responsible for the following programs and initiatives:

- » Community Readiness Initiative (CRI)
- » Emergency Preparedness
- » Respiratory Protection Program
- » Response Planning
- » Volunteer Management
- » Public Information and Warning

In addition, the Public Health Response division is a county leader in emergency planning for individuals with access and functional needs. Ensuring **all populations** in Laramie County are prepared for public health emergencies is a foundational piece of this division.



# Strategic Planning Process



## Plan Development

From the start of the CLCPH strategic planning process, the leadership team and volunteers emphasized the need to include members of the Board of Health, employees of CLCPH, our customers, and our partners throughout Laramie County. All voices were critical to the development of this plan. Work began in early 2022 and concluded in late spring 2023. In addition to existing data, the team collected data and triangulated resulting themes from:

- » Customer Satisfaction Survey
- » Employee Satisfaction Survey
- » Employee and Board of Health SWOT Analysis
- » 29 Qualitative Interviews with Community Partners

# Strategic Planning Process

## Results

**Customer Satisfaction Survey Results:** The Customer Satisfaction Survey was launched in April 2022. Paper surveys were available throughout the health department and a link on the health department's email provided additional responses. SurveyMonkey was used to collect responses (n=49). The majority of responses were from Immunizations (40%) followed by Environmental Health (24%). Nearly half (47%) of the respondents were patients.

Most customers reported that they had used CLCPH services in the past (36%). Staff interactions were positive with a range of 92% (staff understood my needs) to a high of 98% (staff were helpful). Staff were respectful (94%), services were delivered promptly (94%), office hours met the needs of the clients and wait times were appropriate (92% respectively). Nine out of ten (90%) of respondents agreed that they were "satisfied with the services that I received today".

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**The front desk staff are always so friendly!  
They are very welcoming and that is important to me.**

- Resident, 2022

**I received prompt, thorough, compassionate care.**

- Patient, 2022

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**Employee Satisfaction Survey Results:** In summer 2022, the Employee Satisfaction Survey was sent to all CLCPH employees. Data was collected using SurveyMonkey (n=33). Employees expressed enjoyment for the day-to-day activities of their job (85%) and reported that they personally related to the agency's mission statement (88%). Nearly all (97%) reported that their team's work was high-quality and that they collaborated well as a group (88%). Employees expressed high levels of "confidence and trust" for the people in their work group and for their supervisors.

Areas identified for improvement include using employees skills and abilities effectively, providing recognition for a job well done, and clarity of job responsibilities.

# Strategic Planning Process

## Results

**SWOT Analysis Results:** In June and July of 2022, employees and Board of Health members held meetings independently to determine agency **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats (SWOT). Once both groups had finished the process, results were combined to form the overall CLCPH SWOT analysis result. Results were then compared and contrasted.

**Strengths:** Both groups noted that **community connections** and **capable staff** were strengths of CLCPH. Employees noted **customer service** as their greatest strength while Board of Health members cited **staff leadership** as an asset.

**Weaknesses:** Both groups reported that **employee training and retention** was a challenging area for CLCPH, followed by the need for **enhanced infrastructure and technology**. Employees also noted the need for improved **workflow** processes.

**Opportunities:** Employees stated that much would be gained through additional **employee training opportunities** with the goal of improved employee retention. Board of Health members stressed the advantages of **increased public outreach**. Both groups felt that more and varied **community and national partnerships** would benefit the agency and the residents of Laramie County.

**Threats:** Both SWOT results agreed that CLCPH needed to expand outreach to residents of Laramie County to **improve public perception**. Employees cited concerns for **public health capacity** while Board of Health members also noted that **grants and funding** were a constant challenge. Both groups raised concerns about current and evolving **community health issues** such as the need for mental health services and the number of un/underinsured residents needing medical care.



CLCPH Baby Shower at Lions Park 2022

# Strategic Planning Process

## Results

**Community Partner Qualitative Interview Results:** Twenty-nine (29) community partner in-person interviews were conducted by Lorie Wayne Chesnut, DrPH, MPH, as a part of the strategic planning process. Interviews began in September 2022 and concluded in late January 2023. A myriad of partners from across the county were contacted and were asked the following questions:

- » What do you think are the top three health-related problems facing Cheyenne and Laramie County today?
- » Are you familiar with the services provided by CLCPH?
- » What type of services would your clients be most likely to use?
- » Are there any services that you would like to see CLCPH offer that we don't already provide?
- » Are there community partnerships that we should be a part of?

A complete listing of agencies and individuals interviewed can be found on page 19 of this document.

The top issues identified were 1) mental health; 2) poverty; and 3) un/under insured residents.

**Mental health** issues varied from substance-use disorder and addiction to the lack of mental health providers in the county. The need for treatment facilities (including detox centers and live-in facilities) were highlighted as was the need for a community-based crisis assessment and response team that was not linked to law enforcement (although current partnerships with law enforcement was recognized as valuable). Concerns also included bullying in our schools and depression, particularly among youth, members of the military and veterans, ranchers and farmers, and Laramie County senior citizens.

Those living in **poverty** and **un/under insured** persons were the second most commonly discussed topic. Noted was the overall cost of care, the need for affordable maternity care, and aging services for seniors and their caregivers, with a special need for Laramie County's rural residents.

Other topics included **transportation** needs for rural residents and **food insecurity** as well as a scarcity of affordable fresh produce, particularly in south Cheyenne and rural Laramie County.

A comprehensive report specifically addressing qualitative interview question results will be made available upon request.

# Strategic Planning Process



## A Note about Mental Health

The CLCPH Strategic Planning Team was not surprised when mental health issues rose to the top of the list as a primary health-related concern for Cheyenne and Laramie County.

**Mental health is a public health issue.** While the CLCPH does not have mental health professionals on staff, the **National Association of County & City Health Officials** (NACCHO) suggests three ways that all health departments can help to improve mental health in their community:

- 1. Help reduce the stigma associated with mental illness.** This can be accomplished by knowledge of and discussions about the prevalence of mental health disorders in our community. Patients benefit from mental health screenings and open discussion about the importance of good mental health. A list of resources should be available, and staff should be familiar with local agencies providing mental health services.
- 2. Strengthen partnerships with local organizations providing mental health services.** CLCPH can partner with other organizations involved in mental and behavioral health services to support their work. Leadership and employees should receive on-going education about local community resources so that they can recommend these options to patients and their families.
- 3. Advocate for policies and resources to support mental health care, prevent suicide, and address alcohol and opioid use disorders.** CLCPH leadership should have a basic understanding of mental health policy needs of their community and state. Leadership should educate policy makers and leaders about mental health issues and how they relate to improved public health outcomes in Laramie County.

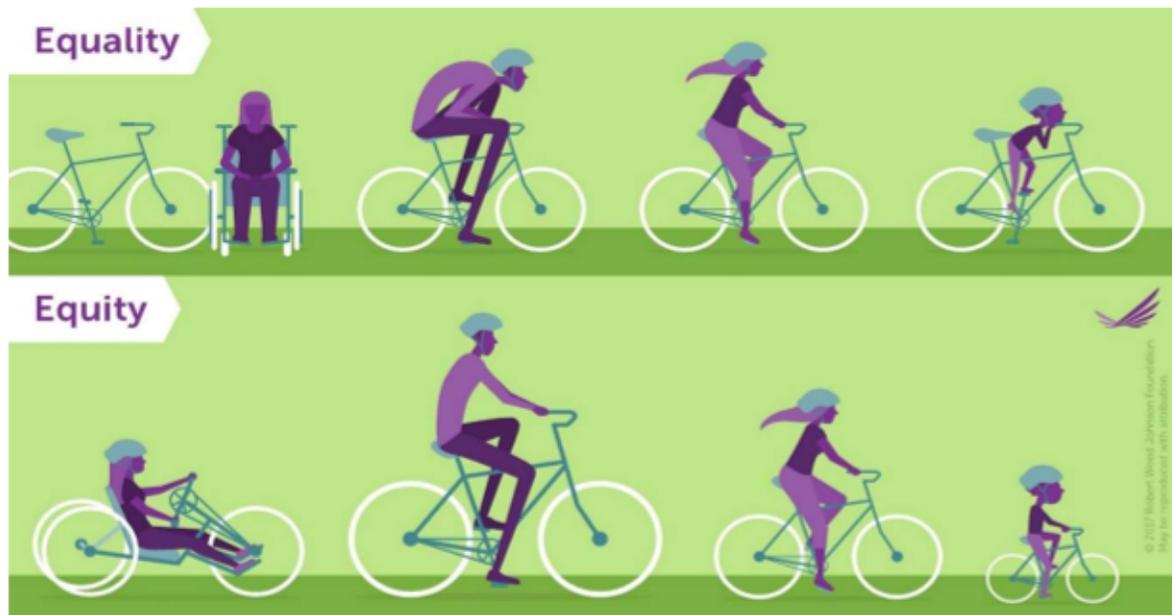
# Strategic Priorities

## Health Equality vs. Health Equity

The **American Public Health Association (APHA)** defines Health Equity as “providing everyone the opportunity to attain their highest level of health.” Health equities are different than health disparities which the APHA defines as “differences in health status between people related to social or demographic factors such as race, gender, income or geographic region.”

The work of CLCPH is driven by the pursuit of both health equality and health equity. We respectfully serve our clients regardless of background, finances, gender, race, sexual orientation, or other characteristics that may define cultural differences. Our mission is to protect, promote, and enhance community health for everyone in Laramie County.

We pledge to work in partnership with other agencies throughout the community to address issues like housing, health care, public safety and food access. Health outcomes should not be determined by where we live, work, and play. **Everyone** should have the opportunity to enjoy access to health care, healthy food, exercise, and secure/safe housing. CLCPH is working to make that happen.



Robert Wood Johnson Foundation – used with permission.

# Strategic Priorities

## Strategic Priority 1

Be an organization driven by continuous improvement and innovation.

### Goal 1. Enhance quality improvement throughout CLCPH.

**Summary:** Cheyenne Laramie County Public Health will incorporate quality improvement principles as it strives to be a leader in our community and to assure safe, effective, patient-centered, timely, efficient, and equitable care for every resident.

The need for continued quality improvement was noted by CLCPH employees and leadership.

**Objective 1.1:** Establish a multidisciplinary quality improvement (QI) committee to review quarterly data, report results, and quarterly goals by June 2026.

**Strategy 1.1.1:** By November 2023 QI Committee members will be selected and briefed on quality improvement strategies for the organization.

**Strategy 1.1.2:** By February 2024 the QI Committee will determine an appropriate methodology and create a charter.

**Strategy 1.1.3:** By May 2024 the divisions will identify QI projects and baseline data/metrics and goals for the coming year.

**Strategy 1.1.4:** Once established the QI Committee will meet a minimum of two times per year to review presentations of projects (January and July).

**Objective 1.2:** Familiarize all CLCPH staff with basic QI principles.

**Strategy 1.2.1:** Training opportunities will be identified by the QI Committee by March 2024.

**Strategy 1.2.2:** QI goals will be integrated into the annual review process by February 2026.

**Strategy 1.2.3:** A summary of quality improvement results will be presented annually to all staff by the QI Committee during the October staff retreat.

# Strategic Priorities

## Strategic Priority 1 (continued)

Be an organization driven by continuous improvement and innovation.

**Goal 2. Implement electronic data systems to improve data accuracy and efficiency.**

**Summary:** Cheyenne Laramie County Public Health will expand its use of electronic applications in all areas to improve the customer experience for those using our services and to increase staff efficiency as well as data accuracy.

The need for improved electronic systems was reported by CLCPH employees, leadership, patients, and customers.

**Objective 2.1:** By June 2026, all divisions will utilize electronic data systems to improve data availability, ease of use by customers and improve efficiency.

**Strategy 2.1.1:** Cure MD will be implemented live for Immunization and Family Planning Divisions by September 2024.

**Strategy 2.1.2:** Health Space will be implemented for Environmental Health Specialists by September 2024.

**Strategy 2.1.3:** Human Resources and payroll will implement the HR component of MIPS by September 2024 to include employee self-service and PTO systems.

**Strategy 2.1.4:** Ongoing training, process evaluation and identification of other potential areas for electronic applications will continue throughout the plan period.



# Strategic Priorities

## Strategic Priority 2

Build and engage a skilled public health workforce.

**Goal 1. Invest in the workforce through education, training, and engagement.**

**Summary:** Cheyenne Laramie County Public Health employees will receive competitive compensation and enjoy work/life flexibility in a culture that encourages professional growth and job satisfaction.

A focus on employee satisfaction and growth was recommended by CLCPH employees and leadership.

**Objective 1.1:** By January 1, 2024, complete a comprehensive study of CLCPH compensation and benefits.

**Strategy 1.1.1:** Complete a comprehensive Market Pay Analysis by March 31, 2023, to be repeated every three years.

**Strategy 1.1.2:** Develop a compensational philosophy document for CLCPH by December 2023.

**Strategy 1.1.3:** Enhance employee work/life flexibility through the creation of a revised Paid-Time-Off policy (PTO) by July 1, 2023.

**Strategy 1.1.4:** Complete an education/experience analysis for each CLCPH employee's qualifications by April 2024 utilizing a standardized review matrix.

**Objective 1.2:** Enhance CLCPH performance and talent management procedures by January 1, 2026, to improve productivity and accomplish organizational goals.

**Strategy 1.2.1:** Establish an Employee Engagement Committee by July 1, 2023, to be comprised of up to 8 members representing a diverse cross-section of CLCPH staff.

**Strategy 1.2.2:** Survey individual staff to determine at least one training opportunity per year for their participation including local, regional, or national trainings/meetings by September 2023.

**Strategy 1.2.3:** Create an annual workforce development plan for the organization by February 28, 2024.

**Strategy 1.2.4:** Measure staff satisfaction annually in February, with a third-party Staff Satisfaction Survey conducted every third year.

# Strategic Priorities

## Strategic Priority 2 (continued)

Build and engage a skilled public health workforce.

### Goal 2. Become an employer of choice

**Summary:** Cheyenne Laramie County Public Health will employ innovative human resource practices to assure that new and current employees have a clear understanding of the mission, values and vision of CLCPH and how their job is important to the success of the agency as a whole. Roles will be clarified and support of employees, both new and current, will be emphasized.

The need for innovative human resource practices was noted by CLCPH employees and leadership.

**Objective 2.1:** Decrease turnover by 5% annually as measured in December of each year.

**Strategy 2.1.1:** Implement a 30-90 day stay interviews by January 2025.

**Strategy 2.1.2:** Develop an organizational-wide on-boarding process by March 2024.

**Strategy 2.1.3:** Provide an offboarding process including exit interview and quarterly data analysis by September 2025.



# Strategic Priorities

## Strategic Priority 3

Increase access to providers through innovative community partnerships.

**Goal 1. Increase staff and community awareness and relationships regarding public health needs, resources and identifying partner agencies in Laramie County.**

**Summary:** Cheyenne Laramie County Public Health is one of a number of agencies in Laramie County working to improve health outcomes for our residents and visitors. Linkage and alignment with existing work is important to effect change.

Opportunities to expand community partnerships were noted by CLCPH employees, leadership, and through qualitative interviews.

**Objective 1.1:** Create an outreach plan for CLCPH which includes providing and receiving information to all staff by June 2026.

**Strategy 1.1.1:** Establish an outreach, education and event calendar and publish it on social media by June 2024.

**Strategy 1.1.2:** Develop/identify a comprehensive community resource list by July 2024.

**Strategy 1.1.3:** Organize on-site educational opportunities for key CLCPH staff to learn more about selected organizations and to discuss collaborative efforts by July 2024.

**Strategy 1.1.4:** Survey the Cheyenne Laramie County Board of Health quarterly (March, June, September, and December) to determine community partners that we may be missing beginning in 2024.

**Strategy 1.1.5:** Analyze marketing approaches that would be beneficial to increase community awareness of CLCPH by July 2025.

**Note:** This priority reflects the importance of community partnerships as identified in two documents, created in collaboration with Cheyenne Regional Medical Center, the Laramie County Community Partnership and Cheyenne Laramie County Public Health. Links to both documents are provided at the end of this report. Working together, we can improve the health of all Laramie County residents.

- » Community Health Needs Assessment: Laramie County, 2022
- » Community Health Improvement Plan: Laramie County, 2022

# Recognition and Thanks

**Special thanks to the following individuals and agencies who devoted their valuable time by agreeing to a qualitative interview for this strategic plan.**

## Local Agencies and Individuals

**Boys & Girls Club of Cheyenne** Justin Pendleton, BA  
**Court Appointed Special Advocates (CASA)** Sarah Urbanek, BA, ACE  
**Cheyenne Interfaith Council** Rev. Rick Veit  
**Cheyenne Regional Medical Center** Robin Roling, MS, RN, FACHE; Tracy Garcia, MS, RN  
**Climb Wyoming** Molly Kruger, MS  
**COMEA** Robin Bocanegra  
**Grace for Two Brothers** Jeremy Bay, BS, AS  
**Health Works** Tracy Woodhouse Brosius  
**Hughes Therapy Services, LLC** Sarah Hughes, PT, DPT; Kevin Hughes, PTA, BSHSC  
**Hispanic Organization for Progress and Education (HOPE)** Ann Redman  
**LIV Health** Emily Loos, MSW, LCSW  
**NEEDS Inc.** Taylor Albert  
**Pine Bluffs Resident** Kay Dersham, RN  
**Recover Wyoming** Lana Mahoney, BA, CPS  
**Unaccompanied Student Initiative** Austin Rodemaker  
**Volunteers of America** Aimee Foster, PsyD  
**Wyoming Equality** Sara Burlingame; Kota Babcock, BA; Ray Kasckow, BA  
**Your Family Chiropractic LLC** Kayla J. Madler, DC

## Government Entities

**Burns Town Council** Judy Johnstone  
**Cheyenne Police Department** Detective Allison Baca  
**Cheyenne/Laramie County Emergency Management Agency** Jeanine West  
**Laramie County Community College** James Miller, PhD, MPA, Dean of Students  
**Laramie County School District** Margaret Crespo, EdD; Janet Farmer, MNA, RN  
**Laramie County Senior Activity Center** Erin LeBlanc  
**Laramie County Sheriff** Captain Don Hollingshead  
**Wyoming Air National Guard** Brigadier General Michelle Mulberry, RN  
**Wyoming Department of Health, Immunization Unit** Cassie Walkama, MPH, RDH, CHES, CPM; Heidi Gurov, RN, BSN, CMSRN; Aundrea Brown, BSBA  
**Wyoming Health Council** Rob Johnson  
**Wyoming State Legislature** Rep. Landon Brown, MPA

Note: Qualitative Interviews were conducted between September 1, 2022 and January 31, 2023.

## Recognition and Thanks

**Cheyenne Laramie County Public Health** would like to thank all of the patients, customers, volunteers, and employees who contributed to our strategic planning process.

Through a multitude of planning meetings which began in early 2022, many hands assisted in gathering data, launching the employee and customer survey, and revisited the agency's mission, vision, and values. SWOT analyses were created both at the leadership and division level, then combined to identify reoccurring themes across the agency.

Without the cooperation of all of these individuals, this strategic plan would not have been possible.

### Leadership Team

Kathy Emmons, DMgt, Executive Director  
Jennifer Escobedo, REHS, Director of Environmental Health  
Dalene Frantz, CHVP, Director of Operations & Human Resources  
Laura Malone, Director of Finance  
Kasey Mullins, MSN, RN, Director of Nursing/Deputy Director

### 2023 Board of Health Members

Lorie Wayne Chesnut, DrPH, MPH, President  
Sue Hume, MS, RN (ret.) Vice President  
Tracie Caller, MD, MPH, Secretary  
Gus Lopez, Member  
Max Silver, DDS, Member  
Commissioner Troy Thompson, Ex Officio  
City Councilman Jeff White, Ex Officio

Thanks also to Stan Hartman, MD, CLCPH County Health Officer; Tammy Deisch, Laramie County Treasurer; and Rebekha Dostal, Assistant County Attorney for their on-going support of this process.

#### Resources Used throughout the plan include:

[NACCHO Strategic Planning Guide](#)

[Community Health Needs Assessment](#) (Laramie County, 2022)

[Community Health Improvement Plan](#) (Laramie County, 2022)



Word Cloud: Responses to the question "What did we do well?"  
Customer Satisfaction Survey, Summer 2022



— Cheyenne —  
**Laramie County**  
**Public Health**

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