

**ESTES PARK HEALTH  
BOARD OF DIRECTORS'  
September 26, 2018 Regular Meeting Minutes  
Timberline Conference Room**

**Board Members in Attendance**

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

**Other Attendees**

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

**Call to Order**

The Board Open Session was Called to Order at 4:02 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 09/26/18 Meeting Agenda**

*A motion was made by Dr. Miller to approve the 09/26/18 meeting agenda, with one modification – in the interest of time, move item 7.2 EPH Board of Directors & Colorado Open Meetings Law discussion to the October Board meeting; the motion was seconded by Ms. Begley. 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 Health.
- No members of the community signed up to speak.

**Board Member General Comments**

- Ms. Muno thanked the Board for their diligent work on the workforce housing issue in the Estes Valley – more specifically, Dr. Batey, Dr. Leaming, Dr. Florence, and Mr. Brigham, for speaking to the Town Board at the 09/25/18 meeting – this was a united effort of the Estes Park Health Board and Estes Park Health, and was conducted in a very respectful manner. At this meeting, the measure supporting the Wind River Project passed by a vote of 7-0, and the childcare special review measure passed 7-0.
- Dr. Miller stated he has just returned from attending a Women in Agri-business conference in Denver, and was very impressed with the women who participated in this two-day event.
- Dr. Batey reported that Board members were offered, and most received, flu shots prior to this meeting, and he recommended those in the community consider getting their shots.

**Consent Agenda Items**

- 08/27/18 Regular Board Meeting Minutes
- Financial Report – August 2018
- Chief of Staff
- Communications
- Estes Park Health Foundation
- Home Health Quarterly Report

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

*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**

- Estes Park Health Foundation – Mr. Kevin Mullin presented a Foundation Overview:
  - Key Points
    - ✓ Foundation Basics
    - ✓ Current Priorities
    - ✓ Financial Snapshot
    - ✓ Opportunities for Growth & Development
    - ✓ Comparison to Similar Organizations
  - Foundation Basics
    - ✓ Mission
    - ✓ Vision
    - ✓ Values
    - ✓ Governance
    - ✓ Management
  - Current Priorities
    - ✓ Strategic Planning
    - ✓ Emergency Capacity Campaign
    - ✓ Staff Training
    - ✓ Community-Wide Legacy Campaign
    - ✓ Grow Contributed Revenue
    - ✓ Asset Growth
  - Financial Snapshot
    - ✓ Assets: \$3-5 Million as of 12/31/17
    - ✓ Annual Revenues: \$700,000 - \$900,000
    - ✓ Annual Contributions: \$400,000 - \$600,000
    - ✓ Quasi-Endowment: \$1.9 Million
    - ✓ Annual Grants to EPH: \$250,000 - \$350,000
  - Opportunities for Growth and Development
    - ✓ New Donor Cultivation
    - ✓ Existing Donor Retention
    - ✓ Estate Giving Growth
    - ✓ Increased Collaboration Between Estes Park Health/Estes Park Health Foundation
  - Comparison to Similar Organizations
    - ✓ Estes Park Health is a rural, independent, critical access hospital
    - ✓ In this grouping, the Estes Park Health Foundation is among the top three (3) Colorado hospital foundations, considering:
      - Assets
      - Annual Revenues
      - Grants Distributed
    - ✓ This is due to the hard work of current and previous Boards to engage the community in support of quality local health care

## Operations – Significant Developments

- Executive Summary – Dr. Leaming reported:
  - An abundance of activity taking place in the Surgery Department in anticipation of the Surgicalist Program; process improvement sessions currently underway;
  - 10/18/18 Trauma Survey to be conducted by the State;
  - Pharmacy actively looking at providing all medication support for the Living Center instead of outsourcing with a regional pharmacy;
  - Oncology program looking at providing genetic counseling;
  - Respiratory therapy working on development of a pulmonary rehabilitation program. They will also be helping with stress testing in cardiology;
  - Sleep lab, now with two rooms, continues to grow. They are currently working on being able to perform sleep studies at patients' homes.
  
- Chief of Staff – Dr. Florence reported:
  - Medical Staff Bylaws edits are currently with Estes Park Health's attorneys, with the goal being to have these Bylaws completed by the end of 2018;
  - The peer review process is currently being updated – the Chief Medical Officer will serve on this committee;
  - Physician recruitment remains a priority, as providers are concerned about providing timely and effective care to the community;
  - The Disruptive Physician Policy and Fair Hearing Manual are currently being updated.
  
- Communications – Ms. Lisa Taylor provided a communications update. The goal of our communications strategy is to create a positive conversation with our key stakeholders, e.g., employees, Board members, Physicians, and our community (patients, residents, town agencies, and local media). Presentation summary:
  - Strategy for sharing news
    - ✓ Meet weekly with Senior Leadership Team for 30 minutes to discuss topic to be shared;
    - ✓ External: Create a press release on defined topics;
    - ✓ Internal: Create "A Message from the CEO" employee email around selected topic;
    - ✓ External: Create a key stakeholder email from the press release and distribute using campaign monitor to our 651 stakeholders;
    - ✓ External: Add press releases to the website under the "News" section.
  - Stakeholder Email Responses – the average open rate for health care email is 22.03%. The average click-through rate is 8.27%; we are performing significantly higher in our emails.
  - Recent/Upcoming Community Events
    - ✓ August – National Breastfeeding Month Activities; Senior Resource Fair
    - ✓ September – Blood Drive, Co-hosted with EVRPD
    - ✓ October – Preschool trick-or-treat at Hospital; Ambulance and Living Center vehicle to be at Halloween celebration downtown
    - ✓ November – Teddy Bear clinic
    - ✓ December – Holiday event at the Hospital currently in the planning stages, to include Santa, decorations, singing, etc.
    - ✓ January 2019 – Sports Medicine Day with High School students
    - ✓ April 2019 – Health Fair

Dr. Leaming reported how hard Ms. Taylor has been working to get the Communications/Marketing program up and running, and she is doing an excellent job.



**Review Any Action List Items and Due Dates**

End-of-Life Journey presentations scheduled for October.

**Potential Agenda Items for 10/22/18 Board Meeting**

An update on the Urgent Care Center project and Surgicalist Program requested. Board meeting dates for the remainder of the year were discussed and will be revised – revised list to be posted on website and at all meeting notice posting locations.

**Board Chair Comment** – Dr. Batey polled the members as to their support for the proposed Urgent Care Center project; Board support was unanimous. There will be a Board of Adjustment meeting 10/2/18, and Dr. Batey will publicly make a statement on behalf of the Board in support of the project at that time.

*A motion was made by Dr. Miller to adjourn from Open Session and enter into Executive Session, pursuant to §24-6-402(4)(f), C.R.S., for the purpose of discussing personnel matters (CEO evaluation); 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 6:05 p.m.*

**Executive Session**

Executive Session Called-to-Order at 6:12 p.m.

*A motion was made by Dr. Miller to adjourn Executive Session and reconvene Open Session; the motion was seconded by Mr. Pinkham at 7:38 p.m.*

**Reconvened Open Session**

Open session reconvened and Called-to-Order at 7:38 p.m.

With no further business to be conducted, the September 26, 2018, Regular Board Meeting was adjourned at 7:39 p.m.



David M. Batey, Chair

**Estes Park Health Board of Directors**