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:
 - o Assets
 - o 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. Learning 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. Learning reported how hard Ms. Taylor has been working to get the Communications/Marketing program up and running, and she is doing an excellent job.

Projects

- ➤ Brief Updates Dr. Leaming:
 - Access-to-Care Process improvement activities underway to identify solutions to access-to-care issues;
 - Proposed Urgent Care Center Project Project still in the approval phase. We are working closely with the developers and Planning Commission EPH would be the major tenant in the building;
 - Physician Recruitment The need for three (3) additional Internal Medicine providers was previously identified Dr. Joseph Lee (IM) and Dr. Juli Schneider (IM) have signed contracts, and other candidates are being reviewed. A part-time Pediatrician has been hired (Dr. Patricia Aldridge), and she is currently in the credentialing process. The continued need for Adult and Pediatrics call-coverage is being addressed;
 - General Surgery Strategy Currently in the development phase of a Surgicalist Program curriculum vitae for recommended Surgicalists have been forwarded by Rural Physicians Group for consideration. The start date for this program has been pushed back due to credentialing requirements;
 - Employee Housing Estes Park Health representatives and Board members attended the Town Board meeting 9/25/18 to show their support for solutions to this urgent need; the Wind River project was unanimously approved at this meeting. Dr. Leaming stated that there is an employee housing component to the proposed Urgent Care Center project, which would be extremely beneficial for Estes Park Health moving forward.

Public Comment – Ms. Gail Cozette asked what Estes Park Health was doing about retention of the good physicians still on staff. It was stated that the Medical Staff are working very hard on this issue, pulling data on fair compensation, working conditions, etc. Additionally, a Physician engagement survey will be used to obtain Medical Staff feedback on this issue. Another tool to help with physician/staff burnout is a Virtual Scribe Program, which is slated to begin - on a trial basis - in the first quarter of 2019.

Medical Staff Credentialing Report

Ms. Begley reported that the Credentials Committee met recently; she recommends that the Estes Park Health Board of Directors accept the credentialing recommendations put forward at that meeting:

• Appointment

Michael Raisch, MD

Ryan Sydnor, MD

Courtesy, Dermatology

Courtesy, Diagnostic Radiology

Reappointments

Bridget Dunn, MD Charles Johnson, MD

Angela King, MD

William Miller, MD

Active, Family Medicine Courtesy, Cardiology

Courtesy, Obstetrics/Gynecology

Courtesy, Cardiology

• Resignations (FYI Only)

Todd Becker, MD

Mark MacElwee, MD

Courtesy, Dermatology

Active, Internal Medicine/Pediatrics

A motion was made by Ms. Begley to accept 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.

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.

23-Oct 2018

David M. Batey, Chair

Estes Park Health Board of Directors