

Agenda

Estes Park Health Board of Directors' Regular Meeting by GoToWebinar

Monday, January 31, 2022
5:00 - 7:00 pm Board Meeting
Virtual (E-Meeting) Only

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	Welcome new Chief Financial Officer Marcus Armstrong			10	Information	Mr. Vern Carda and Mr. Armstrong
4	Public Comments on Items Not on the Agenda			3	Information	Public
5	General Board Member Comments			3	Information	Board
6	Consent Agenda Items Acceptance:			2	Action	Board
	6.1	Board Minutes				
		6.1.1	EPH Board Regular Meeting Minutes December 06, 2021			
		6.1.2	EPH Board Regular Meeting Minutes December 14, 2021			
	6.2	Other Documents				
7	Presentations:					
	7.0	Estes Park Health May 2022 Election Preparation Update		5	Discussion	Ms Sarah Shepherd
	7.1	Estes Park Health Current Status, Covid-19 Updates, 2022 Tactical and Strategic Initiatives Updates and Forecast		20	Discussion	Mr Vern Carda
	7.2	EPH 2021 Quality Program Review & 2022 Quality Vision		15	Discussion	Ms. Pat Samples & Ms. Kendra Simms
	7.3	Cybersecurity Briefing		15	Discussion	Mr. Gary Hall
	7.4	Chief Operating Officer Updates		15	Discussion	Mr Gary Hall
8	Executive Summary - Significant Items Not Otherwise Covered			1	Discussion	Senior Leadership Team
9	Medical Staff Credentialing Report			2	Action	Board
10	Potential Agenda Items for February 28, 2022 Regular Board Meeting			1	Discussion	Board
11	Adjournment			1	Action	Board
Estimated Total Regular Session Mins.				95		

Next Regular EPH Board Meeting: Monday February 28, 2022 5:00 - 7:00 pm



**ESTES PARK HEALTH
BOARD OF DIRECTORS'
Regular Meeting Minutes – December 6, 2021**

Board Members in Attendance

Dr. David Batey, Chair
Dr. Steve Alper, Finance Committee Chair
Ms. Diane Muno, Member at Large
Mr. William Pinkham, Member at Large
Ms. Sandy Bagley, Member at Large

Other Attendees

Mr. Vern Carda, CEO
Ms. Pat Samples, CNO
Mr. Gary Hall, CIO
Mr. David Timpe, Interim CFO
Ms. Shelli Lind, CHRO
Ms. Lesta Johnson
Mr. Adam Johnson
Ms. Sarah Bosco
Ms. Sarah Shepard
Dr. Kenneth Epstein
Ms. Kendra Simms
Dr. Robyn Zehr (via webinar)

Community Attendees (via webinar):

Wendy Rigby (via webinar)

1. Call to Order

The board meeting was called to order at 5:04 PM by David Batey; there was a quorum present. Notice of the board meeting was posted in accordance with the Sunshine Law Regulation.

2. Approval of the Agenda

David Batey proposed to amend the agenda by moving Agenda Item 3 (Appreciation of Dr. John Meyer's Services as Chief of Staff) to the January 31st, 2022 Board Meeting. Bill Pinkham motioned to approve the agenda as submitted. Steve Alper seconded the motion, which carried unanimously.

3. Appreciation of John Meyer's Service as Chief of Staff

Did not occur; rescheduled to the January 31, 2022 board meeting

4. **Public Comments on Items Not on the Agenda**

No comments.

5. **General Board Comments**

Sandy Bagley was warmly welcomed after a few excused absences.

6. **Consent Agenda Items Acceptance**

Bill Pinkham motioned to approve consent agenda items at listed. Steve Alpers seconded the motion, which carried unanimously.

7. **Presentations**

7.1 **Estes Park Health May 2022 Election Preparation – Sarah Shepard**

Discussed the start up activities to kick off the election. The proposal and contract for Sarah Shepard to be certified as designated election official was discussed.

Important dates:

- January 1 - First day candidates can self-nominate.
- Mid January-Mid February – Call for Nominations

7.2 **Home Health Review – Sarah Bosco**

Shared the Home Health Program's purpose, recent activities, and yearly data, as required. The report was approved by the Board of Directors.

7.3 **Estes Park Health Current Status, Covid 19 Updates, On-Call Housing Update 2021 Tactical and Strategic Initiatives Updates – Vern Carda**

COVID-19 Updates

- Colorado Department of Public Health and Environment (CDPHE) has confirmed the presence of the Omicron variant (B.1.1.529) of COVID-19 in Colorado. State health officials urge that all Coloradans (ages 5+) should get vaccinated with the COVID- 19 vaccine. Anyone 18 or older who has received their second dose of Pfizer or Moderna at least six months ago or who has received the Johnson & Johnson vaccine for their initial dose is encouraged to get a booster dose as soon as possible. In addition, all Coloradans (ages 6 months+) should get vaccinated with the flu vaccine.
- It's critical that Coloradans get vaccinated, get a booster dose, wear a mask in indoor public spaces, limit large gatherings, wash their hands frequently, get tested if they have symptoms or were exposed, and practice physical distancing. People who have recently traveled internationally should be tested 3-5 days after their return with a molecular or PCR test, regardless of symptoms or vaccination history. Anyone, regardless of vaccination status, who develops symptoms should get tested immediately and isolate.
- Infection and Spread:

- How easily does Omicron spread: The Omicron variant spreads more easily than the original SARS-CoV-2 virus. CDC expects that anyone with Omicron infection can spread the virus to others, even if they are vaccinated or don't have symptoms.
 - Will Omicron cause more severe illness: More data is needed to know if Omicron infections, and especially reinfections and breakthrough infections in people who are fully vaccinated, cause more severe illness or death than infection with other variants.
 - Will vaccines work against Omicron: Current vaccines are expected to protect against severe illness, hospitalizations, and deaths due to infection with the Omicron variant. However, breakthrough infections in people who are fully vaccinated are likely to occur. With other variants vaccines have remained effective at preventing severe illness, hospitalizations, and death. The recent emergence of Omicron further emphasizes the importance of vaccination and boosters.
 - Will treatments work against Omicron: Scientists are working to determine how well existing treatments for COVID-19 work. Based on the changed genetic make-up of Omicron, some treatments are likely to remain effective while others may be less effective.
- Testing:
 - Estes Park Health has testing available for community members who need a Covid-19 test.
 - Community members with questions regarding Covid-19 or Covid-19 testing can call 970-586-2200 to speak with our Covid Triage Team during regular business hours. The results of a Covid-19 test are available within 24 hours. If your test result is positive, an EPH provider will contact you and discuss the results of your test and provide further Covid - 19 consultation.
 - Vaccinations:
 - Estes Park Health supports efforts to protect all community members from contracting COVID-19. Please schedule your vaccination if you have already not done so. To receive your COVID-19 vaccine call 970-586-2200 to receive instructions on obtaining a vaccination.
 - EPH also has Pfizer vaccine available for pediatric population patients ages 5 -17.

Recruitment Updates

- Physician Recruitment Updates:
 - EPH Hospitalist Update: Interviews have been completed with hospitalist candidates. EPH has employed three hospitalists to serve the needs of inpatients at EPH. Employment date will coincide with December 24, 2021.

- Radiology Recruitment Update: EPH has conducted on-site interviews and offered preferred candidate position. An employment agreement has been completed. The start date for radiologist will be approximately May 1, 2022 pending licensure, credentialing, etc.
- Podiatrist Recruitment Update: EPH has conducted on-site interviews and offered preferred candidate position. An employment agreement has been completed. The start date for podiatrist will be May 1, 2022 pending licensure, credentialing, etc.
- Ophthalmology Recruitment Update: An employment contract has been extended to an ophthalmologist. However, ophthalmologist has decided not to accept employment. Currently spearheading efforts to secure locum coverage for the gap in service between the retiring Dr. Prochoda and whomever accepts the new position.
- Staff Recruitment Updates:
 - CFO: EPH has completed the search for the CFO position. EPH's new CFO start date to be January 10, 2022.
 - Physician Credentialing Specialist: EPH is currently searching for a physician credentialing specialist.

Operational/Tactical Updates

- Budget Process: During the past month, the budget process has consumed a significant amount of management's time to complete. More information will be presented on the budget at finance committee meeting on December 6, 2021 and the board meeting on the same day.
- Medical Staff Development Planning (MSDP): The initial game plan for completion of the MSDP study has been built. EPH anticipates kickoff in January 2022 with completion slated for the end of the first quarter of FY 2022.
- Productivity and Staffing Analysis: Productivity and staffing analysis Phase 1 data has been gathered. We anticipate the results first quarter of FY 2022 with some changes to be implemented starting second quarter of 2022. EPH is running slightly behind on this process.
- Strategic Plan Reporting Mechanism: The scorecard development is in process. EPH anticipating rollout to other departments the first quarter of 2022.
- Strategic Planning: A strategic planning review and planning session will be scheduled first quarter of 2022. The basic agenda will be to review the current plan, achievements, and shortfalls. A revised plan will be created and implemented by the end of the first quarter 2022.
- Chargemaster Review Project: EPH has received the proposals for chargemaster. Review of proposals will be completed prior to the end of 2021 with contract arrangements to be completed the first half of January 2022. EPH anticipates the completion of this study second quarter of FY 2022.

- Quality Update: EPH continues to move forward in implementing the new quality structure put in place after our DNV survey. We are implementing regular multi-disciplinary service line council meetings supported by a standard agenda to evaluate quality and practice within the service line. Patient Safety and Quality meet monthly to ensure each department and service line are receiving the support and education they need as well as identifying in system wide issues that need to be addressed. Standardized reporting dashboard being created across the organization.

7.4 EPH FY 2022 Budget Dave Timpe

Summary and analysis of EPH's 2022 proposed budget was presented. Assumptions and accounting methodology were probed by the Board and it was decided to have a follow up board meeting for the Finance Team and Senior Leadership Team to address the raised questions in order for the Board to accept and authorize the 2022 budget.

7.5 EPH Quality Initiatives – Kendra Simms, Dr. Ken Epstein

Discussed the meaning of quality, how it is attained, and the impact that it has on a hospital and community.

EPH is in a unique situation with Covid; it has better nurse and doctor ratios than down valley, thus the more attentive quality ought to provide for a better patient experience.

7.6 Chief of Staff Updates – Dr. Robyn Zehr

Recap of 2021's accomplishments and summary of action items and goals going into 2022.

7.7 Chief Nursing Officer Updates – Pat Samples

Recap of Covid's latest statistics and ramifications within Estes Park. Briefed on the Quality/Patient Safety Plan revision, the Nursing Strategic Plan (recruitment, retention, and development), and the DNV Action plan.

7.8 Chief Human Resources Officer Updates including Addressing the National Nursing Recruitment and Retention Challenge – Shelli Lind

Recap of 2021's accomplishments. Briefed the action plan to attain the goals set for 2022 and discussed the ongoing labor, market, and retention challenges.

8. **Executive Summary – Significant Items Not Otherwise Covered**

No comments.

9. **Medical Staff Credentialing Report**

No providers needed credentialing this month.

10. **Potential Agenda Items for January 31, 2022 Regular Board Meeting**

David Batey announced that the next board meeting is actually on December 14th.

11. **Adjournment**

David Batey motioned to adjourn the meeting at 6:58 PM. Bill Pinkham seconded the motion, which carried unanimously.



**ESTES PARK HEALTH
BOARD OF DIRECTORS'
Regular Meeting Minutes – December 14, 2021**

Board Members in Attendance

Dr. David Batey, Chair
Dr. Steve Alper, Finance Committee Chair
Ms. Diane Muno, Member at Large
Mr. William Pinkham, Member at Large
Ms. Sandy Bagley, Member at Large

Other Attendees

Mr. Vern Carda, CEO
Ms. Pat Samples, CNO
Mr. Gary Hall, CIO
Mr. David Timpe, Interim CFO
Ms. Shelli Lind, CHRO
Ms. Lesta Johnson
Mr. Adam Johnson
Ms. Sarah Shepherd
Dr. Robyn Zehr

Community Attendees (via webinar):

Wendy Rigby (via webinar)

1. Call to Order

The board meeting was called to order at 5:03 PM by David Batey; there was a quorum present. Notice of the board meeting was posted in accordance with the Sunshine Law Regulation.

2. Approval of the Agenda

Bill Pinkham motioned to approve the agenda as submitted. Steve Alpers seconded the motion, which carried unanimously.

3. Public Comments on Items Not on the Agenda

No comments.

4. General Board Comments

No comments.

5. Presentations

5.1 Election Management Services – Sarah Shepherd

5.1.1 Memo Re: First Steps for the May 3, 2022 Election

Briefly discussed the employment agreement between EPH and Sarah Shepard and reviewed the inauguration activities to kick off the election.

5.1.2 Resolution 2021-03

The following items were read aloud and subject to the Board's approval:

1. The Board hereby names Sarah Shepherd as Designated Election Official and Adam Johnson as Deputy Designated Election Official for the regular biennial special district election scheduled for May 3, 2022; and
2. The Board hereby authorizes the Designated Election Official to publish and post a Call for Nominations in the legal newspaper of circulation and on the District's website, between 100 and 75 days (January 23, 2022 – February 17, 2022) before the regular special district election; and
3. The Board further authorizes and directs the Designated Election Official to cancel said election and declare the candidates elected if, at the close of business on the sixty-third (63rd) day before the election (March 1, 2022), re candidates for director than offices to be filled, including candidates filing affidavits of intent to be write-in candidates; and
4. The Board further authorizes and directs the Designated Election Official to publish and post notice of the cancelation in the offices of the Designated Election Official, Clerk and Recorder of each county in which the district is located and file the notice with the Division of Local Government. In such event, the Designated Election Official shall also notify the candidates that the election was canceled and that they were elected by acclamation; and
5. Mail-In Voter Ballot Applications. Pursuant to Section 1-8-104, C.R.S., that applications for mail-in voter's ballots may be filed with the Designated Election Official at 1100 W Littleton Blvd., #101, Littleton, Colorado 80120, between the hours of 10:00 a.m. and 4:00 p.m., not earlier than January 1, 2022 until the close of business on the Friday immediately preceding the Election, except that if the applicant wishes to receive the mail-in ballot by mail, the application shall be filed no later than 5:00 P.M. on the 7th day prior to the election; and
6. Severability. If any part or provision of this Resolution is adjudged to be unenforceable or invalid, such judgment shall not affect, impair or invalidate the remaining provisions of this Resolution, it being the Board's intention that the various provisions hereof are severable; and
7. Repealer. All acts, orders, and resolutions, or parts thereof, of the Board which are inconsistent or in conflict with the Resolution are hereby repealed to the extent only of such inconsistency of conflict; and
8. Effective Date. The provisions of this Resolution shall take effect January 1, 2022.

Bill Pinkham motioned to approve the resolution as submitted. Steve Alpers seconded the motion, which carried unanimously.

5.2 EPH 2022 Budget – Dave Timpe

5.2.1 Resolution 2021-04 Mill Levy

The following items were read aloud and subject to the Board's approval:

1. That, for the purpose of meeting all general operating expenses of the District during the District's 2022 budget year, there is hereby levied a tax of 7.505 mills upon each dollar of the total valuation for assessment of all taxable property within the District for the previous year (tax year).
2. That, for the purpose of meeting all the District's debt service payments during the 2021 budget year, there is hereby levied a tax of 0 mills upon each dollar of the total valuation for assessment of all taxable property within the District for the previous year (tax year).
3. That the District's Secretary is hereby authorized and directed to certify to the County Commissioners of Larimer County, Colorado, the mill levies for the District as hereinabove determined and set, and to execute such form or forms as may be required by the County Commissioners for such purposes; provided, however, that, in the event that the final notice of assessed valuation will cause an adjustment to such mill levy in order to raise amounts stated to balance the District's budget, the District's Budget Officer is authorized to make such adjustments based upon the final assessed valuations received from the County Assessor. In no event shall such adjustments result in any unauthorized non-voter approved increase in the mill levy.

Bill Pinkham motioned to approve the resolution as submitted. Steve Alpers seconded the motion, which carried unanimously.

5.2.2 Resolution 2021-05 Budget

The fiscal budget questions raised from the December 6, 2021 board meeting were answered and expounded upon in detail.

The following items were subject to Board approval:

1. A resolution summarizing expenditures and revenues for each fund and adopting the budget for the Estes Hospital District for the calendar year beginning on the first day of January 2022 and ending the last day of December 2022.
2. A resolution appropriating sums of money to the various funds and spending agencies, in the amounts and for the purposes set forth below for the Park Hospital District for the 2022 budget year.

Bill Pinkham motioned to approve the resolution as submitted. Steve Alpers seconded the motion, which carried unanimously.

6. Adjournment

David Batey motioned to adjourn the meeting at 6:01 PM. Bill Pinkham seconded the motion, which carried unanimously.

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

ESTES PARK (PARK) HOSPITAL DISTRICT

May 3, 2022 Election Memo

To: Board of Directors, Park Hospital District

From: Sarah E. E. Shepherd, Designated Election Official

Date: January 31, 2022

Subject: May 3, 2022 Election Status

Dear Board:

I am pleased to announce that the Election process is going well.

Thus far we have received 1 request for a self-nomination for and 1 completed self-nomination form.

Forms are due to us no later than 4 pm on Friday, February 25. Forms can be requested by contacting our office via email or phone or Adam Johnson via email, phone or at the hospital. Completed forms may be filed by mailing to our office at PO Box 359, Littleton, CO 80160, dropped off to the Hospital administrative office, attention Adam Johnson, so Adam can forward to us. The most direct preferred option is to email directly at info@ccrider.us.

Write-in candidate forms for those who miss the self-nomination form deadline, are due Monday, February 28. The same process applies requesting and returning these forms.

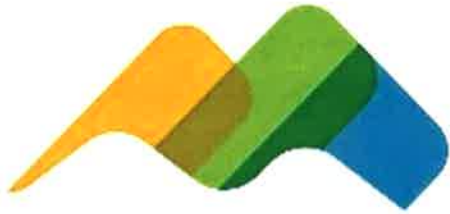
Envelope printing specs and voter lists will likely be received this coming week and property owners lists have been received and are in review process already.

The call for nominations notice has been received by both newspapers of record for the District, and has been posted on the District's website.

I will plan to attend the next regular district board meeting to provide an additional report as to the progress during the month of February, which will determine whether the election will be cancelled or not. Adam and our team will be working together in the meantime to prepare for the election plan, schedule election judge training(s), notify the post office of the potential election mailing, and prepare voter lists. Our office will also provide updates directly to candidates regarding the Lot Drawing time and place, if necessary. Please do not hesitate to reach out to me with any questions.

The May regular board meeting will be the time to swear in re-elected or newly-elected Directors after the election results have been confirmed. All information and documents will be provided at that meeting and submitted to the State afterward according to the Election Calendar.

Circuit Rider of Colorado, LLC
Mailing: P. O. Box 359 – Littleton, CO 80160
Telephone: 303-482-1002 – Email: info@ccrider.us



ESTES PARK HEALTH

CEO Report January 31, 2022

Covid -19 Update.

Estes Park Health supports vaccinations, frequent handwashing, wearing masks, and maintaining appropriate social distancing. If you have an appointment at the hospital or clinic, please anticipate time in your schedule to accommodate a brief covid screening upon entrance to the hospital or clinic. Additionally, hospital and clinic visits will require patients to wear a mask during your appointment.

The door challenge: EPH requires people to wear surgical grade quality masks upon entrance to the facility. This practice assists patients and staff with safety. Frequently, main entrance and emergency entrance screening personnel are greeted with resistance from customers challenging EPH's mask policy. On multiple occasions, EPH door screeners have had customers gesture a cough at them or simply walk away from the front door toward their specific appointment and then remove their mask. Expectations are that EPH's challenge in this area will continue to grow more as time passes. However, the effort to keep community and staff members safe will continue via enforcement of EPH's mask policy.

EPH Covid Testing through January 24, 2022:

- 1020 Total Tests
- 323 Positive Results
- 31.7% Positivity Rate Per the Sample Size

Testing. Call 970-586-2200 for testing or to speak with our COVID Triage Team during regular business hours. The results of a COVID-19 test are available within 24 hours. If your test result is positive, an EPH provider will contact you and discuss the results of your test and provide further COVID-19 consultation.

Vaccinations. Call 970-586-2200 to receive instructions on obtaining a vaccination. Estes Park Health supports efforts to protect all community members from contracting COVID-19. Please schedule your vaccination if you have not already done so. EPH also has Pfizer vaccine available for pediatric population patients ages 5 - 17.

Colorado Statewide Information:

CORONAVIRUS IN COLORADO

LATEST DATA FROM THE COLORADO DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

WEDNESDAY, JAN. 26, 2022

CASE DATA

CASES

1,222,893

CHANGE FROM PREVIOUS DAY **+6,962**

HOSPITALIZATIONS

56,234

CHANGE FROM PREVIOUS DAY **+571**

DEATHS AMONG CASES

10,953

CHANGE FROM PREVIOUS DAY **+20**

DEATHS DUE TO COVID-19

11,388

CHANGE FROM PREVIOUS DAY **+23**

TESTED

4,643,402

CHANGE FROM PREVIOUS DAY **+5,947**

OUTBREAKS

7,930

CHANGE FROM PREVIOUS DAY **+51**

SEVEN-DAY AVERAGE POSITIVITY RATE

22.82%

VACCINE DATA

ONE DOSE GIVEN

4,317,742

CHANGE FROM PREVIOUS DAY **+3,069**

FULLY IMMUNIZED

3,878,313

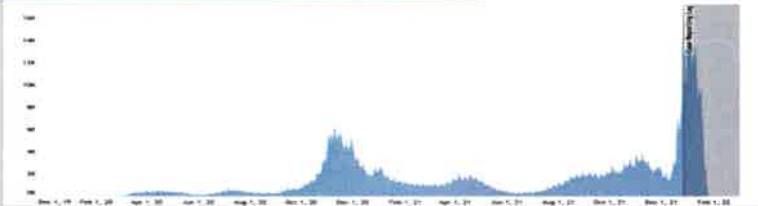
CHANGE FROM PREVIOUS DAY **+2,548**

CUMULATIVE DOSES

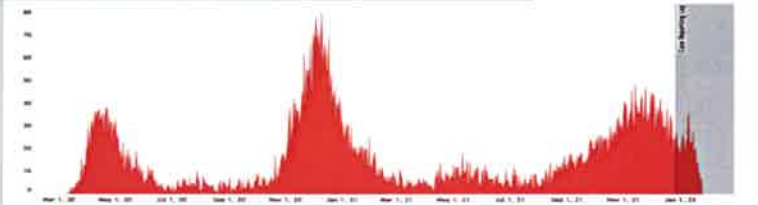
10,012,903

CHANGE FROM PREVIOUS DAY **+15,259**

CASES OF COVID-19 BY DATE OF ILLNESS ONSET



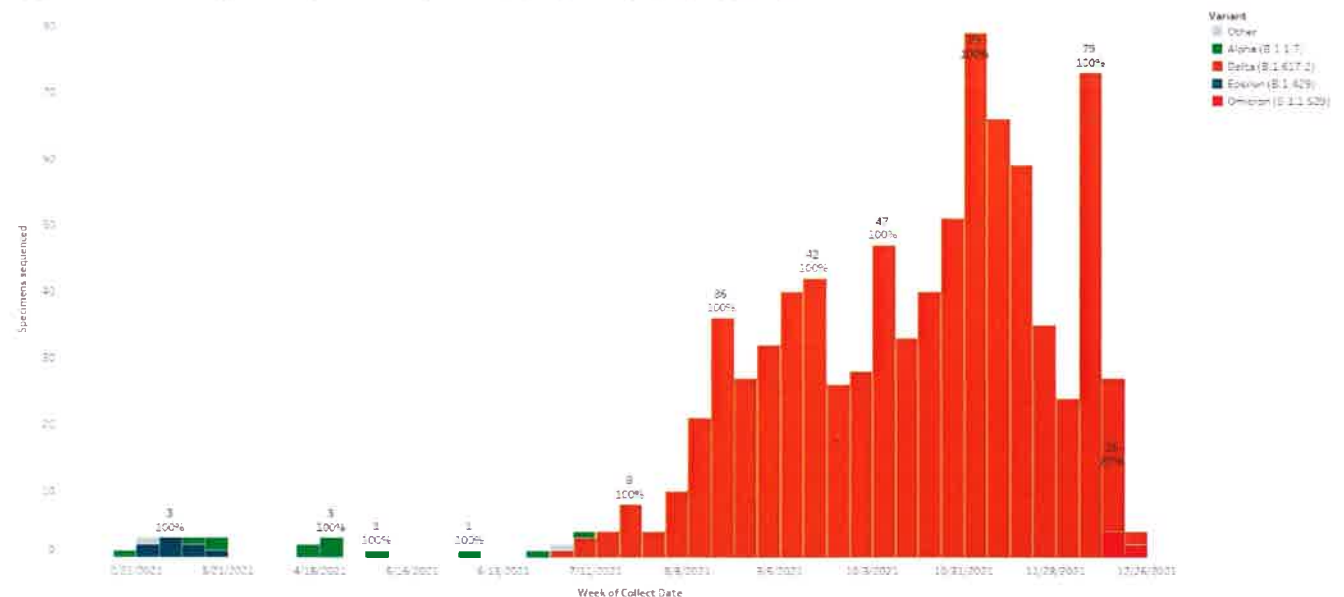
DEATHS AMONG COVID-19 CASES BY DATE OF DEATH



*Please note date of this data/snapshot is Wednesday, January 26, 2022. Original source CDPHE, twitter snapshot Channel 7 news.

Covid – 19 Information specific to Estes Park:

SARS-CoV-2 lineages identified in sentinel specimens submitted from Eurofins by collection week



The chart above shows select results for sequenced specimens by week of collection date. Every specimen that is received at the state lab is PCR tested, and we attempt to sequence every specimen with a CT value of 30 or less. The corresponding results also show variant results by week, as well as counts and percentages of specimens received that were not able to be sequenced. Data shown here are subject to change.

Source = CDPHE

Updates:

EPH Hospitalist Update. The contract with RPG has been terminated effective December 24, 2021. EPH is now operating with a clinically integrated model of employed hospitalists that are committed to the community and service to patients in the Estes Park community. Succinctly stated, this model will produce better quality care, reduced expense, and improve revenue streams.

Ophthalmology Recruitment Update. EPH has many committed patients in this specialty area and our desire is to fill this position as soon as possible to meet community needs. Collectively, our team has put significant effort into this search, but the effort has not produced the desired results yet. An employment contract has been extended to an ophthalmologist. I am anticipating a “yes or no” to the contract answer by the time this board meeting occurs. If candidate answers “no” then EPH will re-initiate the search for a replacement. The search will probably consume 6-8 months of time investment. Additionally, EPH will work to secure locum coverage for the gap in service between the retired Dr. Prochoda and whomever accepts the new position.

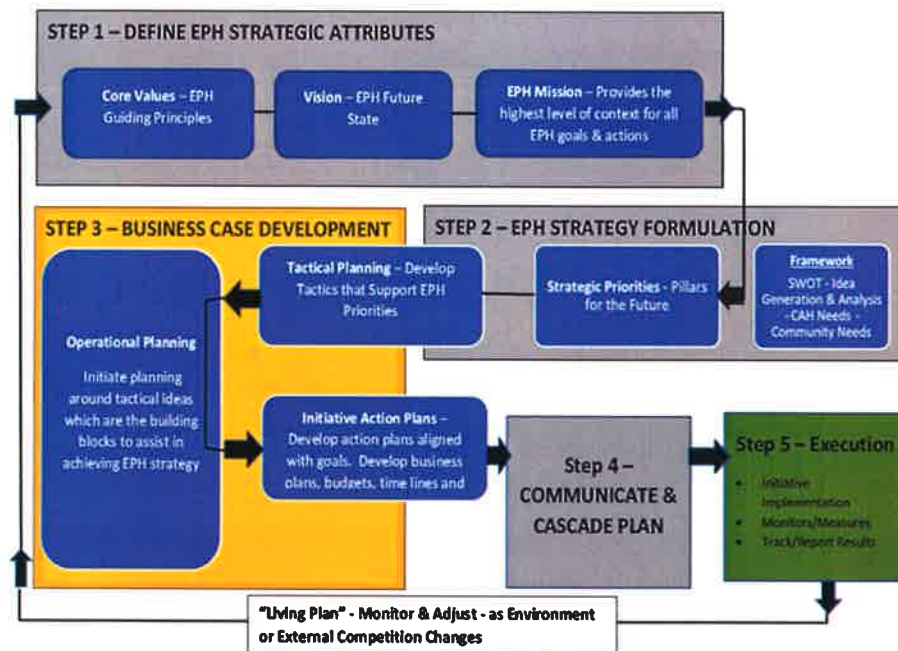
Radiology Recruitment Update. The search is completed. The physician will be joining the EPH staff approximately April 1, 2022 pending licensure, credentialing, relocation, etc. More information and announcement of candidate will occur soon but no later than the month end March 2022. Additionally, EPH will focus some attention during the next two months on developing the relationship and securing call coverage needs with CIA. CIA has been EPHs partner in radiology providing x-ray, MRI, and other diagnostic imaging services, including outreach of radiologists (including the timeframe that Dr. Hanson served EPH).

Podiatrist Recruitment Update. Search is completed. Physician will be joining the EPH staff approximately May 1, 2022 pending licensure, credentialing, finding a place to live, etc. More information and announcement of the candidate will occur soon but no later than the month end May 2022. The EPIC software build to support the physician practice has started to occur. We anticipate this will be completed on time for physician arrival in May 2022.

Physician Credentialing Specialist. EPH is working with Heartland Health Alliance to secure a contract to outsource physician credentialing needs. However, EPH will need to find personnel to support medical staff administrative support needs. So, the search is gearing up to find an administrative assistant vs. a physician credentialing specialist.

Operational/Tactical Updates

Strategic Planning. Strategic plan review and planning session will be scheduled for the first quarter of 2022. The basic agenda will be to review the current plan and achievements, as well as predict the future and create plans to meet future needs of EPH. A plan will be created by March 31, 2022. To complete this process, EPH will use a process that other CAH's have earned success with:



Keys thoughts or items regarding this process/schedule include:

- Process driven planning yields outcomes.
- This will be the second iteration using this plan for EPH. So, we are embedding a planning cycle into the organizational culture.
- We have identified several changes to the internal process that will be incorporated into the second planning cycle. The changes will improve this process and represent *continuous quality improvement*.
- This process represents the concept of a “*living plan*” which allows for external environmental scans to help create and direct desired change within the current plan from year to year.

Quality Review and 2022 Vision January 2022



1

DNV Survey

- April 2021
- Received two Non-Conformities (NC)-1's
 1. We had non-conformities identified internally, but no objective evidence demonstrating corrective action was applied or reported up through our Quality Management Council.
 2. EPH's Quality Management oversight process and committee minutes for the past 12 months, there is no objective evidence demonstrating monitoring data and analysis for required clinical practice elements.

2

Quality Review

Implemented new/revised structure 3rd quarter 2021.



3

QUALITY 2021

- Integrating quality and patient safety into our daily actions and practice.
- Implementing Service Line Interdisciplinary Practice/Quality Councils.
 - Individual service lines identifying one or two quality measures for each department.
- Power BI
 - Data mining off the plate of the directors.
 - Valid data
 - Consistent data monitoring and keeping it in front of key stakeholders.



4

Safety Huddle Implementation



- Real time safety concern & obstacles addressed
- Allows team to plan for the unexpected
- Concise & relevant information to promote cross departmental communication



5

Transition from Quantros to RL Datix



- Ease of reporting for front line staff
 - Provider hot-line
- More robust data collection & report building
- Multiple modules- centralized data
- On time deliverable- Q2



6

Just Culture

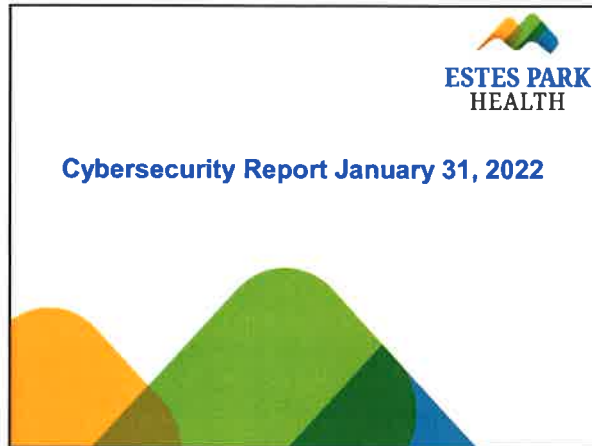
A concept related to system thinking which emphasizes that mistakes are generally a product of faulty organizational cultures, rather than solely brought about by the person or persons directly involved. In a just culture, after an incident, the question is asked, "What went wrong?" David Marx



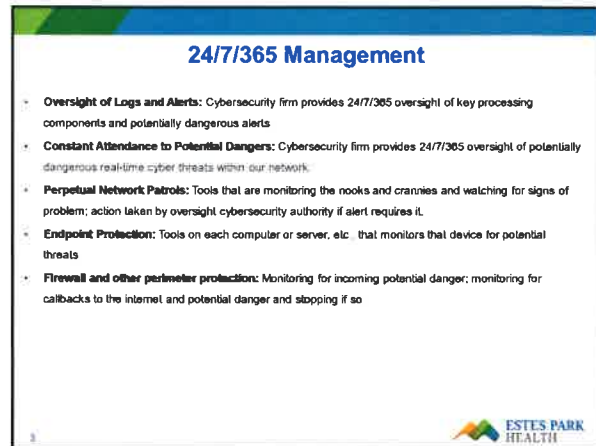
- Goal for 2022
- Initial step: Completing a Gap Analysis
- Rectify any barriers identified through Gap Analysis
- Increases successful implementation



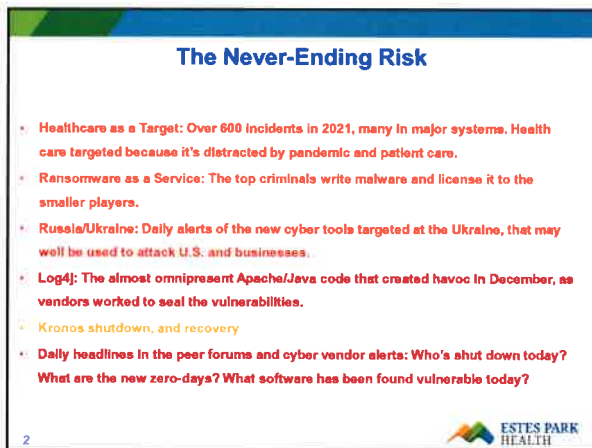
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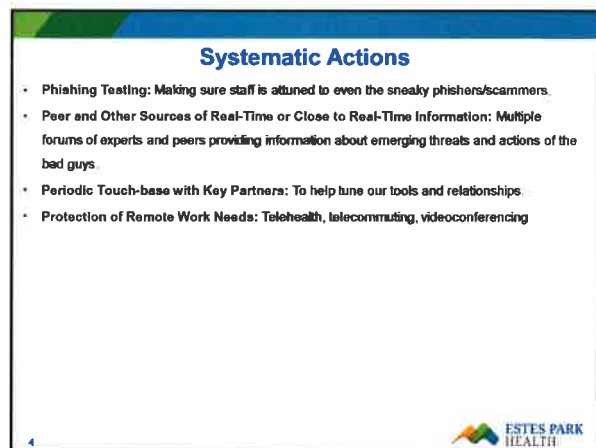
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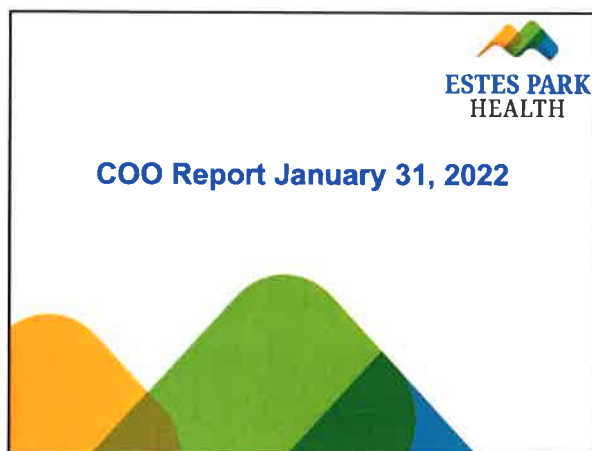
Events

- Kronos Timekeeping: December 11, 2021, UKG shut down due to cyberattack. EPH went to manual timekeeping for a month and a half, now recovered, but still rebuilding.
- "Log4j" Vulnerability: December 2021, software component that is widely present in many other software systems. EPH proactively analyzed items that might have that vulnerability and shut down or worked with vendors to remediate.
- **Government Agencies, even FBI, Attacked in 2021**
- **Tens of Thousands of Attempted Penetrations Every Day**

5



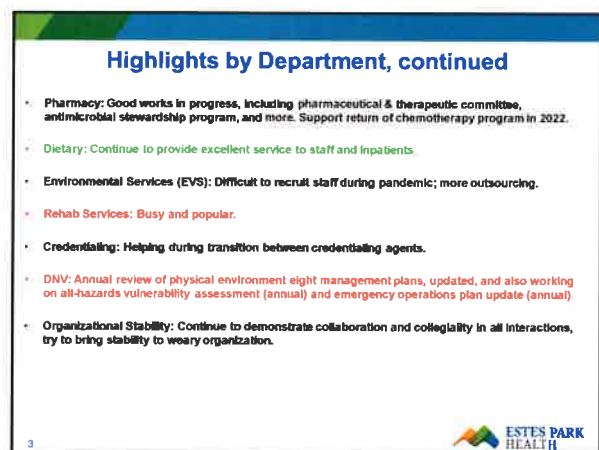
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**Park Hospital District Board
Timberline Conference Room
December 29, 2021**

CREDENTIALING RECCOMENDATIONS

Credentialing Committee Approval: December 29, 2021

Present: Drs. Dunn (Chair), Zehr, *Steve Alper, Vern Carda, and Bill Pinkham (*Teams)

Medical Executive Committee Approval: January 5, 2022

Appointments:

Parkey, Joe, M.D.
Petrini, Bart, M.D.

Specialty, Diagnostic Imaging
Specialty, Diagnostic Imaging

Reappointments:

Belleau, Lena, PMHNP
Liao Ong, Jacob, M.D.
Payden, Richard, M.D.
Ryan, Christopher, M.D.
Amaya, Sharon, CRNA
Bolgeo, Mary, CRNA

Provisional, Nurse Practitioner
Courtesy, Infectious Disease
Courtesy, Family Medicine
Active, Family Medicine
Provisional, Anesthesia
Provisional, Anesthesia