CCH Fall Board Retreat
Date: October 22nd 2026
Time: 8:00am to 4:00pm
Location: Hulett, WY

AGENDA

Our Mission:	**Serving our community by providing a lifetime of care with dedication, skill, and compassion.**
Our Vision:	**CCH will be the first choice for healthcare and wellness in Wyoming by providing Excellence Every Day.**

Meeting Facilitator: **Tom Murphy / Matt Shahan**

Minutes/Recorder: **Kellie Langham**

Attendees:

- **Matt Shahan (CEO)**
- **Dawn Hodges (CHRO)**
- **Randy Hite (Trustee)**
- **Alan Stuber (Trustee)**
- **Tom Lubnau (Legal)**
- **Adam Popp (CFO)**
- **Tom Murphy (Trustee)**
- **Bill Rice (Trustee)**
- **Dr John Mansell (Trustee)**
- **Kellie Langham (EA)**
- **Natalie Tucker (CNO)**
- **Dr Sara Hartsaw (Trustee)**
- **Dr Angela Biggs (Trustee)**
- **Dr Kelly McMillin (COS)**
- **Diane Zdziennicki (UCHealth-Virtual)**

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Topic	Leader	Time	Discussion:
Breakfast			**7:45am to 8:30am** **In Dining Room**
Pledge of Allegiance & Call to Order	**Tom Murphy/Matt Shahan**	**8:30 – 8:40am**	
Roll Call	**Kellie Langham**	**8:40am**	
Consent Agenda	**Tom Murphy**	**8:43am**	- **Approval of Agenda as presented** - **Consent Agenda of Previous Meeting Minutes:** - CCH Public Board Meeting – July 2026 - Quality Committee Meeting
Public Q&A	**Tom Murphy**	**8:44**	- Open the floor up to any Public Questions and/or comments.
CCH: Current State and Historical Data	**Matt Shahan**	**8:45am – 9:30am**	- CY2025 Market Data - Organizational accomplishments - Significant challenges & opportunities - Healthcare environment and rural healthcare trends - Major initiatives underway
Strategic Plan Review & Future Direction	**Matt Shahan**	**9:30am – 10:00am**	- Review current strategic priorities - Progress toward organizational goals - Emerging opportunities and risks
BREAK	**15 min**	**10:00 to 10:15am**	
			- Key quality and safety indicators

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Quality & Safety	**Natalie Tucker**	**10:15am – 10:30am**	- Strategic priorities and future needs - FY27 Quality and Safety priorities
Patient Experience & Employee Culture	**Tanya Hurm**	**10:30am-10:45am**	- Patient experience trends - Employee engagement and culture
Financial Sustainability	**Adam Popp**	**10:45am – 11:45pm**	- September Finance Review - Key financial challenges and opportunities - Long-term financial sustainability
LUNCH	**45 min**	**12:00pm to 12:45pm**	
Board Governance	**Tom Murphy**	**12:45pm – 1:15pm**	- Serving as a CCH Trustee - Understanding Board responsibilities
Workforce & Leadership	**Dawn Hodges**	**1:15pm – 1:30pm**	- Workforce trends and challenges - Recruitment and retention
BREAK	**10 min**	**1:30 to 1:40pm**	
Community Needs & Partnerships	**Matt Shahan**	**1:40pm – 2:00pm**	- Community health needs and emerging trends - Partnerships with local and regional organizations - EMS and rural healthcare considerations - Behavioral health and access to care - Opportunities for regional collaboration - CCH's role in the Campbell County community
Chief of Staff Report	**Dr Kelly McMillin**	**2:00pm-2:10pm**	- Update/Report
UCHealth Update	**Diane Zdziennicki**	**2:10pm-2:15pm**	- Update/Report
Closing & Adjournment	**Matt Shahan/Tom Murphy**	**2:15pm – 2:30pm**	- Upcoming Board Meeting Dates Discussion - Final reflections from Trustees - Closing remarks

Proposed 2027 Board Meeting Dates

January 21 2027
February 25, 2027

Spring Board Retreat: *17 to 19 March* *31 March to 2 April* *7 to 9 April*
April 29, 2027
May 27, 2027
June 24, 2027
7/15/2027 {Budget}
August 26, 2027
September 23, 2027
Fall Board Retreat: October 21, 2027
December 2, 2027

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Upcoming Trustee Education:

AHA Leadership Conference in Orlando (Jan 31st to Feb 3rd 2027)
Please reach out to Matt or Kellie if you are interested in attending.
Early Bird Rates end December 1st.

WHA CEO/Trustee Spring Meeting in Riverton WY (May 18th 2027)

Expected Retreat Outcomes:

1. **A shared understanding of CCH's current organizational and financial position**
2. **Alignment on key strategic opportunities and challenges**
3. **A strengthened understanding of the Board's role in quality, safety, and governance**
4. **Identified Board development and governance priorities**
5. **Identified clear follow-up actions and accountability**

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