

**ESTES PARK HEALTH
BOARD OF DIRECTORS'
October 22, 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 4:00 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 10/22/18 Meeting Agenda

A motion was made by Dr. Miller to approve the 10/22/18 meeting agenda, with one modification – remove item 6.3 from the agenda – “Acceptance – Home Health Administrator Appointment”; the motion was seconded by Mr. Pinkham. 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

- Dr. Batey stated that it was extremely encouraging to observe the approval process in action at the Board of Adjustment and Planning Commission meetings recently concerning the Alarado business project, which would include an Urgent Care Center.

Mission Stories

Mr. Pinkham read three recently received thank you cards from patients:

- 1) An email from a patient who was initially seen in the ER and then admitted. She reported that our nurses and doctors in the ER were very attentive, and the Hospitalist was wonderful. She soon was able to return home (out-of-state) pain free. She ends with, “Your people are fabulous. I will be forever in their debt. I just thought you would like to be aware of what a wonderful group of professionals you have.”
- 2) A thank you note from a patient who spent 24 hours in our hospital, and stated, “I cannot say enough about the incredible staff who attended me. The doctors, nurses, CNAs, etc., were all knowledgeable, skilled, and very caring.”
- 3) A thank you note from a surgical patient who stated, “thank you all for your wonderful service! I hated to leave!”

Consent Agenda Items

- 09/26/18 Regular Board Meeting Minutes
- Financial Report – September 2018 & 3rd Quarter
- Safety
- Leadership

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

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

Open Action Items

- End-of-Life Journey – Presentation tonight by Ms. Standlee.
- Year-End Financial Update.

Presentations

- End-of-Life Journey Support at Estes Park Hospital – PowerPoint presentation by Ms. Standlee, CNO:
 - Estes Park Health provides comprehensive healthcare from the beginning of life to the end of life;
 - The name change from Estes Park Medical Center to Estes Park Health conveys the full depth and breadth of services we provide – from the start of life to the end of life;
 - Start of Life Services
 - ✓ Estes Park Health Birth Center – we are designated a “Baby Friendly” facility – one of only 16 Colorado hospitals to have earned this distinguished designation.
 - Emergency Services
 - ✓ Estes Park Health Ambulance Services – we offer highly skilled EMS paramedics who respond to over 2,300 calls each year.
 - ✓ Estes Park Health Emergency Department – Our Emergency Department provides care 24/7/365, and is staffed by board-certified physicians and nurses.
 - Physician Services
 - ✓ Estes Park Health Physician Services – we provide primary care, and medical and surgical care to our community and visitors – Allergy & Asthma; Cardiology; Cardiothoracic surgeon; Chemotherapy and Infusion Clinic; Dermatology; Ear, Nose & Throat; Family Medicine; Gastroenterology; Internal Medicine; Neurology; OB/GYN; Oncology; Ophthalmology; Pacemaker Clinic; Pain Management; Pediatrics; Pulmonology; Sleep Disorders; Urology.
 - Medical and Surgical Services
 - ✓ Estes Park Health Surgical Services – expertise offered from colonoscopies to total knee replacements – General Surgery; Orthopedic Surgery.
 - ✓ Estes Park Health Inpatient Medical/Surgical Services – we care for patients requiring an overnight stay.
 - Advance Directives
 - ✓ Colorado Medical Durable Power of Attorney
 - ✓ Colorado Declaration (Living Will)
 - ✓ DNR (Do Not Resuscitate)
 - Home Health Medical Services
 - ✓ Skilled Nursing
 - ✓ Physical Therapy
 - ✓ Occupational Therapy

- ✓ Speech and Language Therapy
 - ✓ Medical Social Work
 - ✓ Certified Nurse's Aides
 - Home Health Non-Medical Services
 - ✓ Light Housekeeping
 - ✓ Laundry
 - ✓ Errands and Groceries
 - ✓ Meal Preparation
 - ✓ Assistance with Eating, Dressing, Grooming
 - Hospice Care – hospice care neither hastens nor postpones death – it affirms life, and regards dying as a natural process
 - Estes Park Health Living Center – a home-like 24-hour, 52-bed Skilled Nursing Facility – the Living Center offers
 - ✓ Rehabilitation Services – Occupational, Speech, and Physical Therapy
 - ✓ Family and Team Consultations
 - ✓ 911, Physician, Emergent and Hospital care onsite
 - ✓ Hospice and Respite care
 - Colorado End-of-Life Options Act – this Act authorizes medical aid in dying, and allows a terminally ill adult to end his or her life in a peaceful manner. The patient must meet several requirements, including:
 - ✓ A prognosis of six (6) months or less – terminally ill;
 - ✓ Mental capacity to make an informed decision;
 - ✓ Resident of Colorado;
 - ✓ Person has requested, and obtained, a prescription for medical aid-in-dying medication, and is capable of self-administering and ingesting;
 - Estes Park Health's Position on the Act – Estes Park Health, the hospital, has chosen **NOT** to restrict physicians, care providers, and staff from participating in the Act to the level they are comfortable.
 - ✓ Colorado physicians **are not required** to participate in the Act;
 - ✓ **Estes Park Health physicians** have chosen **NOT** to participate in the Act;
 - ✓ If an individual's attending physician chooses not to participate, the individual may request their care be transferred to another provider;
 - ✓ For more information:
 - www.colorado.gov/pacific/cdphe/medical-aid-dying
 - www.deathwithdignity.org/states/colorado
 - www.compassionandchoices.org
- Financial Report September 2018 & 3rd Quarter – PowerPoint presentation by Mr. Cashman, CFO:
- 3rd Quarter 2018 – Four (4) important things to know:
 - ✓ 3rd Quarter (September) of 2018 is reporting a year-to-date loss in Operations of \$678,000 compared to a budgeted gain of \$458,000. The prior year (3rd Quarter 2017) there was a reported net gain in Operations of \$1,036 Million.
 - ✓ Gross Patient Revenues year-to-date (through September) are 3% higher than budget. Gross revenues for the month of September were 12% under budget.
 - ✓ Expenses year-to-date are over budget by approximately \$2.3 Million, or 6% and 14% higher than last year (or \$4.5 Million over the last year).
 - ✓ Days in Accounts Receivable are 48 days, and Days Cash on Hand are 181.
 - Key Drivers of Financial Performance 2018

- ✓ Inpatient days
- ✓ Swing bed
- ✓ Births
- ✓ ER visits
- ✓ Ambulance trips
- ✓ Clinic visits
- ✓ Surgeries/GI
- ✓ Home Health/Hospice
- ✓ Outpatient visits
- ✓ Living Center days
- Review of Development Plan
 - ✓ Revenues – Overall, the hospital is experiencing good growth in many areas. Two areas are requiring attention; specifically, Swing Bed and General Surgery. Administration is aware and actively working to address both areas.
 - ✓ Contractuals – Limited areas of control; the CFO is continuing to actively monitor all aspects impacting contractual adjustments, including cost-report reserves.
 - ✓ Costs – There are a few key areas of expense that the hospital has realized in 2018, including the loss of four physicians, and the corresponding contract labor needed to support/replace those key positions. Other contract labor includes nurses and aides, specifically, in Surgery and the Living Center. Other areas of note include costs associated with accreditation, Life Safety Code, legal, and marketing.
- Operations/Capital Budget FY2019, Public Hearing – Mr. Tim Cashman, CFO – draft Budget discussed (see link below); CFO working diligently with Department Directors, working line-by-line; final Budget will be ready for Board approval at the December 3, 2018, Board meeting:



Adobe Acrobat
Document

Operations – Significant Developments

- Executive Summary – to be discussed in Dr. Leaming’s Leadership presentation to follow.
- Leadership – PowerPoint presentation by Dr. Leaming, CEO - we will work to ensure Estes Park Health remains sustainable, vibrant, and financially stable in the increasingly competitive and uncertain world of healthcare:
 - Balanced Performance Improvement
 - ✓ Safety – Goal: To provide safe facilities and services for our patients, visitors, and staff by constantly assessing and improving our safety processes, procedures, and preparations. Safety is our #1 priority.
 - ✓ People – Goal: To make Estes Park Health a wonderful place to work by measuring employee engagement, and implementing action plans to improve the quality of our life at work.
 - ✓ Service – Goal: To provide outstanding customer service by measuring, reporting, and actively working to improve customer service and satisfaction in everything we do.
 - ✓ Quality – Goal: To constantly strive to provide exceptional, quality care by continuously measuring, reporting, benchmarking, and working to improve the quality of our care.
 - ✓ Finance – Goal: To be good stewards of the limited resources entrusted to us by the citizens of the Estes Valley by carefully managing our resources, and conservatively applying them to maintain access to high-quality healthcare services.

- ✓ Leadership – Goal: To lead Estes Park Health in a relentless effort to better meet the wants and needs of the people we serve, by completing and implementing a comprehensive strategic plan to lead Estes Park Health from today into our preferred future.
- Leadership Action Plan
 - ✓ Leadership Development - Board of Directors; Senior Leadership Team; Department Directors.
 - ✓ Internal Operations Improvement – Physician Clinic; Living Center/Skilled Nursing; Home Health & Hospice.
 - ✓ Current Product Line Improvement – Orthopedics; General Surgery; Hospital Inpatient Care
 - ✓ Strategic Planning – Facilitate planning process; monitor implementation; reassess for future changes; master facility planning.
 - ✓ New Product Line Development – Urgent Care; Health & Wellness.
 - ✓ Collaboration – Medical Staff; Administration; Board of Directors.
- Safety – Mr. Hall reported that Estes Park Health is hard at work preparing for the upcoming Epic transition; currently working with University of Colorado Health to ensure secure practices are in place. They are also currently in the process of familiarizing themselves with our processes. One of the biggest issues is how to budget and plan for “backfill” staffing moving forward with this transition.

Projects

- Brief Updates – Covered in Dr. Leaming’s Leadership presentation.

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:

- **Appointments**

Patricia Aldridge, MD	Active, Pediatrics
Joseph Lee, MD	Active, Internal Medicine
- **Reappointments**

Richard Beesley, MD	Courtesy, Pediatrics
David Goodbee, MD	Courtesy, Diagnostic Radiology
Anne Kanard, MD	Courtesy, Hematology/Oncology
Douglas Kemme, MD	Courtesy, Hematology/Oncology
Amanda Luchsinger, MD	Active, Internal Medicine
Lawrence Meredith, MD	Courtesy, Neurology
Michael Prochoda, MD	Active, Ophthalmology
Bruce Woolman, DO	Courtesy, Family Medicine
- **Resignations (FYI Only)**

Kevin Cavanaugh, MD	Courtesy, Otolaryngology
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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

Board/Senior Leadership 2019 Budget Study Session - TBD (November 1018).

Potential Agenda Items for 12/03/18 Board Meeting

- Board Approval – Final Operating Budget FY2019
- Board Approval – 2019 Regular Board Meeting Dates

With no further business to be conducted, the October 22, 2018, Regular Board Meeting was adjourned at 6:51 p.m.

 4-Dec-2018

David M. Batey, Chair

Estes Park Health Board of Directors