

**Agenda**  
**Estes Park Health Board of Directors' Regular Meeting by GoToWebinar**  
**Monday, August 29, 2022**  
**5:30 - 7:30 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	Action	Dr David Batey
<b>2</b>	Approval of the Agenda	1	Action	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>	Consent Agenda Items Acceptance:			
5.1	Board Minutes			
5.1.1	EPH Board Special Meeting Minutes July 19, 2022 1:30 p			
5.1.2	EPH Board Special Meeting Minutes Jul 20, 2022 7 a			
5.1.3	EPH Board Special Meeting Minutes Jul 20, 2022 1 p			
5.1.4	EPH Board Special Meeting Minutes Jul 20, 2022 6 p			
5.1.5	EPH Board Special Meeting Minutes Jul 21, 2022 7 a	2	Action	Board
5.1.6	EPH Board Special Meeting Minutes Jul 21, 2022 noon			
5.1.7	EPH Board Regular Meeting Minutes Jul 25, 2022 5:30 p			
5.1.8	EPH Board Special Meeting Minutes Aug 2, 2022 noon			
5.1.9	EPH Board Special Meeting Minutes Aug 8, 2022 5:30 p			
5.2	Other Documents			
5.2.1				
<b>6</b>	Presentations:			
6.1	Estes Park Health Current Status, Covid-19 Updates, 2022 Tactical and Strategic Initiatives Updates and Forecast	20	Discussion	Mr Vern Carda
6.2	EPH Chief of Staff Strategic Update	20	Discussion	Dr. Robyn Zehr
6.3	EPH Chief Finance Officer - 2022 May YTD Financials	20	Discussion	Mr Dave Timpe
<b>7</b>	Executive Summary - Significant Items Not Otherwise Covered	1	Discussion	Senior Leadership Team
<b>8</b>	Medical Staff Credentialing Report	2	Action	Board
<b>9</b>	Potential Agenda Items for Sep 26, 2022 Regular Board Meeting	1	Discussion	Board
<b>10</b>	Adjournment	1	Action	Board
Estimated Total Regular Session Mins.		75		

**Next Regular EPH Board Meeting: Monday Sep 26, 2022 5:30 - 7:30 pm**

Sep 2022 Possible Agenda Items:

**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

<b>Regular Session</b>		<b>Mins.</b>	<b>Procedure</b>	<b>Presenter(s)</b>
<b>1</b>	Call to Order and Welcome	2	Action	Dr David Batey
<b>2</b>	Approval of the Agenda		Action	Board
<b>3</b>	Public Comments on Items Not on the Agenda		Information	Public
<b>4</b>	General Board Member Comments		Information	Board
<b>5</b>	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
<b>6</b>	Adjournment	1	Action	Board
Estimated Total Special Session Mins.		120		
<b>Next Regular EPH Board Meeting: Monday July 25, 2022 5:30 - 7:30 pm</b>				

5.1.1

## Draft Agenda

### Estes Park Health Board of Directors' Special Meeting by GoToWebinar

Wednesday, July 20, 2022

7:00 am - 8:00 am 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	33	Discussion	EPH Senior Leadership Team, EPH Board
6	Adjournment	1	Action	Board
Estimated Total Special Session Mins.		60		
<b>Next Regular EPH Board Meeting: Monday July 25, 2022 5:30 - 7:30 pm</b>				

5.1.2

**Draft Agenda**  
**Estes Park Health Board of Directors' Special Meeting by GoToWebinar**  
**Wednesday, July 20, 2022**  
**1:00 pm -2:00 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	2	Action	Dr David Batey
<b>2</b>	Approval of the Agenda		Action	Board
<b>3</b>	Public Comments on Items Not on the Agenda		Information	Public
<b>4</b>	General Board Member Comments		Information	Board
<b>5</b>	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	33	Discussion	EPH Senior Leadership Team, EPH Board
<b>6</b>	Adjournment	1	Action	Board
Estimated Total Special Session Mins.		60		
<b>Next Regular EPH Board Meeting: Monday July 25, 2022 5:30 - 7:30 pm</b>				

**Draft Agenda**  
**Estes Park Health Board of Directors' Special Meeting by GoToWebinar**  
 Wednesday, July 20, 2022  
 6:00 pm - 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	2	Action	Dr David Batey
<b>2</b>	Approval of the Agenda		Action	Board
<b>3</b>	Public Comments on Items Not on the Agenda		Information	Public
<b>4</b>	General Board Member Comments		Information	Board
<b>5</b>	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	33	Discussion	EPH Senior Leadership Team, EPH Board
<b>6</b>	Adjournment	1	Action	Board
Estimated Total Special Session Mins.		60		
<b>Next Regular EPH Board Meeting: Monday July 25, 2022 5:30 - 7:30 pm</b>				

5.1.4

**Draft Agenda**  
**Estes Park Health Board of Directors' Special Meeting by GoToWebinar**  
 Tuesday, July 21, 2022  
 7:00 am - 8:00 am 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	2	Action	Dr David Batey
<b>2</b>	Approval of the Agenda		Action	Board
<b>3</b>	Public Comments on Items Not on the Agenda		Information	Public
<b>4</b>	General Board Member Comments		Information	Board
<b>5</b>	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	33	Discussion	EPH Senior Leadership Team, EPH Board
<b>6</b>	Adjournment	1	Action	Board
Estimated Total Special Session Mins.		60		
<b>Next Regular EPH Board Meeting: Monday July 25, 2022 5:30 - 7:30 pm</b>				

5.1.5

**Draft Agenda**  
**Estes Park Health Board of Directors' Special Meeting by GoToWebinar**  
 Tuesday, July 21, 2022  
 12:00 noon -1:00 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	2	Action	Dr David Batey
<b>2</b>	Approval of the Agenda		Action	Board
<b>3</b>	Public Comments on Items Not on the Agenda		Information	Public
<b>4</b>	General Board Member Comments		Information	Board
<b>5</b>	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	33	Discussion	EPH Senior Leadership Team, EPH Board
<b>6</b>	Adjournment	1	Action	Board
Estimated Total Special Session Mins.		<b>60</b>		
<b>Next Regular EPH Board Meeting: Monday July 25, 2022 5:30 - 7:30 pm</b>				

5.1.6



**ESTES PARK  
HEALTH**

**ESTES PARK HEALTH  
BOARD OF DIRECTORS'  
Regular Meeting Minutes – July 25, 2022**

**Board Members in Attendance**

Dr. David Batey, Chair  
Dr. Steve Alper, Finance Committee Chair  
Mr. Drew Webb, Member at Large  
Ms. Diane Muno, Member at Large

**Other Attendees**

Mr. Vern Carda, CEO  
Ms. Pat Samples, CNO (via webinar)  
Mr. Gary Hall, CIO  
Ms. Shelli Lind, CHRO  
Ms. Lesta Johnson (via webinar)  
Ms. Rachel Ryan  
Mr. Kevin Mullin (via webinar)  
Dr. Robyn Zehr  
Bobbi Chambers

**Community Attendees (via webinar):**

Larry Leaming  
Carla Spreng  
Cynthia Brady  
Vincent Brady  
Gail Cozette  
Peggy Lynch  
Karlye Pope  
Robert Ellis  
Wendy Rigby  
William Brown  
Brian Tseng

**1. Call to Order**

The board meeting was called to order at 5:34 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.

**3. Public Comments on Items not on Agenda**

Inquiry regarding second quarter financials; will be addressed at August Board Meeting.

**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 Steve Alper and Drew Webb.

**6. Presentations**

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

***COVID-19 Updates***

***EPH Specific Covid-19 Testing Information:***

The 7-day positive percentage rate for Larimer County is 12.2%. Percentage of tests taken by residents has increased by 23.2% as compared to week previous.

***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:** UCHealth'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.

6.2 EPH Chief Operations Officer and Chief Information Officer Strategic Update – Mr. Gary Hall  
➤ Reviewed staffing models in Lab; provided updates on DI and Facilities. Organizational stability is ongoing and efficient.

6.3 EPH Chief Nursing Officer Strategic Update – Ms. Pat Samples  
➤ Provided information regarding nursing shortage and difficulties surrounding nursing programs in USA. Changes are ongoing, and EPH continues with strategies with nursing leadership.  
➤ Recruitment blitz in August 2022.

6.4 EPH Proposed Strategic Actions Description and Discussion – Mr. Vern Carda  
➤ Provided overall information regarding strategic changes at EPH. See presentation.

7 Executive Summary – Significant Items Not Otherwise Covered  
Two more sessions will be taking place on August 2<sup>nd</sup> and August 8<sup>th</sup>. Additionally, 2<sup>nd</sup> quarter financials will be presented at next meeting.

8 Medical Staff Credentialing Report  
Steve Alper recommended the approval of the Medical Staff Credentialing Report. Drew Webb seconded the motion, which carried unanimously.

9 Potential Agenda Items for August 29, 2022 Regular Board Meeting  
2<sup>nd</sup> Quarter Financials

10 Adjournment  
David Batey motioned to adjourn the meeting at 7:24 PM. Drew Webb and Steve Alper seconded the motion, which carried unanimously.

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

**Draft Agenda**  
**Estes Park Health Board of Directors' Special Meeting by GoToWebinar**  
**Tuesday, August 2, 2022**  
**12:00 noon - 1:00 pm**  
**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	2	Action	Dr David Batey
<b>2</b>	Approval of the Agenda		Action	Board
<b>3</b>	Public Comments on Items Not on the Agenda		Information	Public
<b>4</b>	General Board Member Comments		Information	Board
<b>5</b>	Presentations, Questions and Answers, and Discussion:			
	5.1 Estes Park Health Strategic Plan: Providing Excellent Healthcare & Preparing for a Sustainable Future	20	Presentation	Mr Vern Carda
	5.2 Questions, Answers and Discussion with Meeting Attendees	30	Discussion	EPH Senior Leadership Team, EPH Board
<b>6</b>	First Reading - Resolution to Endorse Strategic Actions Recommendations	7	Discussion	Board
<b>7</b>	Adjournment	1	Action	Board
Estimated Total Special Session Mins.		60		
<b>Next Regular EPH Board Meeting: Monday August 29, 2022 5:30 - 7:00 pm</b>				

**Draft Agenda**  
**Estes Park Health Board of Directors' Special Meeting by GoToWebinar**  
**Tuesday, August 8, 2022**  
**5:30 pm -7:00 pm**  
**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	2	Action	Dr David Batey
<b>2</b>	Approval of the Agenda		Action	Board
<b>3</b>	Public Comments on Items Not on the Agenda		Information	Public
<b>4</b>	General Board Member Comments		Information	Board
<b>5</b>	Presentations, Questions and Answers, and Discussion:			
	5.1 Estes Park Health Strategic Plan: Providing Excellent Healthcare & Preparing for a Sustainable Future	20	Presentation	Mr Vern Carda
	5.2 Questions, Answers and Discussion with Meeting Attendees	52	Discussion	EPH Senior Leadership Team, EPH Board
<b>6</b>	Second Reading - Resolution to Endorse Strategic Actions Recommendations	15	Action	Board
<b>7</b>	Adjournment	1	Action	Board
Estimated Total Special Session Mins.		90		
<b>Next Regular EPH Board Meeting: Monday August 29, 2022 5:30 - 7:00 pm</b>				



**DRAFT**

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

**July 19, 2022**

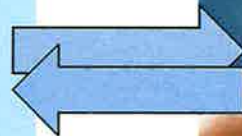
# Agenda

- 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
<b>Net Operating Income (Loss)</b>	<b>(4,172,661)</b>	<b>(6,382,041)</b>	<b>(7,055,192)</b>	<b>(673,151)</b>
Net Non-Operating Income (Loss)	2,922,600	14,058,982	5,979,903	(8,079,079)
<b>Net Operating and Non-Operating Income (Loss)</b>	<b>(1,250,061)</b>	<b>7,676,941</b>	<b>(1,075,389)</b>	<b>(8,752,230)</b>
Gifts to Purchase Capital Assets	300,000	255,888	450,000	194,112
<b>Increase (Decrease) in Net Assets</b>	<b>(950,061)</b>	<b>7,932,830</b>	<b>(625,289)</b>	<b>(8,558,119)</b>

**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
<b>Non-Operating Revenues and Expenses</b>				
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
<b>Other Net Non Operating (COVID Relief)</b>	<b>2,500</b>	<b>11,228,041</b>	<b>2,752,500</b>	<b>(8,475,541)</b>
<b>Net Non-Operating Income (Loss)</b>	<b>2,922,600</b>	<b>14,058,982</b>	<b>5,979,903</b>	<b>(8,079,079)</b>

**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





# 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

# **CEO Report**

**Estes Park Health**

**Board of Directors**

**August 29, 2022**

# Operational Updates

## *Covid Governing Update*

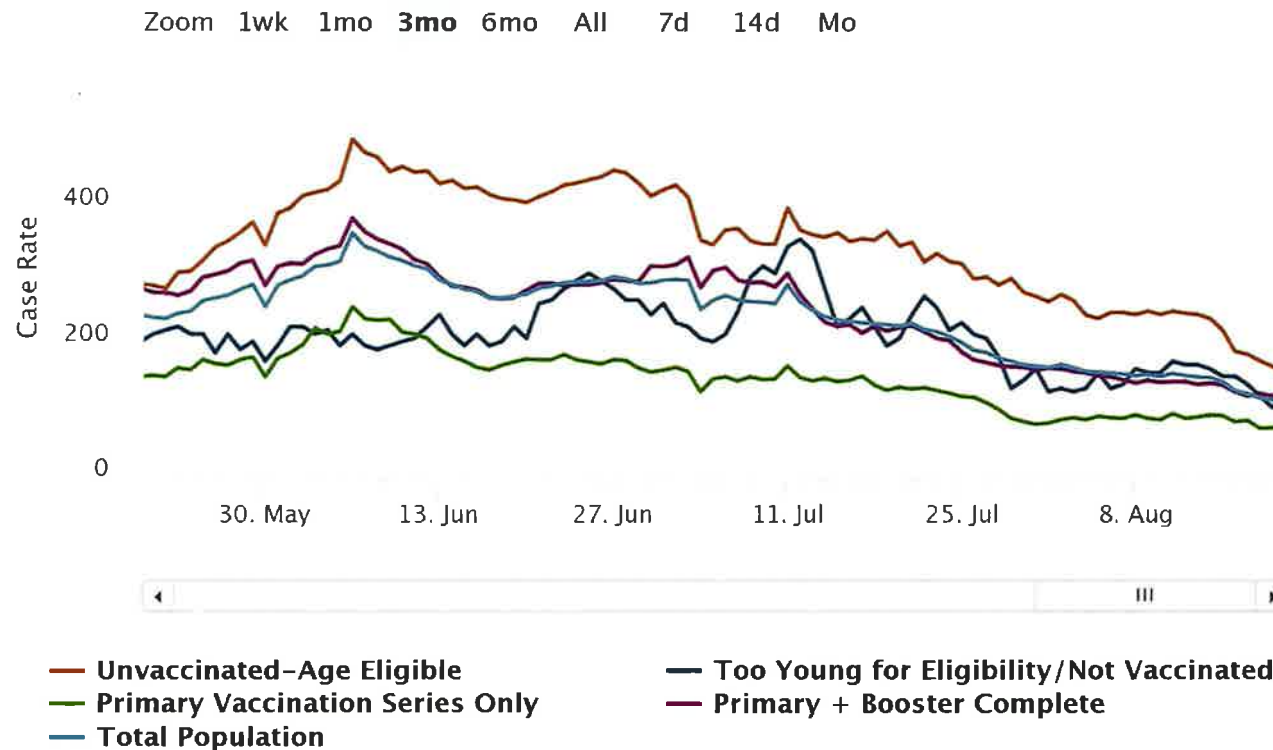
Larimer County has a low community rate with a high transmission rate

- Per CMS and our transmission rate, we must continue to wear mask at all times and test unvaccinated weekly.

Recommendation for testing all pre-operative/procedure patients and all admits to Med/Surg.

- EPH moving from mandate to Provider discretion.

## by Immunization Status



Highcharts.com

# Operational Updates Cont.

## Interim CFO

### Workforce/Organization Optimization

- Culture/Succession Planning/Leadership Development & Training.

### Revenue Cycle Process Optimization

- Analyze revenue cycle from patient point of entry to final bill.

### *Chargemaster Update*

### *Inpatient Pediatric Service Transition*

### *Obstetric Deliveries Service Transfer*

### *Home Health/Home Care/Hospice*

### *Chemotherapy Services Restart*

### *Strategy Management Software*



# Questions/ Discussion

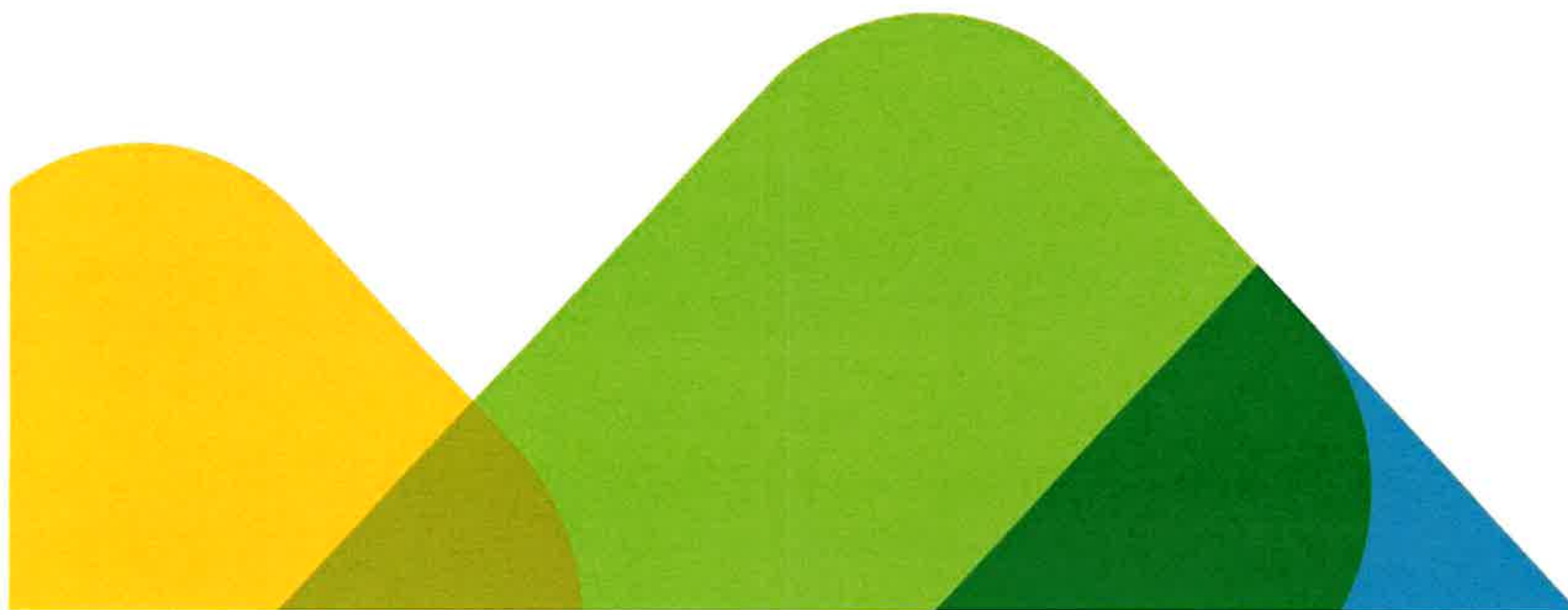


**ESTES PARK**  
HEALTH

# Chief of Staff Updates 8/2022

Robyn Zehr DO

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6.2.1

# Medical Staff Updates:

- Planning project management team for service line changes
- Successful transition in group providing EPH after hours/weekend radiology coverage
- PPEC
  - Systematic process to review cases/concerns
- Outpatient
  - COVID Vaccinations- Moderna vaccine available for 6 months and older
    - Children 6 months to 5 years- primary series (4-8 weeks apart)
    - Children 6-11 years- primary series (4-8 weeks apart), no booster recommended yet
    - Adolescents 12-17 years- Primary series (4 weeks), no booster
    - Adults- Primary series (4 weeks), Third dose for immunocompromised (28 days after 2<sup>nd</sup> dose), Booster one- at least 5 months from last dose primary series, Booster two- (>50 years old or >12 with immunocompromising conditions)- at least 4 months from first booster
    - Pfizer (booster recommended for children 6-11 and 12-17/adults)
    - Both Moderna and Pfizer seeking FDA authorization for updated vaccine

# Medical Staff Updates:

- Quality/Inpatient
  - Ongoing efforts for quality related projects and standardization of care
- Infection Prevention
  - Monkey Pox education, Refer to health department for vaccinations/concerns
  - No changes currently from hospital standpoint regarding COVID
- Pediatrics
  - Pediatric admissions continue to be on case-by-case basis
- Surgery
  - Working to define pediatric surgery guidelines
- ED/Urgent Care
  - High summer volumes, with significant jump in urgent care volumes compared to last summer

# Strategic Updates

- Recruitment
  - Podiatry- Paxon Riding, DPM
  - Family Medicine- Dr. Paige Dekker, started in July
  - Internal Medicine-
    - Thank you to Dr. Hollis Burggraf for covering Dr. Luchsinger's practice this summer.
    - Dr. Cynthia Dilauro, plan to start November
  - Ophthalmology- Dr. Dech will see patients part time basis September/October and then return full time in 2023
- Many changes on the horizon- Need to keep ongoing focus on Quality and Culture

**ESTES PARK HEALTH**  
**Statement of Revenues, Expenses, and Changes in Net Position (Unaudited)**  
**Five Months Ending May 31, 2022**

Row	MONTH				2022 YEAR TO DATE				2021 YEAR TO DATE			2020 YEAR TO DATE			
	May 2022				Jan through May				Jan through May			Jan through May			
	Actual (A)	Budget (B)	Actual - Budget	Percent (A-B)÷ABS(B)	Actual (A)	Budget (B)	Actual - Budget	Percent (A-B)÷ABS(B)	2021 Actual	2022 Actual - 2021 Actual	Percent (21-20)÷ABS(20)	2022 Actual	2022 Actual - 2020 Actual	Percent (21-19)÷ABS(19)	
8	<b>OPERATING INCOME</b>														
10	<b>OPERATING REVENUES</b>														
12	<b>Charges for Patient Services</b>														
13	Inpatient	659,330	979,211	(319,881)	-32.7%	3,621,499	4,750,042	(1,128,543)	-23.8%	4,245,040	(623,541)	-14.7%	4,688,872	(1,067,373)	-22.8%
14	Outpatient	6,636,564	6,193,457	443,107	7.2%	30,843,799	30,335,336	508,463	1.7%	29,155,541	1,688,258	5.8%	24,024,177	6,819,622	28.4%
15	<b>Total Charges for Patient Services</b>	<b>7,295,894</b>	<b>7,172,668</b>	<b>123,226</b>	<b>1.7%</b>	<b>34,465,298</b>	<b>35,085,378</b>	<b>(620,080)</b>	<b>-1.8%</b>	<b>33,400,581</b>	<b>1,064,717</b>	<b>3.2%</b>	<b>28,713,049</b>	<b>5,752,249</b>	<b>20.0%</b>
17	<b>Deductions from Charges for Patient Services</b>														
18	Contracts (Medicare, Medicaid, Commercial)	(3,348,971)	(3,120,111)	(228,860)	-7.3%	(15,727,577)	(15,262,137)	(465,440)	-3.0%	(14,932,094)	(795,483)	-5.3%	(12,346,563)	(3,381,014)	-27.4%
19	Charity, Bad Debt, Uncompensated	(226,431)	(125,522)	(100,909)	-80.4%	(777,614)	(613,995)	(163,619)	-26.6%	(597,620)	(179,994)	-30.1%	(425,061)	(352,553)	-82.9%
20	<b>Total Deductions from Charges for Patient Services</b>	<b>(3,575,402)</b>	<b>(3,245,633)</b>	<b>(329,769)</b>	<b>-10.2%</b>	<b>(16,505,191)</b>	<b>(15,876,132)</b>	<b>(629,059)</b>	<b>-4.0%</b>	<b>(15,529,714)</b>	<b>(975,477)</b>	<b>-6.3%</b>	<b>(12,771,624)</b>	<b>(3,733,567)</b>	<b>-29.2%</b>
22	<b>Net Patient and Resident Service Revenues, Net of Provision for Bad Debts of Approximately \$226,000 in 2022 and \$603,000 in 2021</b>	<b>3,720,492</b>	<b>3,927,035</b>	<b>(206,543)</b>	<b>-5.3%</b>	<b>17,960,107</b>	<b>19,209,246</b>	<b>(1,249,139)</b>	<b>-6.5%</b>	<b>17,870,867</b>	<b>89,240</b>	<b>0.5%</b>	<b>15,941,425</b>	<b>2,018,682</b>	<b>12.7%</b>
23	<i>Net Patient Income / Total Charges for Patient Services as a Percent</i>	51.0%	54.7%			52.1%	54.8%								
25	<b>Other Operating Revenues</b>	<b>31,211</b>	<b>42,450</b>	<b>(11,239)</b>	<b>-26.5%</b>	<b>176,181</b>	<b>273,750</b>	<b>(97,569)</b>	<b>-35.6%</b>	<b>259,421</b>	<b>(83,240)</b>	<b>-32.1%</b>	<b>216,655</b>	<b>(40,474)</b>	<b>-18.7%</b>
27	<b>Total Operating Revenues (Row 22 + Row 25)</b>	<b>3,751,703</b>	<b>3,969,485</b>	<b>(217,782)</b>	<b>-5.5%</b>	<b>18,136,288</b>	<b>19,482,996</b>	<b>(1,346,708)</b>	<b>-6.9%</b>	<b>18,130,288</b>	<b>6,000</b>	<b>0.0%</b>	<b>16,158,080</b>	<b>1,978,208</b>	<b>12.2%</b>
29	<b>Operating Expenses</b>														
30	Salaries and Wages	2,062,150	2,120,800	(58,650)	-2.8%	9,774,639	10,770,642	(996,003)	-9.2%	9,606,547	168,092	1.7%	10,319,337	(544,698)	-5.3%
31	Employee Benefits	511,966	586,121	(74,155)	-12.7%	2,491,634	2,884,919	(393,285)	-13.6%	2,607,114	(115,480)	-4.4%	2,775,238	(283,604)	-10.2%
32	Professional Fees and Purchased Services	1,742,200	1,175,197	567,003	48.2%	7,033,257	6,105,233	928,024	15.2%	5,195,412	1,837,845	35.4%	5,181,644	1,851,613	35.7%
33	Supplies	348,504	475,295	(126,791)	-26.7%	2,156,009	2,506,706	(350,697)	-14.0%	2,065,429	90,580	4.4%	2,407,855	(251,846)	-10.5%
34	Utilities	52,332	51,595	737	1.4%	267,428	259,225	8,203	3.2%	275,155	(7,727)	-2.8%	236,894	30,534	12.9%
35	Leases and Rentals	86,899	103,247	(16,348)	-15.8%	507,511	595,894	(88,383)	-14.8%	396,801	110,710	27.9%	239,886	267,625	111.6%
36	Insurance	29,525	27,571	1,954	7.1%	154,525	137,855	16,670	12.1%	143,683	10,842	7.5%	150,770	3,755	2.5%
37	Repairs and Maintenance	7,918	10,465	(2,547)	-24.3%	63,679	53,330	10,349	19.4%	47,808	15,871	33.2%	92,428	(28,749)	-31.1%
38	Depreciation	285,696	270,932	14,764	5.4%	1,352,992	1,357,968	(4,976)	-0.4%	1,346,747	6,245	0.5%	1,265,829	87,163	6.9%
39	Other	257,445	218,031	39,414	18.1%	1,385,141	1,215,877	169,264	13.9%	1,251,566	133,575	10.7%	1,045,134	340,007	32.5%
40	<b>Total Operating Expenses (Sum of Rows 30 to 39)</b>	<b>5,384,635</b>	<b>5,039,254</b>	<b>345,381</b>	<b>6.9%</b>	<b>25,186,815</b>	<b>25,887,649</b>	<b>(700,834)</b>	<b>-2.7%</b>	<b>22,936,262</b>	<b>2,250,553</b>	<b>9.8%</b>	<b>23,715,015</b>	<b>1,471,800</b>	<b>6.2%</b>
42	<b>TOTAL OPERATING INCOME (LOSS) (Row 27 minus Row 40)</b>	<b>(1,632,932)</b>	<b>(1,069,769)</b>	<b>(563,163)</b>	<b>-52.6%</b>	<b>(7,050,527)</b>	<b>(6,404,653)</b>	<b>(645,874)</b>	<b>-10.1%</b>	<b>(4,805,974)</b>	<b>(2,244,553)</b>	<b>-46.7%</b>	<b>(7,556,935)</b>	<b>506,408</b>	<b>6.7%</b>
43	<i>Operating Margin = Total Operating Income (Loss) ÷ Total Operating Revenue</i>														
45	<b>NONOPERATING REVENUES (EXPENSES)</b>														
46	Property Tax Revenues	300,584	291,625	8,959	3.1%	1,467,084	1,458,125	8,959	0.6%	1,307,333	159,751	12.2%	1,248,940	218,144	17.5%
47	Interest Expense	(33,077)	(33,550)	473	1.4%	(159,701)	(167,750)	8,049	4.8%	(181,099)	21,398	11.8%	(168,041)	8,340	5.0%
48	Investment Income	708	1,291	(583)	-45.2%	3,990	16,458	(12,468)	-75.8%	(60,522)	64,512	106.6%	45,913	(41,923)	-91.3%
49	Gain on Disposal of Capital Assets	0	0	0	0%	0	0	0	0%	0	0	0%	0	0	0%
50	Noncapital Grants and Contributions	0	0	0	0%	0	0	0	0%	15,279	(15,279)	-100.0%	1,000	(1,000)	-100.0%
51	Other	331,020	(208)	331,228	159244.2%	331,020	(1,040)	332,060	31928.8%	497,685	(166,665)	-33.5%	0	331,020	0
52	<b>TOTAL NONOPERATING REVENUES, NET (Sum of Rows 46 to 51)</b>	<b>599,235</b>	<b>259,158</b>	<b>340,077</b>	<b>131.2%</b>	<b>1,642,393</b>	<b>1,305,793</b>	<b>336,600</b>	<b>25.8%</b>	<b>1,578,676</b>	<b>63,717</b>	<b>4.0%</b>	<b>1,127,812</b>	<b>514,581</b>	<b>45.6%</b>
54	<b>DEFICIT OF REVENUES OVER EXPENSES BEFORE CAPITAL CONTRIBUTIONS</b>	<b>(1,033,697)</b>	<b>(810,611)</b>	<b>(223,086)</b>	<b>-27.5%</b>	<b>(5,408,134)</b>	<b>(5,098,860)</b>	<b>(309,274)</b>	<b>-6.1%</b>	<b>(3,227,298)</b>	<b>(2,180,836)</b>	<b>-67.6%</b>	<b>(6,429,123)</b>	<b>1,020,989</b>	<b>15.9%</b>
56	Capital Contributions	0	0	0	0%	0	0	0	0%	55,888	55,888	-100.0%	0	0	0
58	<b>NET POSITION INCREASE (DECREASE) (Row 54 + Row 56)</b>	<b>(1,033,697)</b>	<b>(810,611)</b>	<b>(223,086)</b>	<b>-27.5%</b>	<b>(5,408,134)</b>	<b>(5,098,860)</b>	<b>(309,274)</b>	<b>-6.1%</b>	<b>(3,171,410)</b>	<b>(2,236,724)</b>	<b>-70.5%</b>	<b>(6,429,123)</b>	<b>1,020,989</b>	<b>15.9%</b>
59	<i>Total Margin = Net Position ÷ Total Operating Revenues</i>														
61	Net Position - Beginning of Period	45,317,086				46,575,545				38,886,052			42,374,632		
63	<b>NET POSITION - END OF PERIOD</b>	<b>44,283,389</b>				<b>41,167,411</b>				<b>35,714,642</b>			<b>35,945,509</b>		

6.3.1

**ESTES PARK HEALTH**  
**Balance Sheet (Unaudited) Statements of Net Position**  
**May 31, 2022**

Row		2022 May		2021 Dec		2021 May		
		Actual	Actual	2022 May minus 2021 Dec	((2022 May) - (2021 Dec)) ÷ ABS(2021 Dec)	Actual	2022 May minus 2021 May	((2022 May) - (2021 May)) ÷ ABS(2021 May)
5.00								
6.00								
7.00	<b>ASSETS</b>							
8.00								
9.00	<b>CURRENT ASSETS</b>							
10.00	Cash and Cash Equivalents	6,499,740	11,911,938	(5,412,198)	-45.4%	14,774,741	(8,275,001)	-56.01%
11.00	Restricted Cash Under Debt Agreements	3,920,503	3,919,973	530	0.0%	3,918,904	1,599	0.04%
12.00	Receivables							
	Patient and Resident, Net of Estimated Uncollectables of approximately \$384,000 in 2022 and \$674,000 in 2021	6,526,134	6,998,063	(471,929)	-6.7%	4,867,048	1,659,086	34.09%
13.00	Property Taxes and Other	2,542,438	3,277,023	(734,585)	-22.4%	2,831,445	(289,007)	-10.21%
14.00	Estimated Third-Party Payor Settlements	0	0	0	no ÷ 0	550,019	(550,019)	-100.00%
15.00	Supplies	1,361,162	1,371,691	(10,529)	-0.8%	1,286,245	74,917	5.82%
16.00	Prepaid Expenses	284,260	511,097	(226,837)	-44.4%	273,230	11,030	4.04%
17.00	<b>TOTAL CURRENT ASSETS (Sum Rows 10, 11, 13, 14, 15, 16, 17)</b>	<b>21,134,237</b>	<b>27,989,785</b>	<b>(6,855,548)</b>	<b>-24.5%</b>	<b>28,501,632</b>	<b>(7,367,395)</b>	<b>-25.8%</b>
18.00								
19.00								
20.00	<b>LONG-TERM ASSETS</b>							
21.00	Investments	14,237,246	14,237,246	0	0.0%	13,627,655	609,591	4.47%
22.00	Capital Assets							
23.00	Capital Assets Not Being Depreciated	1,815,076	973,740	841,336	86.4%	526,649	1,288,427	244.65%
	Depreciable Capital Assets, Net of Accumulated Depreciation	28,997,919	28,944,738	53,181	0.2%	30,851,337	(1,853,418)	-6.01%
24.00	Total Capital Assets, Net	30,812,995	29,918,478	894,517		31,377,986	(564,991)	
25.00	Long Term Prepaid Lease							
26.00	<b>TOTAL LONG-TERM ASSETS</b>	<b>45,050,241</b>	<b>44,155,724</b>	<b>894,517</b>	<b>2.0%</b>	<b>45,005,641</b>	<b>44,600</b>	<b>0.10%</b>
27.00								
28.00								
29.00	<b>TOTAL ASSETS (Sum Rows 18, 27)</b>	<b>66,184,478</b>	<b>72,145,509</b>	<b>(5,961,031)</b>	<b>-8.26%</b>	<b>73,507,273</b>	<b>(7,322,795)</b>	<b>-9.96%</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	290,284	290,284	0	0.0%	6,128,711	(5,838,427)	-95.26%
35.00	Accounts Payable	2,505,121	2,335,157	169,964	7.3%	1,694,964	810,157	47.80%
36.00	Estimated Third-Party Payor Settlements	723,550	830,464	(106,914)	-12.8%	723,550	no ÷ 0	
37.00	Deferred Revenue	2,006,882	3,321,920	(1,315,038)	-39.6%	9,678,001	(7,671,119)	-79.26%
38.00	Accrued Expenses							
39.00	Salaries, Wages, and Related Liabilities	1,751,026	1,182,177	568,849	48.1%	1,718,763	32,263	1.88%
40.00	Compensated Absences	1,003,857	888,439	115,418	13.0%	890,851	113,006	12.69%
41.00	Other	186,466	54,800	131,666	240.3%	166,881	19,585	11.74%
42.00	<b>TOTAL CURRENT LIABILITIES</b>	<b>8,467,186</b>	<b>8,903,241</b>	<b>(436,055)</b>	<b>-4.90%</b>	<b>20,278,172</b>	<b>(11,810,986)</b>	<b>-58.24%</b>
43.00								
44.00	<b>LONG-TERM LIABILITIES</b>							
45.00	Long-Term Debt, Net of Current Portion	13,433,903	13,550,746	(116,843)	-0.86%	13,809,378	(375,475)	-2.72%
46.00	Long-Term Portion of Accounts Payable	0	0	0	no ÷ 0	0	0	no ÷ 0
47.00	<b>TOTAL LONG-TERM LIABILITIES</b>	<b>13,433,903</b>	<b>13,550,746</b>	<b>(116,843)</b>	<b>-0.86%</b>	<b>13,809,378</b>	<b>(375,475)</b>	<b>-2.72%</b>
48.00								
49.00	<b>TOTAL LIABILITIES (Sum Row 38, 43)</b>	<b>21,901,089</b>	<b>22,453,987</b>	<b>(552,898)</b>	<b>-2.46%</b>	<b>34,087,550</b>	<b>(12,186,461)</b>	<b>-35.75%</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>3,115,979</b>	<b>0</b>	<b>0.00%</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%	17,239,581	0	0.00%
55.00	Restricted, Expendable	3,915,919	3,915,919	0	0.00%	3,915,919	0	0.00%
56.00	Unrestricted	20,011,910	25,420,044	(5,408,134)	-21.28%	15,148,244	4,863,666	32.11%
57.00	<b>TOTAL NET POSITION</b>	<b>41,167,410</b>	<b>46,575,544</b>	<b>(5,408,134)</b>	<b>-11.61%</b>	<b>36,303,744</b>	<b>4,863,666</b>	<b>13.40%</b>
58.00								
59.00	<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND NET POSITION</b>	<b>66,184,478</b>	<b>72,145,509</b>	<b>(5,961,031)</b>	<b>-8.26%</b>	<b>73,507,273</b>	<b>(7,322,795)</b>	<b>-9.96%</b>

6.3.2

**PARK HOSPITAL DISTRICT**  
**Estes Park Health**

**Statistical information**

	May, 2022 actual	May, 2022 budget	Five months ended May, 2022 actual	Five months ended May, 2022 budget	Five months ended May, 2021 actual
Medical/surgical patient days	67	83	335	374	365
Swing bed patient days	0	25	163	100	81
Observation days	48	50	230	190	186
Obstetric days	8	8	26	38	42
New born days	6	8	22	38	39
Total patient days	129	174	776	740	713
Number of births	4	4	14	19	21
Total surgeries	27	47	118	200	193
Emergency room visits	481	408	1,871	1,607	1,645
Urgent Care visits	507	200	1,342	632	497
Clinic visits	1,786	1,750	8,024	9,060	8,629
Diagnostic imaging tests	954	1,008	4,344	4,310	4,210
Lab tests	6,180	5,799	30,125	29,965	29,384
Rehab visits	713	703	3,602	3,444	3,391
Ambulance trips	158	168	699	713	713
Home Health visits	510	742	2,754	3,361	3,361
Hospice days	146	175	563	720	706
Pharmacy requisitions	4,041	4,636	24,242	22,834	28,595

6.3.3



## OUR RELATIONSHIP WITH MORGAN STANLEY AND ANB BANK FOR OUR INVESTMENT PORTFOLIO

I realize I've brought this topic to the Board a couple times last year. While not trying to be intrusive, I'd like the Finance Committee and Board to consider this again and make a decision.

### HISTORY:

Morgan Stanley is our portfolio manager and their fee is approximately \$13,000/year  
ANB Bank is the custodian and their fee is \$5,000/year

### HISTORICAL RETURNS:

	Morgan Stanley	ANB Bank
Year ended 06.30.19	1.22%	4.14%
Year ended 06.30.20	1.13%	3.44%
Year ended 06.30.21	0.23%	0.25%
9 months ended 09.30.21	-0.24%	0.09%

I haven't updated from last year  
since this seems to paint a picture.

### PROPOSAL:

ANB Bank will do the custodial and portfolio manager services  
for about \$12,000/year which is a discounted fee.

### RECOMMENDATION:

Approve ANB Bank to be the investment portfolio manager and custodian which  
will save approximately \$6,000/year.



**ESTES PARK  
HEALTH**

Park Hospital District Board  
Timberline Conference Room  
August 29, 2002

**CREDENTIALING RECOMMENDATIONS**

**Credentials Committee approval:** July 27, 2022

Present: Drs. Dunn, Zehr, Meyer, Gary Hall, Steve Alper, and Bobbi Chambers

**Medical Executive Committee approval:** August 3, 2022

**New Appointment**

Sarah Dech, M.D.

Active-Provisional, Ophthalmology

**Reappointment**

Amy Wing, N.P.

APP, Nurse Practitioner

Matthew Sorenson, M.D.

Courtesy, Hematology/Oncology

**Credential By Proxy**

Radiology Imaging Associates  
List attached

Telemedicine, Teleradiology

N	Last Name	First Name	DOP Confirmed	Co license exp	NPDB
1	Abramson	Simeon D.	1	4/30/2023	NR
2	Ahn	Samuel T.	1	4/30/2023	NR
3	Albritton	Ryan L.	1	4/30/2023	NR
4	Allison	Kenneth S.	1	4/30/2023	NR
5	Anderson	John E.	1	4/30/2023	NR
6	April	Daniel J.	1	4/30/2023	NR
7	Bahr	Cameron L.	1	4/30/2023	NR
8	Barke	Lora D.	1	4/30/2023	NR
9	Bartel	Seth-Emil T	1	4/30/2023	NR
10	Bartz	Brett H.	1	4/30/2023	NR
11	Bhatt	Malay Y.	1	4/30/2023	NR
12	Bolouri	Marjan S.	1	4/30/2023	NR
13	Borden	Kelly C.	1	4/30/2023	NR
14	Boschini	Fernando J.	1	4/30/2023	NR
15	Bradford	Ray	1	4/30/2023	NR
16	Brenneman	Janice K	1	4/30/2023	NR
17	Brown	Anthony C.	1	4/30/2023	NR
18	Brown	Matthew A.	1	4/30/2023	NR
19	Camacho	David W.	1	4/30/2023	NR
20	Campbell	Scot E.	1	4/30/2023	NR
21	Chang	James O.	1	4/30/2023	NR
22	Chapman	Vernon M.	1	4/30/2023	NR
23	Chheda	Gitesh D.	1	4/30/2023	R
24	Coleman	Nathan M.	1	4/30/2023	NR
25	Coursey Jr.	Richard L.	1	4/30/2023	NR
26	Cox	Jessica R.	1	4/30/2023	NR
27	Crete	Ryan	1	4/30/2023	NR
28	Cutter	Darren M.	1	4/30/2023	NR
29	Czuczman	Gregory	1	4/30/2023	NR
30	D'Amico	Kelly C.	1	4/30/2023	NR
31	Dangleis	Keith C.	1	4/30/2023	NR
32	Dennis	Mark A	1	4/30/2023	NR
33	Dickerson	Elliot C.	1	4/30/2023	NR
34	Dunfee	William R.	1	4/30/2023	NR
35	Dungan	David H.	1	4/30/2023	NR
36	Enriquez	Louie S.	1	4/30/2023	NR
37	Essary	Brendon F.	1	4/30/2023	NR
38	Fisher	Andrew J.	1	4/30/2023	NR
39	Fleishman	Matthew J	1	4/30/2023	NR
40	Freestone	Kristin A.	1	4/30/2023	NR
41	Friedland	Jeffrey A.	1	4/30/2023	NR
42	Fuller	Samuel E.	1	4/30/2023	R
43	Gilbert III	John M.	1	4/30/2023	R
44	Gillespie	Daniel J.	1	4/30/2023	NR

45	Gipson	Matthew G.	1	4/30/2023	NR
46	Golden	Louis D.	1	4/30/2023	NR
47	Goldstein	Ross A.	1	4/30/2023	NR
48	Grande	William J.	1	4/30/2023	NR
49	Green	Tyler J.	1	4/30/2023	NR
50	Grillon	Jean	1	4/30/2023	NR
51	Grosskreutz	Scott R.	1	4/30/2023	R
52	Gunther	Phillip B.	1	4/30/2023	NR
53	Heiss	Steven G.	1	4/30/2023	NR
54	Hoagland	Luke F.	1	4/30/2023	NR
55	Holstad	Jonathgan W.	1	4/30/2023	NR
56	Hong	Yu	1	4/30/2023	NR
57	Hopper	Orlin W.	1	4/30/2023	R
58	Hsieh	Paul Sek-Bin	1	4/30/2023	NR
59	Johnson	Kevin K.	1	4/30/2023	NR
60	Jonas	Craig	1	4/30/2023	NR
61	Kang	Bobby K.	1	4/30/2023	NR
62	Kassanoff	Benjamin E	1	4/30/2023	R
63	Kirkpatrick	Aaron D.	1	4/30/2023	NR
64	Kooy	Todd L.	1	4/30/2023	NR
65	Lampert	Kevin I.	1	4/30/2023	NR
66	Lin	Michael W.	1	4/30/2023	NR
67	Lingam-Nattamai	Sharmila	1	4/30/2023	NR
68	Maddox	Elizabeth	1	4/30/2023	NR
69	Mahan	Jared S.	1	4/30/2023	NR
70	Malden	Eric S.	1	4/30/2023	NR
71	Martin	Gregory B.	1	4/30/2023	NR
72	McNaul	David W.	1	4/30/2023	R
73	Morgan	Whitney	1	4/30/2023	NR
74	Norris	Carrie D.	1	4/30/2023	NR
75	Obregon	Richard G.	1	4/30/2023	NR
76	Olsen	Andrew J.	1	4/30/2023	NR
77	Otte	Michael T	1	4/30/2023	R
78	Patel	Nishant A.	1	4/30/2023	NR
79	Payne	Michael J.	1	4/30/2023	NR
80	Peng	Ming Y.	1	4/30/2023	NR
81	Poliashenko	Stanislav M.	1	4/30/2023	NR
82	Preece	Michael T.	1	4/30/2023	NR
83	Ravert	Brian	1	4/30/2023	NR
84	Reuter	Gregory C.	1	4/30/2023	R
85	Ricci	Peter E.	1	4/30/2023	NR
86	Richards	John C.	1	4/30/2023	NR
87	Sacks	Benjamin	1	4/30/2023	NR
88	Saito	Robert K.	1	4/30/2023	NR
89	Scutchfield	Samuel A.	1	4/30/2023	NR
90	Seu	Michael J.	1	4/30/2023	R
91	Shook	David E.	1	4/30/2023	R

92	Smazal	Stanley F.	1	4/30/2023	NR
93	Somsen	David	1	4/30/2023	NR
94	Sonin	Andrew H.	1	4/30/2023	NR
95	Stahl	Cosette M.	1	4/30/2023	NR
96	Stone	Robert E.	1	4/30/2023	NR
97	Stratil	Peter G.	1	4/30/2023	NR
98	Swanson	Jerome	1	4/30/2023	NR
99	Tan	Joseph S.	1	4/30/2023	NR
100	Tolbert	Amy R.	1	4/30/2023	NR
101	Tomas	Caroline M.	1	4/30/2023	NR
102	Walker	Sean T.	1	4/30/2023	NR
103	Wang	Samuel C.	1	4/30/2023	NR
104	Warncke	Emily S.	1	4/30/2023	NR
105	Weingardt	Jeffrey	1	4/30/2023	NR
106	Wheeler	Shane C.	1	4/30/2023	NR
107	Wilhelm	Lori L.	1	4/30/2023	NR
108	Williams	Adam D.	1	4/30/2023	NR
109	Wright	Ian	1	4/30/2023	NR
110	Wright	Kimberly	1	4/30/2023	NR
111	Wyatt	Eric R.	1	4/30/2023	NR
112	Yee	Dominic C.	1	4/30/2023	NR
113	Yung	Michael O.	1	4/30/2023	NR

Providers Resigned:

Plasto	Dinko	1	4/30/2023	NR
Hasselbach	Anthony K.	1	4/30/2023	NR

effective:

7/29/2022  
8/19/2022