



Campbell County Health

Excellence Every Day

CCH Board of Trustees Board Meeting | Public Session

May 28th 2026

CCH 5th Floor Classroom | 5:00pm

Attendance:

Tom Murphy	Chairman	Diane Zdziennicki	UCHealth
Sara Hartsaw MD	Vice-Chair	Caitlin Black	CCH
Rand Hite	Treasurer	Tanya Hurm	CCH
Bill Rice	Secretary	Mike Smith	CCH
John Mansell MD	Trustee	Signature	Guests
		Performance	
Alan Stuber (Online)	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	5:03pm	Mission & Vision Statement
Roll Call	Kellie Langham		A quorum is present.
Approval of Agenda			Trustee Hite moved to approve the agenda as presented. Trustee Mansell seconded. Motion carried unanimously.
Consent Agenda			• Previous Board Minutes: CCH Board Meeting Minutes – Spring Retreat 04.02.2026 CCH Board Meeting Minutes – 04.23.2026 • Board Committee Meeting Minutes – - Quality Committee Minutes – 05.13.2026 - WREMS Minutes – 05.21.2026 - Finance Committee Minutes – 05.22.2026 - Facilities Planning Minutes – 05.21.2026 Trustee Hartsaw moved to approve the consent agenda as presented. Trustee Biggs seconded. Motion carried unanimously.
Recognition	Matt Shahan		- Amanda Killian (Walk in Clinic) - Doug Tew (CCMG Family Practice) - Holly Humpal (Milestone: Dialysis Care) - Girl Scout Troop tour EMS Base



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				- CCH Home Health Move - CCH Coalition & Medical Arts building acquisition - Volunteer Appreciation Dinner - Patient Story: Curt Langendorf - 2026 EMS University - New Chapel Dedication
Public Questions/Comments				Discussion
	Tom Murphy			None
Quality Topic:	Discussion Leader	Time		Discussion
Employee Safety: OSHA Reportable	Sam Huntley			- OSHA reportable incidents have decreased significantly in 2026 - Return-to-work efforts are reducing lost-time injuries - Sprains/strains remain the primary injury category - Safety sweeps and proactive reporting are driving improved safety outcomes - Organization has achieved and maintained 100% safety sweep compliance and strengthening its overall safety culture - Leadership expressed interest in benchmarking OSHA and safety performance against comparable hospitals
Signature Performance Presentation				
Signature Performance	Guests			- Signature Performance provided an update on revenue cycle performance following the Epic EHR conversion, highlighting progress in cash collections, AR management, billing efficiency, denial reduction, and ongoing optimization efforts in collaboration with CCH and UCHealth.
City of Gillette				



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Dispatch Agreement	Matt		- Sheriff's Office is ending EMS dispatch services, requiring CCH to transition to a new provider - CCH will contract with the City of Gillette for dispatch services - Annuals costs will increase approximately \$150k to \$250k per year - No capital upgrade costs will be passed to CCH at this time - Leadership expects improved coordination, technology and response efficiency Trustee Mansell moved to approve the Dispatch Agreement-City of Gillette as presented. Trustee Hite seconded. Motion carried unanimously.									
Finance Update	Discussion Leader	Time	Discussion									
Capital Requests	Adam Popp		- Capital Requests: ✓ CR: Replacement of Dialysis Reverse Osmosis System Trustee Hartsaw motioned, seconded by Trustee Biggs, to approve CR as presented. Motion carried. Waiting for final quote. ✓ CR: Cancer Center Main Entrance Soffit & Roof Repair Trustee Rice motioned, seconded by Trustee Hartsaw, to approve CR for repairs as presented. Motion carried.									
Capital Budget	Adam Popp		• Capital Budget – April 2026: CCH has committed \$2,984,849 of the \$4,844,218 budgeted and paid \$1,550,654									
Bad Debt and Charity			<table><tr><td>March 2026</td><td>Charity</td><td>\$ 537,801.77</td></tr><tr><td></td><td>Bad Debt</td><td>\$1,202,318.01</td></tr><tr><td>Grand Total:</td><td></td><td>\$1,740,119.78</td></tr></table> Trustee Mansell motioned, seconded by Trustee Hartsaw, to approve April Bad Debt and Charity as presented in the amount of \$1,740,119.78. Motion carried.	March 2026	Charity	\$ 537,801.77		Bad Debt	\$1,202,318.01	Grand Total:		\$1,740,119.78
March 2026	Charity	\$ 537,801.77										
	Bad Debt	\$1,202,318.01										
Grand Total:		\$1,740,119.78										
Finance Report – April 2026	Adam Popp		Utilization Report- April 2026: • Strong inpatient activity, we saw an increase in births and women’s services, surgical and procedural volumes slight exceeding budget, lab									



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		and outpatient services remain busy, reflecting a strong demand. Clinic visits show an increase remaining stable and healthy. <u>Day Cash on Hand:</u> • CFO discussed the days cash calculation for April 2026. <u>Statement of Revenue & Expenses:</u> • Gross Revenue for the month exceeded \$35 million for the month, slightly above budget. YTD gross revenue remains approximately \$2.5 million below budget and near prior-year levels. • Net Revenue remains below budget primarily because of conservative accounting estimates. • Operating results are significantly better than budget despite continued losses. • Mill Levy collections totaled approximately \$1.4m for the month. April is a major collection month. • AR trends improving, discussed Epic & Revenue Cycle Progress <u>Investment Transactions:</u> • Reflects transfers in and out of WGIF. <u>Preliminary FY27 Budget:</u> • Preliminary Budget presented for upcoming fiscal year budget. • Anticipates allowance and bad debt estimates will normalize once remaining Legacy AR balances are resolved. <u>CCH Property File:</u> • Presented property file to Board of Trustees with a list of all properties owned and leased by CCH. <i>Trustee Mansell motioned, seconded by Trustee Rice, to approve April Financials as presented. Motion carried.</i>
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Department Reports	Discussion Leader	Time	Discussion
Chairman's Report	Tom Murphy		Reminder to those Trustees coming up for re-election this year. Kellie will reach out to you individually. Elections will take place in August.
UCHealth	Diane Z.		- EMSU Participation - Strategic Planning efforts - Estes Integration Progress - MCR Pavilion expansion
CFO Report	Adam Popp		- Revenue cycle improvements and operational planning are helping attract business back to the organization. - Revenue Integrity continues to generate value through successful audits, appeals, and reimbursement reviews - HMR exceeded its annual revenue goal and increased lifeline enrollment - Facility upgrades, including security cameras and hand sanitizer systems, are largely complete - Environmental Services received strong organizational recognition - Recruitment efforts continue to strengthen staffing across clinics and service lines - Leadership praised staff across multiple departments for their collaboration, adaptability, and operational success.
CHRO Report	Dawn Hodges		- Child Care Summer Program success - EMS University highlights - Legacy updates; Staffing Audit success - Recruitment and staffing, currently 80 open positions at the hospital; and 34 open positions at the Legacy. 2027 Benefits – Open enrollment launch this week; there will be a Benefits Fair for employees first week of June.



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			• Legacy resident engagement and quality of life initiatives continue to expand • Coalition Clinic and Legacy reopening represent important service line growth opportunities
CNO Report	Natalie Tucker		• Organization has successfully filled 42 nursing positions since January • Quality improvement initiatives: Joining the Midwest Quality Innovation Network/Quality Improvement Organization (QIN-QIO) at no cost. • Patient Safety Organization (PSO) evaluation – this is an important step in strengthening organizational safety culture and performance measurement. • Emergency Preparedness & Coalition Activities – we participated in the Northeast Wyoming Healthcare Coalition functional exercise on May 14th. Strong staff response, while identifying opportunities to improve regional coordination. • Retail Pharmacy Progress: The automated medication dispensing system (Parata) has been delivered. Staff training is underway. Employee retail pharmacy is scheduled to launch July 1. Pharmacy location will be the Coalition facility.
CEO Report	Matt Shahan		• Wyoming Rural Health Transformation Fund has received federal approval, creating new opportunities for EMS and rural healthcare collaboration. • CCH is developing strategies to maximize available funding through partnerships and quality initiatives • CCH is proactively responding with recruitment efforts, a healthcare career fair and direct outreach. • CCH Leadership remains committed to retaining healthcare talent in Gillette and ensuring strong healthcare services for the region well into the future.
Adjournment		Time	



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Public Session Adjourned	Tom Murphy	Trustee Mansell moved to enter Executive Session at 7:34pm to discuss Board matters. Trustee Hartsaw seconded the Motion. Motion carried unanimously. - 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.
Board Action from Executive Session – Public Session Opened		Executive Session opens to Public Session at 9:23pm to approve medical staff appointments. Motion was made by Trustee Biggs. Seconded by Trustee Mansell. MOTION CARRIED UNANIMOUSLY. Trustee Hartsaw abstained from Dr Rinker on Medical Staff Appointments. Public Session closed at 9:25pm.


Bill Rice, Secretary


Kellie Langham, Recorder