

**ESTES PARK HEALTH
BOARD OF DIRECTORS'
Regular Meeting Minutes – January 21, 2019
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. John Meyer, Chief-of-Staff; Mr. Randy Brigham, Chief HR Officer; Ms. Erin Wooley, Interim 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.

Chief-of-Staff Presentation

In appreciation for Dr. Aaron Florence's service as Chief-of-Staff from January 1, 2017, to December 31, 2018, a framed photograph entitled "Journeys," by local photographer Pat Toman, was presented by Dr. Batey. Dr. Florence introduced Dr. John Meyer, who will serve as Chief-of-Staff from January 1, 2019, to December 31, 2020.

Approval of 01/21/19 Meeting Agenda

A motion was made by Mr. Pinkham to approve the 01/21/19 meeting agenda as submitted; the motion was seconded by Dr. Miller. 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 community members signed up to speak.*

Board Member General Comments

- Ms. Muno and Dr. Batey stated how much the Board appreciated Ms. Standlee's hard work as CNO – she has definitely left some big boots to fill! The Board members were in attendance at a celebratory open house for Ms. Standlee 01/18/19, where staff had the opportunity to express their thanks and best wishes as she leaves on her next big adventure.

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 experiencing some issues due to the elevation. She stated Dr. Elliott was "the best questioner I have encountered ever." Also at her bedside was another "angel" – PA or RN – who was very kind and helpful. Dr. Elliott explained how the elevation was placing her at risk, and discussed the benefits of flying home vs. a long car ride. The patient closed by stating, "Thank you both for such a calm, affirming visit!"

Consent Agenda Items

- Board Meeting Minutes – 12/03/18
- Safety
- Leadership
- Financial Report, November 2018

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 Dr. Miller. A verbal vote was requested – the ayes were unanimous and the motion was carried.

Open Action Items

- No open action items.

Presentations

- Hospitalist and Surgicalist Programs Update – Rural Physicians Group; Summary:
Representatives from Rural Physicians Group were in attendance to discuss the Hospitalist and Surgicalist programs:
 - RPG focusing on keeping all appropriate patients here in the community, with less automatic transfers to other facilities in the Front Range.
 - Hospitalist program – the Hospitalists work as extensions of the EPH providers. This program frees up the EPH providers to continue to see their scheduled in-clinic patients, without the need to cancel those scheduled patients if an ill patient arrives in the Emergency Department. The Hospitalists work in conjunction with a patient’s Primary Care Physician. Each Hospitalist provides coverage for a one-week period of time, stays in Estes Park on-campus, and is available 24/7. Since program implementation, we have seen an 18% decline in the number of transfers via ambulance to other Front Range facilities in 2018.
Of note – from the insurance standpoint, all Hospitalists and Surgicalists providing coverage to EPH will not bill patients until they are in-network with the patient’s insurance company.
 - Surgicalist program – each Surgicalist provides coverage for a two-week period of time. Like the Hospitalists, the Surgicalists stay in Estes Park and are available 24/7. This program allows us to provide more surgical services to the community.
 - The Hospitalists and Surgicalists are working well with specialists in town, focusing on communication with each patient’s provider; excellent patient care is the ultimate goal. Both groups have commented on the excellent clinical team at EPH.
- EPH Draft Policy & Procedures Re: Colorado End-of-Life Options Act – Dr. Batey; Summary:
 - Overall Goals of Policy
 - ✓ To protect all involved, or not involved, through privacy and confidentiality
 - ✓ To ensure all parties have freedom of choice to participate, or not participate, in any part of the “Act” without penalty
 - ✓ To provide “Act” information and choices for residents of the Estes Valley
 - ✓ “Act” Privacy and Confidentiality – With any healthcare provider, patient discussions or actions are private and confidential
 - ✓ “Act” Freedom of Choice Without Penalty – Participation by healthcare providers, employees, or patients is voluntary, and participating, or not participating, will not be penalized

- ✓ “Act” Permitted at Home, Residence, or EPH Living Center – Estes Park Health permits the ingestion, or self-administration of, aid-in-dying medication within areas of service delivery by Home Health and Hospice in the patient’s home and in the Estes Park Health Living Center
- ✓ “Act” Not Permitted Within Any Other EPH Premises – With the exception of the Estes Park Health Living Center, Estes Park Health does not permit ingestion, or self-administration of, aid-in-dying medication within any Estes Park Health premises, including the Acute Care Hospital (Emergency Department, Inpatient Hospital)
- Discussion:
 - ✓ The EPH Medical Staff will be meeting February 6, 2019, to review/discuss this draft policy. This policy is similar to other policies (defined as an active neutrality policy). Dr. Meyer will email Medical Staff to remind them this policy will be discussed at the February 6th meeting, and their input/feedback will be encouraged. Mr. Sam DeWitt, of Compassion and Choices, a policy advocacy group, will attend the February 6th meeting to answer any policy questions.
 - ✓ Employee Town Hall meetings have been scheduled for February 21st and 22nd to allow all employees an opportunity to ask questions and provide feedback on the policy.
 - ✓ Ms. Julie Lee, EPH Living Center Administrator, spoke on concerns that have been raised about the policy by the Living Center residents and staff. Staff are concerned about how disruptive this would be to other residents.
 - ✓ Ms. Ann Finley, Estes Park resident, stated, “I want to commend the Board on this policy, and I think you have taken the strife away, and have placed any decisions to be made between the physician and the patient. You have allowed this community to make their own choice.”
- Safety Update and Actions – Mr. Gary Hall, CIO; Summary:
 - Epic/Lawson (Electronic Health Record Integration Project): All aspects (Epic, Lawson, budgetary, data definitions, etc.) currently on schedule. Discovery phase successful in October/November, with pickup sessions in January as necessary. Workflow walkthroughs (exposition of planned workflows for EPH in Epic) began today, January 21st, and last three weeks. Approximately 80 sessions in three weeks; very intensive, but critical to success. Nine months from Go-Live.
 - Surveys: After 2018’s multiple surveys, we feel that Facilities is in much better shape for the process than in recent years. Living Center Life Safety Survey went well the week of Jan 7th, small corrections, nothing major. Lab has their onsite CAP survey coming up, which requires a significant amount of attention and prep. Financial audit also did a review of IT security processes, and no significant problems were noted.
 - Emergency Preparedness: The Perpetual Committee continues to focus on managing sustainable and sufficient Emergency Preparedness culture and processes through training, drills, documentation, and proper oversight. Classes at Center for Domestic Preparedness led us to re-examine our Emergency Management Plan, and we are writing the administrative shell for that plan now.
 - Building Master Plan: Agreement signed with owner’s rep (RLH Engineering, Chuck Jordan), and project will commence in January. Key stakeholders will be involved in the formative stages and beyond.
 - 2019 Capital & Operations Facilities Projects: The momentum that we’ve built with our (relatively) new Facilities Director, new methods of Life Safety management, survey-mandated evolution, and more has led to an aggressive but exceedingly good slate of planned projects in 2019, to continue our path toward safety for patients, staff, and all, including fire-alarm system improvements, safer outdoor lighting and walkways in our harsh environment, electrical systems documentation improvement, antiquated HVAC replacements, hot-water system replacements, and more.

- Leadership – Strategic Plan Update and Actions – Dr. Larry Leaming, CEO; Summary:
 - Leadership Development
 - ✓ Board of Directors
 - ✓ Senior Leadership Team
 - ✓ Department Directors
 - Internal Operations Development
 - ✓ Physician Clinic
 - Physician Recruitment – new providers on-board; deeper dive will occur into Physician succession planning.
 - Workflow Improvement – Process Improvement Project underway; processes being developed.
 - Electronic Health Records – Epic transition/training underway; currently in the process of workflow walkthroughs with UCH.
 - Pediatrician Call Coverage – Currently have three (3) Pediatrician Locum Tenens through Children’s; have contracted with staffing services; speaking with a Pediatrics group who provide coverage for UCH re: providing coverage at EPH; in-depth analysis of situation has occurred; currently investigating all options.
 - Internal Operations Improvement
 - ✓ Living Center/Skilled Nursing
 - Management, Good Samaritan
 - Improved Operations
 - Reduce Operating Cost
 - Reduce Contract Labor
 - ✓ Home Health & Hospice
 - Home Health Expertise
 - Improve Operations
 - Reduce Operating Cost
 - Current Product Line Improvement
 - ✓ Orthopedics
 - Orthopedics Working Group
 - Identify Strengths/Weaknesses
 - Analyze the Competition
 - Product Improvements
 - Developing Marketing Strategies
 - ✓ General Surgery
 - Implement a Surgicalist Program
 - Identify Strengths/Weaknesses
 - Build Capacity
 - Service Improvements
 - Develop Marketing Strategies
 - ✓ Hospital Inpatient Care
 - Established Hospitalist Program
 - Monitor Operational Performance
 - Increased Inpatient Acuity
 - Keep More of the Care Local
 - ✓ Strategic Planning
 - Complete the Planning Process
 - Monitor Implementation

- Reassess for Future Changes
 - Master Facility Planning
 - ✓ New Product Line Improvement
 - Hospitalist Program
 - Surgicalist Program
 - Urgent Care
 - Pain Management
 - ✓ Building Collaboration (Medical Staff, Administration, Board of Directors)
 - Joint Conference Committee
 - Medical Staff Bylaws
 - Board Bylaws
 - Medical Staff Engagement Survey
- 2018 Financials Outlook – Mr. Tim Cashman, CFO; Summary:
- Five Most Important Things to Know
 - ✓ Anticipated Year-to-Date (YTD) 2018; Forecasting YTD loss on operations of \$363K, compared to budgeted gain of \$43K. Prior YTD (2017) reported a net gain on operations of \$100K.
 - ✓ Gross patient revenues YTD should report 3% higher (\$3.1M) than budget, and \$6.5M (or 8%) over 2017. Principal gain was in Outpatient Services.
 - ✓ Expenses YTD are forecasted to be over budget by approximately \$3.2M (or 12%), and \$5.8M (or 13%) over last year.
 - ✓ 2018 expenses included \$837K in unbudgeted contract labor; \$572K over in labor costs; \$521K in Physician labor costs; \$344K in Legal, Strategy, Marketing; \$251K in drug costs.
 - ✓ YTD increase in assets (net gain) is forecasted at \$2.5M (or 5.2%) total margin, compared to budget of \$2.4M, and 2017 of \$2.8M; principally due to property tax subsidy, interest income, and EPH Foundation support.
- Board request:** To receive a monthly financial update on status of Urgent Care Center.
- Resolution 2019-01 – Locations for Posting Public Notices of Board Meetings
- All Board meeting announcements will be posted:
 - ✓ In the public hallway by the Timberline Conference Room
 - ✓ On the bulletin board across from Hospital cafeteria
 - Notice of meeting announcements will also be faxed/emailed to these sites for posting:
 - ✓ Estes Park Public Library
 - ✓ Estes Park Office of the Larimer County Clerk
 - ✓ Estes Park Trail Gazette
 - ✓ Estes Park News
 - ✓ Estes Park Town Hall
 - ✓ Estes Park Community Center

A motion was made by Dr. Miller to approve Resolution 2019-01; the motion was seconded by Ms. Muno. A verbal vote was requested – the ayes were unanimous and the motion was carried.

Operations – Significant Developments

- Executive Summary – Dr. Larry Leaming, CEO; covered in earlier Strategic Planning PowerPoint presentation.

Projects

- Project to Improve Access-to-Care in the Clinic – Ms. Mandy Fellman, Practice Management Director; Summary:
 - Appointment scheduling – Appointments not being scheduled at the Point-of-Contact for several reasons:
 - ✓ Patient requires triage or nurse intervention (per protocol)
 - ✓ Requested Provider has a full schedule
 - ✓ Patient declines another Provider (Doc-of-the-Day, Nurse Practitioner, Physician’s Assistant)
 - ✓ Reason for appointment unclear, e.g., follow-up, medication check, physical, etc.
 - ✓ Expressed Provider or patient preference for Nurse/MA to schedule
 - ✓ Requested Provider’s practice closed, with a current wait to see a new Provider
 - Process Improvement Project Objectives:
 - ✓ Decrease Provider burnout and pajama time (after-hours administrative work) by standardization of workflows, recognizing uniqueness among specialties; flow and documentation of information to facilitate patient visit efficiencies
 - ✓ Standardize elements of patient visits through scheduling, clinical support, cross-coverage; improvements in access-to-care; preparation for Epic implementation
 - Process Improvement Project Status Moving Forward:
 - ✓ Some recommendations have been, or soon will be, implemented
 - ✓ Some recommendations will require staff & Provider training

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**

Howard Bowers, MD	Courtesy, General Surgery (Surgicalist)
Ian Cassaday, DO	Courtesy, General Surgery (Surgicalist)
Eric Martin, MD	Courtesy, Internal Medicine (Hospitalist)
Meghan Riley, MD	Courtesy, Pathology
Juli Schneider, MD	Active, Internal Medicine

- **Reappointments**

Fatemeh Kadivar, MD	Courtesy, Diagnostic Radiology
Kevin Mott, MD	Courtesy, Dermatology
Trent Paradis, MD	Courtesy, Diagnostic Radiology
Catherine Salisbury, MD	Courtesy, Pathology
Leslie Winter, MD	Courtesy, Otolaryngology

- **Status Change**

Richard Beesley, MD	Locum Tenens, Pediatrics
Troy Calabrese, CRNA	Locum Tenens, Anesthesia
Terra Clapp, CRNA	Locum Tenens, Anesthesia
Angela King, MD	Locum Tenens, Obstetrics/Gynecology
Rex Marley, CRNA	Locum Tenens, Anesthesia
Steven Peterson, CRNA	Locum Tenens, Anesthesia
Kaycee Simon, CRNA	Locum Tenens, Anesthesia
Maude Vance, MD	Locum Tenens, Obstetrics/Gynecology

- **Resignations (FYI Only)**

Colin Carpenter, MD
Michael Kiley, PA
E. Lee Nelson, MD
Jennifer Tierney, NP

Courtesy, Pain Management
AHP, Physician's Assistant
Courtesy, Neurosurgery
AHP, Nurse Practitioner

A motion was made by Dr. Batey to accept the credentialing recommendations as submitted; the motion was seconded by Mr. Pinkham. A verbal vote was requested – the ayes were unanimous and the motion was carried.

Review Any Action List Items and Due Dates

- Draft End-of-Life Policy – February 25, 2019, Board Meeting

Potential Agenda Items for 02/25/19 Board Meeting

- Quality report – Board requesting detail on culture at EPH with regard to quality.
- Service report – Board requesting update on what issues are pressing and need to be addressed.
- People report – Board requesting, 1) update on employee culture change/outcomes; 2) update on plans/outcomes for each department utilizing contract labor for turning those into employees.
- EPH sponsorship of community programs – Board requesting a brief update on status of community program sponsorships.

With no further business to be conducted, the January 21, 2019, Regular Board Meeting was adjourned at 7:47 p.m.



David M. Batey, Chair
Estes Park Health Board of Directors