Campbell County Health

Excellence Every Day

CCH Board of Trustees Board Meeting – FY27 Budget Review | Public Session
July 16th 2026
CCH 5th Floor Classroom | 5:00pm

Attendance:

Tom Murphy	Chairman	**Adam Popp**	CFO
Sara Hartsaw MD	Vice-Chair	**Caitlin Black**	CCH
Randy Hite	Treasurer	**Bree Richardson**	CCH
Bill Rice	Secretary	**Diane Z.**	UCHealth
John Mansell MD	Trustee	**Shane Kirsch**	CCH
Alan Stuber (Online)	Trustee	**Sara Pence**	CCH
Dr Angela Biggs	Trustee	**Jamie Kay**	CCH
Matt Shahan	CEO	**Jason Gray**	GPA
Tom Lubnau	Legal	**Kellie Langham**	CCH
Dawn Hodges	CHRO		
Tom Lubnau	Legal		
Dr Kelly McMillin	Chief of Staff		
Natalie Tucker	CNO		

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Consent/Information Agenda	Leader	Time	Discussion
Pledge of Allegiance			
Call to Order	**Tom Murphy**	**5:00pm**	Mission & Vision Statement
Roll Call	**Kellie Langham**		A quorum is present. **Noted that Trustee Stuber is present online.**
Approval of Agenda			***Trustee Mansell moved to approve the agenda as presented. Trustee Rice seconded. Motion carried unanimously.***
Consent Agenda			• Previous Board Minutes: None • **Board Committee Meeting Minutes** – - WREMS Minutes: 06.18.2026 - Quality Committee Minutes: 07.08.2026 ***Trustee Hartsaw moved to approve the consent agenda as presented. Trustee Mansell seconded. Motion carried unanimously.***
Public Questions/Comments			**Discussion**
	Tom Murphy		None
Action Item(s):			
State Miners Hospital Board – Reappointment	**Matt/Tom**		***Trustee Mansell moved to approve the reappointment for Trustee Rice for the State Miners Hospital Board as presented. Trustee Hartsaw seconded. Motion carried unanimously.***
Discussion Item(s):			

CCH Investment Policy	**Adam Popp**		- Presented update on the policy, due for review and revision
FY27 Budget Review	**Discussion Leader**	**Time**	**Discussion**
FY27 Capital Budget	**Adam Popp**		The proposed FY27 capital budget totaled **$5,422,515**, including: • Equipment: **$2,282,336** • Facility plan and capital in process: **$2.2 million** • IT projects: **$350,000** • Grants: **$25,000** • Operational contingency: approximately **$500,000**
FY27 Operating Budget	**Adam Popp**		Administration presented the FY27 operating budget with projected revenue of just under $429 million, compared with an annualized FY26 projection of approximately $416 million. - Board discussed continued efforts to improve the revenue cycle and manage allowances, bad debt, and legacy accounts receivable.
Expense & Operating Performance	**Adam Popp**		• FY27 operating expenses are projected at approximately $222 million, compared with an estimated FY26 year-end of approximately $213–214 million. • The FY27 budget projects an operating loss of approximately $22 million, an improvement over the estimated FY26 operating loss of approximately $24 million. • The organization's strategic goal includes improving the operating income line by an additional $5 million.
Non-Operating Revenue & Overall Bottom Line	**Adam Popp**		• The FY27 budget projects total non-operating income of just under $18 million. • The projected FY27 bottom-line loss is $4,572,000, compared with an estimated loss of just over $5 million for FY26.

			• The budget is expected to perform somewhat better than the projected FY26 results and includes consideration of cash flow and bond covenant requirements. • Mill levy revenue was budgeted conservatively due to uncertainty surrounding potential additional residential property tax reductions, despite FY26 collections performing better than initially anticipated.
Consideration & Approval of FY27 Budget			***Trustee Mansell moved to approve the Fiscal Year 2027 Budget as presented. Trustee Biggs seconded. Motion carried unanimously.***
Community Growth & Strategic Opportunities	**Matt Shahan**		• The Board discussed future growth projections for Gillette and the surrounding region. Public market data currently suggests a relatively flat or slightly declining population over the next five years; however, leadership noted that the data may not account for potential new industries, facilities, jobs, or economic development. CCH is positioning itself to respond to potential growth by: • Expanding services and recruiting providers. • Increasing access to care and reducing the need for patients to leave the community. • Working more collaboratively with regional hospitals. • Preparing for changes in referral patterns, including potential impacts from the Rural Health Transformation Fund and changes affecting other hospitals in northeast Wyoming.
Rural Healthcare & EMS Discussion	**Matt Shahan**		• The challenges rural communities face in maintaining qualified EMS staff and sustainable ambulance services. • CCH's role in providing care to patients from surrounding areas, including Montana. • Existing mutual aid agreements that allow EMS services to cross the Wyoming-Montana border under certain circumstances.

			• The licensure, medical direction, insurance, and legal complexities associated with interstate EMS services. • A commitment to review existing mutual aid agreements in light of changing EMS needs in the region.
Adjournment		**Time**	
Public Session Adjourned	Tom Murphy		Trustee Hartsaw moved to enter Executive Session at 5:49pm to discuss Board matters. Trustee Mansell 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 6:55pm to approve medical staff appointments. **Motion was made by Trustee Hartsaw. Seconded by Trustee Mansell. MOTION CARRIED UNANIMOUSLY.** Public Session closed at 6:57pm.

Bill Rice, Secretary

Kellie Langham, Recorder