

**Draft Agenda**  
**Estes Park Health Board of Directors' Regular Meeting by GoToWebinar**  
**Monday, August 23, 2021**  
**5:00 - 7:00 pm Board Meeting**  
**Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517**

<b>Regular Session</b>		<b>Mins.</b>	<b>Procedure</b>	<b>Presenter(s)</b>
<b>1</b>	Call to Order and Welcome	1	<b>Action</b>	Dr David Batey
<b>2</b>	Approval of the Agenda	1	<b>Action</b>	Board
<b>3</b>	Public Comments on Items Not on the Agenda	3	Information	Public
<b>4</b>	General Board Member Comments	3	Information	Board
<b>5</b>	Welcome and Introduction : Interim Chief Financial Officer Dave Timpe	2	<b>Action</b>	Board
<b>5</b>	Consent Agenda Items Acceptance: 5.1 Other Documents 5.1.1 Home Health Second Quarter 2021 Report			
<b>6</b>	Presentations:			
	6.1 Estes Park Health Current Status, Covid-19 Updates, EPH Vaccination Policy, 2021 Tactical and Strategic Initiatives Updates	20	Discussion	Mr Vern Carda
	6.2 "One Call" Initiative Update	15	Discussion	Mr Dave Timpe, Ms Lori Johnson
	6.3 EPH June 2021 Financial Report	15	Discussion	Mr Dave Timpe
	6.4 EPH Peer Review Initiatives	10	Discussion	Dr Robyn Zehr
	6.5 Chief Nursing Officer Updates	15	Discussion	Ms Pat Samples
<b>7</b>	Executive Summary - Significant Items Not Otherwise Covered	2	Discussion	Senior Leadership Team
<b>8</b>	Medical Staff Credentialing Report	2	<b>Action</b>	Board
<b>9</b>	Potential Agenda Items for September 27, 2021 Regular Board Meeting	1	Discussion	Board
<b>10</b>	Adjournment	1	<b>Action</b>	Board
Estimated Total Regular Session Mins.		91		

**Next Regular EPH Board Meeting: Monday September 27, 2021 5:00 - 7:00 pm**

**NOTE: Estes Park Health Chief Human Resources Officer Updates Moved to September 27, 2021 Regular Meeting**

**NOTE: June, July & August 2021 Board meeting minutes will be reviewed/approved at September 2021 Board meeting**

**Report to Board of Directors—August 2021**  
**From Estes Park Health Home Health Care, Estes Park Health Home Care, and Estes Park Health Hospice**

**I. People**

We have a strong team of 30 employees. Our director, Sarah Bosko, is resigning her position to be a fulltime mom. She will stay on PRN for administrative tasks and the clinical coordinators Sherry Schmitt and Emily Weber will pick up extra during the search for a permanent director replacement. We currently have open positions for a fulltime director, PRN/part time physical therapist, a fulltime homemaker/personal care provider, and a PRN registered nurse.

**II. Quality**

We continue to monitor, track/trend, and strive to improve our 2021 quality improvement measures for all three of our agencies. In July, we reviewed our 1<sup>st</sup> & 2<sup>nd</sup> quarter quality data at staff meetings and have educated staff on tips and ways for staff to improve in our current quality improvement measures.

In July, clinical staff met for an excellent training on "Care Plans for Home Health Care/OASIS Reminders" by Emily Weber, RN, clinical coordinator.

**III. Service**

We continue to provide quality patient care in the community through our three different types of services (skilled home health care, non-medical home care, and hospice). We service Estes Park and its surrounding mountain communities—Glen Haven, Drake, Storm Mountain, Allenspark, and Pinewood Springs.

We are currently providing non-medical personal care provider/homemaker services to clients through the Boulder County Office on Aging grant program and the Larimer County Office on Aging grant program. Contracts for both grant programs renewed July 1, 2021.

Our volumes YTD over last year through July are up 17.5% for home health care, up 7.3% for home care, and down 36.7% for hospice.

We continue to see sicker patients refusing to stay in the hospital or to go to rehab. This demonstrates the need for home health care here in our community and patients are very appreciative of our services.

**IV. Community**

Despite the continuation of the pandemic, the community continues to be at the very center of our work. The best energy of our staff continues to be directed at serving the health and safety of the community.

Nancy continues to provide caregiver support to the community through online communication, phone calls, and forwarding of educational opportunities. She has scheduled the first in-person meeting since March 2020 to reconvene and coordinate how to best meet the needs of the caregivers going forward.

The Good Grief Group continues and has now developed leadership from within the group. They are meeting in person again every two weeks in an outside venue. Herm continues to provide support and consultation for the current leaders.

Herm has developed a Grief Support Group that is aimed at directly supporting the 13 month Bereavement program. It serves people in the first year of grief and they will graduate from the group after the 13th month. This group meets every other week in the Art Center where there is room for physical distancing. The group averages 4-5 each meeting and has had a total of 10 attendees in the past few months.

The Hospice Bereavement program reaches out regularly to care for persons from the community who have not been connected to Hospice. All our staff refer people who could benefit from this service. Currently the Bereavement program includes 8 non-hospice community families.

Our Hospice volunteers have again begun seeing patients under the supervision of Alyssa Bergman, MSW, volunteer coordinator. We have gathered for an in-person meeting for re-orientation and to review the new normal protocols. Most of the volunteers have eagerly returned and at least three of them have begun volunteering directly with patients.

Herm continues his connections and relationships with faith group leaders. He has begun a practice of choosing one faith group leader/pastor a month for an individual coffee meeting. The purpose of the meetings are to offer support and to deepen the relationships for the times when their work intersects.



**COVID 19 update.** EPH desires to keep patients, staff, and community members safe. On Wednesday, August 18, Estes Park Health announced that it will require all employees, providers, students, volunteers, contractors and partners who provide services at the EPH campus and at our Urgent Care Center to be vaccinated for COVID-19 by October 1. The COVID-19 Vaccination Policy requirement will further ensure safety and protection for all patients, visitors and care team members, helping protect them from COVID-19. For vaccination information or to schedule a vaccination call **970-586-2200**.

Additionally, HHS announced a plan to begin offering Covid-19 vaccine booster shots this fall. At this point in time, EPH is gathering information and building a plan that will allow us to assist public by providing vaccinations to those who qualify for the booster immunization.

Finally, The FDA **granted full approval** to Pfizer's COVID-19 vaccine Aug. 23 for use in people ages 16 and older, and said it will now be marketed as Comirnaty.

The shot is still available under emergency use authorization for people ages 12 and up.

**CFO Search.** At the last board meeting, Tim Cashman's retirement was announced. Since that time, EPH has employed Dave Timpe, Interim CFO. Mr. Timpe, CPA has significant experience in health care finance and audit work. He has completed several interim CFO job assignments. Previous to interim assignment work, Mr Timpe was a partner in a large regional accounting firm specializing in health care consulting and audit work.

Additionally, EPH staff has completed a review of the job description, wage scale, and started our networking search for EPH permanent CFO. Job advertisements will be placed with HFMA, ACHE, and a few other sources by the end of this week. I am evaluating the use of a search firm to assist in the CFO placement process. We anticipate the search to be completed in approximately 9 – 12 months.

**2021-2022 Tactical items in progress:**

- Compensation studies have been completed and a compensation philosophy adopted by EPH. Wage changes were implemented effective July 11, 2021.
- HR Generalist has been employed.
- Staffing and productivity assessment is in process. This assessment will be conducted in two phases. Phase 1 will include a through review of staffing patterns compared to volume. Phase 2 will involve onsite work by Eide Bailly and include departmental education regarding the process and a productivity staffing structure. I anticipate phase 1 to be completed in the next 45 days. Phase 2 and systemic changes will be implemented by calendar year end.
- One call project – This project is designed to create a better more efficient patient interface and thus patient experience for EPH patients. We anticipate more efficient/effective operations generating better customer relations.

**EPH Hospitalist Program.** At the present time, EPH is on target to move from contracted hospitalist positions to employed hospitalist positions prior to or by the end of calendar year 2021. Posted position openings for 2.5 FTE hospitalist positions have yielded three interested & qualified candidates thus far. Interviews will be scheduled and conducted in September 2021.

**EPH Ophthalmologist.** As Dr. Prochota is approaching retirement, several ophthalmology CV's have been received and are in the review process. EPH has narrowed its search to approximately 4 candidates and will move through a search process. EPH target is to have two or three candidates interviewed before the end of September and extend an offer by last quarter 2021.

**Radiologist Search.** A search for a radiologist has been initiated. I will keep you apprised of progress in the process. The target will be to extend an offer by the end of first quarter 2022.



**ESTES PARK  
HEALTH**

**Board of Directors  
August 23, 2021  
5 PM – 7 PM**



## CEO Report

- **Covid-19 Update:**

- Covid – 19 Vaccination Policy requirement  
Policy in effect August 18  
Vaccinations required by Oct. 1, 2021

- **Booster Shots**

If FDA authorizes and ACIP recommends a booster dose, the goal is for the first people eligible for a booster dose to be those who were the first to receive a COVID-19 vaccination (those who are most at risk). This includes healthcare providers, residents of long-term care facilities, and other older adults.

The goal is for people to start receiving a COVID-19 booster shot beginning in the fall, with individuals being eligible starting 8 months after they received their second dose of an mRNA vaccine

- FDA granted full approval to Pfizer's Covid – 19 vaccine for use in people ages 16+

## CEO Report

- **CFO Search:**

- Dave Timpe, Interim CFO
- Networking search has started.
- Advertisements to be placed: HFMA, ACHE, others
- Use of search firm being evaluated

- **Tactical Items in Progress:**

- HR Changes
- Staffing and productivity assessment in process
- One Call project
- Clinic Operations

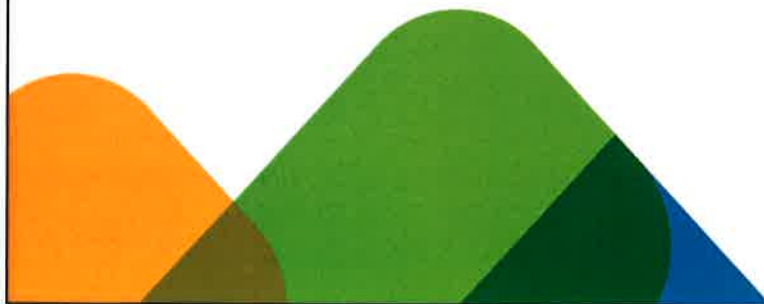
- **Physician Searches in Process:**

- Hospitalist
- Ophthalmology
- Radiologist

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## Questions



# PATIENT ACCESS SERVICE CENTER

ONE CALL FOR THE BETTERMENT OF THE PATIENT EXPERIENCE



## WHAT IS A PATIENT ACCESS SERVICE CENTER (PASC)?

- A PASC is a centralized call center that manages non-clinical functions required prior to a patient's scheduled service.
- It is staffed by Patient Access experts who are cross trained to manage scheduling, authorization, and estimation creating a one stop shop for all the patient's needs and non-clinical questions prior to a service.
- This team environment shifts EPH's current model of relying on one person to be available, to having a team to do this work.

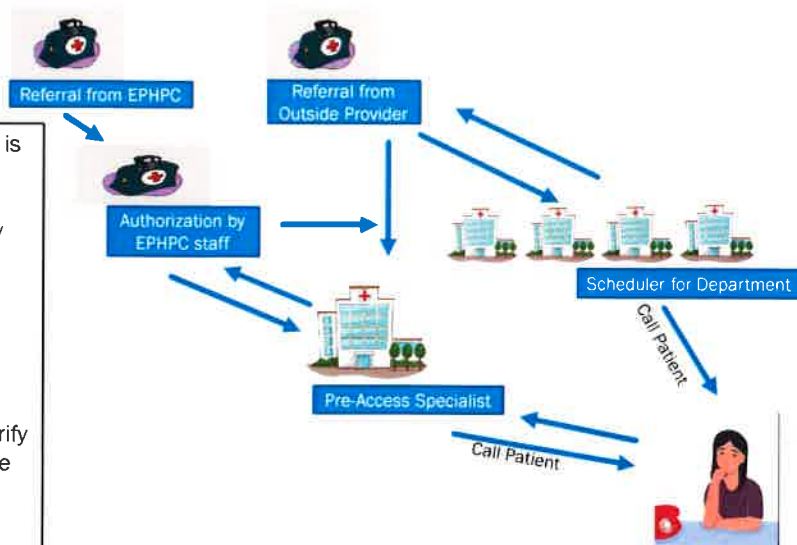


## WHY DO WE NEED A PASC?

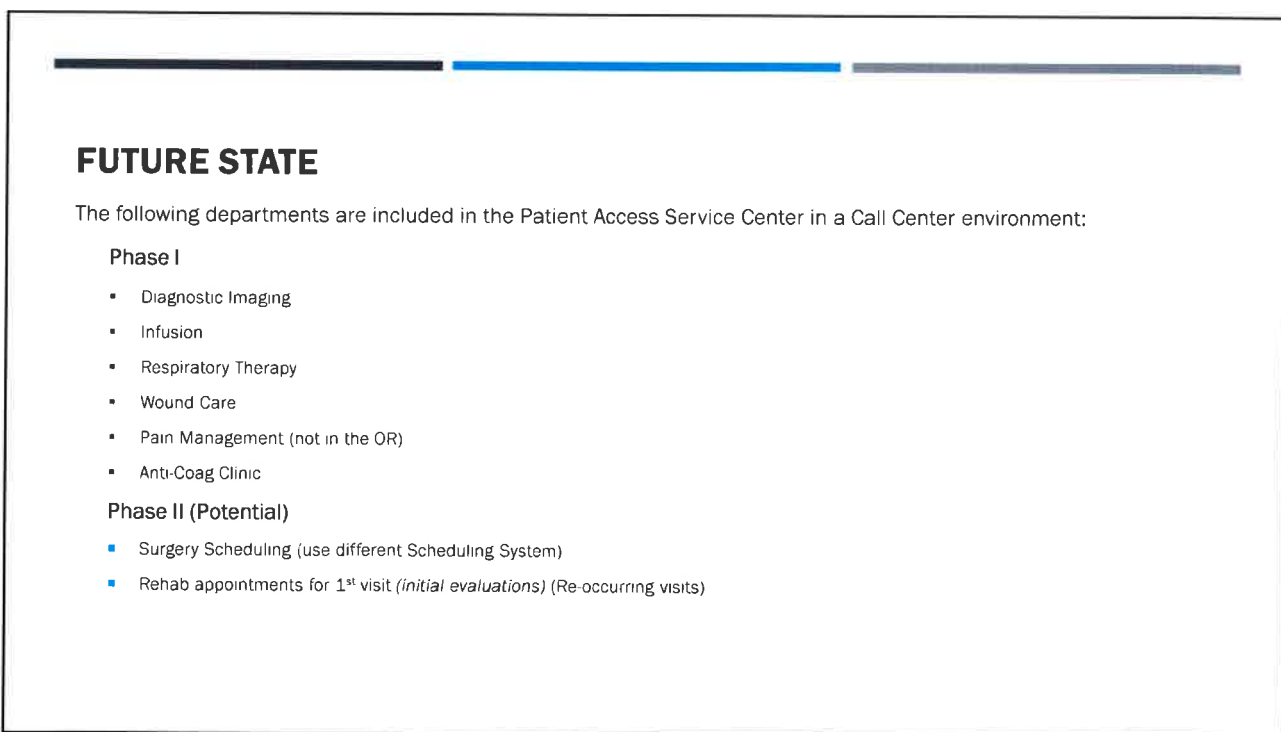
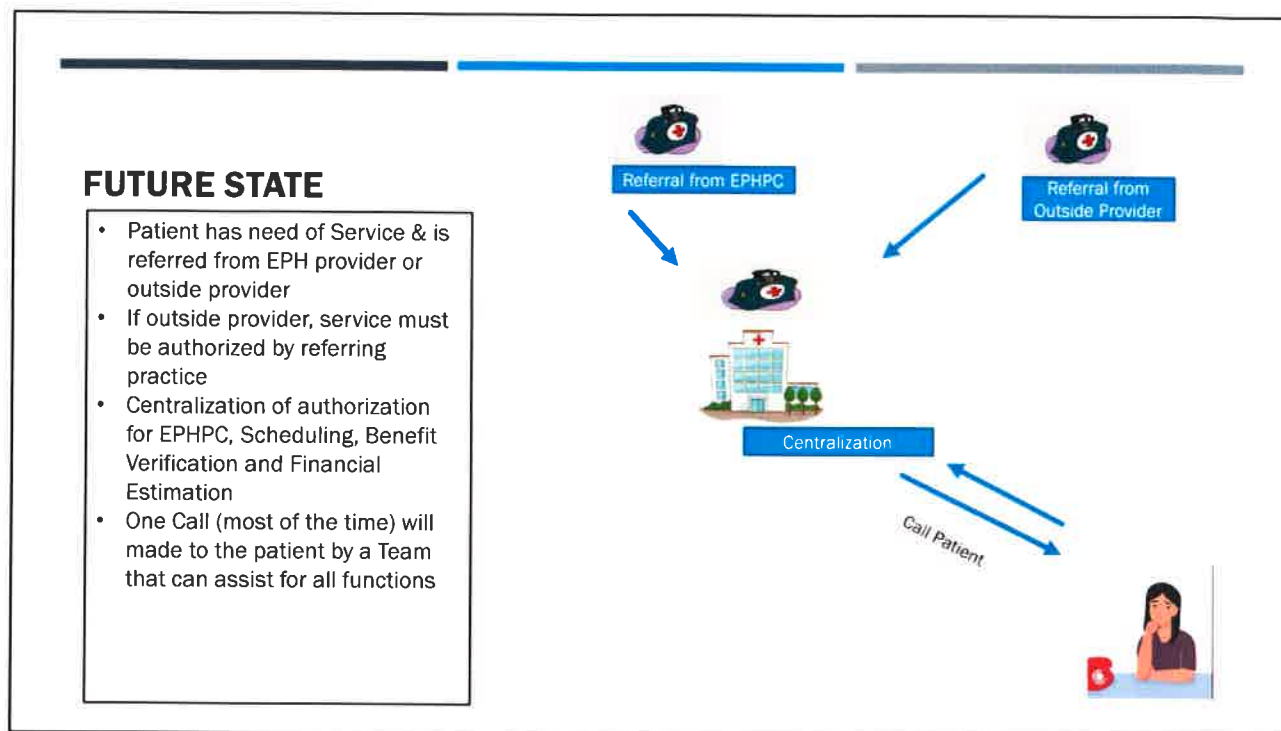
- **Better Patient Experience** – By streamlining the process, we reduce number of calls to the patient, improve customer service, verify insurance and patient demographics which will decrease denials and increase point of service collections.
- **Better Employee Experience** – By streamlining workflows, we can reduce billing corrections and rework, increase staff coverage for these roles with a team environment and cross train for better employee development.

### CURRENT STATE

- Patient has need of Service & is referred from EPH provider or outside provider
- Service must be authorized by referring practice
- Service is sent to the department for scheduling
- Scheduler calls to schedule service
- Once scheduled, sent to Pre-Access who verify benefits, verify authorization, provide estimate
- Two or more calls are made to the patient from different departments whose purpose cannot overlap







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## QUESTIONS?



## FINANCIAL HIGHLIGHTS

June, 2021

### Statement of Revenues, Expenses and Changes in Net Position:

Row 15--Super month with patient charges being 18.1% over budget

Row 19—Charity care and bad debts are estimated on a monthly basis and adjusted as accounts are written off. The increase in charges translates into more charity and bad debts.

Row 23—Primarily due to the fact that Medicare underpaid us for the first six months of 2021. We received a payment of approximately \$500,000 in August, 2021.

Row 25—Approximately \$53,000 of the June, 2021 variance of \$91,618 is receipt of monies related to the Cameron Peak fire for services rendered by the Hospital EMS.

Row 25—Most of the \$169,379, other than the \$53,000 mentioned in the last item, year to date variance is attributable to pharmacy 340(B) monies.

Row 32—\$225,000 of the June variance is due to contract labor. (We had 21 FTE contract labor persons in June.) Another \$80,000 of the June variance is due to IT maintenance.

Row 42—This is the first month in 2021 that we had a positive operating margin in spite of the fact that operating expenses were over budget but operating revenue was further over budget. **If I had to pick one line to zero in on this statement, it would be this line.**

Row 48—Keep in mind that we only receive quarterly statements from the broker and this really represents three months of investment results.

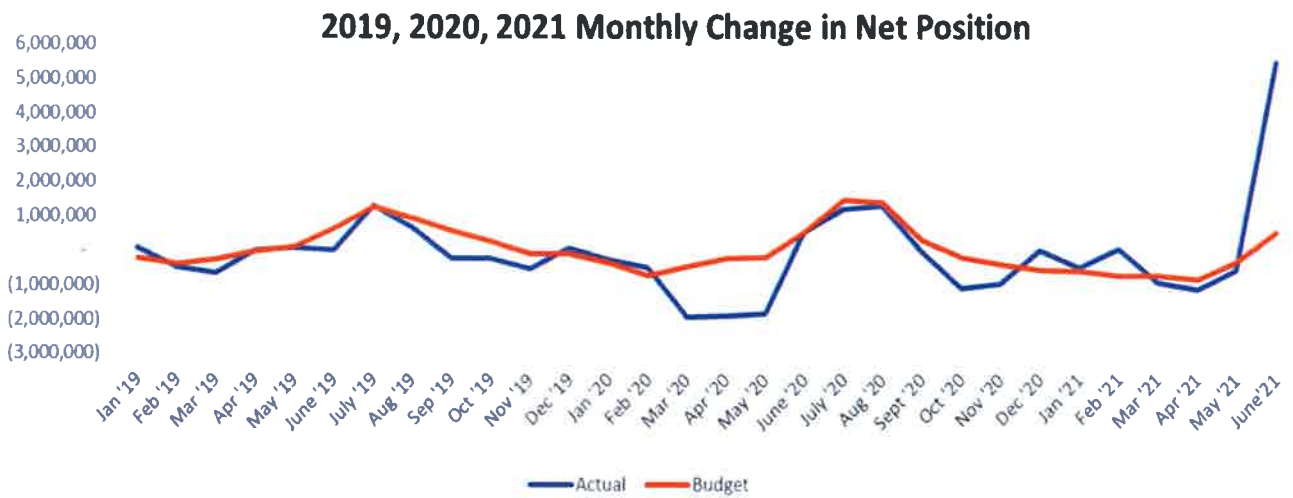
Row 51--\$4,800,00 PPP loan forgiveness in June is on this line.

### Balance Sheets:

Row 13.00—Even with the strong revenue in June, the net accounts receivable is only up about \$33,000 from December 31, 2020. This is a strong testament to the Patient Financial Services team.

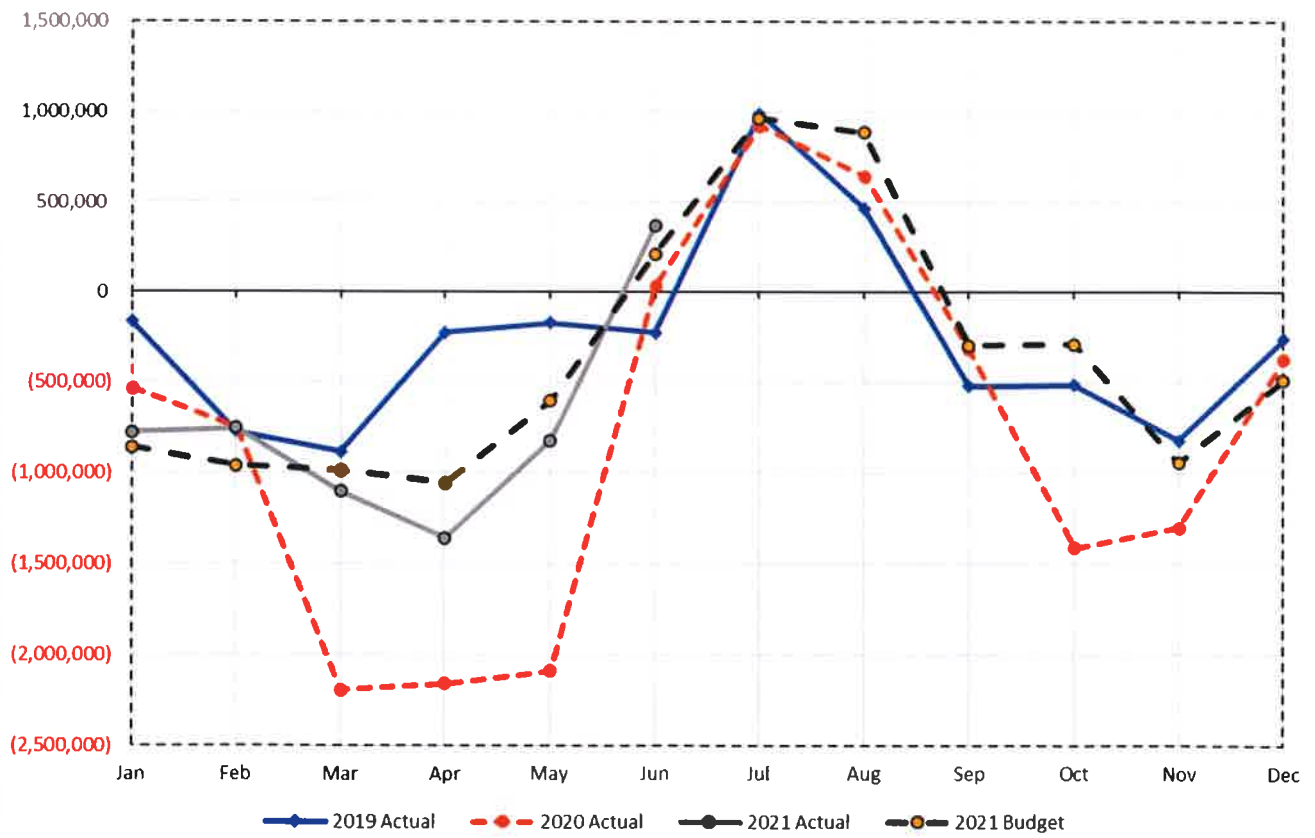
Row 37.00—The balance is comprised of approximately \$3,900,000 Provider Relief monies for Medicare accounts receivable which is being gradually withheld from our current Medicare payments and approximately \$5,400,000 Stimulus funds. We need to file a report by September 30, 2021 to hopefully retain most, if not all, the Stimulus funds.

Key Balance Sheet Metrics:	YTD 2021	FYE 2020	FYE 2019	FYE 2018
• Days Cash on Hand	225	225	152	175
• Debt Coverage Ratio	4.76	(-.99)	1.76	3.44
• Accounts Receivable Days	46.7	51.9	62.2	55.6
• Total Cash on Hand	\$20.0M	\$18.7M	\$18.8M	\$18.3M
• Investment Portfolio	\$11.9M	\$13.0M	\$ 754K	\$5.2M

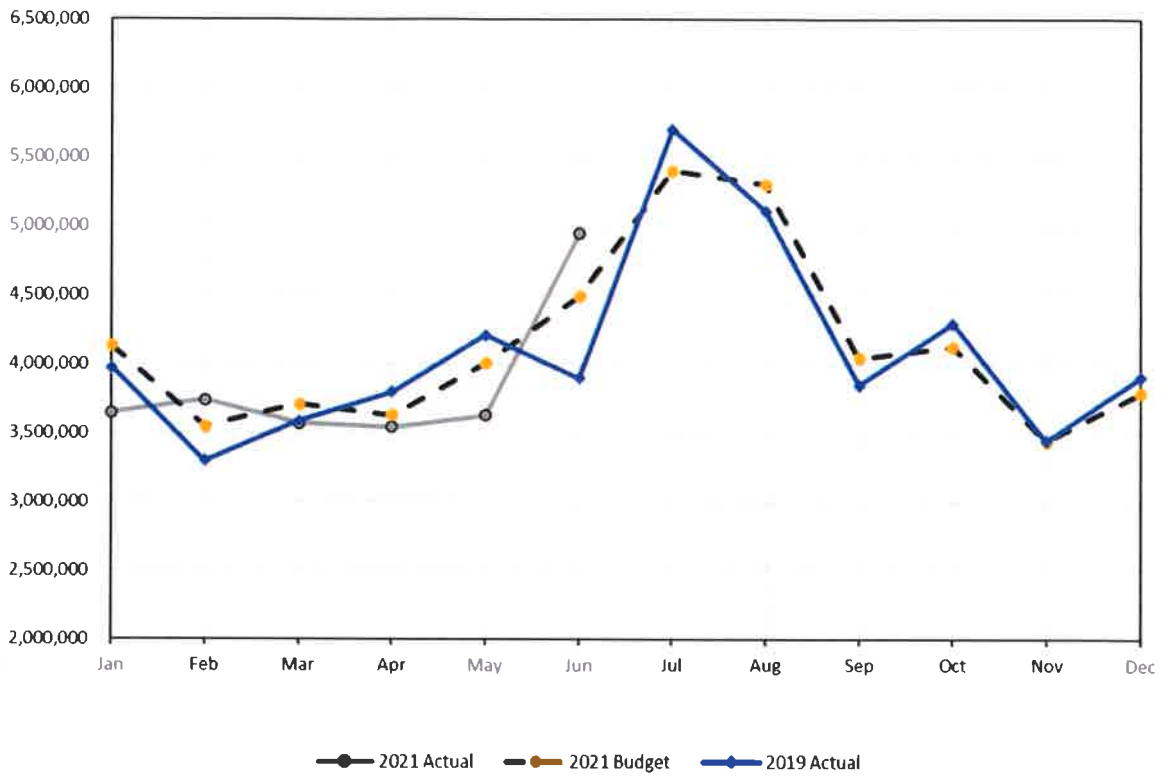


Key Statistics	Actual June '21	Budget June '21	YTD June 2021	Bud YTD June 2021	YTD June 2020	YTD June 2019
Inpatient Days	166	185	798	937	732	567
Births	2	3	23	37	27	27
ER Visits	646	529	2,291	2,059	1,979	1,383
Urgent Care	441	360	1,038	1,160	351	-
EMS	257	170	970	746	809	543
Surgeries	49	34	242	202	153	116
Clinic Visits	2,054	1,954	10,683	12,192	8,480	7,414
Radiology Exams	1,240	817	5,450	4,210	3,884	3,018
Lab Tests	7,019	5,601	36,403	32,047	32,097	24,122
Rehab Visits	786	570	4,185	4,073	3,373	3,755
Home Health	798	632	4,159	3,792	3,553	2,514
Hospice	201	171	907	1,026	1,246	755
Living Center Days	-	-	872	4,077	5,466	4,373

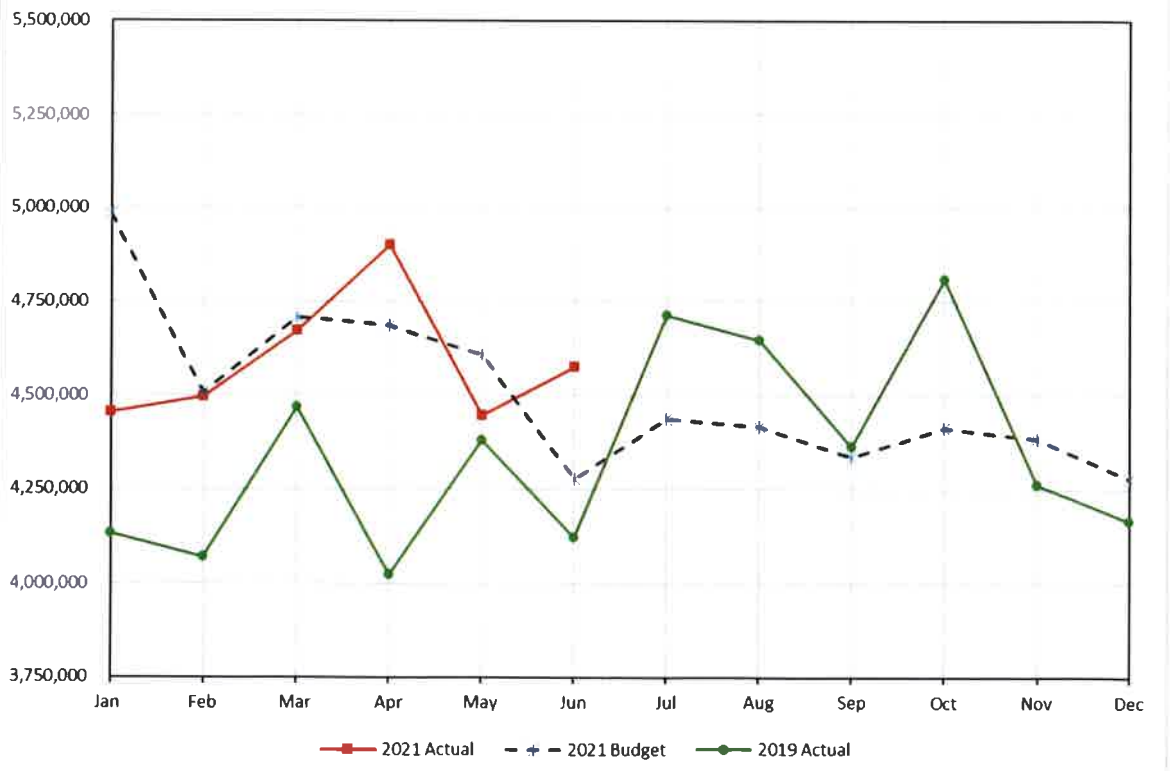
**Total Operating Income (Loss) - Actual 2019, 2020, 2021 & Budget 2021**



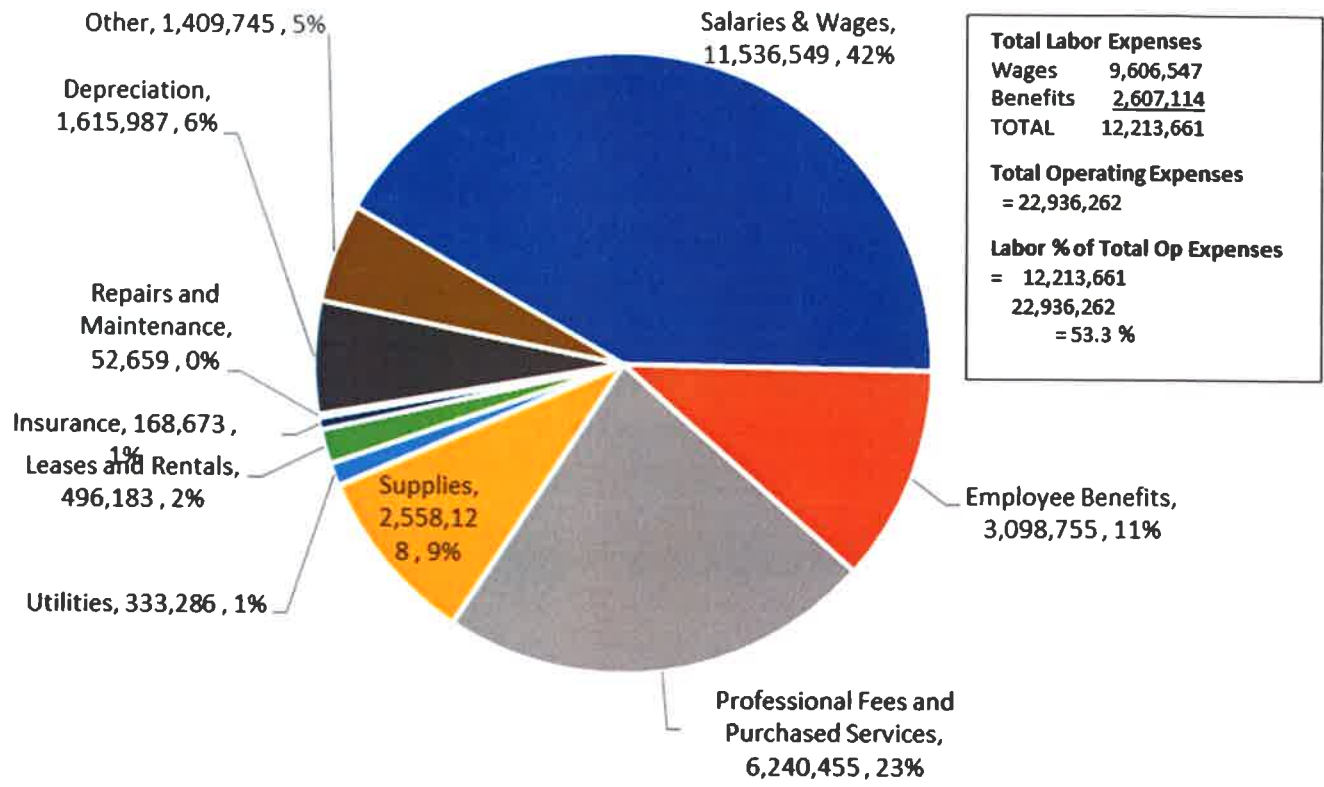
**Total Operating Revenues - Actual 2019 , 2021 & Budget 2021**



**Total Operating Expenses - Actual 2019 and 2021 & Budget 2021**



## Estes Park Health 2021 Operating Expense Proportions



## Estes Park Health

### Financial Overview

Month Ended June 30, 2021

#### FINANCIAL RATIOS

	May	Jun	RED	YELLOW	GREEN
Days in Accounts Receivable	45.2	46.7	> 60	50 - 60	< 50
Days Cash on Hand	230	225	< 125	125 - 224	> 225
Debt Service Coverage Ratio	1.94	4.76	<1.25	1.25 - 2.0	> 2.0
Operating Margin (12 Mo. Rolling)	-9.5%	-8.8%	< 2.0%	2% - 4.99%	> 5%
Total Margin (12 Mo. Rolling)	-0.5%	9.3%	< 5.0%	5% - 9.99%	> 10.0%

#### OTHER INDICATORS

	May	Jun	Budget	YTD	YTD Budget
Total Deductions from Revenue %	-48.2%	-48.3%	-43.6%	-46.9%	-43.3%
Operating Margin	(\$819,542)	\$371,863	\$225,534	(\$4,434,111)	(\$4,166,322)
Operating Margin %	-22.6%	7.5%	5.0%	-19.2%	-17.7%
Increase (decrease) in Net Assets	(\$589,105)	\$5,492,522	\$524,291	\$2,321,111	(\$2,698,773)
Total Margin %	-16.2%	111.0%	11.7%	10.1%	-11.5%

#### SUMMARY

**Statistics:** IP Days are at 166 compared to 86 in May and 101 in June 2020.  
Physicians Clinic Visits are at 2054 compared to 1732 in May and 1645 in June 2020.  
Surgeries are at 49 compared to 45 in May and 42 in June 2020.

**Revenue:** June's Gross Patient Charges is \$9,308,493 compared to a budget level of \$7,880,867.

**Other Operating Revenue:** June's Other Revenues are \$137,913.

**Expenses:** Total Operating Expenses in June are \$4,574,159 and \$309,488 over budget. Salaries and benefits are under budget by \$94,775.

**Excess Revenues (Expenses):** June's increase in Total Net Position is \$5,492,522 compared to a budget of \$524,291. June's Total Margin is (111.0%) compared to a budgeted level of (11.7%).

**Ratio Analysis:** Day's in A/R is at 46.7 which is lower than the industry average of fifty.  
Day's Cash on Hand is at 225 compared to May level of 230 and June 2020 of 233.

**Debt Coverage Ratio:** June's rolling 12 month ratio is 4.76%. The loan end of year minimum required ratio is 1.25.



**ESTES PARK HEALTH**  
**Draft Statement of Revenues, Expenses, and Changes in Net Position (Unaudited)**  
**Month Ending June 30, 2021**

Row	MONTH June 2021				2021 YEAR TO DATE Jan through Jun				2020 YEAR TO DATE Jan through Jun				2019 YEAR TO DATE Jan through Jun			
	Actual (A)	Budget (B)	Actual - Budget	Percent (A-B)/ABS(B)	Actual (A)	Budget (B)	Actual - Budget	Percent (A-B)/ABS(B)	2021 Actual	2020 Actual	2021 Actual - 2020 Actual	Percent (21-20)/ABS(20)	2019 Actual	2021 Actual - 2019 Actual	Percent (21-19)/ABS(19)	
7	<b>OPERATING INCOME</b>															
8	<b>OPERATING REVENUES</b>															
9	Charges for Patient Services															
10	925,626	1,155,620	(227,994)	-19.8%	5,170,060	7,980,205	(2,809,539)	-35.2%	5,605,975	(4,535,309)	1,070,666	-23.6%	9,868,159	(4,097,493)	-41.6%	
11	8,382,867	6,727,247	1,655,620	24.6%	37,538,408	33,113,515	4,424,893	13.4%	31,331,743	6,206,665	24,125,078	38.9%	33,255,705	4,282,613	12.9%	
12	9,308,493	7,880,867	1,427,626	18.1%	42,709,074	41,093,520	1,615,554	3.9%	36,937,718	5,773,556	31,164,162	53.8%	43,123,954	(1,956,792)	-4.5%	
13	Deductions from Charges for Patient Services															
14	(4,270,160)	(3,319,325)	(950,835)	-28.0%	(19,202,254)	(17,189,327)	(2,012,927)	-11.7%	(16,132,160)	(3,070,094)	(13,062,066)	43.0%	(20,017,685)	815,431	4.1%	
15	(2,302,224)	(117,632)	(1,112,592)	-98.7%	(827,845)	(620,750)	(207,095)	-33.4%	(508,733)	(259,112)	(249,621)	96.6%	(703,819)	(124,026)	-17.6%	
16	(4,500,384)	(3,436,957)	(1,063,427)	-30.9%	(20,030,099)	(17,810,077)	(2,220,022)	-12.5%	(16,700,893)	(3,329,206)	(13,371,687)	49.9%	(20,721,504)	691,405	3.3%	
17	4,808,109	4,443,910	364,199	8.2%	22,678,975	23,283,443	(604,468)	-2.6%	20,234,825	2,444,150	17,790,675	77.1%	22,402,450	276,525	1.2%	
18	Net Patient and Resident Service Revenues, Net of Provision for Bad Debts of Approximately \$650,000 in 2020 and \$1,130,000 in 2019															
19	137,913	46,295	91,618	197.9%	397,334	227,955	169,379	74.3%	234,543	162,791	78,272	48.1%	357,180	40,154	11.2%	
20	4,946,022	4,490,205	455,817	10.2%	23,076,309	23,511,398	(435,089)	-1.9%	20,469,368	2,606,941	17,862,427	77.7%	22,759,630	316,679	1.4%	
21	<b>Other Operating Revenues</b>															
22	1,930,002	1,938,039	(8,037)	-0.4%	11,536,549	12,193,839	(657,290)	-5.4%	12,147,638	(611,089)	12,758,727	-5.0%	10,818,651	717,898	6.6%	
23	1,045,043	697,406	377,637	50.6%	6,240,455	5,084,556	1,155,899	22.7%	5,999,537	2,409,018	3,590,519	14.5%	5,397,105	843,350	15.6%	
24	492,699	453,869	38,830	8.6%	2,538,128	2,887,015	(328,887)	-11.4%	2,854,530	(296,402)	3,150,932	-9.8%	2,734,982	416,950	15.2%	
25	58,131	50,575	7,556	14.9%	333,286	38,436	294,850	13.0%	274,005	39,281	234,724	59.5%	293,706	39,880	13.6%	
26	99,382	92,583	6,799	7.3%	496,183	569,234	(73,051)	-12.8%	293,054	204,129	88,925	43.5%	171,932	324,251	188.6%	
27	24,990	25,766	(776)	-3.0%	168,673	155,846	12,827	8.2%	184,698	(15,425)	200,123	-9.2%	129,583	39,090	30.2%	
28	4,851	14,385	(9,534)	-66.3%	52,659	85,707	(33,048)	-38.6%	107,140	(43,481)	150,621	-31.0%	77,035	(24,376)	-31.6%	
29	269,241	262,330	6,911	2.6%	1,615,987	1,571,967	44,020	2.7%	1,523,433	92,554	1,430,879	10.1%	1,003,783	612,204	61.0%	
30	158,179	181,339	(23,160)	-12.8%	1,409,745	1,270,152	139,593	11.0%	1,204,816	204,929	999,887	82.5%	1,279,410	130,335	10.2%	
31	4,574,459	4,264,671	309,788	7.3%	27,510,420	27,677,720	(167,300)	-0.6%	27,948,377	(437,857)	28,386,234	-1.6%	25,129,620	3,818,604	15.2%	
32	371,863	225,534	146,329	64.9%	(4,434,111)	(4,166,322)	(267,789)	-6.4%	(7,478,909)	3,044,798	(10,523,707)	-40.7%	(2,369,990)	(2,064,121)	-87.1%	
33	<b>NONOPERATING REVENUES (EXPENSES)</b>															
34	261,466	261,467	(1)	0.0%	1,568,799	1,568,799	0	0.0%	1,511,864	56,935	1,454,929	3.8%	1,345,830	222,969	16.6%	
35	(54,319)	(33,000)	(21,319)	-4.0%	(215,418)	(198,000)	(17,418)	-8.8%	(211,198)	14,220	(225,418)	-10.2%	(196,150)	(19,268)	-9.8%	
36	58,681	19,890	38,791	195.0%	(1,842)	44,250	(46,092)	-104.2%	77,760	(79,602)	(1,842)	-2.3%	187,043	(188,885)	-101.0%	
37	9,456	50,000	(40,544)	-81.1%	24,735	50,000	(25,265)	-50.5%	7,731	17,004	(9,273)	-54.5%	8,500	(8,500)	-100.0%	
38	4,825,375	400	4,824,975	1206.23.8%	5,320,060	2,500	5,317,560	212.22.4%	75,207	5,247,853	70,960	1.3%	0	5,323,060	0	
39	5,120,659	298,757	4,821,902	1614.0%	6,699,334	1,467,549	5,231,785	356.5%	1,461,364	5,237,970	3,776,606	72.1%	1,367,856	5,331,478	389.8%	
40	5,492,522	524,291	4,968,231	947.6%	2,265,223	(2,698,773)	4,963,996	183.9%	(6,017,545)	8,282,768	14,300,313	237.6%	(1,002,134)	3,267,357	326.0%	
41	<b>DEFICIT OF REVENUES OVER EXPENSES BEFORE CAPITAL CONTRIBUTIONS</b>															
42	0.00	0.00	0	0	55,888.00	0.00	55,888		132,905.00	77,017	55,888		15,277	40,611	265.8%	
43	5,492,522	524,291	4,968,231	947.6%	2,321,111	(2,698,773)	5,019,884	186.0%	(5,884,640)	8,205,751	13,090,391	222.6%	(986,857)	3,307,968	335.2%	
44	38,886,052				38,886,052				42,374,631				42,621,669			
45	44,378,574				41,207,163				36,489,991				41,635,812			

**ESTES PARK HEALTH**  
**Balance Sheet (Unaudited) Statements of Net Position**  
**Month Ending June 30, 2021**

Row		2021 Jun		2021 May		2020 Jun		
5.00		Actual	Actual	2021M ay minus 2021Apr	((2021M ay) - (2021Apr)) ÷ ABS(2021M ay)	Actual	2021M ay minus 2020 May	((2021M ay) - (2020 May)) ÷ ABS(2020 M ay)
6.00								
7.00	<b>ASSETS</b>							
8.00								
9.00	<b>CURRENT ASSETS</b>							
10.00	Cash and Cash Equivalents	16,087,985	14,818,500	1,269,485	8.6%	20,235,147	(4,147,162)	-20.49%
11.00	Restricted Cash Under Debt Agreements	3,919,204	3,919,013	191	0.0%	3,914,799	4,405	0.11%
12.00	Receivables							
	Patient and Resident, Net of Estimated Uncollectables of approximately \$1,301,000 in 2020 and \$1,784,000 in 2019	5,967,063	4,942,771	1,024,292	20.7%	5,531,522	435,541	7.87%
13.00	Property Taxes and Other	2,437,930	2,361,521	76,409	3.2%	2,437,397	533	0.02%
14.00	Estimated Third-Party Payor Settlements	593,796	593,796	0	0.0%	593,796	no ÷ 0	
15.00	Supplies	1,290,772	1,289,199	1,573	0.1%	1,070,357	220,415	20.59%
16.00	Prepaid Expenses	396,853	192,696	204,157	105.9%	414,783	(17,930)	-4.32%
17.00	<b>TOTAL CURRENT ASSETS (Sum Rows 10, 11, 13, 14, 15, 16, 17)</b>	<b>30,693,603</b>	<b>28,117,496</b>	<b>2,576,107</b>	<b>9.2%</b>	<b>33,604,004</b>	<b>(2,910,402)</b>	<b>-8.7%</b>
18.00								
19.00								
20.00	<b>LONG-TERM ASSETS</b>							
21.00	Investments	11,910,829	13,627,655	(1,716,826)	-12.6%	9,605,585	2,305,244	24.00%
22.00	Capital Assets							
23.00	Capital Assets Not Being Depreciated	570,083	578,468	(8,385)	-1.4%	1,204,106	(634,023)	-52.66%
	Depreciable Capital Assets, Net of Accumulated Depreciation	30,321,103	30,581,958	(260,855)	-0.9%	32,209,161	(1,888,058)	-5.86%
24.00	Total Capital Assets, Net	30,891,186	31,160,426	(269,240)		33,413,267	(2,522,081)	
25.00	Long Term Prepaid Lease							
26.00	<b>TOTAL LONG-TERM ASSETS</b>	<b>42,802,015</b>	<b>44,788,081</b>	<b>(1,986,066)</b>	<b>-4.4%</b>	<b>43,018,852</b>	<b>(216,837)</b>	<b>-0.50%</b>
27.00								
28.00								
29.00	<b>TOTAL ASSETS (Sum Rows 18, 27)</b>	<b>73,495,618</b>	<b>72,905,577</b>	<b>590,041</b>	<b>0.81%</b>	<b>76,622,856</b>	<b>(3,127,238)</b>	<b>-4.08%</b>
30.00								
31.00	<b>LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND NET POSITION</b>							
32.00								
33.00	<b>CURRENT LIABILITIES</b>							
34.00	Current Portion of Long-Term Debt	1,326,307	6,128,711	(4,802,404)	-78.4%	6,201,581	(4,875,274)	-78.61%
35.00	Accounts Payable	1,289,539	1,191,097	98,442	8.3%	666,813	622,726	93.39%
36.00	Estimated Third-Party Payor Settlements					1,430,484	(1,430,484)	-100.00%
37.00	Deferred Revenue	9,314,891	9,538,154	(223,263)	-2.3%	9,654,737	(339,846)	-3.52%
38.00	Accrued Expenses							
39.00	Salaries, Wages, and Related Liabilities	2,193,965	1,959,881	234,084	11.9%	2,365,261	(171,296)	-7.24%
40.00	Compensated Absences	920,205	917,503	2,702	0.3%	1,192,146	(271,941)	-22.81%
41.00	Other	55,255	195,557	(140,302)	-71.7%	75,293	(20,038)	-26.61%
42.00	<b>TOTAL CURRENT LIABILITIES</b>	<b>15,100,162</b>	<b>19,930,903</b>	<b>(4,830,741)</b>	<b>-24.24%</b>	<b>21,586,315</b>	<b>(6,486,153)</b>	<b>-30.05%</b>
43.00								
44.00	<b>LONG-TERM LIABILITIES</b>							
45.00	Long-Term Debt, Net of Current Portion	13,763,964	13,805,326	(41,362)	-0.30%	15,426,208	(1,662,244)	-10.78%
46.00	Long-Term Portion of Accounts Payable	308,349	338,727	(30,378)	-8.97%	308,349	no ÷ 0	
47.00	<b>TOTAL LONG-TERM LIABILITIES</b>	<b>14,072,313</b>	<b>14,144,053</b>	<b>(71,740)</b>	<b>-0.51%</b>	<b>15,426,208</b>	<b>(1,353,895)</b>	<b>-8.78%</b>
48.00								
49.00	<b>TOTAL LIABILITIES (Sum Row 38, 43)</b>	<b>29,172,475</b>	<b>34,074,956</b>	<b>(4,902,481)</b>	<b>-14.39%</b>	<b>37,012,523</b>	<b>(7,840,048)</b>	<b>-21.18%</b>
50.00								
51.00	<b>DEFERRED INFLOWS OF RESOURCES - PROPERTY TAXES</b>	<b>3,115,979</b>	<b>3,115,979</b>	<b>0</b>	<b>0.00%</b>	<b>3,120,340</b>	<b>(4,361)</b>	<b>-0.14%</b>
52.00								
53.00	<b>NET POSITION</b>							
54.00	Net Investment in Capital Assets	17,239,581	17,239,581	0	0.00%	18,261,460	(1,021,879)	-5.60%
55.00	Restricted, Expendable	3,915,919	3,915,919	0	0.00%	1,412,536	2,503,383	177.23%
56.00	Unrestricted	20,051,665	14,559,143	5,492,522	37.73%	16,815,998	3,235,667	19.24%
57.00	<b>TOTAL NET POSITION</b>	<b>41,207,164</b>	<b>35,714,642</b>	<b>5,492,522</b>	<b>15.38%</b>	<b>36,489,994</b>	<b>4,717,171</b>	<b>12.93%</b>
58.00								
59.00	<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND NET POSITION</b>	<b>73,495,618</b>	<b>72,905,577</b>	<b>590,041</b>	<b>0.81%</b>	<b>76,622,856</b>	<b>(3,127,238)</b>	<b>-4.08%</b>

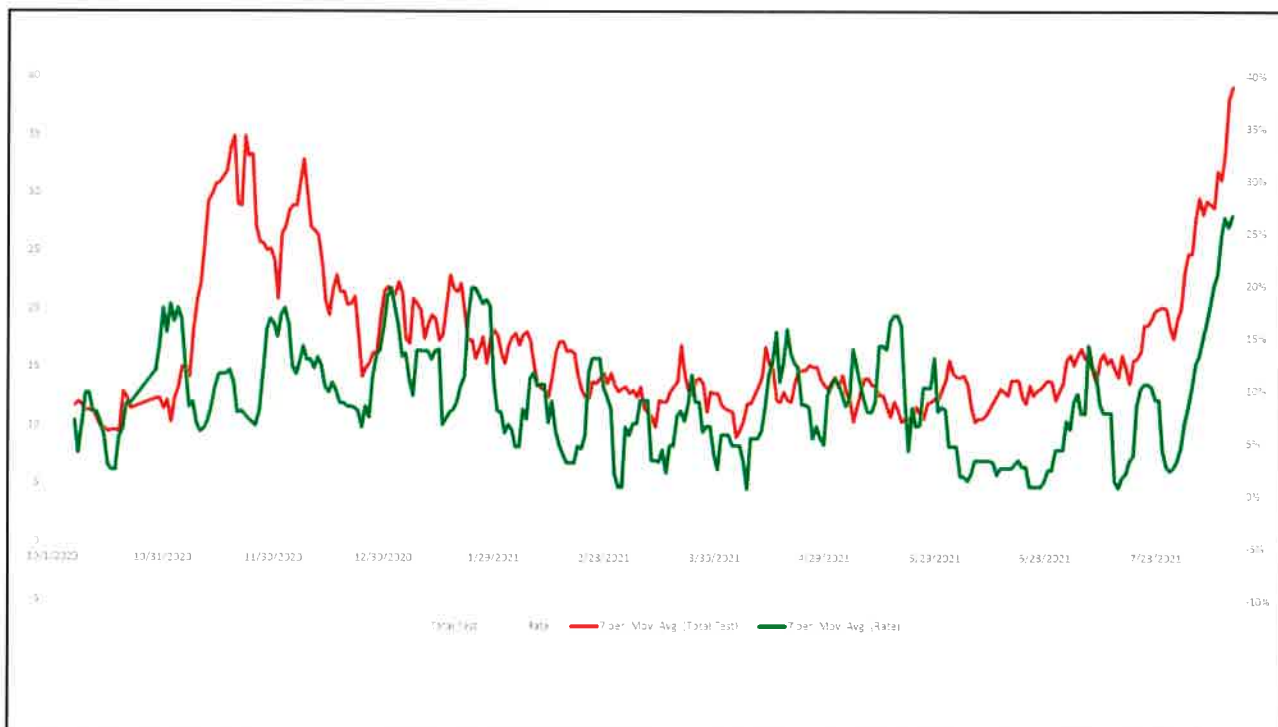
**ESTES PARK HEALTH**  
**Statements of Cash Flows (Unaudited)**  
**Month Ending June 30, 2021**

Row	2021 Jun	Dec 2020	
	Actual	As-filed	
5.00			
6.00			
7.00	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
8.00	Receipts from and on Behalf of Patients and Residents	22,470,949	50,960,878
9.00	Payments to Suppliers and Contractors	(11,715,340)	(22,641,734)
10.00	Payments for Employee Salaries and Benefits	(13,537,756)	(30,272,390)
11.00	Other Receipts and Payments	356,030	488,326
12.00	<b>NET CASH USED BY OPERATING ACTIVITIES</b>	<b>(2,426,117)</b>	<b>(1,464,920)</b>
13.00			
14.00	<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES</b>		
15.00	Property Taxes Supporting Operations	2,433,087	3,256,863
16.00	Issuance of Long-Term Debt	(4,800,000)	4,800,000
17.00	HHS Provider Relief Fund	-	5,370,111
18.00	Noncapital Grants and Contributions	24,735	26,206
19.00	<b>NET CASH PROVIDED BY NONCAPITAL FINANCING ACTIVITIES</b>	<b>(2,342,178)</b>	<b>13,453,180</b>
20.00			
21.00	<b>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>		
22.00	Purchase and Construction of Capital Assets	(556,559)	(3,959,139)
23.00	Proceeds from Disposal of Capital Assets	-	-
24.00	Issuance of Long-Term Debt	269,973	2,500,000
25.00	Principal Payments on Long-Term Debt	(79,702)	(1,085,000)
26.00	Interest Paid on Long-Term Debt	(215,418)	(417,841)
27.00	Capital Contributions	55,888	523,770
28.00	<b>NET CASH USED BY CAPITAL AND RELATED FINANCING ACTIVITIES</b>	<b>(525,818)</b>	<b>(2,438,210)</b>
29.00			
30.00	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
31.00	Sales (Purchases) of Investments	2,468,348	(12,364,836)
32.00	Investment Income and Other	5,321,218	210,618
33.00	<b>NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES</b>	<b>7,789,566</b>	<b>(12,154,218)</b>
34.00			
35.00	<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS (Sum Rows 12, 19, 28, 33)</b>	<b>2,495,454</b>	<b>(2,604,168)</b>
36.00			
37.00	Cash and Cash Equivalents - Beginning of Year	17,511,735	20,115,903
38.00			
39.00	<b>CASH AND CASH EQUIVALENTS - END OF YEAR (Sum Rows 35 and 37)</b>	<b>20,007,189</b>	<b>17,511,735</b>
40.00			
	<b>RECONCILIATION OF CASH AND CASH EQUIVALENTS TO THE STATEMENTS OF</b>		
41.00	<b>NET POSITION</b>		
42.00	Cash and Cash Equivalents	16,087,985	13,595,816
43.00	Restricted Cash Under Debt Agreement	3,919,204	3,915,919
44.00	<b>TOTAL CASH AND CASH EQUIVALENTS</b>	<b>20,007,189</b>	<b>17,511,735</b>
45.00			
	<b>RECONCILIATION OF OPERATING LOSS TO NET CASH USED BY OPERATING</b>		
46.00	<b>ACTIVITIES</b>		
47.00	Operating Loss	(4,434,111)	(7,085,820)
48.00	Adjustments to Reconcile Operating Loss to Net Cash Used by Operating Activities		
49.00	Depreciation	1,615,987	3,150,456
50.00	Provision for Bad Debts	563,647	650,166
51.00	(Increase) Decrease in Assets		
52.00	Patient and Resident Receivables	(595,769)	(129,425)
53.00	Other Receivables	(41,304)	21,923
54.00	Supplies	(13,945)	(180,421)
55.00	Prepaid Expenses	169,247	114,395
56.00	Long-Term Prepaid Lease	-	285,184
57.00	Increase (Decrease in Liabilities)		
58.00	Accounts Payable	(611,513)	(191,801)
59.00	Estimated Third-Party Payor Settlements	251,204	(1,674,000)
60.00	Deferred Revenue	(427,108)	4,371,888
61.00	Accrued Salaries, Compensated Absences, and Other	1,097,548	(797,465)
62.00	<b>NET CASH USED BY OPERATING ACTIVITIES (Sum Rows 47 to 61)</b>	<b>(2,426,117)</b>	<b>(1,464,920)</b>
63.00			
64.00	<b>SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION</b>		
65.00	Capital Assets Included in Accounts Payable	653,822	842,789

# CNO Board Report August 2021



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## CNO Board Report August 2021

### • COVID-19

- Current state for EPH
  - Staffing impact
- Increase volume in service lines and impact
- Swabbing clinic for Estes Park Community
- Crisis plan/critical staffing plan
- Vaccine mandate update
- Community vaccination update
- New treatment modalities



## CNO Board Report August 2021

- Quality/Patient Safety structure/plan revision
  - Initiating new structure this month, additional teams identified
  - Facilitating and leading implementation of DNV action plan.
  - HCAPS/Patient experience-implementing some practices at the service line level for Medical/Surgical, Perioperative, Swabbing Clinic
  - Integrating learning and practice changes from quality activities across the organization. (falls, moderate sedation, etc).
- Working with local nursing schools to support student clinicals at EPH.



## CNO Board Report August 2021

- **Nursing Leadership**
  - Interim Home Health Care/Hospice Leader
  - Interim Perioperative Director
  - Clinical Educator





**Park Hospital District Board  
Timberline Conference Room  
August 23, 2021**

**CREDENTIALING RECOMMENDATIONS**

**Credentials Committee approval:** July 28, 2021

Present: Drs. Dunn (Chair), Meyer, Zehr, Steve Alper, Vern Carda, Bill Pinkham, and Andrea Thomas

**Medical Executive Committee approval:** August 4, 2021

**Reappointments**

Grant, Michael, M.D.

Active, Orthopedic Surgery

Nerby, Craig, M.D.

Courtesy, Pathology

Stoltz, Chad, M.D.

Active, Cardiology

Van der Werf, Guy, M.D.

Courtesy, Family Medicine

**Status change**

Wilke, Traci, P.A.

Locum tenens to APP