

**PARK HOSPITAL DISTRICT  
BOARD OF DIRECTORS  
December 5, 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 (via phone).

**Other Attendees**

Dr. Larry Leaming, CEO; Ms. Cindy Standlee, CNO; Mr. Randy Brigham, Chief HR Officer; Dr. Martin Koschnitzke, CMO; Mr. Tim Cashman, CFO; Mr. Gary Hall, CIO; Ms. Sandy Begley, Board Director, and others.

**Call to Order – Interim PHD Board of Directors**

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

**Approval of 10.31.17 Board Meeting Minutes**

*A motion was made by Dr. Batey to approve minutes from October 31, 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**

- Ms. Muno commented on the amazing EPMC Christmas party that was held on December 1<sup>st</sup> – a big thank you to the committee who worked on putting together such a successful event; the turn-out was amazing, representing a great cross-section of EPMC employees.
- Dr. Miller stated that it is truly wonderful to be back as a Board Director, and to have Ms. Begley joining the Board. He stated how enjoyable it was visiting with his neighbors and community members while campaigning for office – a truly enlightening experience. Serving on the Board is a challenging process, but a valuable part of the democratic system.
- Dr. Batey stated how great it was to attend the EPMC Christmas Party, which reflected a great expression of appreciation for all who work in this organization. It was a fun and spirited event! He reported that he recently attended the “deeper dive” meeting into the revenue cycle (Epic), and found it extremely helpful in understanding issues revolving around a potential transition; the presentation was reassuring and very informative.
- Mr. Pinkham stated that the past five months on the Interim Board have been truly amazing; this Board has been highly focused and quickly got up to speed on the issues. He also stated that campaigning for the Board was an interesting adventure, and he is so pleased to be back on the Board as an elected Director. A big “Thank You” to Dr. Dickeson for his service on the Board – he set very high standards indeed, and will truly be missed.
- Dr. Dickeson thanked Dr. Leaming for assembling an outstanding team of leaders for the hospital. He stated it has been a pleasure to work with Dr. Leaming and his staff; they all have a steadfast devotion to our mission, which is very critical. He voiced a big Thank You also to his fellow Board Members, and stated it was both an honor and education to serve on the interim Board. Congratulations to the newly elected Board!

### **Unfinished Business**

- The proposed Budget FY 2018 was again discussed; Mr. Cashman asked if the Board had any questions or statements. Dr. Dickeson stated that in the “Budget Message” he would like an eighth assumption: “The Budget includes a mill levy of 7.505 mills upon each dollar of the total valuation for assessment of all taxable property within the District for the previous year (tax year).” The Board unanimously agreed to this addition.
  - The newly elected Board will discuss the proposed budget after being sworn into office prior to formal approval.

### **Adjournment**

The regular meeting of the Interim PHD Board of Directors was adjourned by Mr. William Pinkham, President, at 5:16 p.m.

### **Call to Order/Welcome – Newly Elected PHD Board of Directors**

The Board Open Session was Called to Order at 5:17 p.m. by Mr. Pinkham, President of the Interim Board of Directors; there was a quorum present. Notice of the Board Meeting was posted in accordance with the SUNSHINE Law Regulation.

### **Swearing in of Newly Elected Board Members**

The newly elected PHD Board of Directors took the Oath of Office, as administered by Ms. Julie Yaden, Notary Public.

### **Board Member Comments**

- Ms. Begley stated that she was looking forward to serving on the Board. She enjoyed meeting and speaking with the community during the campaign.

### **Election of Officers**

Ms. Muno discussed the proposed roster of officers. In addition to the roster, the suggestion was made to change the title of Board President to Board Chair, and Board Vice-President to Board Vice-Chair.

Proposed Board Officers:

- Chair – Mr. William Pinkham
- Vice-Chair – Dr. David Batey
- Secretary – Ms. Diane Muno
- Treasurer – Dr. Monty Miller

*A motion was made by Dr. Batey to approve the roster of officers above, and to change the title of Board President to Board Chair, and Board Vice-President to Board Vice-Chair; the motion was seconded by Dr. Miller. A verbal vote was requested – the ayes were unanimous and the motion was carried.*

### **Board Committee Assignments**

Proposed Board subcommittee assignments were discussed, and all were in agreement with their respective assignments.

### **Mission Stories**

Ms. Standlee read two emails from patients extoling the exceptional care received at EPMC. One email commented about the excellent care received from Dr. Daley and the ED staff; the other email concerned the wonderful care provided by Dr. Mitchell with the new Hospitalist program. Additionally, Ms. Standlee reported that we have been receiving good feedback from patients with regard to the Hospitalist program.

### **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. Batey to accept the Consent Agenda items; the motion was seconded by Dr. Miller. A verbal vote was requested – the ayes were unanimous and the motion was carried.*

### **Presentations**

- Home Health/Hospice Annual Report – presented by Ms. Sarah Bosko, Director of Home Health/Hospice.
  - Goal – to provide the highest quality and most cost-effective services in the Estes Valley.
  - Services provided
    - ✓ Estes Park Home Health Care – skilled care in the home
    - ✓ Estes Park Home Care – non-skilled/non-medical care in the home
    - ✓ Hospice of the Estes Valley – care in home, skilled nursing facility, assisted living facility, or EPMC inpatient Med/Surg unit
    - ✓ Each entity above licensed separately, with separate budgets
  - Referrals: 56% come from Estes Park; 44% come from the Valley
  - Home Health/Hospice Financials – Mr. Cashman will provide an update to the Board in three months on the status of the Home Health/Hospice financials

### **Brief Updates**

- Quality – Dr. Koschnitzke reported that a policy/procedure is being developed re: HIPAA compliance; a possible situation occurred at EPMC recently – the situation has been addressed. Mandatory compliance training will be offered to all staff this month. He also reported that Dr. Leaming, Ms. Standlee, and Ms. Gardiner attended DNV (hospital accreditation) training recently in California.
- Strategic Planning – Dr. Leaming provided a brief update on Navigant Consulting; they are currently conducting stakeholder interviews, and an electronic survey is also underway. They are still in the process of data collection, refining market share information, and working diligently on a medical staff plan. The Steering Committee is working closely with them, and another meeting is scheduled for 12/06/17. Ms. Begley will replace Dr. Dickeson on the Steering Committee moving forward. The Board Members will reach out to those they know in the community and provide the link to the electronic survey.

- Marketing – Dr. Leaming reported that a marketing firm (Peri Marketing) has been engaged. They are looking at our image, our message, and the delivery in terms of communications. They are focusing on market strategies – moving toward electronic/digital methods and not just print.
  - Employee Engagement – Mr. Brigham provided an update to the Board; the work-groups have been meeting to discuss results and to develop action plans – deadline for all action plans is 01/01/18. There are 12 work-groups in total. Action plans will be posted and the progress will be monitored. The next survey will take place in 2018.
  - Medical Information Systems – Mr. Hall reported on the status of the proposed Electronic Health Record project; we are working closely with UCHHealth on the possible transition to Epic, reworking the list of components. Also in the works is the Total Cost of Ownership (TCO), a technical review, resource planning, governance issues re: internal management, as well as Board engagement. Mr. Hall requested feedback/questions from the Board moving forward. The Lawson (accounting/payroll piece) readiness assessment will be shared next week, which will bring us closer to an ultimate decision.
  - Wellness Initiative – Dr. Leaming stated that the proposed wellness initiative is part of Navigant’s strategic planning for the organization. They are looking at construction costs as well as a marketplace assessment. The EPMC Foundation has submitted a grant application to the Robert Wood Johnson Foundation. It was also discussed that we have not heard back about the application submitted to the Colorado Impact Days – Ms. Munro will reach out to them for some feedback on our application.
- Finance – October 2017 Financial Report – Mr. Cashman presented the October 2017 Financials:
- The three most important things to know:
    1. Revenues are \$1.4 million higher than expected, principally due to Pharmacy, Radiology, and Surgery.
    2. Contractual adjustments remain high due to accruals for potential paybacks to Medicare.
    3. Accounts Receivable remains an ongoing challenge; notably, with the problems at the State Medicaid office and Medicare challenges in the open Cost Reports.
  - Summary:  
For the month ending October 31, 2017, Estes Park Medical Center is reporting a Net Gain of \$268,090 for the month, and also for the year of \$3,219,519. Budgeted earnings for the month of October were \$68,742, and for the year of \$2,982,787. Prior year 2016 through October, Year-to-Date earnings were \$3,894,512. Income from Operations is \$70,058 for the month, and \$1,106,200 for the Year-to-Date; this represents an Operating Margin for the year of 2.9%, and a Total Margin for the year of 8.4%.
  - Hospitalist Program – Mr. Cashman reported an 11% increase in inpatient admissions since implementation of this new program.
- Resolution to Set Mill Levies – Mr. Cashman presented Resolution 2017-06; Resolution to Set Mill Levies, and requested approval.

*A motion was made by Dr. Miller to approve Resolution 2017-06; the motion was seconded by Ms. Munro. A verbal vote was requested – the ayes were unanimous and the motion was carried.*

- Operations and Capital Budget FY 2018 – Mr. Cashman presented Resolution 2017-04; a combined resolution concerning the adoption of a budget and appropriation of funds for such budget for Fiscal Year 2018. Employee benefits were discussed – Mr. Cashman reported that there has been a 16%

increase in costs. FY 2018, a 16% increase was budgeted for the healthcare plan. All Department Directors, along with Mr. Cashman and his staff, looked at rates department by department.

*A motion was made by Dr. Miller to approve Resolution 2017-04; the motion was seconded by Ms. Munoz. A verbal vote was requested – the ayes were unanimous and the motion was carried.*

- Amended Budget Resolution – Mr. Cashman presented Resolution 2017-5, a resolution amending the 2017 budget and re-appropriating sums of money.

*A motion was made by Dr. Miller to approve Resolution 2017-5; the motion was seconded by Ms. Munoz. A verbal vote was requested – the ayes were unanimous and the motion was carried.*

- Medical Staff Credentialing Report – Dr. Batey reported that the Credentials Committee met recently, and they recommended approval by the Park Hospital District Board of Directors to credential the individuals put forward at that meeting.

- **Appointments**

Kaycee Simon, CRNA

AHP, Certified Registered Nurse Anesthetist

- **Reappointments**

Arlene Libby, MD

Courtesy, Pathology

Maude Vance, MD

Courtesy, Obstetrics/Gynecology

Curtis Weibel, NP

AHP, Nurse Practitioner

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

### **Unfinished/New Business**

- Establish Board Meeting Calendar FY 2018 – Dr. Miller proposed the Board meetings for 2018 be moved to Monday afternoons, 4-6 p.m. General consensus was to hold the January Board meeting on Tuesday, January 23, 2018, from 4-6 p.m., at which time the Board will establish the meeting calendar for 2018.

### **Adjournment**

Mr. William Pinkham, PHD Board Chair, adjourned the December 5, 2017, Board Meeting at 8:15 p.m.



William C. Pinkham, Chair

**Park Hospital District Board of Directors**