

**PARK HOSPITAL DISTRICT
BOARD OF DIRECTORS
October 31, 2017 Meeting Minutes
Timberline Conference Room**

Board Members in Attendance

Mr. William C. Pinkham, President; Dr. David Batey, Vice President; Dr. Monty Miller, Treasurer; Ms. Diane Muno, Secretary; Dr. Bob Dickeson, Member-at-Large.

Other Attendees

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

Call to Order

The Board Open Session was Called To Order at 1:00 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 09.19.17 Board Meeting Minutes

A motion was made by Dr. Dickeson to approve minutes from September 19, 2017; the motion was seconded by Dr. Miller. A verbal vote was requested – the ayes were unanimous and the motion was carried.

Board Member Comments

- Dr. Miller thanked EPMC for accommodating his teleconferencing needs for the September 19th meeting. He also thanked Dr. Dickeson for his service to the Board during his interim appointment.
- Dr. Batey:
 - Thanked Dr. Dickeson for his willingness to serve on the Park Hospital District interim Board of Directors. Though sad that Dr. Dickeson has decided not to run for a full term, it is comforting to know that he will be available for consultation in the future.
 - Stated that he has received an email from the Estes Park Economic Development Corporation Childcare Committee requesting that EPMC complete a Childcare Needs Assessment for the Estes Valley; the hospital is working on completing the assessment, which is important to the community.
- Ms. Muno stated that the workforce housing issue will be discussed November 8th at the YMCA, which will be facilitated by the League of Women Voters. Mr. Tim Cashman will make a presentation at this meeting, which will be discussing all the services offered in the community – this meeting will take place at 6:00 p.m. at the YMCA of the Rockies.

Mission Stories

Dr. Leaming read a letter from the family member of a recent patient describing the excellent care that was received here at the hospital.

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.
- Ms. Johanna Darden read a prepared statement expressing her concerns over make-up of the Board, as well as the proposed wellness initiative.

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; the motion was seconded by Dr. Batey. A verbal vote was requested – the ayes were unanimous and the motion was carried.

Presentations

- Quality Update/Improvement Plan – Dr. Koschnitzke provided a quality update, but first wanted to thank the interim Board for their hard work and dedication to the hospital and the community. He stated he was grateful that the interim Board had put quality at the fore rather than on the “back burner.” Members were updated on the 2017 dashboard, and benchmarks were discussed. Dr. Koschnitzke and the quality team are assessing how we are performing compared to previous years. These data are reported by quarters – we are looking at items required by National as well as State levels. The “Just Culture” concept was discussed. Senior leaders are heavily involved in the quality plan, e.g., the Senior Leadership Team, Department Directors, the Medical Executive Committee, and the Quality Council members have all been part of reviewing the plan. This plan will not be formally adopted until approved by the Board of Directors. The quality plan is an evolutionary document and will change as needed, and will need to be reviewed every year.
 - Ms. Muno and Dr. Dickeson congratulated Dr. Koschnitzke and Ms. Gardiner on their hard work in taking the quality program from ground zero to where we are now, and for being so inclusive in the creation of this plan.

A motion was made by Dr. Dickeson to approve the quality plan; the motion was seconded by Dr. Miller. A verbal vote was requested – the ayes were unanimous and the motion was carried.

- September 2017 Financial Report – Mr. Cashman presented the September 2017 Financial Report. Presentation summary:
 - Days in Accounts Receivable: 55.3 (more than the industry average of 50)
 - Days Cash on Hand: 196 (compared to August’s level of 200, and September 2016’s level of 208)
 - Statistics:
 - Inpatient Days 65 (compared to 98 in August, and 63 in September 2016)
 - EPMG Clinic Visits 2165 (compared to 2305 in August, and 2181 in September 2016)
 - Surgeries 33 (compared to 45 in August, and 41 in September 2016)
 - Revenue: September’s Gross Patient Revenue is \$7,468,698 (compared to a budget level of \$7,606,903)
 - Other Operating Revenue: Year-to-Date Other Revenues are \$102,406 above budget
 - Expenses:
 - Total Operating Expenses in September are \$251,146 over budget.
 - Salaries and Benefits are under budget by \$25,687

- Debt Coverage Ratio: September's rolling 12-month ratio is 1.58. The loan end-of-year minimum required ratio is 1.25

Mr. Cashman provided an update on the cost reports for 2015 and 2016, and stated that he will be submitting amended cost reports by the end of this year. He wanted to stress that EPMC is financially sound, and that the focus moving forward will be to pay attention to quality, expenses, and the business model. He also discussed the new Hospitalist program and stated that this will be a revenue-generating program. The organization's investments were also discussed (restricted by statute to AAA and AA investments).

➤ Medical Staff Credentialing Report – Dr. Dickeson reported that the Credentials Committee met recently, and they recommend approval by the Park Hospital District Board of Directors to credential the individuals put forward at that meeting. Kudos to Ms. Andrea Stegeman for her hard work in getting everything done in the credentialing process for those listed below:

- **Appointments**

Asadi, Daniel, D.O.	Courtesy, Internal Medicine (Hospitalist)
Campbell, Richard, D.O.	Courtesy, Family Medicine (Hospitalist)
Epstein, Kenneth, M.D.	Courtesy, Internal Medicine (Hospitalist)
Furmaga, Michelle, M.D.	Courtesy, Neurology
Mitchell, Kirk, M.D.	Courtesy, Family Medicine (Hospitalist)
Radice, Lisa, FNP	AHP, Nurse Practitioner
Thieszen, John, M.D.	Courtesy, Internal Medicine (Hospitalist)
Workman, Frederick, D.O.	Courtesy, Internal Medicine (Hospitalist)

- **Reappointments**

Frishman, Jordan, M.D.	Courtesy, Infectious Disease
Marley, Rex, CRNA	AHP, Anesthesia
Norris, Erika, M.D.	Active, Family Medicine
Pizzi, Catherine, M.D.	Courtesy, Pathology
Scott, Miho, M.D.	Courtesy, Oncology/Hematology

- **Resignation (FYI only)**

Andersen, Craig, CRNA	AHP, Anesthesia
Rush, Audrey, FNP	AHP, Nurse Practitioner

A motion was made by Dr. Dickeson to accept the appointments and reappointments to the EPMC Medical Staff as submitted; the motion was seconded by Ms. Muno. A verbal vote was requested – the ayes were unanimous and the motion was carried.

➤ Allied Health Practitioner Rules & Regulations – Dr. Florence reported that the hospital attorneys have been reviewing the AHP Rules & Regulations. The Medical Staff would like to advance the redlined changes, which primarily deal with which medical providers must go through the Medical Staff credentialing process. The proposed changes will streamline the process for the Medical Staff.

A motion was made by Dr. Dickeson to approve redlined changes made to the Allied Health Practitioner Rules & Regulations, dated October 30, 2017; the motion was seconded by Ms. Muno. A verbal vote was requested – the ayes were unanimous and the motion was carried.

Unfinished/New Business

- Electronic Health Information Update – Dr. Leaming reported that Mr. Hall and Mr. Cashman are hard at work on the proposed transition. A Board work session will be scheduled to discuss this transition in depth in the near future. We are currently awaiting completion of the UCH Readiness Assessment.
- Operating Budget FY 2018 – Mr. Cashman presented the “First Reading of the 2018 Budget.” He stated that the entire Leadership Team and Department Directors have been actively involved in this process.
 - Contract labor and FTEs were discussed. Contract labor costs are being cut in half FY 2018 by shifting to FTEs, as contract labor costs are considerably higher.
 - This draft budget does not include the proposed electronic health record software platform being reviewed – this project will be presented as a special budget at a future date.
 - The FY 2018 Budget will be presented at the December Board meeting for final approval.
 - Hospitalist Program – this program will have a positive impact on the financial performance of the organization. Projected revenues exceed the projected costs of this program, and these projections are very conservative as presented.
 - Sleep lab services – we are currently adding an additional room to our sleep lab; this has the potential to double the revenues with only an incremental increase in cost since one technologist can perform two studies at a time. The tech and equipment are already in place.
- Capital Budget FY 2018 – Mr. Cashman presented the 2018 Estes Park Medical Center Capital Budget. Senior Leadership and Department Directors were extensively involved in formulating this budget. Capital budget presented for 2018 amounts to \$1.3 million.

The draft budget FY 2018 is available for review in the Administration office, and will be posted on the EPMC website for public review and comment prior to formal approval of the Board December 5, 2017. Public comments should be submitted in writing or email to the office of Administration, Estes Park Medical Center.

Adjournment

The PHD Board President, Mr. William Pinkham, adjourned the October 31, 2017, Board Meeting at 4:00 p.m.



William C. Pinkham
Board President