



Campbell County Health

Excellence Every Day

Spring Board Retreat Meeting Minutes | Public Session

April 2nd 2026

Springhill Suites – Deadwood SD | 8:30am

Attendance:

Tom Murphy	Chairman	Diane Zdziennicki	UCHealth
Sara Hartsaw MD	Vice-Chair	Kevin Unger	UCHealth
Rand Hite	Treasurer	Tanya Allee (Virtual)	Patient Experience
Bill Rice	Secretary		
John Mansell MD (Virtual)	Trustee		
Alan Stuber	Trustee		
Dr Angela Biggs	Trustee		
Matt Shahan	CEO		
Natalie Tucker	CNO		
Dawn Hodges	CHRO		
Tom Lubnau	Legal		
Dr Kelly McMillin	Chief of Staff		
Kellie Langham	EA		



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Consent/Information Agenda	Leader	Time	Discussion
Pledge of Allegiance			
Call to Order	Tom Murphy	8:30am	Mission & Vision Statement
Roll Call	Kellie Langham		A quorum is present – Trustee Mansell joined online.
Approval of Agenda			Trustee Stuber move to approve the agenda as presented. Trustee Biggs seconded. Motion carried unanimously.
Consent Agenda			<ul style="list-style-type: none"> • Previous Board Minutes: CCH Board Meeting Minutes – Feb 2026 • Board Committee Meeting Minutes – <ul style="list-style-type: none"> - Quality Committee – Feb 2026 - Legacy Advisory Board Minutes – Feb 2026 - CCH Medical Staff Bylaws - CCH CCMG Family Clinic Bylaws-Hulett <p>Trustee Hite moved to approve the consent agenda as presented. Trustee Hartsaw seconded. Motion carried unanimously.</p> <ul style="list-style-type: none"> - New 3D Mammography System - Dr Salmon (Americas Best Medicine) - We are CCH Award: Chris Buxton
Recognition	Matt Shahan		
Public Questions/Comments			Discussion
	Tom Murphy		None



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Discussion Items	Discussion Leader	Time	Discussion
Quality Update	Matt Shahan		<p>The quality update is focused on increasing transparency, improving board's oversight of patient safety, and addressing the rising reporting of workplace violence.</p> <p>Key Discussion Points:</p> <ul style="list-style-type: none"> - 25% of board meetings should be dedicated to quality - Developing new quality dashboards to provide a more formal and comprehensive presentation of data. - Trustees expressed a desire for more timely notification regarding serious safety events. - Reports of incidents have increased by over 12% - More focused on continuous improvement and root cause analysis. - Workplace violence remains top reported issue. Administration emphasizes that is unacceptable. - Accurate reporting is critical for legislative advocacy. - Leadership highlighted success story regarding safety sweeps, we have maintained 100% compliance every month. - CCH is working with UCHealth experts to refine quality dashboards.
Finance Update – Capital Budget/Bad Debt Charity and Utilization Report	Discussion Leader	Time	Discussion
Capital Budget	Matt Shahan		<ul style="list-style-type: none"> - No new capital requests were submitted. - Capital Budget: CCH has committed \$2,452,402 of the \$4,844,218 budgeted and paid \$1,493,348.
Bad Debt and Charity	Matt Shahan		<p>February 2026 – Charity \$ 70,374.58 Bad Debt \$1,051,499.00</p>



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			<p>Grand Total: \$1,121,873.58</p> <p>Trustee Hartsaw motioned, seconded by Trustee Biggs, to approve February Bad Debt and Charity as presented in the amount of \$1,121,873.58. Motion carried.</p>
Utilization Report	Matt Shahan		<p>Utilization Reports - February:</p> <ul style="list-style-type: none"> - Family Practice shows a 36% increase - Audiology remains strong in performance - Cath Lab is down due to lack of projected numbers - Pediatrics/BHS have been down several counselors/therapists - we have some new hires in progress. - Cardiology is in a transition period as patients move from Dr Stamato to new provider.
UCHealth Update	Kevin Unger		<p>The UCHealth update focused on the financial and legislative challenges facing the system in Colorado, and how the affiliation benefits CCH through data sharing and training.</p> <p>Key Discussion Points:</p> <ul style="list-style-type: none"> - Noted a few Legislative threats; namely new bills could give the AG power to block hospital mergers and acquisitions, potentially hindering future system growth; also noted that Colorado is considering pioneering legislation that could strictly regulate AI in healthcare, which firms like Epic are watching closely. Although UCHealth remains the largest funder of medical education in Colorado with minimal state support. - Affiliation benefits & data usage was discussed, such as reducing unnecessary transfers; virtual consults; education and data sharing. - UCHealth operational strategy is focused on efficiency
Patient Experience	Tanya Allee		<p>Provided an updated focused on CAHPS for April 2026.</p> <p>Key Highlights:</p> <ul style="list-style-type: none"> - Survey Focus split into 3 domains; Provider Communication, Specific Care Issues and Global Ratings. - Noted there were a few participation challenges - Star ratings and benchmarking scores are generally comparable to state and national averages. Identified medication and pain communication as the primary areas of for improvement. - CCH is around 50 percentile nationally.



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			<p>CCH Standard of the Month:</p> <ul style="list-style-type: none"> - CCH established "Standards of Behavior" in 2014. - New approach encourages managers to actively integrate one specific characteristic or domain each month into staff interactions and daily workflows to ensure they become part of the CCH lived culture.
<p>Finance Update: Cash on Hand/Financial Statements</p>	<p>Matt Shahan</p>		
<p>Cont. Financial Update</p>			<p>Days Cash on Hand:</p> <ul style="list-style-type: none"> - CEO reported a positive trend in liquidity, with Days Cash on Hand rising to 139 days, a rebound of approximately two days over previous month. - Despite performing well compared to peers, the board aims to continue growing this number through the next fiscal years strategic plan to ensure better long-term security. <p>Financial Statements-February 2026:</p> <ul style="list-style-type: none"> - Net revenue was under budget by \$1.1m for the month - YTD total patient revenue is \$3.6m below budget, primarily driven by shortfall in outpatient services, while inpatient revenue remains on target. - Revenue cycle was over budget. Working with UCHealth revenue cycle team to accelerate billing and reduce percentages. - Total operating expenses YTD are under budget - Total operating income YTD is negative, which is better than the budgeted expectation due to aggressive expense control. - Labor Costs are under budget YTD. - The strategy is to maximize fixed expenses by increasing patient volume – this will generate revenue with increasing labor costs. <p>Trustee Biggs motioned, seconded by Trustee Rice, to approve February financial reports as presented. Motion carried.</p>
<p>Department Reports</p>	<p>Discussion Leader</p>	<p>Time</p>	<p>Discussion</p>
<p>CEO Update</p>	<p>Matt Shahan</p>		<p>Major Acquisitions/Strategic Partnerships:</p> <ul style="list-style-type: none"> - Medical Arts Building purchase has been finalized. CCH will honor all current leases with existing tenants - Coalition Building purchase is finalized. Space planning is already underway.



Campbell County Health

Excellence Every Day

			<ul style="list-style-type: none"> - Occ Health & Wellness will relocate to Coalition by May 27th. - CEO signed an interim management, rental and master service agreement with Stillwater Hospice. This partnership allows CCH to provide inpatient hospice care again. <p>Service Line Expansions:</p> <ul style="list-style-type: none"> - Retail pharmacy will serve The Legacy and employee health plan members, with future plans to expand partnerships. - Occupational Medicine – Dr Zinder will join CCH in June. - CCH is actively recruiting a spine surgeon and seeing additional providers for the Stocktrail bldg space. - Physician succession planning <p>Facility and Asset Management:</p> <ul style="list-style-type: none"> - Board requested a detailed report on all property assets. The goals is to justify recent acquisitions to stakeholders by showing they meet both current and future needs.
Chief of Staff	Dr Kelly McMillin		<ul style="list-style-type: none"> - Bylaws reviewed and approved by medical staff. - Peer Review Committee has been restructured. - <u>Disruptive Physician Policy</u> was discussed and approved. <p>Trustee Hartsaw moved to approve the policy as presented. Trustee Hite seconded. Motion carried unanimously.</p>
CNO Report	Matt Shahan		<ul style="list-style-type: none"> - Transfers from ER in December were 79; January was 56 and February was 64. - ER visits from December 2025 were 4.7% ; February 2026 at 4.2% - Patient transfers were discussed.
Employee Engagement Survey Results	Tanya Allee		<ul style="list-style-type: none"> - With Career Conversations & Employee Rounding we achieved 95% completion over the last three quarters and hit 100% in the most recent two quarters - Focus for the coming year shifts to quality and impact - Peer to Peer surveys are anonymous which allows departments to evaluate one another on teamwork, responsiveness, and alignment with standard of behavior. - The cadence will be temporarily reduced – twice yearly schedule starting with a survey this May.



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			<ul style="list-style-type: none"> - Overall engagement scores have climbed from 74% to nearly 85% since the culture initiatives began in Spring 2024 - CCH is currently performing significantly higher than the national average for all businesses (72.7%). - The new benefits plan was presented. - We are looking at smoother implementation and financial benefits for employees. - The new plan will utilize a network where providers are already established. - The "in-house" usage is expected to lower the organizations stop-loss costs potentially leading to future rebates and savings. - Management views this rollout as a critical "satisfier" that will aid in retaining current staff and attracting new talent, moving the CCH culture in the right direction.
<p>CHRO</p>	<p>Dawn Hodges</p>		<ul style="list-style-type: none"> - Scholarship/High School Student - <i>Note: Trustee Mansell would like to reconstruct policy and should be shared with Medical Staff.</i> <p>Motion made by Trustee Mansell to approve policy. Seconded by Trustee Biggs. Motion carried unanimously.</p> <ul style="list-style-type: none"> - Board of Trustees Operations Policy <p>Motion made by Trustee Mansell to approve policy. Seconded by Trustee Hartsaw. Motion carried unanimously.</p> <ul style="list-style-type: none"> - Orientation and Continuing Education - <i>Note: Trustee Biggs suggested giving a list of education</i> <p>Motion made by Trustee Stuber to approve policy. Seconded by Trustee Mansell. Motion carried unanimously.</p> <ul style="list-style-type: none"> - Physician Recruitment Guidelines - <i>Note: Policy to be further reviewed before approving. (Page 12 & 15)</i>
<p>Policy Updates</p>	<p>Matt Shahan</p>		<ul style="list-style-type: none"> - Scholarship/High School Student - <i>Note: Trustee Mansell would like to reconstruct policy and should be shared with Medical Staff.</i> <p>Motion made by Trustee Mansell to approve policy. Seconded by Trustee Biggs. Motion carried unanimously.</p> <ul style="list-style-type: none"> - Board of Trustees Operations Policy <p>Motion made by Trustee Mansell to approve policy. Seconded by Trustee Hartsaw. Motion carried unanimously.</p> <ul style="list-style-type: none"> - Orientation and Continuing Education - <i>Note: Trustee Biggs suggested giving a list of education</i> <p>Motion made by Trustee Stuber to approve policy. Seconded by Trustee Mansell. Motion carried unanimously.</p> <ul style="list-style-type: none"> - Physician Recruitment Guidelines - <i>Note: Policy to be further reviewed before approving. (Page 12 & 15)</i>
<p>Adjournment</p> <p>Public Session Adjourned</p>	<p>Tom Murphy</p>	<p>Time</p> <p>3:45pm</p>	<p>Trustee Hartsaw moved to enter into Executive Session at 3:45pm to discuss Board matters. Trustee Biggs seconded. Motion carried unanimously.</p> <p>- PURSUANT TO W.S. 16-4-405(A)(IX), W.S. 35-17-101 ET SEQ, W.S. 35-2-910 AND W.S. 35-2-618, CONFIDENTIAL PERSONNEL MATTERS AND ATTORNEY CLIENT INFORMATION – PURSUANT TO W.S. 16-4-405(A)(III), (VII) AND (IX) W.S. 1-12-102 AND W.S. 16-4-405(A)(VII) AND W.S. 16-4-405(A)(VII) AND TRADE SECRETS PURSUANT TO W.S. 40-24-101 ET SEQ.</p>



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Board Action from Executive Session – Public Session Opened			Executive Session opens to Public Session at 4:00pm on 04.02.2026 Motion was made by Trustee Hartsaw. Seconded by Trustee Mansell. MOTION CARRIED UNANIMOUSLY. Public Session reconvened at 8:30am on Friday, 04.03.2026
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 Bill Rice, Secretary


 Kellie Langham, Recorder