

Agenda
Estes Park Health Board of Directors' Regular Meeting by GoToWebinar
Monday, July 19, 2021
4:00 - 6:00 pm Board Meeting
Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order and Welcome	1	Action	Dr David Batey
2	Approval of the Agenda	1	Action	Board
3	Public Comments on Items Not on the Agenda	3	Information	Public
4	General Board Member Comments	3	Information	Board
5	Consent Agenda Items Acceptance: 5.1 Board Minutes 5.1.1 EPH Board Regular Meeting Minutes June 28, 2021 5.1.3 EPH Board Executive Session July 15, 2021 5.2 Other Documents 5.2.1 Abridged Larimer County Multi-Jurisdictional Hazard Mitigation Plan Update FEMA Review May 2021 RESOLUTION 2121-02: To Adopt the Larimer County All-Hazards Mitigation Plan As the Estes Park Health Multi-Hazard Mitigation Plan 5.2.2	2	Action	Board
6	Presentations: Estes Park Health Current Status, Covid-19 Updates including 6.1 OSHA Emergency Temporary Standard, and 2021 Tactical and Strategic Initiatives Updates 6.2 EPH Foundation Update 6.3 Larimer County Multi-Jurisdictional Hazard Mitigation Plan Update RESOLUTION 2121-02: To Adopt the Larimer County All-Hazards Mitigation Plan As the Estes Park Health Multi-Hazard Mitigation Plan 6.4 6.5 Chief Operations Officer Update 6.6 EPH Workforce Compensation Update	30 15 15 5 15 15	Discussion Discussion Discussion Action Discussion Discussion	Mr Vern Carda Mr Kevin Mullin Mr Gary Hall Board Mr Gary Hall Ms Shelli Lind
7	Executive Summary - Significant Items Not Otherwise Covered	2	Discussion	Senior Leadership Team
8	Medical Staff Credentialing Report	2	Action	Board
9	Potential Agenda Items for July 26, 2021 Regular Board Meeting	1	Discussion	Board
10	Adjournment	1	Action	Board
Estimated Total Regular Session Mins.		III		

Next Regular EPH Board Meeting: Monday August 23, 2021 5:00 - 7:00 pm

NOTE: Estes Park Health 2QTR Finances moved to August 23, 2021 Regular Meeting



COVID 19 update. EPH desires to keep patients, staff, and community members safe. Patients and visitors will be screened at the door and masks required while inside the hospital. It is important to continue to be vigilant with mask wearing, social distancing and hand washing techniques. The increasing number of COVID-19 cases and the potential of future outbreaks due to Delta variant impacts the fight to control the virus across the country, the state and in particular Estes Park. During the last month, Estes Park has observed an increase in the number of positive COVID 19 cases. Vaccines are available and EPH recommends all community members obtain a vaccination to assist in slowing and eventually stopping the spread of Covid-19.

OSHA & Employee protection. OSHA has determined that employee exposure to SARS-CoV-2, the virus that causes COVID-19, presents a grave danger to workers in healthcare settings where people with COVID-19 are reasonably expected to be present and has issued an Emergency Temporary Standard (ETS) to address the hazard. EPH has developed, implemented, and submitted plans to OSHA highlighting employee protections and remains committed and engaged to ensure patients are well cared for.

2021 – 2022 Strategic Plan. The final draft of the plan is being completed. Additionally, a scorecard and reporting mechanism are being developed for reporting of plan progress. I anticipate scorecard development by the end of July 2021. Potentially, the first scorecard report will be delivered in August 2021.

2021-2022 Tactical items in progress:

- Compensation study, compensation philosophy and wage improvement program in process.
- Clinic operations review is in progress.
- Staffing and productivity assessment plan is being developed.
- Workforce housing and rental property assessment proposals are being developed.
- Community perception study is being considered and will be discussed further with board of directors when progress dictates.
- EPIC training will be offered to clinic providers in July. Additionally, a staff training program to enhance the use of EPIC is in development.

EPH Hospitalist Program. Notice of contract termination has been provided to Rural Physicians Group. At the present time, EPH anticipates moving from contracted hospitalist positions to employed hospitalist positions prior to the end of the calendar year. Additionally, EPH has posted position openings for 2.5 FTE hospitalist positions.

EPHLC equipment. A significant amount of original equipment remains in the EPHLC building space. The equipment remaining is very specialized like weight scales and resident lift equipment. Much of the remaining equipment is fully depreciated and/or beyond end of life and no longer supported by the equipment manufacture. The ability to sell this equipment has been challenging with very limited sales



Executive Update – July, 2021

Strategic Plan Implementation Update

1. **Develop a system to maximize the contacts and reach of EPH directors, for the benefit of the Foundation.**
 - Done
 1. Board Development Committee has finalized strategy
2. **Improve Institutional Communication.**
 - Done
 1. Will improve on an ongoing basis, based on organizational learning
3. **Assess and Improve Onboarding Program for new EPHF Directors.**
 - Ongoing Implementation, no issues
 1. Director Survey done
 2. Board Development Committee updated Director Orientation Curriculum
 1. Additional improvement / tuning will continue as needed
 3. EPHF Mentor Program in process
 1. New Directors have been assigned Mentors effective January, 2021
4. **Improve Donor Retention to 57% per year by Year 3**
 - In process, behind schedule thanks to Covid, no issues
 1. Staff working on strategy

Financial Dashboard Update

ESTES PARK MEDICAL CENTER FOUNDATION MAR 2021 DASHBOARD

Operations Summary

	Monthly				YTD			
	Mar-21	Mar-21	Mar-20	Mar-20	2021 YTD	2021 YTD	2020 YTD	2020 YTD
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Donation Revenue	24,141	27,083	27,421	27,421	119,307	111,104	89,157	93,150
BY Donation Revenue Refunded								
Total Donation Revenue	24,141	27,083	27,421	27,421	119,307	111,104	89,157	93,150
Total Operating Expense	28,666	36,846	19,427	34,301	96,664	99,294	87,411	95,711
Net Operating Increase/Loss	(10,870)	(9,763)	7,994	(6,880)	22,643	12,199	1,746	(2,561)
Investment/Other Revenue	150,673	11,250	124,421	14,430	147,596	33,750	522,110	64,000
Total Revenue	196,227	48,333	295,997	25,850	307,315	145,703	412,367	117,350
Grant Disbursements	3,613		3,654		3,613		3,194	
Total Net Increase/Loss	161,941	38,570	278,668	17,750	281,129	145,703	409,173	117,350

ESTES PARK MEDICAL CENTER FOUNDATION APR 2021 DASHBOARD

Operations Summary

	Monthly				YTD			
	Apr-21	Apr-21	Apr-20	Apr-20	2021 YTD	2021 YTD	2020 YTD	2020 YTD
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Donation Revenue	12,517	27,083	32,693	24,900	131,837	148,335	121,785	78,350
BY Donation Revenue Refunded								
Total Donation Revenue	12,517	27,083	32,693	24,900	131,837	148,335	121,785	78,350
Total Operating Expense	25,657	32,488	34,713	34,555	122,321	132,542	124,229	130,306
Net Operating Increase/Loss	(13,140)	(5,405)	(2,020)	(9,655)	(9,484)	15,793	(2,444)	(51,956)
Investment/Other Revenue	284,355	11,250	249,073	20,800	372,650	45,000	1,253,031	84,000
Total Revenue	197,472	48,333	342,713	35,700	504,487	193,335	1,771,246	163,650
Grant Disbursements					3,613		3,194	
Total Net Increase/Loss	171,332	42,928	340,693	26,045	391,390	193,335	1,768,052	163,650

ESTES PARK MEDICAL CENTER FOUNDATION MAY 2021 DASHBOARD

Operations Summary

	Monthly				YTD			
	May-21	May-21	May-20	May-20	2021 YTD	2021 YTD	2020 YTD	2020 YTD
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Donation Revenue	27,291	37,083	55,415	12,450	159,128	185,419	237,200	91,300
BY Donation Revenue Refunded								
Total Donation Revenue	27,291	37,083	55,415	12,450	159,128	185,419	237,200	91,300
Total Operating Expense	30,392	30,508	28,787	31,114	142,713	163,056	152,315	161,420
Net Operating Increase/Loss	(3,101)	6,575	26,628	(18,664)	16,415	22,363	84,885	(70,120)
Investment/Other Revenue	29,717	11,250	135,805	27,200	348,157	56,250	1,117,428	57,600
Total Revenue	57,008	48,333	191,020	14,650	561,495	241,669	1,197,772	148,900
Grant Disbursements	10,256				28,369		3,194	
Total Net Increase/Loss	16,506	17,825	162,233	(4,014)	399,313	75,529	1,200,382	148,900

Highlights since last Meeting

- New Employee Recruitment, Onboarding and Training
- Frantic Paint Estes Pink preparations
- Foundation funder outreach and meetings with the Bohemian Foundation, the Lienemann Charitable Foundation, the Colorado Health Foundation, and the Caring for Colorado Foundation



COO/CIO Report to Park Hospital District Board of Directors

July 19, 2021

Gary Hall

Status & Issues

Summer in Estes: The "pressure in the pipes" is huge this year. With the new Urgent Care booming, the numbers of tourists in town, staffing challenges, and many other factors, the work to just keep the gears meshing and turning at EPH is very substantial. It's a good problem but a tough challenge for all. Lots of coaching to effective and collegial communication, help closing communication loops, and thinking through problems logically. Strategy is to continue to work to create appropriate redundancy in critical equipment and staff to ensure that we always have a safety net. We're happy to have some strong directors in many areas, and working to build that same management in all areas.

Facilities: There are several infrastructure items that we need to attempt to address yet in 2021. There are also some other security and remodeling improvements for which we'll advocate. Hoping to present in August for capital release by Board, if necessary, though that may be late in the game for some of the "fair weather" improvements.

Information Technology: Cybersecurity continues to be a dominating factor, but support for our frontline patient-facing staff is always our top priority. Long-term cloud strategy continues to minimize local footprint and PHI (protected health information). The "iceberg of IT effort" (most of it is behind the scenes and not visible, but its immense). Some great Epic educational opportunities arising for our physicians and others to help fluency.

Pharmacy: Working toward creating a pharmacy and therapeutics committee (P&T) to fill a necessary component of our overall quality plan. Working on an antibiotic stewardship program per CMS/DNV requirement.

Laboratory: New lab director hit the ground running, very experienced in small CAH and large hospital environments. Working with other leaders, with lab staff, with physicians to make sure that we're providing the right testing with the right turnaround. Building staff to ensure that we have appropriate backup and safety nets. New chemistry analyzers will come online in September.

Diagnostic Imaging: Foundation campaign to raise capital for a new MRI in 2022. Sharing staff between main facility and UC.

Dietary: Room service menu is about to launch ("a la carte" menu) for our inpatient areas. We're aiming to create appropriate flexibility in diet needs as well as relative simplicity to ensure that we can manage the staff needs.

Marketing: Continuing to address any urgent marketing needs from this office.

Emergency Preparedness: Continuing to address documentation and liaison efforts from this office. Lots of interaction with Larimer County and other northern CO agencies, in addition to maintaining our own plans. Larimer All-Hazard Mitigation Plan reworked on its five-year schedule, looking for board resolution to approve our acceptance as a Larimer public agency along with our fellow agencies.

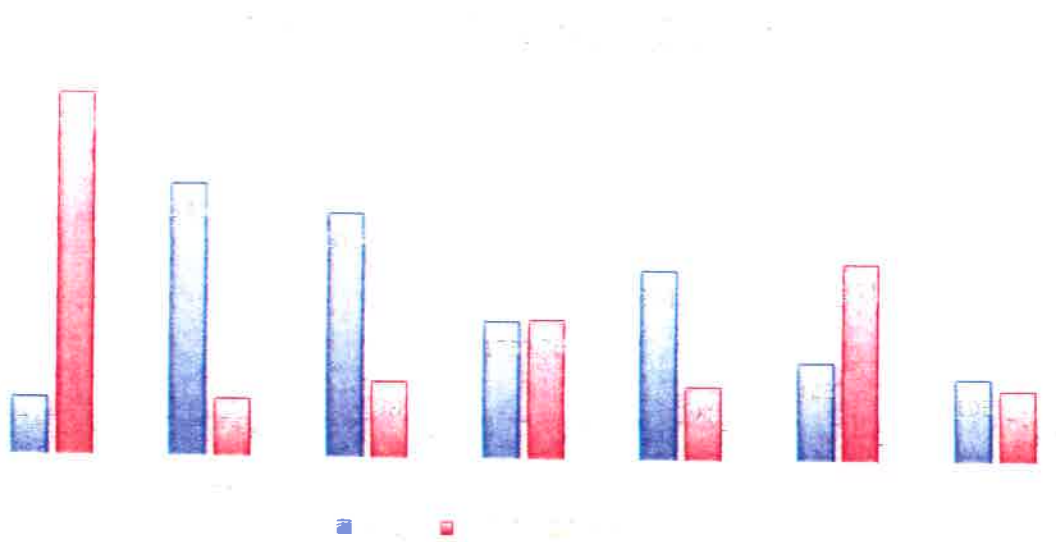
Urgent Care: We expected that a "real" summer would demonstrate the popularity of this service. This is being demonstrated in a big way. We're discovering what other tools and workflows and staff are needed to provide proper support during a very high busy season. Very curious to see what the numbers will be post-summer.

Environmental Services (EVS): Staff challenges due to economic pressures and staff shortages in town.

Rehab Services: Busy and popular.

COVID -19 Update:

- Developed and implemented COVID-19 plan per OSHA requirements 7/8/2021 (this was to support the executive order of the President of the United States) to ensure employee protection
- Continue to monitor positivity rates monthly, and weekly as needed (Partnering with the LCHD and CDPHE). All of our positive test go to CDPHE for review of Delta Variant.



Changes to EPH as of 7/15/2021

- Mask: All staff and providers must wear their mask at all times when in the hospital, clinic or the Alvarado building
- Direct patient care providers (have face to face contact with patient without a barrier) in the clinic, hospital and Alvarado building are expected to change their mask daily and use hospital issued mask.
- Eye protection: If you are patient facing and are unsure of the COVID-19 status of your patient (emergency Department and Urgent Care), you must either wear goggles or a face shield

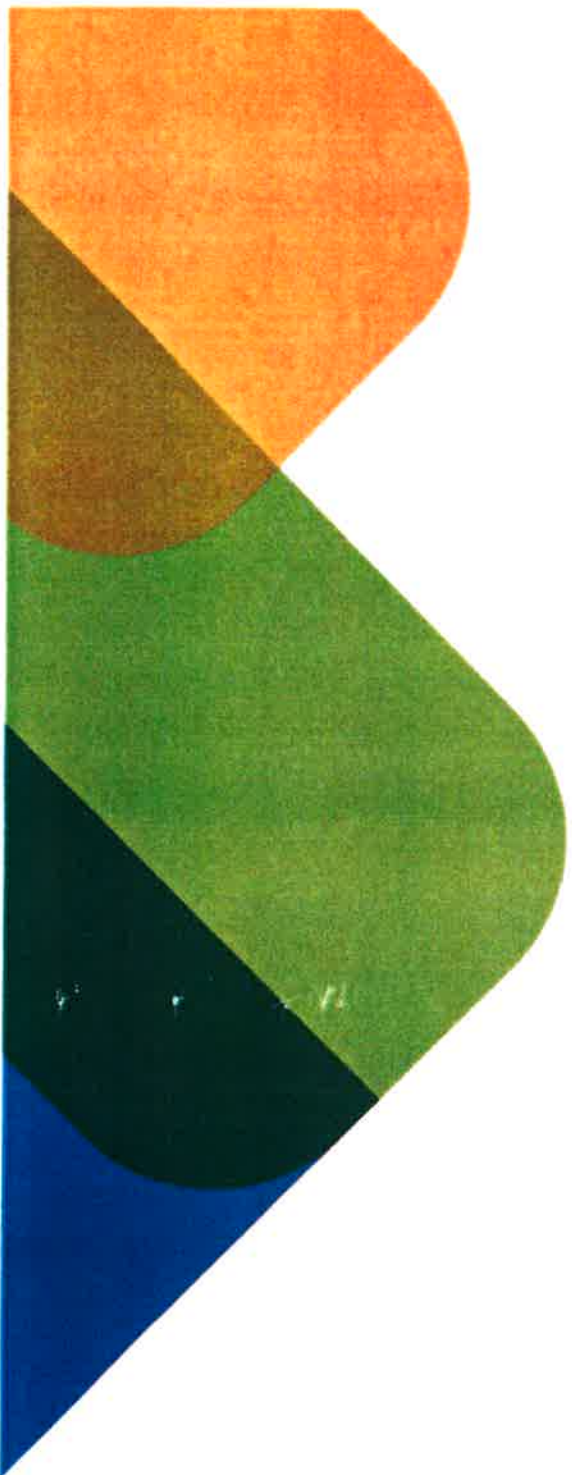
Visitation update:

- TWO visitors per day for Medical/Surgical and Birth Center patients (Must screen negative at the door). Once they leave for the day, they may not return.
- One visitor per patient in the Emergency Department, Urgent Care, Outpatient Infusion and the Clinic (they must screen negative at the door), unless a child and then both parents can be present
- Continue to screen all patients and visitors at the door.
- Evaluating opportunities for increase in negative pressure rooms for safety.



ESTES PARK
HEALTH
FOUNDATION

2021 Summer Update, EPH Board of Directors



2021 Summer Update

Strategic Plan Implementation

1. Develop a system to maximize the contacts and reach of EPH Directors, for the benefit of the Foundation.
2. Improve Institutional Communication.
3. Assess and Improve Onboarding Program for new EPHF Directors.
4. Improve Donor Retention to 57% per year by Year 3.

2021 Summer Update

Highlights of last quarter

- New Employee Recruitment, Onboarding and Training
- Frantic Paint Estes Pink preparations
- Foundation funder outreach and meetings with the Bohemian Foundation, the Lienemann Charitable Foundation, the Colorado Health Foundation, and the Caring for Colorado Foundation

2021 Summer Update

General Updates

- Financial
 - Audit Clean
 - Form 990/Tax Return
 - 2021 Financial Performance on target through May
- Personnel
 - Staff
 - Board



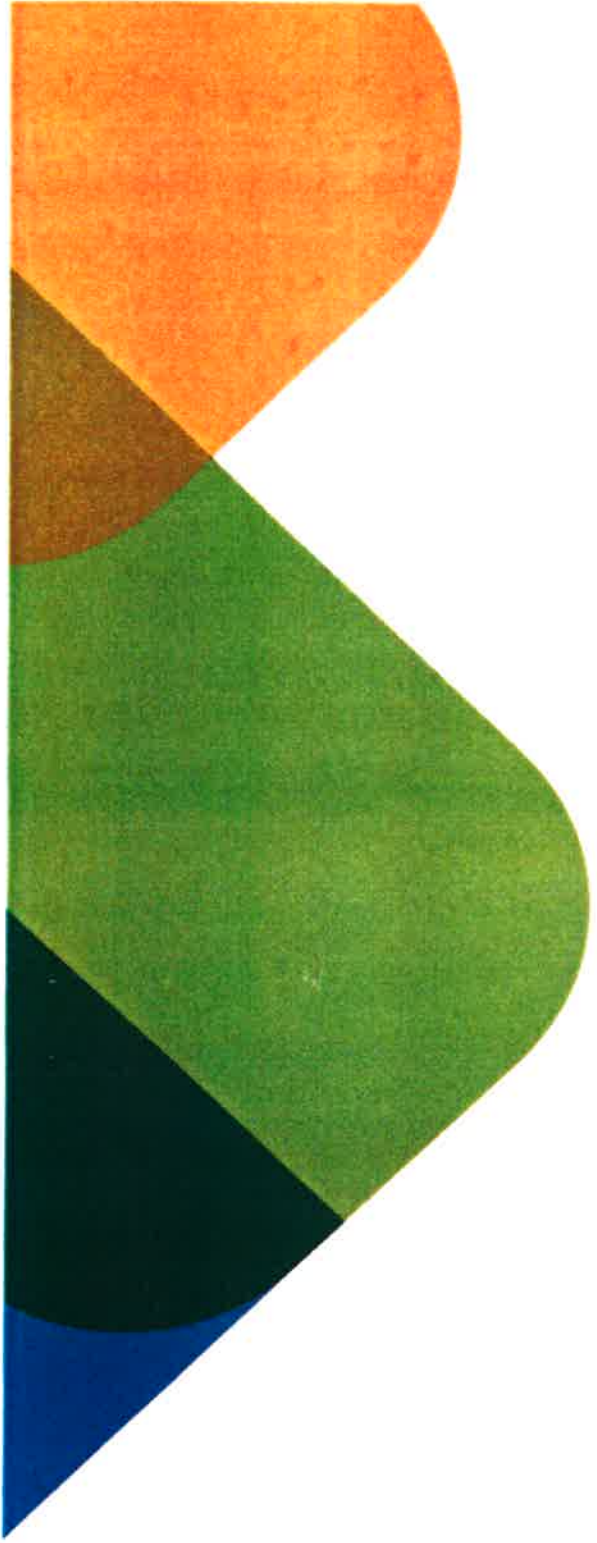
2021 Summer Update

Questions?



**ESTES PARK
HEALTH**

Larimer County All-Hazards Mitigation Plan (July 19, 2021)





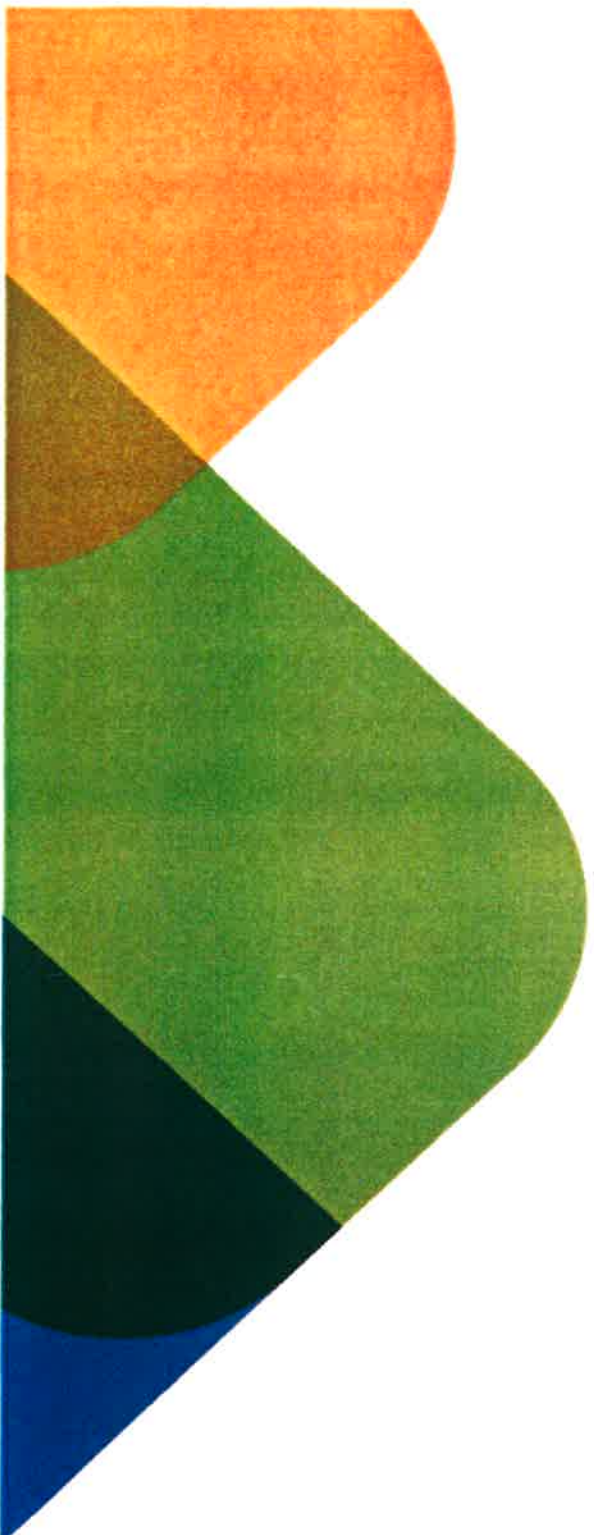
Larimer County HMP 2021

- Larimer HMP is reviewed, updated, refreshed every five years.
- The 2021 project to update started in early March 2020
- Ultimately, any incident is managed per emergency management protocols; the HMP is a tool to grade relative hazards and help give guidance on mitigation efforts, primarily for municipalities in Larimer. FEMA funding is available for some of those mitigation efforts.
- Town of EP also participates, as do most fire districts, healthcare entities, and other Larimer public-service entities.
- Resolution to accept Larimer HMP does not require any resource from EPH. Only resource involved was input to the refresh process.
- EPH reviews/updates our specific EPH HMP on an annual basis, per DNV.
- EPH has updated its HMP for 2021 and has indicated the DNV requirement for future annual reviews, along with the various other physical environment management plans.



**ESTES PARK
HEALTH**

COO/CIO Report July 19, 2021



Highlights by Department

- **Summer in Estes:** Booming summer. Urgent Care booming, very high tourist traffic, staffing challenges, etc. It's a good problem but a tough challenge for all. Strategy is to continue to work to create appropriate redundancy in critical equipment and staff to ensure that we always have a safety net.
- **Facilities:** There are several infrastructure, security, other items that we should or need to address yet in 2021.
- **Information Technology:** Cybersecurity continues to be a dominating factor, but support for our frontline patient-facing staff is always our top priority. Long-term cloud strategy continues to minimize local footprint and PHI (protected health information). Great Epic educational opportunities arising for our physicians and others to help fluency.
- **Pharmacy:** Working toward creating a pharmacy and therapeutics committee (P&T) to fill a necessary component of our overall quality plan. Working on an antibiotic stewardship program per CMS/DNV requirement.
- **Laboratory:** New lab director hit the ground running, very experienced in small CAH and large hospital environments.
- **Diagnostic Imaging:** Foundation campaign to raise capital for a new MRI in 2022.
- **Dietary:** Room service menu is about to launch ("a la carte" menu) for our inpatient areas.
- **Marketing:** Continuing to address any urgent marketing needs from this office.
- **Emergency Preparedness:** Continuing to address documentation and liaison efforts from this office.
- **Urgent Care:** We're seeing what a "real" summer need is for this service. We're discovering what other tools and workflows and staff are needed to provide proper support during a very high busy season. Very curious to see what the numbers will be post-summer.
- **Environmental Services (EVS):** Staff challenges due to economic pressures and staff shortages in town.
- **Rehab Services:** Busy and popular

Compensation Project Update

Shelli Lind, CHRO

1. Interim Performance Reviews for all those eligible for salary increases on 7/11/2021
 - a. 179 employees
 - b. 6 individuals are eligible for a lump sum payment

2. January 1, 2020 thru May 31, 2020 Employees
 - a. 76 employees
 - b. No Interim Performance Review required
 - c. They are not eligible for increases on 7/11/2020.
 - d. However, there are 3 employees who will receive an increase to the new salary range minimum

3. New Hires for January 1, 2021 to December 31, 2021
 - a. 32 employees
 - b. No Interim Performance Review required
 - c. No salary changes associated with new salary range minimums

7/11/2021 Increases will cost approximately

Estimated Annual Cost	\$232,867.56
Estimated 5 1/2 month cost	\$106,730.97
Effective on 7/11/2021	

EVS Years of Experience will cost approximately

Estimated Annual Cost	\$ 36,505.16
Estimated Costs 6 months	\$ 18,252.58

EMS Years of Experience will cost approximately

Estimated Annual Cost	\$122,188.05
Estimated 6 month cost	\$61,094.03

Total Estimated Costs effective 7/11/2021: \$186,077.58 (annualized \$391,560.77)

Next Steps:

- Review salary surveys published this fall
- Further adjust ranges as necessary, particularly for leadership
- Review salary survey information for providers
- Make market/equity adjustments in the fall as budget and finances allow