

**ESTES PARK HEALTH
BOARD OF DIRECTORS'
Regular Meeting Minutes – February 25, 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 (via conference call); Mr. William Pinkham, Member-at-Large.

Other Attendees

Dr. Larry Leaming, CEO; Dr. John Meyer, Chief-of-Staff; Mr. Randy Brigham, Chief HR Officer; Mr. Gary Hall, CIO; 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.

Approval of 02/25/19 Meeting Agenda

A motion was made by Mr. Pinkham to approve the 02/25/19 meeting agenda as submitted; the motion was seconded by Ms. Muno. 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.*

Mr. Cashman, CFO, introduced Mr. James Mann, Principal Auditor with CliftonLarsonAllen, who are on-site this week conducting a financial audit.

Board Member General Comments

- Ms. Muno read some recent comments from patients – 1) A note from a very grateful patient who touted the excellent care received recently in the ED. Staff turned what could have been a very stressful experience into one that was actually pleasant; and 2) Comments received from patients during weekly discharge calls – kudos to the great kitchen staff, pharmacy staff, doctors, and nurses.
- Mr. Pinkham commented on how great the new permanent signage looks.

Consent Agenda Items

- Board Meeting Minutes – 01/21/19
- Quality
- Service
- People
- Financial Summary

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

A motion was made by Ms. Begley 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.

Presentations

- Estes Park Health (EPH) Draft Policy & Procedures Re: Colorado End-of-Life Options Act – Summary:
 - Dr. Meyer reported that he has, at the request of the Board, confidentially interviewed EPH Physicians (excluding Hospitalists and Surgicalists) concerning the draft policy. Comments were welcomed by Board and community members in attendance, e.g.:
 - ✓ Dr. Leaming stated he has held five employee town hall meetings to discuss many events taking place at EPH, including this draft policy. The meetings were well attended, and opinions were expressed, both for and against. Concerns were raised about EPH Living Center participation. There will be more communication and training opportunities on this policy and how it will affect our internal procedures.
 - ✓ Ms. Munro – Thank you to Dr. Meyer and the Medical Staff for their candid input. After hearing all opinions, she is inclined to support, at this time, removing the Living Center from the policy as an option for participation in this Act; protecting Physicians’ choice to participate or not. This policy can be revisited in one year’s time, and changes, if desired, can be made at that time.
 - ✓ Dr. Miller – This is not an easy decision, and we need to honor the wishes of the voters, but also need to be sensitive to the Medical Staff.
 - ✓ Ms. Jean McGuire – This topic has been discussed at regular Board meetings for at least one year, and she wanted to voice her disapproval with the Board’s decision to amend the EPH policy; however, she thanked Dr. Meyer for speaking with the Medical Staff, and stated she will continue to push the Board to, at some point in time, amend the policy to allow residents of the Living Center to participate in this option, as the Living Center is their home.

A motion was made by Ms. Begley to approve the amended EPH Colorado End-of-Life Options Act Policy to exclude the Living Center. This would mean that taking the end-of-life medication would be prohibited in all areas of Estes Park Health, including the Living Center; however, individuals can still exercise this right, in the privacy of their own home; EPH will continue to provide Home Health and Hospice services in the home. This motion was seconded by Ms. Munro. A verbal vote was requested – Dr. Batey, Ms. Begley, Ms. Munro, Mr. Pinkham all voted aye; Dr. Miller, via conference call and unable to vote, stated that, in his opinion, we have ignored the voters’ wishes and he, if present, would have voted nay - the motion was carried.

- EPH Community Sponsorship Procedures – Dr. Leaming stated that a review has occurred of our past and present commitment to community sponsorships. It is clear that we are not able to maintain our previous level of participation, and for 2019 have budgeted for \$20,000.00 for sponsorships (listed in the budget as “Community Relations”). The EPH Community Sponsorship Policy was written to support community groups that support EPH’s Mission. We currently partner with the Town and provide ambulance coverage for many community events. Dr. Leaming has shared this policy with the Board Members, as well as the request form used to request EPH’s sponsorship support. Each request for sponsorship will be reviewed by Administration on an individual basis moving forward.
- People – Outcomes on Employee Engagement/Culture Change – Mr. Brigham, Chief Human Resources Officer; Summary:

- Employee Engagement Survey Participation – 71% Response Rate 2017; 77% Response Rate 2018
- 2018 Improvements:
 - ✓ Merit-based salary increase
 - ✓ New performance evaluation process
 - ✓ Employee rounding
 - ✓ Compensation Structure
 - ✓ Additional employee events
 - ✓ Increased Department Director interaction with employees
- Engagement Survey 2018 Scoring
 - ✓ 1 = Strongly disagree
 - ✓ 2 = Disagree
 - ✓ 3 = Neutral
 - ✓ 4 = Agree
 - ✓ 5 = Strongly Agree
- Comparison of 2017-2018 Survey Results
 - ✓ Engagement indicator – 2017 3.15; 2018 3.99 [26.7% increase]
 - ✓ Organization – 2017 3.27; 2018 3.78 [15.6% increase]
 - ✓ Manager – 2017 3.37; 2018 4.20 [24.6% increase]
 - ✓ Employee – 2017 3.38; 2018 4.09 [21% increase]
- Following 2018 Engagement Survey
 - ✓ Training sessions held with Department Leaders
 - ✓ Results shared and reviewed with all departments
 - ✓ Identified areas for improvement
 - ✓ Created action plans
 - ✓ Implemented plan/tracking progress
- Physician Engagement Survey (separate from Employee Engagement Survey)
 - ✓ Clinic physicians' response rate – 75%
 - ✓ Contract physicians' response rate – 38%
 - ✓ Specialty physicians' response rate – 13%
 - ✓ Initial results reviewed with physicians
 - ✓ Areas for improvement identified
 - ✓ Developed action plan
 - ✓ Implemented action plan
- Recruitment, Turnover, Culture
 - ✓ Recruitment Activities
 - Recruiter now on board
 - Creativity – broader minimum qualifications, OJT
 - Digital ads to reach passive job-seekers
 - Holding weekly recruitment meetings
 - Relationships with EPHS, No Colo Health Sector Partnership, CHA, healthcare job fairs
 - Sign-on/retention bonuses 50/50 for select critical positions
 - Employee referral bonus

- Recruiting contractors
- ✓ Turnover
 - Total turnover at EPH 2018 – 19.6%
 - Healthcare national average – 20.6% (up from 15.6% in 2015)
 - Full-time, part-time turnover – 16.1%
 - EPH employees < 6 months = 5% [due to personal issues; relocation; performance; health; new opportunities; retirement]
 - Goals for 2019
 - ❖ Total turnover no more than 16%
 - ❖ Less than 6 months 1% or less
 - ❖ Contracted (traveler) labor reduction of 33%
 - ❖ 1st Q retention initiatives – Formal exit interviews; Interview & selection training; Lunch/discussion for 90-day employees
- ✓ Culture
 - Develop an organizational culture of ownership and empowerment – not just trendy words
 - Not a “program of the month/year”
 - Culture is the “invisible architecture” of an organization
 - Operate from a center of personal and organizational values and commitment, not compliance
 - Need for outside assistance
 - Values Coach, Inc. is one options – healthcare only
 - Experienced, transformational, sustainable results
 - Due to Epic and Lawson, introduction would be late 2019, into 2020

Board Committee Assignments

All Board subcommittees will include one Board member serving as Lead, and then a second Board member who will sit on the committee for six months; at the end of six months, the secondary Board member will then rotate out to allow another member to serve for six months.

Operations – Significant Developments

- Executive Summary – Dr. Larry Leaming, CEO; nothing to report that was not previously discussed.

Projects

- Urgent Care Center Update – Mr. Cashman, CFO; summary:
 - The new Urgent Care Center (UCC) is being built by the Alarado Development Group.
 - Lower floor 14,000 sq ft; a new Jimmy Johns restaurant will utilize approximately 2,000 sq ft; EPH has committed to 12,000 sq ft – 3,000 sq ft for UCC; 3,000 sq ft for a pain clinic, ambulatory surgical procedure space (GI/colonoscopies), wound care; at a later date, outpatient Rehab/Physical Therapy.
 - The 2nd floor will house two-story apartments; EPH will lease two of these apartments for employee housing.
 - Architects currently working with the city and Van Horn Engineering.
 - The goal is to begin moving dirt soon (March 2019), with the goal of project completion of March 2020.
 - An Alarado Steering Committee has been formed, along with three subcommittees – 1) UCC; 2) Ambulatory Surgery; 3) Rehab/PT.
- Access-to-Care Update – Clinic Process Improvement Status – Ms. Mandy Fellman, Practice Management Director; Summary:

- Access to Care Issues & Solutions
 - ✓ Limited provider availability and burn-out impacted by:
 - Multiple platforms vs. integrated platform
 - Various workflows, preferences, and protocols
 - Identify top-of-license
 - Epic is part of the solution

- Process Improvement Project Objectives
 - ✓ Decrease provider burn-out & “pajama time” by:
 - Standardizing work flows while recognizing uniqueness among specialties
 - Flow and documentation of information to facilitate patient visit efficiencies
 - ✓ Standardize elements of patient visits that support staff working at top-of-license
 - Improve access to care
 - Scheduling, clinical support, cross-coverage
 - ✓ Process Improvement Project Breakdown
 - Phase I – Current-State Mapping
 - Phase II – Future-State Recommendations
 - Phase III – Training & Implementation
 - Phase IV – Closure, Monitoring, Support
 - ✓ Process Improvement Project Status
 - Concurrent Phase II & Phase III
 - ❖ Five (5) recommendations have been implemented
 - ❖ Scheduling issues and solutions identified
 - ❖ Three (3) recommendations require training for effective implementation
 - Phase IV - Project Closure, Monitoring, Support – beginning in March

Medical Staff Credentialing Report

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

- **Appointments**
Steven Miller, MD Courtesy, General Surgery (Surgicalist)

- **Reappointments**
Benjamin Aronovitz, MD Courtesy, Diagnostic Radiology
Scott Chew, MD Active, Emergency Medicine
Abby Emdur, MD Courtesy, Otolaryngology
Anne Lassiter, PA APP, Physician Assistant (Pulmonology)
Crystal North, DO Courtesy, Gastroenterology
Sachin Talusani, MD Courtesy, Diagnostic Radiology

- **Resignations (FYI Only)**
John Lowery, MD Courtesy, General Surgery (Surgicalist)
Patrick O’Malley, MD Courtesy, Diagnostic Radiology

A motion was made by Ms. Begley 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.

DORA Annual Professional Review Report FY2018

Zero aggregate review activities, Medical Board review actions, Nursing Board review actions FY2018 reported.

A motion was made by Mr. Pinkham to approve submission of the DORA report FY2018; the motion was seconded by Ms. Muno. A verbal vote was requested – the ayes were unanimous and the motion was carried.

Review Any Action List Items and Due Dates

- Modifications to Estes Park Health's End-of-Life Policy – Dr. Batey will make modifications and forward to all Board Members.

Potential Agenda Items for 03/25/19 Board Meeting

- Approval of Medical Staff Bylaws
- Approval of Estes Park Health's Board of Directors' Bylaws

Public Comment

Mr. Jim Cozette wanted to thank the Emergency Department staff – a friend of his was recently taken to the EPH Emergency Department with a severe allergic reaction; the staff and physicians acted very quickly and avoided a possible serious adverse reaction.

With no further business to be conducted, the February 25, 2019, Regular Board Meeting was adjourned at 6:15 p.m.



David M. Batey, Chair

Estes Park Health Board of Directors