

**ESTES PARK HEALTH BOARD OF DIRECTORS'**  
**August 27, 2018 Regular Meeting Minutes**  
**Timberline Conference Room**

**Board Members in Attendance**

Dr. David Batey, Chair; Ms. Sandy Begley, Vice-Chair; Dr. Monty Miller, Treasurer; Ms. Diane Muno, Secretary; Mr. William Pinkham, Member-At-Large.

**Other Attendees**

Dr. Larry Leaming, CEO; Mr. Randy Brigham, Chief HR Officer; Ms. Cindy Standlee, CNO; Mr. Tim Cashman, CFO; Dr. Martin Koschnitzke, CMO; community members; et al.

**Call-to-Order**

The Board Open Session was called-to-order at 4:00 p.m. by Dr. Batey, Chairman 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 08/27/18 Meeting Agenda**

*A motion was made by Ms. Begley to approve the 08/27/18 meeting agenda as submitted, but with one modification - the financial report (Pro forma) to be deferred until the September Board meeting; the motion was seconded by Ms. Muno. A verbal vote was requested – the ayes were unanimous and the motion was carried.*

**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.

**Board Member General Comments**

- Ms. Muno – A big Thank You to Kevin Mullin and the Foundation Board for the recent social event they hosted; it was very nice for both boards to meet socially.
- Ms. Begley – A board study session occurred last week to discuss the Open Records Act with the hospital's attorney. Study/work sessions can occur without public notice if no public business is discussed or formal board action taken; however, the Board is committed to ensuring the community knows that they have a voice.
- Dr. Batey – He again reiterated that out of this most recent study session came a commitment to further develop greater communication with the community at-large.

**Mission Stories**

- Dr. Leaming – Elizabeth Guild scholarships (2) for continued education were recently awarded at a reception held in the newly remodeled Living Center dining room – Jessica Brown (ambulance) and Rachel Hofsess (Emergency Department) were the recipients. At this reception, the Elizabeth Guild presented a check for \$65,000 to Zach Schmitz, Interim Nursing Home Administrator, which will be used in the Living Center.
- Ms. Standlee – A Thank You letter was received from a patient who recently received care here, and extolled the excellent care they received and thanked many staff members by name.
- Ms. Lisa Taylor – Estes Park Health participated in the Senior Fair recently held at the Community Center, and she wanted to thank Nancy Bell for her hard work in pulling it all together; they hope to make this an annual event.

### Consent Agenda Items

- Board Meeting Minutes:
  - 07.30.18 Regular Board Meeting
- Financial Report, July 2018
- Staff Reports:
  - QUALITY – Chief Medical Officer
  - SERVICE – Chief Nursing Officer
  - PEOPLE – Chief Human Resources Officer

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

*A motion was made by Mr. Pinkham to accept the Consent Agenda items as submitted; the motion was seconded by Ms. Muno. A verbal vote was requested – the ayes were unanimous and the motion was carried.*

### Presentations/Discussions

- Community Wellness Initiative – Dr. Frank Dumont discussed an outline of the proposed Community Wellness Program at Estes Park Health. As stated by Dr. Leaming, “Health is in our name – it is why we exist and it is what our community wants. We want to expand existing wellness programs and create new services that keep all of us happy, healthy, and a vital part of our community.” The Estes Park Health Community Wellness Program will focus on using currently available resources, internally and in the community, to educate on healthy lifestyle choices for people of all ages. This will be accomplished by working within the community to understand the prevailing health and wellness needs, and then implement services and programs to meet those needs.
- Operations - Significant Developments:
  - Executive Summary – Dr. Larry Leaming, CEO; summary:
    - An Interim Nursing Home Administrator from Good Samaritan is currently working with the Living Center. We will be talking further with Good Samaritan about a possible long-term association moving forward.
    - Orthopedics & Cardiology – currently looking at market opportunities to aid with advancing these service lines.
    - Epic Transition – gearing up for the transition, training sessions are being scheduled. The go-live date is one year away, but we are heavy into the preparatory phase to aid with a smooth transition.
    - Facilities Master Plan – this is being discussed, and includes workforce housing, an ambulance barn, etc.
  - Quality, 2<sup>nd</sup> Quarter 2018 – Dr. Martin Koschnitzke, CMO; summary of presentation:
    - Estes Park Health accredited through DNV June 2018.
    - Dashboard reviewed:
      - ✓ Process improvement (PI) defined and discussed; current PI projects:
        - Medication education for patients on Med/Surg
        - Newborn sleep position Birth Center
        - Improve patient access through standardization in the clinic
        - Care plan training Med/Surg
        - Postpartum hemorrhage risk assessment and mitigation Birth Center – **Completed**

- Medication bar code scanning (goal >90%)
  - Pain medication assessment and reassessment Med/Surg
  - Time-out process for Outpatient Infusion/Pharmacy
  - Emerg Dept/Pharmacy pyxis safety and improvement project
  - Falls management performance improvement project
  - ✓ Reported falls through July 2018 discussed
  - ✓ Maternal death stats nationwide reviewed – at the EPH Birth Center, two safety bundles have been instituted:
    - Aggressive management of hypertension
    - Early recognition and treatment of postpartum hemorrhage
- Service Excellence Update – Ms. Cindy Standlee, CNO; summary of presentation:
  - Mean trends per department reviewed/discussed
  - Service excellence initiatives:
    - ✓ Med/Surg Director rounds on patients
    - ✓ Med/Surg Director discusses scores in monthly staff meetings
    - ✓ Med/Surg Director posts scores on the unit in a public hallway
    - ✓ Dedicated efforts for increasing quietness at night
    - ✓ Dedicated efforts for explanation of medication side-effects
    - ✓ Dedicated efforts for keeping patients informed of wait times
    - ✓ Discharge phone calls for follow-up across service lines
- Human Resources Update (employee engagement and workforce housing) – Mr. Randy Brigham, CHRO; summary of presentation:
  - 2017 Employee Survey
    - ✓ Contracted with HealthStream
    - ✓ 688 facilities
    - ✓ Over 250K completed surveys
    - ✓ Average response rate = 73%
    - ✓ Questions highly correlated to satisfaction
    - ✓ # of employees sampled = 323
    - ✓ Completed responses = 230
    - ✓ Response rate = 71%
    - ✓ Results | Review | Action Planning - Senior Leadership reviewed facility-wide results, including verbatim comments:
      - Pay, benefits, hiring, promotion, upper management – very obvious needs; also, below national norms. Following items implemented within months:
        - ❖ Structured compensation program 1/2018
        - ❖ New performance evaluation 1/2018
        - ❖ Merit pay 1/2018
        - ❖ Simplified internal application
        - ❖ Employee forums, SLT rounding and reporting
  - 2018 employee survey (upcoming)
    - ✓ Survey vendor change - HealthStream acquired by Press Ganey 3/2018, with a new format, data submission and reporting processes; interactive online reporting platform instead of static PDFs; comparative database of over 4,000 hospitals
    - ✓ Survey to launch in November with a two-week campaign - survey campaign will include separate Physician survey component; action plan reports will be prescheduled to occur regularly throughout the year

- Workforce Housing
  - ✓ Lack of available housing in Estes Park has a profound influence on Estes Park Health, as it does to many area employers
  - ✓ 32% of current Estes Park Health workforce commutes, due in large part to lack of available housing (this seriously impacts our ability to recruit needed employees)
  - ✓ Estes Park Health owns housing (12 bedrooms), used primarily for on-call staff, hospitalists, and “coverage” physicians; occasionally used for transition housing for a new employee if needed
  - ✓ If no accommodations are available on-campus, housing needs are met at a local hotel with a previously negotiated rate
  - ✓ Possible solutions:
    - Entering into a master lease as proposed developments are completed; leased units could be made available as subleased housing
    - Purchase suitable property to remodel for Estes Park Health’s needs
    - Build suitable housing and rent to employees
    - In the interim, Estes Park Health is represented on local workforce housing committees, working toward community-wide solutions
- Board Resolutions
  - Continuing line of credit; Name change on back accounts for Estes Park Health with Bank of Colorado – A representative from the Bank of Colorado was in attendance to update signature cards with the bank and to renew the line of credit (annual activity).

***A motion was made by Ms. Begley to approve the continuing line of credit with the Bank of Colorado, and to update the authorizing entity signature cards with the bank; the motion was seconded by Dr. Miller. A verbal vote was requested – the ayes were unanimous and the motion was carried.***

➤ Projects:

- Brief Updates – Dr. Larry Leaming:
  - Access to Care
    - ✓ The Process Improvement (PI) Team actively working on identification of areas for improvement in the physicians’ clinic, streamlining processes, etc.
  - Urgent Care
    - ✓ The urgent care project proposal has been submitted by the developers to the Planning Commission and they are awaiting approval. Dr. Leaming and Mr. Cashman have met with the developers to discuss potential obstacles they may face within the community.
  - Physician Recruitment – Dr. Joseph Lee (Internal Medicine) has signed an employment agreement with Estes Park Health. Dr. Patricia Aldridge (Pediatrics) has accepted an offer, and is in the process of signing an agreement with Estes Park Health as a part-time Pediatrics provider. Dr. Aldridge and Dr. Wiesner are currently working on the on-call schedule, which will also utilize locum tenens from Children’s. Another interested Internal Medicine provider has been scheduled for a phone interview.
  - General Surgery Strategy – Dr. Woodard is transitioning to part-time, and will be working in the Wound Care program, as well as providing some surgical coverage when needed. We have signed with the Rural Physicians Group (RPG) to implement a Surgicalist program at Estes Park Health; RPG is currently in the process of recruiting and credentialing surgeons moving forward, with a projected program start date of November 1<sup>st</sup>.

➤ Medical Staff Credentialing Report – Ms. Begley reported that the Credentials Committee met recently; she recommend that the Estes Park Health Board of Directors accept the credentialing recommendations put forward at that meeting:

- **Appointments**

Michelle Pappy MD                      Courtesy, Family Medicine (Hospitalist)

- **Reappointments**

Matthew Sorensen MD                      Courtesy, Hematology/Oncology

*A motion was made by Ms. Begley to approve the credentialing recommendations as submitted; the motion was seconded by Dr. Miller. A verbal vote was requested – the ayes were unanimous and the motion was carried.*

➤ Board Letter Addressing Workforce Housing Importance for Estes Park Health – Ms. Muno suggested that the Board hold off on completing the letter until after the 8/30 study session; all were in agreement.

➤ Suggested Agenda Items for 09/24/18 Board Meeting:

- Workforce housing discussion/update
- Budget/Pro forma discussion/update
- Good Samaritan update
- Urgent Care Center update
- Wellness Initiative update

*A motion was made by Ms. Muno to adjourn from Open Session and enter into Executive Session, pursuant to §24-6-402(4)(e), C.R.S., for the purpose of discussing positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and instructing negotiators; the motion was seconded by Mr. Pinkham. A verbal vote was requested – the ayes were unanimous and the motion was carried; Open Session adjourned at 6:50 p.m.*

#### **Executive Session**

Executive Session called-to-order at 6:55 p.m.

*A motion was made by Dr. Miller to adjourn Executive Session and reconvene Open Session; the motion was seconded by Ms. Begley. A verbal vote was requested – the ayes were unanimous and the motion passed; Executive Session adjourned at 7:42 p.m.*

#### **Reconvened Open Session**

Open Session reconvened and Called-to-Order at 7:45 p.m.

Board Study Session – A study session of the Estes Park Health Board of Directors will be scheduled for August 30, 2018, from 9:00 a.m. to 11:00 a.m., Timberline Conference Room, to discuss the budget/Pro forma; no actions will be taken at this study session.

The next Regular Board Meeting is scheduled for August 24, 2018, from 4:00 – 6:00 p.m.

With no further business to be conducted, the August 27, 2018, Regular Board Meeting was adjourned at 7:52 p.m.



---

David M. Batey, Chair

**Estes Park Health Board of Directors**

APPROVED