

**PARK HOSPITAL DISTRICT
BOARD OF DIRECTORS
September 19, 2017 Meeting Minutes
Timberline Conference Room**

Board Members in Attendance

Mr. William C. Pinkham, President; Dr. David Batey, Vice President; Dr. Monty Miller, Treasurer (via phone); Ms. Diane Munro, Secretary; Dr. Bob Dickeson.

Other Attendees

Dr. Larry Leaming, CEO; Cindy Standlee, CNO; Randy Brigham, Chief HR Officer; Dr. Martin Koschnitzke, CMO; Dr. Aaron Florence, Chief of Staff; Mr. Tim Cashman, CFO; Gary Hall, CIO; and others.

Call to Order

The Board Open Session was Called to Order at 5:00 p.m. by Mr. Pinkham, President of the Board of Directors; there was a quorum present. Notice of the Board Meeting was posted in accordance with the SUNSHINE Law Regulation.

Approval of 08.29.17 Board Meeting Minutes

A motion was made by Dr. Dickeson to approve minutes from 08.29.17; the motion was seconded by Dr. Batey. A verbal vote was requested – the ayes were unanimous and the motion was carried.

Board Member Comments

- Dr. Miller - stated that he looks forward to the discussion this evening as there are many important topics on the agenda.
- Dr. Batey – stated that he is delighted to see that a Board Member Comment section was added to the agenda.
- Ms. Munro – the Partners for Commerce meeting scheduled for 10.19.17 (dinner meeting) has EPMC on the agenda; Dr. Leaming will be presenting an update to the committee.
- Mr. Pinkham – Sandy Begley (Board Candidate) has had an unexpected family emergency, and he wanted to express the Board's condolences to her and her family. He also reminded all that election of new Board members will be a county-coordinated election on 11.07.17; ballots will be mailed out the week of 10.16.17. The League of Women Voters will have a candidates' forum 10.16.17 at 7:00pm in the Estes Park Town Hall.

Mission Stories

Dr. Leaming stated that we take our Mission and Vision very seriously – so seriously that we mounted it on the wall in the Board Room! These statements help center us and keep us on target. "Mission Stories" will appear on all Board Meeting Agendas moving forward, as we love to share these stories with the community. A mission story is something that happens in the organization that reflects our mission, and is part of caring for each other, our patients, and their families. These stories can be celebratory in nature, or stories that demonstrate customer service provided by our employees that truly go above and beyond.

Ms. Standlee, CNO:

- She recently received a phone call from the grandson of a patient who was at EPMC receiving end-of-life care. He no longer met admission criteria, but the patient and his family wanted to remain at EPMC. The staff worked diligently to find a way to allow this patient to remain here, and he did so until his passing. The grandson wanted staff and the Board of Directors to know that the family had an

overwhelmingly positive experience through this ordeal; they wanted to single out some “superstars,” and an email is being sent from the family that will be shared with the staff and the Board.

- She reported a firsthand experience she had here at EPMC – she had some health issues and ended up in the ED; the physician wanted her to be transferred to MCR for care. She stated she didn’t want to go at that time as she needed to go home and feed and water her horses first. The EMS crew, however, transferred her immediately to MCR for care, and then they went to her home and took care of her horses. They did not do this just because she is the CNO – this is what they do for the community day in and day out; they never boast, they just do it! As a thank you, the Senior Leadership Team will be catering and serving a “recognition” breakfast to the EMS crews. A fine example of our Mission, Vision, and Values in action!
- Dr. Dickeson – recently Ms. Standlee was recognized as one of the Top 60 CNOs in the Country (the top 1%). Congratulations, Cindy!

Dr. Batey stated that sharing Mission Stories outside of this meeting with the community would be a great idea, and also to try and share them in “real time” as they occur.

Public Comments

- A sign-in sheet was available for community members to sign up to speak.
- Sign in sheet can be requested through the Administration office at Estes Park Medical Center.
- *No members of the community signed up to speak.*

Consent Agenda Items/Reports

- SAFETY – Chief Information Officer
- PEOPLE – Chief Human Resources Officer
- SERVICE – Chief Nursing Officer
- QUALITY – Chief Medical Officer
- FINANCE – Chief Financial Officer
- LEADERSHIP – Chief Executive Officer
- Chief of Staff Report

All reports are available upon request through the Administration office at Estes Park Medical Center.

A motion was made by Dr. Dickeson to accept the Consent Agenda items/reports; the motion was seconded by Ms. Muno. A verbal vote was requested – the ayes were unanimous and the motion was carried.

Presentations

- August 2017 Financial Report – Mr. Cashman presented the August 2017 Financial Report via PowerPoint. Presentation summary:
 - Days in Accounts Receivable: 57.8 (more than the industry average of 50)
 - Days Cash on Hand: 200 (compared to July’s level of 195; August 2016’s level of 202)
 - Statistics:
 - Inpatient Days 98 (compared to 107 in July; 84 in August 2016)
 - EPMG Clinic Visits 2305 (compared to 2060 in July; 2443 in August 2016)
 - Surgeries 45 (compared to 47 in July; 45 in August 2016)
 - ✚ Part of our strategic planning internally is to focus on areas where the out-migration is too large, e.g., general and orthopedic surgery
 - Revenue: August’s Gross Patient Revenue \$7,910,116 (compared to budget level of \$7,862,426)

- Other Operating Revenue: YTD Other Revenues \$158,841 above budget
- Expenses:
 - Total Operating Expenses in August \$140,692 over budget
 - Salaries and Benefits over budget by \$41,733
 - ↳ Use of travelers affects this greatly
- Debt Coverage Ratio: August's rolling 12-month ratio 2.37; The loan end-of-year minimum required ratio is 1.25

The report was discussed at length, including explanations/definitions of the 340B program, provider fee revenues, current Morgan Stanley investments (cash & short-term investments), monitoring of contractals, and issues with the cost report.

- Quality Update – Dr. Koschnitzke introduced Ms. Lyda Gardiner, Director of Quality, who discussed the quality program via PowerPoint presentation that explained the QAPIPS plan for 2017 (Quality Assurance, Performance Improvement, Patient Safety). Ms. Gardiner broke down the purpose, approach, scope and process, goals and objectives, five-year timeline, and leadership and committee structure with those in attendance.

After the presentation, questions were asked of Ms. Gardiner. She explained that we are currently collecting data from several sources and are working on refining this process. There are hundreds of measures available, and it is important that we get selective on which measures we select. Dr. Batey thanked Ms. Gardiner for her exceptional presentation; he requested a copy of her notes be shared with the Board Members.

- Employee Survey Results – Mr. Brigham shared the employee survey results via PowerPoint presentation. HealthStream was the vendor we contracted with to monitor and tally the survey; we have a three-year contract with HealthStream. Presentation summary:
 - Number of employees sampled from 07.05.17 – 07.26.17 = 323
 - Completed responses 230
 - Response rate 71%

These results are currently being discussed with the Senior Leadership Team and Department Directors. The Department Directors will share with their staff and develop action plans moving forward. This survey will be conducted annually. To increase SLT visibility and encourage communication with staff, Senior Leaders are focusing on an employee rounding program, with the intent of having SLT round on the entire facility.

- Electronic Health Records System – Mr. Hall discussed the EPMC Electronic Health Record Integration Project. A brief history was shared with those in attendance. Many EHR systems have been studied, and the general consensus has been that Epic would be the best fit; however, no decision has been made and no contracts have been signed. The bottom line is that we need to make this transition because it is what is best for our patients.

Mr. Hall agreed to provide a status update at each Board meeting.

Unfinished/New Business

- October Board Meeting Date – Dr. Leaming inquired of the Board if they wanted to move the October 31st date to a different day. The issue was discussed at length.

A motion was made by Dr. Dickeson to hold the meeting on October 31st, but start at 1:00 p.m.; the motion was seconded by Ms. Muno. A verbal vote was requested – the ayes were unanimous and the motion was carried. Ms. Yaden will publicly Notice the change of time at all required locations.

➤ Medical Staff Credentialing Report – Dr. Batey reported that the PHD Board Credentialing Subcommittee met on August 30th and reviewed the Medical Staff recommendations for credentialing. Dr. Leaming reviewed the applications from the administrative perspective in detail.

- **Appointments**

ARENDR, Garrett RN	AHP, Registered Nurse
JOHNSON, Kate DPM	Courtesy, Podiatry
LARSEN, Ammon MD	Courtesy, Dermatology

- **Reappointments**

BECKER, Todd MD	Courtesy, Dermatology
GRANT, Michael MD	Active, Orthopedic Surgery
NERBY, Craig MD	Courtesy, Pathology
QUAID, Robert MD	Courtesy, General Surgery
STOLTZ, Chad MD	Active, Cardiology
VAN DER WERF, Guy MD	Active, Family Medicine

- **Resignation (FYI only)**

GIRDLER, Benjamin MD	Courtesy, Gastroenterology
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A motion was made by Dr. Batey to approve the appointments and reappointments to the EPMC Medical Staff as submitted; the motion was seconded by Dr. Dickeson. A verbal vote was requested – the ayes were unanimous and the motion was carried.

➤ Strategic Planning Update – Dr. Leaming gave a status report on development of a strategic plan for EPMC; negotiations are currently underway with Navigant Consulting, and Dr. Miller has been involved in the negotiations. Modifications have been made to the proposal to be more inclusive, which will help reduce the overall cost - some of these changes include incorporating the results from the needs assessment survey that has been completed, community-wide involvement involving stakeholders, and identification of what the needs are and what the priorities should be in order to build a consensus moving forward. The final iteration of this proposal will be shared with the Board.

➤ Wellness Initiative Update – Dr. Leaming reported that the Board and Wellness Steering Committee held their third study session concerning the proposed wellness initiative. Navigant Consulting will perform a deep dive market analysis and feasibility study to identify what needs to be done moving forward. Dr. Leaming would like to put the expenditures for this initiative on hold while Navigant is doing its analysis, with the plan to return to the topic once it has been identified where the initiative fits in EPMC's strategic plan. Dr. Florence voiced his belief that we need to develop a checklist of goals to accomplish during the analysis time-period. Dr. Batey will work with Dr. Leaming, Mr. Mullin, Mr. Pinkham, and Ms. Muno to develop this checklist/action plan. General consensus is that the Board needs to be out in the community to explain what will be happening during the market analysis and feasibility study. Additionally, discussions need to include those in the community who have donated to this initiative.

Adjournment

The PHD Board President, Mr. William Pinkham, adjourned the September 19, 2017, Board Meeting at 8:46 p.m.

A handwritten signature in blue ink, appearing to read 'W. C. Pinkham', written over a horizontal line.

William C. Pinkham

Board President

APPROVED