

**ESTES PARK HEALTH
BOARD OF DIRECTORS'
December 3, 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 (via phone); Mr. William Pinkham, Member-at-Large.

Other Attendees

Dr. Larry Leaming, CEO; 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 12/03/18 Meeting Agenda

A motion was made by Mr. Pinkham to approve the 12/03/18 meeting agenda as submitted; 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.
 - Ms. Jean McGuire spoke to those assembled and requested that the meeting agendas be posted earlier; the Board agreed this was a reasonable request and will post agendas as soon as possible; in addition, draft agendas will be sent to those in the community who have signed up for email notifications.

Board Member General Comments

- No comments were made by the Board members.

Mission Stories

Ms. Muno read a thank you letter recently sent to Administration – the letter was from a patient who was seen in the ED after a fall. She stated the nurse and x-ray technicians were kind and guided her through the examination process, and were comforting and reassuring. The doctor who treated her injuries explained her prognosis and treatment options. The patient praised all the staff she encountered during her visit. She was a visitor to Estes Park and stated they made her feel very comfortable, and encouraged her to continue to travel and do all the things she wanted to do.

Consent Agenda Items

- Board Meeting Minutes – 09/21/18; 10/22/18; 11/19/18
- Financial Report October 2018
- Quality
- Service
- People
- Chief of Staff

- Communications
- EPH Foundation
- Home Health 2018 Evaluation 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, with one correction – Dr. Miller was listed as absent at the 09/21/18 meeting, but attended via conference call; the motion was seconded by Ms. Muno. A verbal vote was requested – the ayes were unanimous and the motion was carried.

Open Action Items

- No open action items.

Presentations

- Colorado End-of-Life Options Act – Review and Path Forward, Dr. Batey and Dr. Leaming:
 - Dr. Batey – Brief Review & Reference to Oregon & Washington
 - Six (6) states and Washington, D.C., have death-with-dignity statutes
 - ✓ Oregon (Oregon Death-with-Dignity Act 1994/1997)
 - ✓ Washington State (Washington Death-with-Dignity Act 2008)
 - ✓ Vermont (Patient Choice & Control at the End-of-Life Act 2013)
 - ✓ California (End-of-Life Options Act 2015/2016)
 - ✓ Colorado (End-of-Life Options Act 2016/2017); 64.9% Voting Yes
 - ✓ District of Columbia (D.C. Death-with-Dignity Act 2016/2017)
 - ✓ Hawaii (Our Care, Our Choice Act 2018/2019)
 - Protections for Provider Choice in Act discussed – C.R.S., § 25-48-116; § 25-48-117; § 25-48-118
 - EOL Act Timeline at Estes Park Health:
 - ✓ November 8, 2016 – Election (Proposition 106) – passes in Colorado (64.9% Yes | 35.1% No)
 - ✓ December 30, 2016 – Ms. Standlee notifies EPMC Board of Prop 106 results; EPMC Board asks for Physicians’ opinions
 - ✓ January 31, 2017 – Dr. Florence (Chief-of-Staff) reports the Medical Staff voted to opt-out; Colorado Hospital Association presentation on Prop 106; Board passes Motion to opt-out of act
 - ✓ February 28, 2017 – Board discusses possible policies
 - ✓ March 24, 2017 – Ms. Standlee reports that public meetings/listening sessions are being planned
 - ✓ February 26, 2018 – Colorado Hospital Association presentation on Prop 106 and policy options
 - ✓ March 26, 2018 – Policy options discussed; decision to seek clarification on options/impacts; decision to seek community input before decision
- Summary:
 - Other states have experience
 - Significant voter support for Act
 - Protections for Providers
 - Effective policy implementation challenge
 - Not all prescriptions are taken
 - Primary concern is autonomy
 - Annual number of Estes Valley events expected

Dr. Leaming – The Path Forward, Next Steps

- Dr. Leaming shared a Draft Estes Park Health Policy Proposal re: Colorado End-of-Life Options Act, 12/03/18:
 - ✓ “The mission and vision of Estes Park Health is always to make a positive difference in the health and well-being of all we serve. Acute care hospitals are always dedicated to preserving life whenever possible, and providing comfort and care for the end of life. It is important to remember that Estes Park Health is more than just an Acute Care Hospital – we are also Home Health, Hospice, and long-term residential care. Our Home Health and Hospice Department has already adopted a policy that would allow our staff to provide care of a patient who intends to exercise their rights under the Colorado End-of-Life Options Act in their own home, without directly participating in the actual End-of-Life Act.
The direction forward needs to be adopted in policy by the Board of Directors. Draft proposal:
 1. EPH adopt a policy that respects the privacy of the **Physician-Patient** relationship and supports a Physician’s right to make their own choice as to whether or not to participate with the Colorado End-of-Life Options Act. EPH would neither support nor deny a Physician’s right to participate with the Colorado End-of-Life Options Act.
 2. EPH adopt a policy that would prohibit anyone from ending their life, by any means, within the **acute care facilities**, including the Hospital, Emergency Department, Surgery, and Emergency Medical Services. This would essentially be an opt-out by the Hospital.
 3. EPH adopt a policy that would support **Home Health and Hospice** staff in providing end-of-life care before and after death in the patient’s home for any patient who intends to exercise his/her rights under the Colorado End-of-Life Care Act. Staff would not be required to provide care or be present during the actual end-of-life act.
 4. EPH adopt a similar policy that would support the **Living Center** staff in providing end-of-life care before and after death within the Living Center, the patient’s ‘residential home,’ for any patient who intends to exercise his/her rights under the Colorado End-of-Life Act. Living Center staff would not be required to provide care or be present during the actual end-of-life act.”
 - ✓ Mr. Sam DeWitt, of Compassionate Choices, introduced himself. They have mechanisms in place to help with the community’s questions and provide information.
 - ✓ Sarah Bosko reported that Home Health/Hospice approved a policy separate from the Hospital that said their staff would NOT be present for ingestion of medication.
 - ✓ Moving forward – after public comments were entertained, the general consensus of the Board was that we need to move ahead and develop a draft policy by the January 2019 Board meeting. The draft policy will be published in the Trail Gazette and Estes Park News, and will be discussed at the January 2019 meeting. At that time the Board will vote to approve or reject the policy.

Operations – Significant Developments

- Executive Summary – Dr. Leaming:
 - Ms. Standlee, CNO, is back at work after recovering from some surgery – we are all so glad she is back!
 - The contract has been signed by Dr. Nicholas Mize (Internal Medicine), who is currently doing his hospice/palliative care fellowship; he will be on board late Summer/early Fall 2019.
 - Dr. Michelle Furmaga (Neurology) has added a second clinic day to her schedule.
 - Surgicalists’ program is up and running – surgeons on-site and doing surgeries; currently working on nuances of the program.
 - Decision has been made to recruit another full-time CRNA due to anticipated growth in OR because of the Surgicalists’ program.

- Dr. Koschnitzke has stepped down as CMO; he will focus on his practice and Clinical Quality (will serve as Chair of the Clinical Quality Committee). This will allow Dr. Leaming to have a closer working relationship with Medical Staff moving forward.
- Operations & Capital Budgets FY2019 – PowerPoint presentation by Mr. Cashman, CFO; summary:
 - Budget Message:
 - ✓ Increase average charge for hospital services by less than 2%
 - ✓ No assumed increase in volume
 - ✓ Contractual and uncompensated care adjustments of 46% reflect the Medicare Cost. Report considerations, Medicaid changes, and market impact of self-pay receivables.
 - ✓ Maintain overall salary expense consistent with market value and raising compensation levels for merit by 3.5%. FTE increase of 9.09 or 6.6%, due principally to software conversion and provider employment (vs Contract).
 - ✓ Increase operating and non-operating expenses by 2.1% to reflect increases in FTEs, maintenance and software costs, and professional fees.
 - ✓ Acquire new capital equipment and facility improvement, including x-ray equipment, lab equipment, IT equipment, and various other smaller items - projected at \$2,184,671.
 - ✓ Mill levy of 7.505 yields budgeted tax revenues of \$2,717,490.
 - ✓ Services to be provided/delivered during the budget year are: Inpatient; Observation; Birth Center; Swing Bed; Outpatient Services; Physician Clinic; Therapies; Surgery; Nursing Home; Home Health; Hospice; Ambulance; and other services as provided in 2019.
 - Five Important Things to Know Re: Budget 2019:
 - ✓ Planning for a slightly positive income from operations.
 - ✓ Estimating a minimal increase in volumes and rates.
 - ✓ Expenses include \$770K in costs for Epic/Lawson conversion; this also included 6 FTEs.
 - ✓ Capital Budget request of \$2.1M is prioritized and based on determined need and available funds.
 - ✓ Mill Levy is projected at \$2.7M.
 - 2019 Capital Request (Priority #1) – replacement of telemetry monitoring equipment in the OR (\$277K) through GE (an equipment lease contract); Board approval needed as it exceeds signature authority.

A motion was made by Ms. Begley to approve lease of replacement telemetry monitoring equipment in the OR; the motion was seconded by Ms. Muno. A verbal vote was requested – the ayes were unanimous and the motion was carried.

- Quality – PowerPoint presentation by Ms. Gardiner, Quality Director; summary:
 - Quality Department – Six Functional Areas
 - ✓ Patient Safety
 - ✓ Performance Improvement
 - ✓ Utilization Review
 - ✓ Risk Management
 - ✓ Data Analytics
 - ✓ Accreditation
 - Quality Plan for 2019
 - ✓ Align Quality and Value provided at Estes Park Health in support of the organization’s strategic goals.
 - ✓ Address Healthcare Value Equation.
 - Strategic Goals

- ✓ Priority #1 - Enable the highest quality and value to all customers (internal and external).
 - ✓ Priority #2 – Support the growth and development of strategic service lines by accelerating adoption of all quality methodologies and all components of the strategic framework in strategic priority areas.
 - ✓ Priority #3 – Raise individual and community awareness of the high quality healthcare and value provided at Estes Park Health.
- Service – PowerPoint presentation by Ms. Standlee, CNO; summary:
- PEOPLE
 - ✓ Employee survey in progress through Nov 30.
 - ✓ Continue to have travelers in the living center and the operating room. Both Directors have been interviewing applicants, and have either hired new staff or are in the process of hiring new staff. This will help us decrease the amount of travelers we have on staff, with a goal of having zero travelers.
 - SERVICE
 - ✓ The Hospitalists’ program is going well.
 - ✓ Surgeonlists’ program has begun; going well so far.
 - ✓ Satisfaction mean scores remain mid-to-high 90s.
- People – PowerPoint presentation by Mr. Brigham, Chief Human Resources Officer; summary:
- Benefit Open Enrollment for 2019 plan year completed
 - ✓ 226 enrollees in Health
 - ✓ 227 enrollees in Dental
 - ✓ 231 enrollees in Vision
 - All Job descriptions have been re-formatted, updated, and sent to Department Directors for review. Job descriptions had previously been imbedded in performance evaluations and difficult to understand.
 - 2018 Employee and Physician survey completed on 11/30/18.
 - Increased activity and success with recruiting. Critical positions have been highlighted on our Facebook page, and are “shared” by many viewers, multiplying the impressions. Hits on our job page have doubled in the past month.
 - Critical positions filled in past two months include:
 - ✓ Full-Time Registered Nurse and Surgical Tech hired in Surgical Services. (Currently interviewing an additional RN and Surgical Tech).
 - ✓ Full-Time LPN and CNA hired in the Living Center (two current RN travelers have expressed some interest becoming FT in January).
 - ✓ PRN CT Tech hired in Diagnostic Imaging.
 - ✓ PRN EMT and Paramedic hired in EMS.
 - Employee data, policies, processes under review as we move towards building the HR Information System in Lawson.
- Chief-of-Staff – Dr. Florence reported that the Physicians are very appreciative of everything the Senior Leadership Team has done, and continues to do, at EPH, and for listening to the Physicians. Additionally, the Physicians are appreciative of all the hard work and strides being made to transition to Epic. He reported the new Physicians are doing a great job and fitting in well. Priority #1 at this time is addressing the Community Call Schedule moving forward. He also apologized to those in attendance this evening for his impassioned comments concerning the End-of-Life Act; he realizes they were not sensitive to those in attendance and does apologize. Dr. Miller requested that Dr.

Florence share back with the Medical Staff the discussion that took place this evening concerning the EOL Act.

- Communications – End-of-Year PowerPoint Presentation by Ms. Taylor, Director of Marketing; summary:
 - Updated website statistics, June – October:
 - ✓ New visitors per month (avg.) 5,227
 - ✓ Page views per month (avg.) 11,127
 - ✓ Top Viewed:
 - Home Page (avg.) 7,450
 - Job Opportunities (avg.) 1,544
 - Our Services (avg.) 814
 - ✓ Mobile Device Users make up 52% of searches (avg.)
 - ✓ Paid search (people finding us due to our digital advertising) increased from 28.3% in June/July to 40.4% in October
 - Display and mobile advertising statistics:
 - ✓ August served 1.1M impressions; 4,579 clicks registered to Homepage
 - ✓ September served 1.7M impressions; 6,659 clicks registered to Homepage
 - ✓ October served 2.3M impressions; 9,302 clicks registered to Homepage
 - ✓ Average click-through-rate .39% (most digital campaigns run between .05-.10%)
 - Search engine marketing statistics:
 - ✓ Average click-through-rate Aug.-Oct. 6.61% (campaigns typically average .75%-2%)
 - ✓ Digital ads average 38% for people searching one of the 806 active keywords
 - ✓ An average of 740 people click on Estes Park Health ads Aug.-Oct.
 - ✓ An average of 122 people phoned 970-586-2200 (directly attributed to search engine marketing campaign)
 - ✓ An average of 71% of all clicks were done on a mobile device
 - ✓ Approximately 30% of clicks are from people age 55+
 - Press releases – 26 press releases have been send out since May 24 to the Trail Gazette and Estes Park News
 - Stakeholder emails – sent out after press releases are published; 13 stakeholder unique emails have been sent to 617 subscribers
 - Facebook statistics:
 - ✓ 191+ Facebook posts since May 24, 2018
 - ✓ 3,603 Followers
 - ✓ Human Resources and Marketing working together to identify top job openings and post regularly to our Facebook page
 - Digital monitors – four (4) monitors have been added to display messages
 - ✓ Two (2) in the Physician Clinic
 - ✓ One (1) in the main Hospital Lobby
 - ✓ One (1) in the Outpatient waiting area
 - Employee weekly newsletter – 18 employee newsletters have been sent out
- EPH Foundation – PowerPoint presentation by Kevin Mullin, Foundation Executive Director; summary:
 - Campaigns
 - ✓ Leave a Legacy
 - ✓ Emergency Capacity
 - Fundraising (Jan 1 – Oct. 31, 2018)

- ✓ Number of Gifts 2018 – 1,377
- ✓ Number of Donors Giving 2018 – 554
- ✓ Number of New Donors 2018 – 218
- Financial Health
 - ✓ Net Assets Growth
 - ✓ Profit and Loss
 - ✓ Investment Performance
- Leadership
 - ✓ Staff Professional Development
 - ✓ Board Member Education/Training (strategic planning session with new Board scheduled for March 2019)
 - ✓ Strategy
- Projects
 - ✓ Policy Governance
 - ✓ Strategic Planning

Projects

- Brief Updates – Dr. Leaming stated there is an urgent need to decide how the proposed urgent care center space will be utilized, as the architects are ready to draft design plans. Dr. Leaming requested clarification from the Board on what they feel their involvement in the project should be moving forward; he will develop a draft plan on what is being considered (utilization of space) for their review.

Resolutions

- Resolution 2018-02, Operations & Capital Budgets FY2019 discussed.

A motion was made by Dr. Miller to approve Resolution 2018-02, Operations & Capital Budgets FY2019; the motion was seconded by Ms. Begley. A verbal vote was requested – the ayes were unanimous and the motion was carried.

- Resolution 2018-03, Setting Mill Levy FY2019 discussed.

A motion was made by Ms. Begley to approve Resolution 2018-03, Setting Mill Levy of 7.505 FY2019; the motion was seconded by Ms. Muno. A verbal vote was requested – the ayes were unanimous and the motion was carried.

- Resolution 2018-04, Modifications to 2018 Budget discussed.

A motion was made by Mr. Pinkham to approve Resolution 2018-04, Modifications to the 2018 Budget; the motion was seconded by Ms. Begley. A verbal vote was requested – the ayes were unanimous and the motion was carried.

Medical Staff Credentialing Report

Mr. Pinkham reported that the Credentials Committee met recently; he recommended that the Estes Park Health Board of Directors consider the credentialing recommendations put forward at that meeting:

- **Appointments**

Jeremiah Andersen, MD
 John Lowery, MD
 David Reitter, MD

Courtesy, Pathology
 Courtesy, General Surgery (Surgicalist)
 Courtesy, General Surgery (Surgicalist)

