

Draft Agenda
Estes Park Health Board of Directors' Regular Meeting by GoToWebinar
Monday, July 25, 2022
5:30 - 7:30 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:		2	Action	Board
	5.1 Board Minutes				
	5.1.1 EPH Board Regular Meeting Minutes June 29, 2022				
	5.1.2 EPH Board Executive Session Minutes June 30, 2022				
	5.1.3 EPH Board Executive Session Minutes July 12, 2022				
	5.1.4 EPH Board Special Meeting Minutes July 19, 2022				
	5.2 Other Documents				
	5.2.1				
6	Presentations:				
6.1	Estes Park Health Current Status, Covid-19 Updates, 2022 Tactical and Strategic Initiatives Updates and Forecast		10	Discussion	Mr Vern Carda
6.2	EPH Chief Operations Officer & Chief Information Officer Strategic Update		15	Discussion	Mr Gary Hall
6.3	EPH Chief Nursing Officer Strategic Update		15	Discussion	Ms Pat Samples
6.4	EPH Proposed Strategic Actions Description and Discussion		50	Discussion	Mr Vern Carda
7	Executive Summary - Significant Items Not Otherwise Covered		1	Discussion	Senior Leadership Team
8	Medical Staff Credentialing Report		2	Action	Board
9	Potential Agenda Items for Aug 29, 2022 Regular Board Meeting		1	Discussion	Board
10	Adjournment		1	Action	Board
Estimated Total Regular Session Mins.			105		
Next Regular EPH Board Meeting: Monday Aug 29, 2022 5:30 - 7:30 pm					
Aug 2022 Possible Agenda Items:					



**ESTES PARK HEALTH
BOARD OF DIRECTORS'
Regular Meeting Minutes – June 29, 2022**

Board Members in Attendance

Dr. David Batey, Chair
Dr. Steve Alper, Finance Committee Chair
Mr. William Pinkham, Member at Large (via webinar)
Mr. Drew Webb, Member at Large
Ms. Diane Muno, Member at Large

Other Attendees

Mr. Vern Carda, CEO (via webinar)
Ms. Pat Samples, CNO
Mr. Gary Hall, CIO
Mr. Marc Armstrong, CFO
Ms. Shelli Lind, CHRO
Ms. Lesta Johnson
Ms. Rachel Ryan
Mr. Kevin Mullin (via webinar)

Community Attendees (via webinar):

Mr. Larry Leaming (via webinar)
Ms. Wendy Rigby (via webinar)
Ms. Bobbi Chambers (via webinar)

1. Call to Order

The board meeting was called to order at 5:33 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 motioned to approve the agenda as submitted. Steve Alper seconded the motion, which carried unanimously.

Steve added a recommendation that we allow proxy credentialing for telemedicine. Seconded by Drew. Added as 6.0.

3. Public Comments on Items not on Agenda

No comments.

4. General Board Member Comments

No comments.

5. Consent Agenda Items Acceptance

David Batey motioned to approve consent agenda items as listed, which carried unanimously. Second by Bill and Steve.

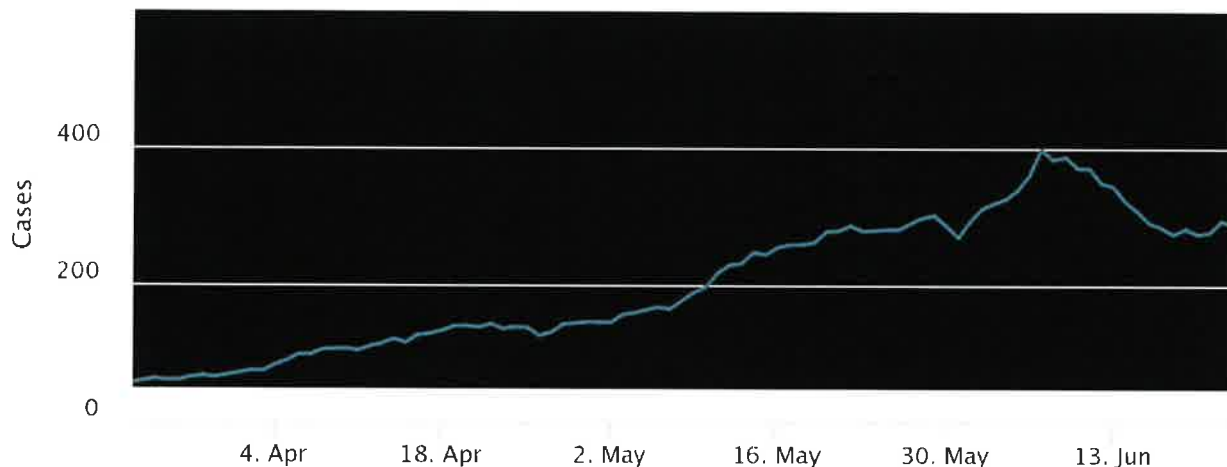
6. Presentations

6.1 Estes Park Health Current Status, Covid 19 Updates, 2022 Tactical and Strategic Initiatives Updates
– Vern Carda

COVID-19 Updates

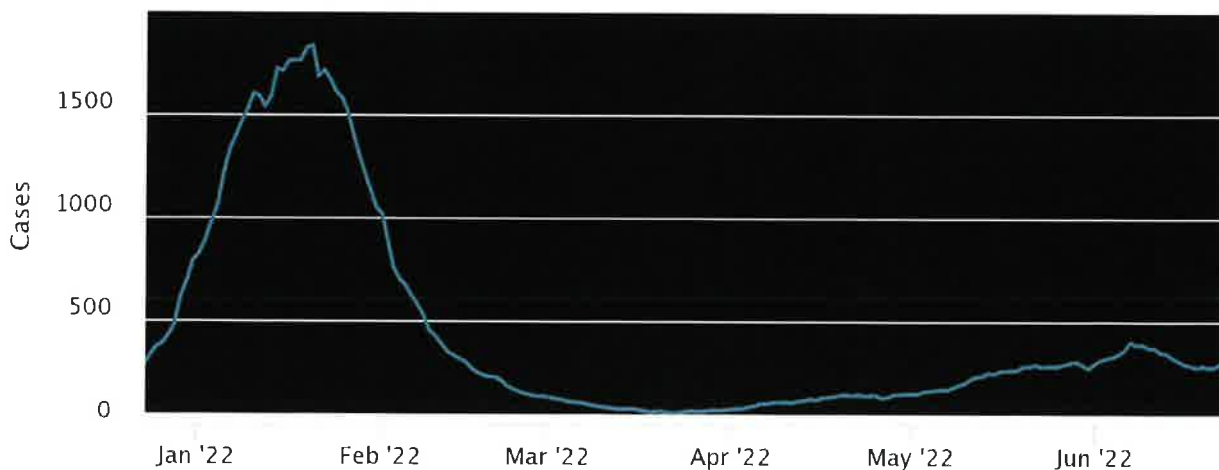
Larimer County Cases/100K 3 – month trend:

Source: Larimer County website – larimer.gov/health/communicable-disease/coronavirus-covid-19



Larimer County Cases/100K 6 - month trend:

Source: Larimer County website – larimer.gov/health/communicable-disease/coronavirus-covid-19



EPH Specific Covid-19 Testing Information:

June 12 – June 18, 2022 testing information:

- Tested 180= sum(patients with 58 positives; 32.2%)

- June 1, 2022 to June 18, 2022 – 471 tested with 170 positives; 36.1%

Updates

Operational/Tactical Updates

- **Physician Recruitment Update:**

- a. **Ophthalmology** – Dr. Sarah Dech has signed a contract. Her start date will be 9.19.2022. There is no coverage in the interim.
- b. **Internal Medicine** – Dr. Cynthia DiLauro has signed a contract. Her start date will be 11.1.2022.
- c. **Family Medicine** – Dr. Paige Dekker has signed a contract. Her start date will be 7.18.2022, and she will work Mondays, Thursdays and Fridays.

- **Chemotherapy Update:** EPH will have its first cohort of patients start their Oncology treatment at EPH on 7/28/22. The UCHealth oncology educator RN will be on-site and in clinic that day to ensure smooth start of treatment for patients.
- **Radiology Update:** As a reminder, Colorado Imaging Associates (CIA) will be discontinuing their after-hours tele-radiology service September 1, 2022. EPH has arranged tele-radiology coverage with Radiology Imaging Associates.
- **Urgent Care Pharmacy Inspection:** Pharmacy at urgent care had unscheduled but regular state examination. The inspection yielded very good results with two small items to adjust.
- **Revenue Cycle Assessment:** As EPH strives towards an increased focus on patient experience, more efficient and effective processes, and policies to maintain organizational financial health are needed. One of the strategic actions will occur 6/29/22-7/1/22 with an assessment of the organization's revenue cycle. More information will be reported at a later date on this analysis.
- **DNV Update:** The Corrective Action Plan was officially accepted by DNV on 6.24.22. Teams are being set up to fully implement.
- **GE Monitors:** The telemetry alarm notification system: Increases patient safety by sending alarms to the nurse via a communications app on the phone they carry. Previously, the alarms were audible and visual at the nurse's station and could only be responded to if a nurse was present in the station. With this enhancement, alarms go directly to the patient's nurse via a communications app on the work phone they carry. If the patient's primary nurse is unable to acknowledge the alarm (and respond to the patient) within 30 seconds the system sends the alarm to the other staff on the floor and then after 30 additional seconds to the house supervisor. This layering improves patient safety by notifying and allowing nursing staff to respond in a timely manner.

6.2 EPH Foundation Strategic Update – Mr. Kevin Mullin

- The Foundation's Strategic Plan began in 2019 and objectives have been successfully achieved. MRI project has been completed, and Crowns for the Care Kickoff has begun. A Strategic Planning retreat will be taking place in September, 2022.

6.3 Patient Experience Initiative Strategic Update – Ms. Pat Samples

- Progress since last report. Med/Surg is performing daily patient rounding, ED is working on discharge instructions, and leaders are reviewing survey results monthly. Negative reviews are addressed with a follow-up phone call.
- Number one complaint is regarding finances: “explaining things in a way I can understand.”
- A Patient Experience Team has been put together to identify hospital wide practice to improve patient experience.

6.4 EPH’s “One Call” Initiative Update – Mr. Marc Armstrong

- Updates were given surrounding the One Call Center. This went live March 1st.

7 Executive Summary – Significant Items Not Otherwise Covered

Covid update: Rising numbers, influx in outpatient swabbing. Up to about 75-80 a day for swabbing. Positivity rate at EPH is 36%.

Lesta: Clinic is ready to administer the infant Moderna vaccines. Website will be updated accordingly.

8 Medical Staff Credentialing Report

Steve Alper recommended the approval of the Medical Staff Credentialing Report. Bill Pinkham seconded the motion, which carried unanimously.

Request from Med Executive Staff, and Credentialing Committee. Include this as an option. Has been reviewed by lawyer. Bill seconded the motion, Steve seconded, which carried unanimously.

9 Potential Agenda Items for July 25, 2022 Regular Board Meeting

Nursing Strategy and new legislation – Pat’s CNO report.

10 Adjournment

David Batey motioned to adjourn the meeting at 7:12 PM. Bill Pinkham and Steve Alper seconded the motion, which carried unanimously.

David M. Batey, Chair

Estes Park Health Board of Directors

Draft Agenda
Estes Park Health Board of Directors' Executive Session - By TEAMS
Thursday, June 30, 2022
8:00 am - 11:00 am
Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 8:09 am)	1	Action	Dr David Batey
2	Approval of the Agenda (Motion Alper 2nd Pinkham - Unanimous)	1	Action	Board
3	Public Comments on Items Not on the Agenda - None	1	Information	Public
4	General Board Member Comments on Items Not on the Agenda - None	1	Information	Board
5	Entertain a motion to enter Executive Session Pursuant to Section 24-6-402(4)(e) C.R.S. for the purpose of determining positions relative to matters that may be subject to negotiations; developing strategy for negotiations (Motion Alper 2nd Muno - Unanimous)	175	Action	Dr David Batey
6	Adjournment (Motion Alper 2nd Webb - Unanimous Time 10:51 am)	1	Action	Dr David Batey
<i>Total Regular Session Mins.</i>		180		

Board Members Present: Alper, Batey, Muno, Pinkham, Webb

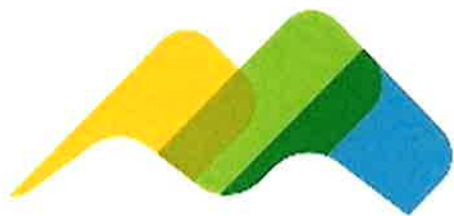
Draft Agenda
Estes Park Health Board of Directors' Executive Session - By TEAMS
Tuesday, July 12, 2022
9:00 am - 11:00 am
Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 9:09 am)	1	Action	Dr David Batey
2	Approval of the Agenda (Motion Alper 2nd Pinkham - Unanimous)	1	Action	Board
3	Public Comments on Items Not on the Agenda - None	1	Information	Public
4	General Board Member Comments on Items Not on the Agenda - None	1	Information	Board
5	Entertain a motion to enter Executive Session Pursuant to Section 24-6-402(4)(e) C.R.S. for the purpose of determining positions relative to matters that may be subject to negotiations; developing strategy for negotiations (Motion Alper 2nd Webb - Unanimous)	115	Action	Dr David Batey
6	Adjournment (Motion Alper 2nd Pinkham - Unanimous Time 11:27 am)	1	Action	Dr David Batey
<i>Total Regular Session Mins.</i>		120		

Board Members Present: Alper, Batey, Muno, Pinkham, Webb

Draft Agenda
Estes Park Health Board of Directors' Special Meeting by GoToWebinar
Tuesday, July 19, 2022
1:30 pm - 3:30 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		2	Action	Dr David Batey
2	Approval of the Agenda			Action	Board
3	Public Comments on Items Not on the Agenda			Information	Public
4	General Board Member Comments			Information	Board
5	Presentations, Questions and Answers,and Discussion:				
	5.1	Estes Park Health Strategic Plan: Providing Excellent Healthcare & Preparing for a Sustainable Future	24	Presentation	Mr Vern Carda
	5.2	Questions and Answers and Discussion with Meeting Attendees	93	Discussion	EPH Senior Leadership Team, EPH Board
6	Adjournment		1	Action	Board
Estimated Total Special Session Mins.			120		
Next Regular EPH Board Meeting: Monday July 25, 2022 5:30 - 7:30 pm					



ESTES PARK HEALTH

CEO Report
July 22, 2022

COVID-19 Larimer County Positive percentage rate:

The seven-day positive percentage test rate for Larimer county is 12.2%. The percentage of tests taken by residents that come back positive has increased by 23.2% when compared to last week.



Source: Larimer County website – larimer.gov/health/communicable-disease/coronavirus-covid-19

Updates Operational/Tactical Updates:

- **Family Medicine** – Dr. Paige Dekker, MD Family Medicine has started employment and is available to see patients on Monday, Thursday & Friday.
- **Chemotherapy Update:** UCHHealth's leadership has been on site and worked with staff and provided staff training regarding chemo delivery services. Overall, the program has been readied to start accepting patients and serving the community. First patient expected 7/28/2022.
- **Radiology Update:** As a reminder, Colorado Imaging Associates (CIA) will be discontinuing their after-hours tele-radiology service September 1, 2022. EPH has arranged tele-radiology coverage with Radiology Imaging Associates. Credentialing, electronic networking, etc. are on track to establish this service by September 1, 2022.
- Currently conducting multiple community forums regarding EPH's strategic planning proposals. The purpose of these forums is to provide strategic plan education and answer questions regarding strategic planning proposals.
- Conducted multiple employee forums regarding EPH's strategic planning proposals. The main objective of these forums is to provide strategic plan communication, education and answer questions regarding organizations potential future plans.



COO/CIO Report to Park Hospital District Board of Directors

July 25, 2022

Gary Hall

Laboratory: Continuing to move toward an advanced staffing model and create the appropriate safety nets with sufficient personnel, night and day, in all areas. Lab director Stephen Tidd continues after one year to be a strong star in our organization, very important to our success.

Diagnostic Imaging: New read agency is ready for go-live, aiming for August 8. This involved credentialing by proxy 115 radiologists from RIA. Mammograms coming back in house from CIA and requiring expansion and build of various components. New dictation and viewing tools being built and others enhanced for Dr. Knudtson. Director Brigitte Foust has been instrumental in the rebuild with her deep, broad knowledge of radiologic systems.

Facilities: New HVAC unit and integrated controls in process of installation, which is one part of multi-year HVAC renovation, expected to be complete within next month. This includes laboratory, radiology, pharmacy, and Birth Center. Front and north parking lot resurfacing still contracted for this summer, though delayed. Our Facilities Manager will be retiring in August.

Information Technology: Continuing to work toward more integration (interfacing) of clinical equipment to help clinical staff save time in their duties. Continuing to evolve user fluency and support workflow changes. IT is not just technical, but also clinical informatics and finance/billing analysis and support. The volume of projects and 24/7/365 support with small staff is rather amazing. First turnover in years occurring this summer, unfortunately, including our tech manager.

Pharmacy: High involvement in return of chemotherapy program in 2022. Matt Makelky's presence as pharmacist has been a stabilizing and settling force.

Dietary: Continue to provide excellent service to staff and inpatients. Jacob Schmitz manages that team to very strong effort and has recently helped get us back almost to par staffing after a long and tough shortage.

Environmental Services (EVS): Much more stable due to mix of outsourcing and employed. EVS manager Diana Rascon is back to full time after second extended leave, which is a great help for continuity of service.

Rehab Services: Busy and popular. Director Nancy Karr has grown the business every year and 2022 is no exception..

Credentialing: Rebuild of department moving well, with internal retired pediatrician and external creds agency.

Marketing: Trail Gazette has hired another writer, and we're working with her to develop a series of profile articles and other good news. Strategic plan elements publication being coordinated as information is made public.

DNV: First time in five years/surveys of no NC-1s in the emergency prep and facilities-related (life safety and others) environment of care. In solid shape with all NC-2s, as we've done better each year and do not want to lapse.

Organizational Stability: Continue to try to be part of the continuity and stability of EPH. Keep the wheels turning. There's lots of wheels.



ESTES PARK
HEALTH

EPH Nursing Strategy



Let us never consider ourselves
finished nurses....we must be
learning all of our lives.

~ Florence Nightingale

AZ QUOTES

National Nursing Shortage...

- The nursing shortage will intensify as Baby Boomers retire and the need for health care grows.
- Nursing schools across the country are struggling to expand capacity to meet the rising demand of care.
 - 42% of our nursing educators in nursing schools are over 55.
- Over 80,000 qualified applicants from all levels of nursing programs annually are turned away due to number of faculty, clinical sites, classroom space and clinical preceptors.

Colorado Nursing Shortage...

Total number of nurses in Colorado: 52,500

- 59% of nurses employed by hospitals, 21% ambulatory healthcare facilities, 6% residential facilities.
- Need for number of frontline nurses has increased by 9% since 2020.
 - Additional nurses due to population growth is estimated to be 1,300/year.
- 32% of the nurses are over the age of 55 and 2,000 nurses are expected to retire annually over the next ten years.
- Will be short 10,000 nurses by 2023 (and 54,000 other health care workers)
 - Total need is 3,300 new nurses annually
 - 2,400 nursing school graduates annually

Why Changes are Happening...

- Address work force challenges ensuring quality in patient care.
- Overall intent is to empower nurses, set standards and increase oversight.
- The changes to Chapter 4 with the intent to set a standard for nurse staffing.
- Ensure that front line nurses have the opportunity to contribute to decision making through shared governance.
- Provide flexibility for hospitals to meet unique standards.
- The revisions are the result of a collaborative effort by the Colorado Hospital Association, Colorado Nurses Association, Colorado Organization for Nurse Leaders and Colorado Department of Public Health and Environment (CDPHE).

Chapter 4 revisions...

- Chapter 4 is a vast set of regulatory standards specific to hospitals to include Nursing Services and the staffing standards for hospitals.
- These standards went into effect October 2021 with an implementation deadline of September 1, 2022.
- Empower Nurses:
 - Develop and implement a master nursing staffing plan with staffing committee.
 - Required to share plan with each employee annually.
 - Provide a venue for nursing staff to raise concerns anonymously to the state.

Chapter 4 Revisions cont...

- Set standards:
 - Increase minimum staffing requirements to one nurse and one auxiliary clinical staff member in each open inpatient care unit, to include the emergency department (which is the first time in history).
 - Master nursing plan requires a 24-hour continuous RN coverage and forecasting future needs.
 - Individual patient care units, to include ED and perioperative services must have a 24-hour nursing staffing plan.

Increase oversight:

- Report staffing plans to CDPHE annually upon request.
- Annual report with patient and staff outcomes to the hospital governing body on the master staffing plan
- Hospitals found to be out of compliance will be cited and must take corrective action.

HB 22-1401...

Effective September 1, 2022

Builds on the work of CDPHE's Chapter 4 revisions and address hospital readiness for pandemic response and future emergency preparedness

- Each hospital must have a staffing committee with at least 50% front line nurses. that committee must support the master staffing plan and review quarterly.
- Master Staffing Plan: must include strategies to promote health, safety and welfare of the hospital's employees and patients.
 - 24/7 Nursing staffing plans for each clinical care unit to include the ED.
 - Must be reviewed with each RN annually and all new hires.
 - Must offer plan to a patient upon request.
 - Must submit master staffing plan annually to CDPHE
- Guidance and process for reducing nurse to patient ratio assignments to align with the demand based on patient acuity.
- Unable to assign a nurse, nurse's aide or EMS provider to a unit without documentation of sufficient orientation and ability to provide competent care.

HB 22-1401

Emergency Plan requirements: (applies to hospitals with more than 25 beds)

- A plan to support increasing the hospitals staffed bed capacity by 125% (during a statewide emergency).
- Support and action plan to maximize bed capacity.
 - Cross-training of staff
 - Decrease scheduled procedures
 - Maximize discharge planning
 - Hospital must be able to provide appropriate preventive care (vaccinations, diagnostic testing, etc.)
- Emergency plan must be reviewed and updated annually.

EPH nursing strategic plan-next steps...

- Nursing leadership team to develop a recruitment and retention plan in partnership with HR.
 - Initiated in March 2022 and ongoing.
 - Survey completed with front line nurses and travelers.
 - Salary survey completed per HR, implement July 2022
 - Planning a recruitment blitz-August 2022
- Identify team members and initiate Nursing Staffing Committee-August 2022
- Master Staffing plans developed – August 2022

EPH nursing strategic plan-next steps...

- Nursing Leadership Development – March 2022.
- CNO and nursing leaders to participate in statewide teams with CNA, Colorado Center for Nursing Excellence and Colorado Organization Nursing Leaders – August 2022.
- Review and revise current emergency management plan with staffing committee and Emergency Preparedness Committee-October 2022.

12



ESTES PARK
HEALTH

6.3.12

Questions ?





DRAFT

Estes Park Health Strategic Plan: Providing Excellent Healthcare & Preparing for a Sustainable Future

July 19, 2022

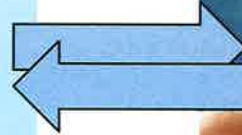
Agenda

- EPH and Our Community Depend Upon Each Other
- National & EPH Healthcare Challenges
- EPH 2022 Budget and 2023 Financial Outlook
- EPH's Current Challenges and Opportunities
- EPH Strategic Plan Principles
- Proposed Strategic Actions
- Questions, Answers, and Discussion

We Depend Upon Each Other

1. Our Estes Valley Community Depends Upon EPH

- For Excellent Healthcare – Emergencies and Ongoing
- For Good Jobs and Economic Contributions
- Important Community Asset



2. EPH Depends Upon Our Estes Valley Community

- To Come to EPH for Excellent Healthcare
- To Support EPH through EPH Foundation
- Property Tax Support Offsets About 6% of Operating Expenses

National & EPH Healthcare Challenges

1. COVID Pandemic Impact
2. Severe Staffing Shortages
3. Dramatic Increases in Staffing and Contractor Costs
4. Inflation and Supply Chain Escalated Cost of Supplies
5. Ongoing Changes in Healthcare Services and Reimbursement

EPH 2022 Budget & 2023 Financial Outlook

Overall Budget Goals

1. Operating Income (Loss)

1.1 Target break-even on Operations

1.2 Aspire to three (3) percent positive margin

2. Non-Operating Income (Loss)

2.1 Target three (3) million-dollar contribution to capital

2022 Budget Forecast on Dec 2021

ESTES PARK HEALTH 2022 DRAFT OPERATING BUDGET @ December 2021

	2021 Approved Budget	2021 Actual Projected	2022 Draft Budget	Draft 2022 minus 2021 Actual Projected
Total Patient Revenue	86,985,687	87,192,909	95,026,061	7,833,152
Contractual Adjustments & Bad Debt	(37,838,774)	(39,677,186)	(42,999,293)	(3,322,107)
Net Patient Revenue	49,146,913	47,515,723	52,026,768	4,511,045
Other Operating Revenue	469,650	655,682	629,500	(26,182)
Total Operating Revenue	49,616,563	48,171,405	52,656,268	4,484,863
Total Operating Expenses	53,789,224	54,553,446	59,711,461	5,158,015
Net Operating Income (Loss)	(4,172,661)	(6,382,041)	(7,055,192)	(673,151)
Net Non-Operating Income (Loss)	2,922,600	14,058,982	5,979,903	(8,079,079)
Net Operating and Non-Operating Income (Loss)	(1,250,061)	7,676,941	(1,075,389)	(8,752,230)
Gifts to Purchase Capital Assets	300,000	255,888	450,000	194,112
Increase (Decrease) in Net Assets	(950,061)	7,932,830	(625,289)	(8,558,119)

Projected 2022 Operating Loss of \$7,055,192 Versus Goal of Break-Even

After Non-Operating Income Offsets, Projected Loss of \$1,075,389 Remains

2022 Budget Forecast on Dec 2021

ESTES PARK HEALTH 2022 DRAFT OPERATING BUDGET @ December 2021

	2021 Approved Budget	2021 Actual Projected	2022 Draft Budget	Draft 2022 minus 2021 Actual Projected
Non-Operating Revenues and Expenses				
Property Tax Revenues	3,137,600	3,137,599	3,499,500	361,901
Interest Expense	(396,000)	(414,524)	(402,597)	11,927
Investment Income	88,500	43,131	55,500	12,369
Gain on Disposal of Capital Assets	(10,000)	(10,000)		10,000
Noncapital Grants and Contributions	100,000	74,735	75,000	265
Other Net Non Operating (COVID Relief)	2,500	11,228,041	2,752,500	(8,475,541)
Net Non-Operating Income (Loss)	2,922,600	14,058,982	5,979,903	(8,079,079)

Projected 2022 Federal Government COVID-19 Relief Funding is \$2,752,500

**Federal Government COVID-19 Relief Funding Is Ending and
Will Not Be Available to Offset Operations Loss in 2023**

EPH's Current Challenges- Financial Summary

1. Projected \$7 Million Operations Loss in 2022
2. In 2023 COVID Relief Funds End, So Larger Losses Expected
3. Costs Increasing:
 - Increased Compensation To Be Competitive For Staff
 - Increasing Contract Staff Costs
 - Increasing Costs of Supplies
4. Result: Projected Financial Losses not Sustainable
 - Must Increase Revenues and Reduce Expenses

Strategic Planning Process, Objectives, & Variables Considered



Strategic Planning Objectives:

- Provide Excellent Healthcare Services Our Community Needs.
- Programs Need to Support a Sustainable Future.

Variables Considered:

- High-Quality, Sustainable
- Community's Healthcare Needs
- Services in Successful Critical Access Hospitals
- Assess Services Utilization, Best Practice Volumes & Staffing
- Assess Positive Financial Contribution of Services

Proposed Strategic Actions

Administrative Support Function

1. Information Technology (IT) Optimization
 - IT represents one of EPH's largest administrative costs
 - Necessary tool to provide optimal patient care
 - Sunset/retire migrated modules
 - Evaluate and sunset excess modules in robust system that do not impact quality of care.
2. Chargemaster Update
 - Heartbeat of revenue cycle.
 - Inadequate chargemaster = underpayment/overpayment and/or compliance challenges

Administrative Support Function - Continued

3. Revenue Cycle Process Optimization

- Analyze revenue cycle from patient point of entry to final bill.
- Efficiency & effectiveness in mind.

4. On Call Housing

- Efficiently and effectively utilize EPH owned Housing
- Terminate remaining EPH rental properties used for temporary housing.

5. Workforce/Organization Optimization

- Culture/Succession Planning/Leadership Development & Training.

Proposed Strategic Actions

Service Line Changes

6. Inpatient Pediatric Service Transition
 - Transition service to partner.
7. Obstetric Deliveries Service Transfer
 - Transition service to partner.
8. Home Health/Home Care/Hospice
 - CAH cost accounting methods yield significant negative contribution.
 - Evaluate options to transition health care business entity.

Proposed Strategic Actions

Service Line Additions

9. Chemotherapy Services Restart
 - Anticipate cohort of approximately 30-35 by end of 2022
10. Cardiac Rehabilitation Addition
11. Cardiopulmonary Rehabilitation Addition
 - Minimal fixed overhead investment
12. Diabetic/Nutrition Education Service Addition
13. Electronic Intensive Care Unit (eICU) Service Addition

Proposed Strategic Actions

Physician Planning

14. Medical Staff Development Planning

- Outpatient Specialty Clinic & Community Needs
- Maximize services needed by community
- Family Medicine Addition
- Evaluate Urology Service Addition
- Evaluate GI Community Needs

Mitigation Measures Impact Summary

Estimated EPH Revenue Increase and Expense Reduction Measures Next 12 to 18 Months

2022 & 2023	Single Program Estimated Annual Financial Impact		
	Min	Most Likely	Max
Total Revenue Increases	1,031,000	1,401,320	2,474,896
Total Expense Reductions	2,880,000	3,835,000	4,646,000
Total All	3,911,000	5,236,320	7,120,896

Questions, Answers & Discussion

Background Materials

2014 to 2018 Financial Summary

ESTES PARK HEALTH Draft End-Year Financials

	1	2	3	4	5
	Audited End 2014	Audited End 2015	Audited End 2016	Audited End 2017	Audited End 2018
Total Operating Revenue	38,882,210	43,716,657	41,009,015	44,637,204	49,312,741
Total Operating Expenses	38,600,553	40,268,626	40,883,072	44,522,953	49,744,240
Net Operating Income (Loss)	281,657	3,448,031	125,943	114,251	(431,499)
Net Non-Operating Income (Loss)	1,892,941	1,697,562	2,090,817	2,540,049	2,888,666
Net Operating and Non-Operating Income (Loss)	2,174,598	5,145,593	2,216,760	2,654,300	2,457,167
In Net Non-Operating Income (Loss)					
Property Taxes	2,525,194	2,450,474	2,680,268	2,725,660	2,890,593

2019 to 2022 Financial Summary

ESTES PARK HEALTH Draft Edd-Year Financials

	6	7	8	9
	Audited End 2019	Audited End 2020	Unaudited End 2021	Draft Budget 2022
Total Operating Revenue	49,064,751	48,208,652	49,396,937	52,656,268
Total Operating Expenses	52,294,310	55,294,472	56,712,436	59,711,461
Net Operating Income (Loss)	(3,229,559)	(7,085,820)	(7,315,499)	(7,055,192)
Net Non-Operating Income (Loss)	2,879,426	3,073,471	14,217,055	5,979,903
Net Operating and Non-Operating Income (Loss)	(350,133)	(4,012,349)	6,901,556	(1,075,389)
In Net Non-Operating Income (Loss)				
Property Taxes	2,896,027	3,254,488	3,284,513	3,499,500
Other (COVID Relief Funds)		93,181	11,466,054	2,752,500



**Park Hospital District Board
Timberline Conference Room
July 25th, 2022**

CREDENTIALING RECOMMENDATIONS

The Credentials Committee and the Medical Executive Committee have met, reviewed, and approved the following medical staff new appointments, reappointments, and status changes. The following are recommended to the Board of Directors for approval.

Credentials Committee approval: June 29th, 2022

Present: Gary Hall, Dr. Robyn Zehr, Dr. Bridget Dunn, Dr. John Meyer, Steve Alper, Bobbi Chambers

New Appointments

Paige Dekker, D.O.

Active, Family Medicine

Reappointments

Phillip Tirman, M.D.

Farrah Datko, M.D.

Ross McFarland, M.D.

Diana Medgyesy, M.D.

James Moore, M.D.

Amy Wing, N.P.

Kirsty Digger, N.P.

Courtesy, Radiology,

Courtesy, Hematology/Oncology

Courtesy, Hematology/Oncology

Courtesy, Hematology/Oncology

Courtesy, Hematology/Oncology

Courtesy APP, Hematology/Oncology

Active APP, Urgent Care

Locum Tenens

Christy, Roger, CRNA

McKinney, Gregory, CRNA

Konda-Sundheim, Rachel, MD

Anesthesia/Surgical Services

Anesthesia/Surgical Services

Pediatrics