

Draft Agenda

Estes Park Health Board of Directors' Regular Meeting by GoToWebinar and In-Person

Wednesday, January 18, 2023

5:30 - 7:30 pm Board Meeting

Estes Park Town Hall - Town Board Meeting Room, 170 MacGregor Ave, 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	EPH Board of Directors
3	Public Comments on Items Not on the Agenda		3	Information	Public
4	General Board Member Comments		3	Information	EPH Board of Directors
5	Consent Agenda Items Acceptance:		2	Action	EPH Board of Directors
	5.1	Board Minutes			
	5.1.1	EPH Board Regular Meeting Minutes Dec 05, 2022			
	5.1.2	EPH Board Executive Session Dec 07, 2022			
	5.1.3	EPH Board Executive Session Dec 14, 2022			
	5.1.4	EPH Board Executive Session Dec 21, 2022			
	5.1.5	EPH Board Executive Session Dec 28, 2022			
	5.1.6	EPH Board Executive Session Jan 05, 2023			
	5.1.7	EPH Board Executive Session Jan 11, 2023			
	5.2	Other Documents			
	5.2.1				
6	Presentations:				
	6.1	EPH May 2023 Election Update - Key Dates	5	Discussion	Ms Rachel Ryan
	6.2	Estes Park Health Current Status, Covid-19 Updates, 2022 Tactical and Strategic Initiatives Updates and Forecast	10	Discussion	Mr Vern Carda
	6.3	EPH Chief HR Officer - Staffing Strategic Update	15	Discussion	Ms Shelly Lind
	6.4	EPH Quality Strategic Update	15	Discussion	Dr Ken Epstein, Ms Kendra Simms
	6.5	Healthcare Mergers and Acquisitions Update	25	Discussion	EPH Board of Directors
7	Executive Summary - Significant Items Not Otherwise Covered		1	Discussion	Senior Leadership Team
8	Medical Staff Credentialing Report		2	Action	EPH Board
9	All Attendee Conversation on Emerging Topics		30	Conversation	Community Attendees, EPH Board of Directors, EPH Senior Leadership Team
10	Potential Agenda Items for Feb 22, 2023 Regular Board Meeting		1	Discussion	EPH Board of Directors
11	Meeting Dates for 2023		1	Information	Dr David Batey
12	Adjournment		1	Action	Board
Estimated Total Regular Session Mins.			116		

Next Regular EPH Board Meeting: Wednesday Feb 22, 2023 5:30 - 7:30 pm

Feb 2023 Possible Agenda Items:



ESTES PARK HEALTH

ESTES PARK HEALTH BOARD OF DIRECTORS' Regular Meeting Minutes – December 5, 2022

Board Members in Attendance correspondence

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

Other Attendees

Mr. Vern Carda, CEO
Ms. Pat Samples, CNO
Ms. Shelli Lind, CHRO
Mr. Gary Hall, CIO
Mr. David Timpe, CFO
Ms. Lesta Johnson
Ms. Rachel Ryan (via webinar)
Dr. Robyn Zehr
Dr. Jennifer McClellan
Ms. Aysha Reeves
Ms. Bobbi Chambers
Ms. Heather Bird
Ms. Kaci Early
Ms. Kaci Yoh
Ms. Sarah Shepherd

Community Attendees (present and via webinar):

Linda Amos
Betsy Hill-Raymond
Terra Clapp
Iolanthe Culjak
Barbara Gebhardt
Gisele Hause
Larry Leaming
Julie Lee
Eric Owen
Karen Quinn
Wendy Rigby
Lois Scott

Kelly Stephens
Cory Workman
Janie Bow
Brian Tseng
Mark Richards
Russ Snider

1. **Call to Order**

The board meeting was called to order at 5:30 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**

3. **Recognition of Dr. Robyn Zehr's Service as Chief of Staff and Welcome to Dr. Bridget Dunn as Incoming Chief of Staff**

➤ General accolades, comments regarding Dr. Zehr's service as Chief of Staff. Many thanks for her efforts and engagement, both previously and going forward.

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

No comments.

5. **General Board Member Comments**

No comments.

6. **Consent Agenda Items Acceptance**

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

7. **Presentations**

7.1 2023 Election Management Services – Ms. Sarah Shepherd

➤ Resolution and contract have been provided for Board consideration and approval for provision of election services. Duties for election will proceed for a May 2023 mail ballot election; Sarah Shepherd and Rachel Ryan will operate as election officials. Note for nomination: you must be in district, and registered to vote. Two other registered electors need to verify. Forms must be received between January 22, 2023, and February 16, 2023. Self-nomination forms should be filed prior to deadline in February. David Batey motioned to approve resolution, which carried unanimously. One question was asked: what seats are open for election? Three eligible seats are Alper, Munro, and Pinkham.

7.2 Resolution 2022-03 - Appointing a Designated Election Official and Describing Conditions Required to Cancel the Election

➤ David Batey motioned to approve resolution, which carried unanimously.

7.3 Estes Park Health Current Status, Covid-19 Updates, 2022 Tactical and Strategic Initiatives Updates and Forecast – Mr. Vern Carda

➤ See presentation. Topics covered included December 2022 Year End Update (Chemotherapy Restart, Chargemaster Implementation, Workforce Housing Optimization),

transfer of Obstetric and Inpatient services, Home Health Care and Hospice Optimization, and the additions of diabetic/nutrition education.

7.4 EPH Chief Financial Officer - EPH 2023 Budget Update

- See presentation. Updates included a breakdown of operating expenses, wage increases (market adjustments), increased health insurance premiums, and non-operating revenue/expenses.
- Question posted by Mark Richards: Contract labor is a huge part of the expenses. Do you see a way to reduce contract labor? – Answer is yes. From a nursing perspective, EPH is getting a better handle on what is happening in Colorado as far as partnering with other organizations and programs to recruit new grads in 2023.
- Question posed by Linda (last name unknown): What is going to be cut in order to meet the budget? Is the UC included in this budget? Services being reduced are inpatient pediatrics and OB services. Home Health Care is included in the 2023 budget.
- Question posed by Brian Tseng: What is meant by stretch components to the 2023 budget? Stretch components included in this years budget include the transition of some of the contract labor into EPH employed labor, thus reducing EPH cost. This will be a slow transition and will not occur overnight. Additionally, some surgical revenues and laboratory revenues that previously were not included in the budget were added and represent projections based on estimates of volume.
- Russ Snider: You've got an 18% increase in wages. Did that take into account a reevaluation of the positions currently in place, and are those in line for what's happening with physicians on a national scale? – A lot of time has been spent over the last two years to rebuild a compensation structure that ensures EPH's market competitiveness. Local and national salary markets have been surveyed and are utilized to establish EPH base wages.
- Larry Leaming: It's more difficult to weather these difficult financial times without being affiliated to a larger health system. What has been done to affiliate with UCHealth? – Information will be provided on this topic as it becomes available.

7.5 Resolution 2022-04 - Determining Mill Levy Yield

- David Batey motioned to approve Resolution as listed, which carried unanimously. Seconded by Bill Pinkham.

7.6 Resolution 2022-05 - Adopting the EPH 2023 Budget and Appropriating Funds for the 2023 Budget

- David Batey motioned to approve Resolution as listed, which carried unanimously. Seconded by Bill Pinkham.

7.7 EPH Chief Nursing Officer Strategic Update – Ms. Pat Samples

- See presentation. Updates included workforce optimization changes, Covid/pandemic updates, nursing updates, and further details on ancillary and clinical departments.

7.8 EPH Chief of Staff Strategic Update – Dr. Robyn Zehr

- See presentation. Updates included review of goals from 2021 and action items for staffing crisis, peer review, and bylaws governance.
- Brian Tseng to Dr. Zehr: what do you mean by getting more involved with the public? What does it mean that Inpatient Peds/OB are now down the hill? – EPH of course wants to offer the best care for the children of Estes Park. The manner in which we do so changes a little

in that we have a transfer partner for IP Peds and OB. We have also opted to hire a PR person, who will better be able to address and share information with the public.

8 Executive Summary – Significant Items Not Otherwise Covered

No comments.

9 Medical Staff Credentialing Report

No formal recommendations for this month, as Credentialing Committee meets on 12/7/22.

10 All Attendee Conversation on Emerging Topics

- Floor opened at 7:53 PM. Questions asked were the following:
- Janie Bow: There is not a low volume of seniors. According to census, about 41% are 60 and over and considered senior citizens. Median age is somewhere around 63. Are you shutting down Hospice? – The answer is no. Further information was offered about the service, and confirmed EPH is not shutting it down.
- Brian Tseng: Have there been efforts to survey the staff for morale, transparency, communication, etc.? How do they feel about the work environment? – The last two years have been difficult on employees moving from heroes to afterthoughts in the pandemic. However, through reorganization of management and transition, EPH has begun to see a new level of energy. Leadership development has created opportunity for employees to progress in their roles. Leadership development is a large educational component offered to managers/leaders in the organization. Other programs are being implemented to address employee wage as well as training opportunity to help move the organization forward.

11 Potential Agenda Items for January 23, 2023 Regular Board Meeting

12 Adjournment

David Batey motioned to adjourn the meeting at 8:10 PM. Drew Webb and Steve Alper seconded the motion, which carried unanimously.

David M. Batey, Chair

Estes Park Health Board of Directors

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - By TEAMS
Wednesday, December 07, 2022
7:00 am - 8:30 am
Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 7:06 am)	1	Action	Dr David Batey
2	Approval of the Agenda (Motion Muno 2nd Alper - 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; and instructing negotiators, and pursuant to Section 24-6-402(4)(f) C.R.S. for the purpose of discussing a personnel matter. (Motion Muno 2nd Alper - Unanimous)	85	Action	Board
6	Adjournment (Motion Diane 2nd Alper - Unanimous Time 8:26 am)	1	Action	Board
<i>Total Regular Session Mins.</i>		90		

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

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - By TEAMS
Wednesday, December 14, 2022
9:00 am - 5:00 pm
Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 9:04 am)	1	Action	Dr David Batey
2	Approval of the Agenda (Motion Pinkham 2nd Alper - 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; and instructing negotiators, and pursuant to Section 24-6-402(4)(f) C.R.S. for the purpose of discussing a personnel matter. (Motion Alper 2nd Pinkham - Unanimous)	475	Action	Board
6	Adjournment (Motion Alper 2nd Pinkham - Unanimous Time 5:18 pm)	1	Action	Board
<i>Total Regular Session Mins.</i>		480		

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

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - By TEAMS
Wednesday, December 21, 2022
7:00 am - 8:30 am
Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time am)	1	Action	Dr David Batey
2	Approval of the Agenda (Motion 2nd -)	1	Action	Board
3	Public Comments on Items Not on the Agenda -	1	Information	Public
4	General Board Member Comments on Items Not on the Agenda -	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; and instructing negotiators, and pursuant to Section 24-6-402(4)(f) C.R.S. for the purpose of discussing a personnel matter. (Motion 2nd -)	85	Action	Board
6	Adjournment (Motion 2nd - Time am)	1	Action	Board
<i>Total Regular Session Mins.</i>		90		

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

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - By TEAMS
Wednesday, December 28, 2022

7:00 am - 8:30 am

Dial-In Information: 970-822-7850, then enter code 640 580 284#

Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time am)	1	Action	Dr David Batey
2	Approval of the Agenda (Motion 2nd -)	1	Action	Board
3	Public Comments on Items Not on the Agenda -	1	Information	Public
4	General Board Member Comments on Items Not on the Agenda -	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; and instructing negotiators, and pursuant to Section 24-6-402(4)(f) C.R.S. for the purpose of discussing a personnel matter. (Motion 2nd -)	85	Action	Board
6	Adjournment (Motion 2nd - Time am)	1	Action	Board
<i>Total Regular Session Mins.</i>		90		

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

5.1.5

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - By TEAMS
Thursday, January 05, 2023
7:00 am - 12:00 noon
Dial-In Information: 970-822-7850, then enter code 475 783 491#
Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time am)	1	Action	Dr David Batey
2	Approval of the Agenda (Motion 2nd -)	1	Action	Board
3	Public Comments on Items Not on the Agenda -	1	Information	Public
4	General Board Member Comments on Items Not on the Agenda -	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; and instructing negotiators, and pursuant to Section 24-6-402(4)(f) C.R.S. for the purpose of discussing a personnel matter. (Motion 2nd -)	295	Action	Board
6	Adjournment (Motion 2nd - Time am)	1	Action	Board
<i>Total Regular Session Mins.</i>		300		

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

5.1.6

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - By TEAMS
Wednesday, January 11, 2023
7:00 am - 8:30 am
Dial-In Information: 970-822-7850, then enter code 463 881 698#
Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time am)	1	Action	Dr David Batey
2	Approval of the Agenda (Motion 2nd -)	1	Action	Board
3	Public Comments on Items Not on the Agenda -	1	Information	Public
4	General Board Member Comments on Items Not on the Agenda -	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; and instructing negotiators, and pursuant to Section 24-6-402(4)(f) C.R.S. for the purpose of discussing a personnel matter. (Motion 2nd -)	85	Action	Board
6	Adjournment (Motion 2nd - Time am)	1	Action	Board
<i>Total Regular Session Mins.</i>		90		

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



Estes Park Health May 2023 Board Election – Key Dates

Date	Action
Sunday, January 1, 2023	Earliest date a candidate may submit a self-nomination form to the Designated Election Official for a regular election
Sunday, January 22, 2023 through Thursday, February 16, 2023	Designated Election Official provides public notice of a call for nominations . The call must state the offices to be voted upon, where to obtain a self-nomination form, deadline for submittal
Friday, February 24, 2023	Deadline for Notice of Self-Nomination and Acceptance Form filed with the Designated Election Official no later than the normal close of business
Monday, February 27, 2023	Deadline for write-In candidates to submit an affidavit of intent to be a write-in candidate to Designated Election Official no later than the normal close of business
Tuesday, February 28, 2023	Cancellation of election if there are not more candidates than offices to be filled at the election.
Tuesday, February 28, 2023 through Friday, March 3, 2023	Lot Drawing – if district must conduct an election, notify all candidates of the date, time, and location of the lot drawing to determine the order of the candidate names on the ballot.
Monday, April 10, 2023 through Monday, April 17, 2023	Mail Ballot – Packets Mailed
Tuesday, May 2, 2023	ELECTION DAY - Polls open continuously from 7:00 A.M. TO 7:00 P.M.

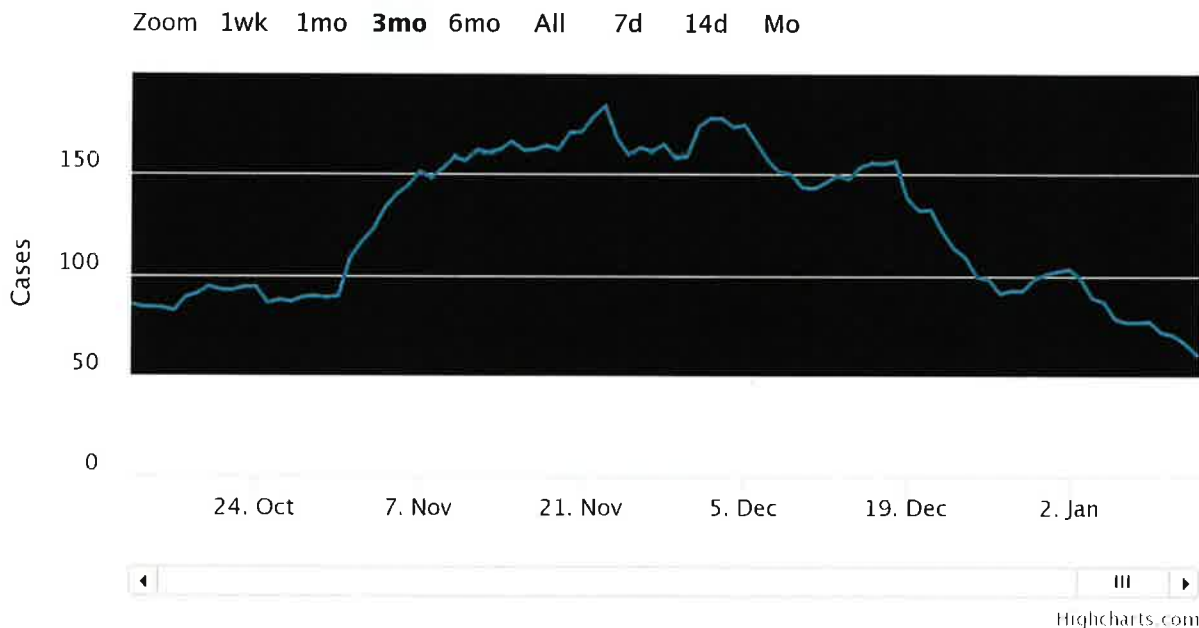


ESTES PARK HEALTH

CEO Report
January 18, 2023

COVID-19 Larimer County Positive percentage rate:

Cases/100k: 7-Day Rate



As of Friday, January 13, 2023 the Covid – 19 case rate per 100,000 people in Larimer County, CO was approximately 60.5 cases/100,000 people.

Covid – 19 is currently still listed on the State of Colorado executive order. However, RSV and influenza have been take off emergency order. This order was recently renewed.

Additionally, EPH physicians are still seeing a fair amount of influenza.

Covid governing will meet soon but it is likely the EPH masking policy will stay in effect for a few more months. Other larger health care providers are staying masked through the flu season.

Updates *Operational/Tactical*:

- **OB Programming & Transition of OB Care.** Policy, procedure, and protocol were developed and implemented allowing this service to be transitioned to partner on December 31, 2022. EPH will use UCHealth as its transfer partner.
- **IP Pediatrics transition of care.** Policy, procedure, and protocol were developed and implemented allowing this service to be transitioned to partner on December 31, 2022. EPH will use UCHealth as its transfer partner.
- **Home Health, Private Duty, and Hospice Optimization.** EPH is exchanging information with an organization and developing an understanding of its baseline philosophy of care. One of the possibilities of this relationship will be to transition the business operations to this entity which will operate the home health unit in Estes Park and surrounding communities.
- **Revenue Cycle Optimization.** EPH is building a plan that will allow EPH a better revenue cycle product. In particular, EPH is working to contract with an expert in revenue cycle management. The name of the company is Velocity Management Group (VMG). VMG will supply a patient financial services manager, as well as, a few billers to staff hard to fill open billing positions. Additionally, VMG will provide education to patient financial services staff to ensure better process and create opportunity for less error in billing which in turn leads to better financial position for EPH.
- **General Surgery.** A contract has been extended to a general surgeon. EPH has been working with surgeon regarding contract issues and language in contract. More details will be provided as contract discussions draw to close and if contract execution occurs.
- **Pediatric Contract.** A contract has been extended to a pediatrician. More details will be provided as contract discussions draw to close and if contract execution occurs.
- **CFO.** Dave Timpe has decided to remain in the capacity of interim Chief Financial Officer for a few more months.
- **Strategic Planning.** Organizational planning will be occurring with the main theme of this planning centered around organizational revenue growth, as well as, organizational efficiency and effectiveness.
- **Medicare Cost Report 2022.** Medicare cost report for 2022 is underway. The goal is to have Medicare spreadsheet completed and all additional supporting information by March 23rd, 2023 to Eide Bailly.
- **Northern Colorado Hospitalists.** From time to time EPH has had to find temporary coverage for EPH employed hospitalists. For example, when a hospitalist is sick or needs an unexpected leave, or takes a few days away from EPH for vacation. A contract has been extended to provide coverage for EPH employed hospitalists from Northern Colorado Hospitalists (NCH). NCH is a group of approximately 45 multi-generational, independent physicians that specialize in providing hospitalist care.

- **Marketing/Communication Position.** EPH welcomes Wendy Rigby. Wendy will be responsible to lead organization internal and external communications, as well as, multi media feeds from the organization.

Hospital sector will face sustained challenges in 2023; bankruptcies likely: 5 things to know

Nick Thomas - Friday, January 13th, 2023

While hospitals largely avoided the growing trend of healthcare bankruptcies in 2022, the ending of COVID-19 protections will add to ongoing labor expense and inflationary challenges and mean much of the sector will remain under pressure, according to a report from restructuring firm Gibbins Advisors.

There were only two hospital sector bankruptcies of entities with over \$10 million in liabilities in 2022. That number could increase in 2023, the report warned.

"The hospital sector was particularly insulated from financial distress during the pandemic; however those protections have ended and we are now seeing a lot of struggling hospitals, particularly rural and community hospitals," said Ronald Winters, principal.

The outlook for the year ahead points to the following areas of potential financial distress across the healthcare industry, the report noted. Five things to know:

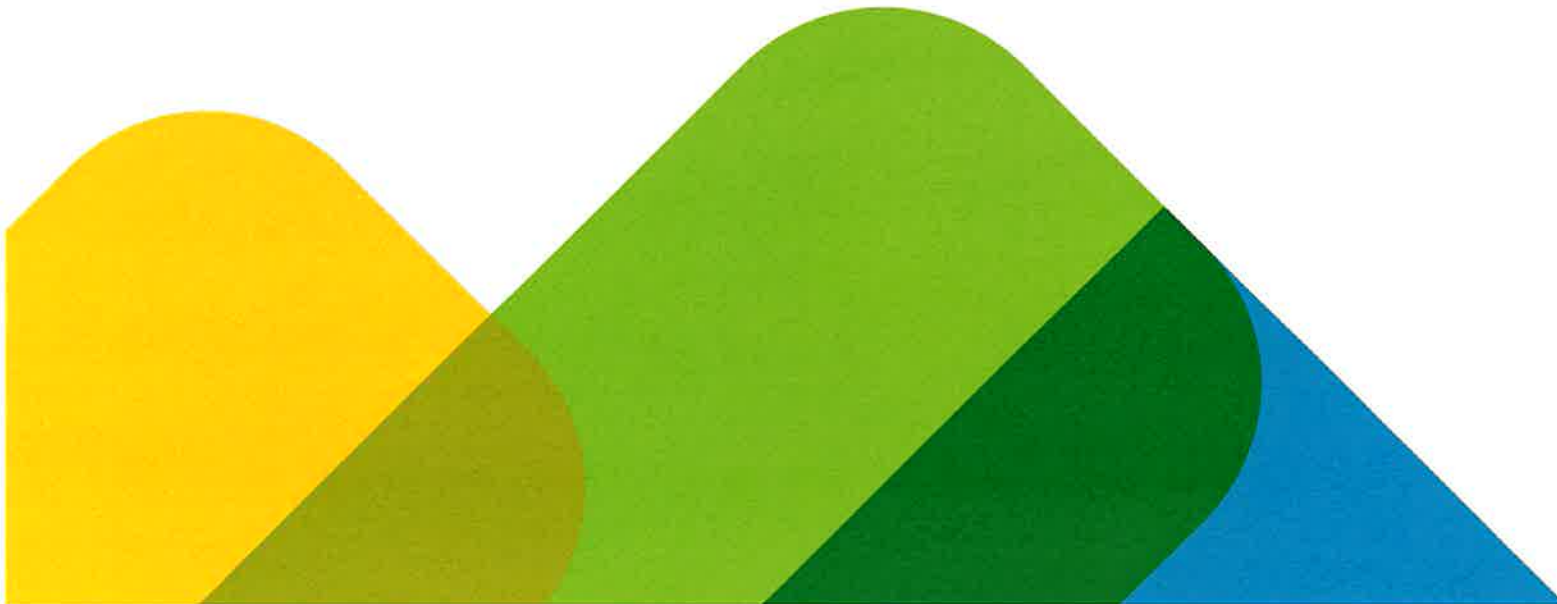
1. **Recession fears:** The capital market constraints seen in late 2022 are expected to continue.
2. **New baseline on labor cost:** There may be a shift away from more expensive contract labor costs, but increases in pay and benefits awarded to attract and retain staff are expected to set a new baseline on expenses.
3. **Pre-COVID macroeconomic factors remain unchanged:** The pandemic exacerbated existing trends related to new technology and a shift from inpatient to community-based healthcare delivery.
4. **Market returns:** Healthcare providers may have to sell investments at a loss to provide necessary cash flow.
5. **Rate increases from payers will not likely meet cost inflation:** Those systems more reliant on government payers are expected to be the most challenged.



ESTES PARK
HEALTH

Human Resources Board Report

JANUARY 18, 2023



6.3.1

Strategic Update

Workforce/Organization Optimization (Strategic Actions)

- Organizational Chart Changes have been implemented.
- Focused leadership development
 - Transition to new roles
 - Team development among new leaders
 - Enhancing leadership skills
- Employee Retention
 - Revamp recognition program to align strategically and culturally
 - Work with Marketing/Communications Specialist to enhance employee engagement

Operational Update

- Compensation – structure to support recruitment and retention while being fiscally responsible
 - Market Adjustments to maintain market competitiveness
 - Changes to differential structures
 - 2023 Strategic Focus – creative practices to “grow our own”
- Benefits – recruitment and retention tool
 - Medical insurance premiums increasing 22% for 2023; kept employee increase to 9% overall
 - Changed carrier for life and disability insurances for small savings
 - 2023 Strategic Focus – explore potential cost savings opportunities

Operational Update - continued

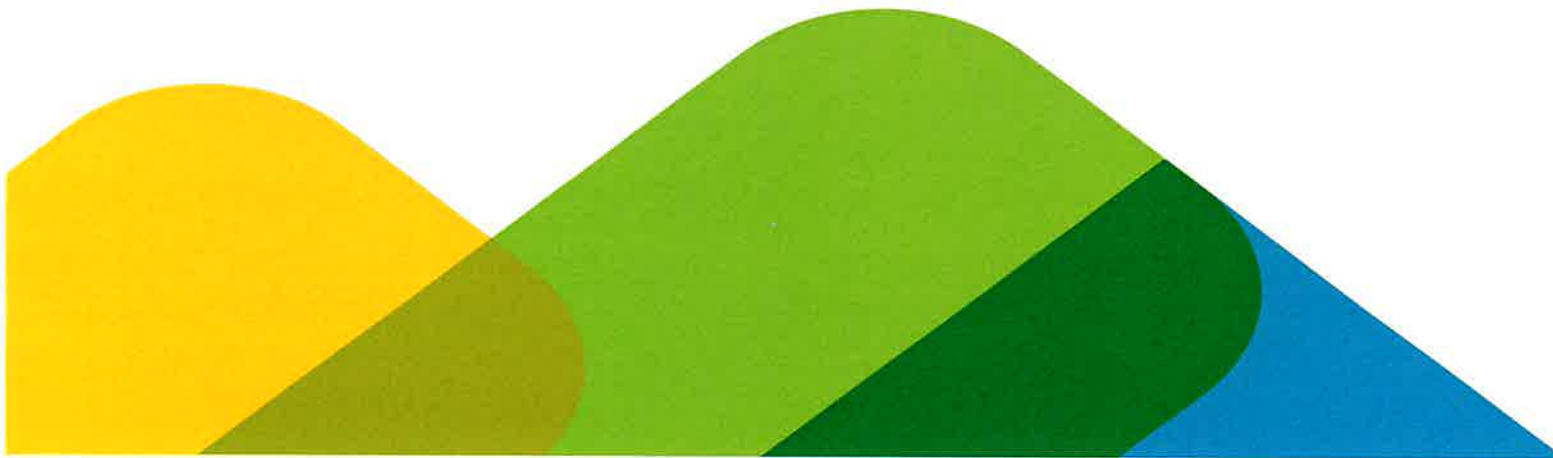
- Recruitment
 - Have converted a few Travelers to regular staff positions
 - Implementing new Applicant Tracking System (ATS) for efficient processes and tracking
 - 2023 Strategic Focus – focus on creative ways to “grow our own”
- HR Structure
 - Payroll moved to HR in August
 - Recruiting for HR Generalist
 - HR Business Partner role
 - 2023 Strategic Focus – cross-train all functional areas and grow and develop HR team

Strategic Plan- Quality Initiatives



Kendra Simms MS, BSN, RN
Ken Epstein MD, Chief Quality Officer

January 18, 2023



Pursuit of Quality

Facility Strategy

- Facility is committed to improving patient outcomes. We will provide safe and person-centered care. EPH will challenge improvement of patient outcomes through measurement, continuous quality improvement and adoption of best practices.

The Six Domains (or Aims) of Healthcare Quality



Committee on Quality of Health Care in America. Crossing the Quality Chasm. A New Health System for the 21st Century. Washington, DC: National Academy Press, 2001.

Quality Strategy

- 2023 Safety Event Trends
- Work- Place Violence Survey



Developing People Resources

Facility Strategy

- Developing People Resources



Quality Strategy

- Staffing in Quality department
 - Patient safety/ quality assistant
 - Permanent Infection Control
 - Educator
- Just Culture Implementation
- Improving psychological safety

Information Technology Improves Patient Outcomes

Facility Strategy

- Increase & leverage IT systems to effectively manage & improve care



Quality Strategy

- Standardize care and treatment
 - Utilization of order sets
- I-EKG
- Ensuring staff is adequately trained in EPIC utilization
 - Variations were causing work arounds

Fiscal Health


Facility Strategy

- Identify opportunities to increase services to the community.



Quality Strategy

- Process Development
 - Current data to drive future state
- Education (current- ongoing)
- Patient and staff support



**Estes Park Health
Board & Senior Leadership
Views on
Possible Future Increased Affiliations**

EPH Regular Board Meeting
January 18, 2023

EPH and Future Affiliations

Estes Park Health (EPH) Board and Senior Leadership believe **increased affiliation with a larger healthcare organization will occur at some point in the future** driven by the intensifying influence of economic and market forces.

Possible Future Affiliations

EPH Board and Senior Leadership **have had conversations with other healthcare organizations about affiliation opportunities**, but at this time it is not appropriate to comment on specific conversations or potential enhanced affiliations.

Goals for Possible Future Affiliations

1. Ensure our **community's healthcare needs** will be addressed with **excellent healthcare services**.
2. Ensure that these **services will be sustained** into the future.
3. Ensure there will be **reliable, excellent quality referral networks** in place to provide excellent healthcare services EPH does not provide.
4. Ensure that, for any organization considered for establishing an affiliation, there will be a **culture and values that are aligned with EPH's culture and values**. For example, both organizations would have a shared primary goal of taking excellent care of patients.

Preparing EPH for Future Affiliations

1. Taking **near-term strategic actions**, described in a series of public meetings, to strengthen EPH's finances, operational effectiveness, and services.
2. Working with EPH Chiefs of Staff, Department Leaders, Senior Leadership, and Board, developing a **three- to five-year strategic plan** to further strengthen EPH finances, operational effectiveness, and services.
3. Working with Eide Bailly to **determine EPH's value to potential partners.**

Preparing EPH for Future Affiliations

4. Working with Hall, Render, Killian, Heath & Lyman, P.C. to understand legal **opportunities and constraints for EPH as a Special Taxing District.**
5. Working with Hall, Render, Killian, Heath & Lyman, P.C. to understand **different affiliation options' advantages and disadvantages**, specifically affiliations involving management agreements, joint ventures, lease agreements, and/or degrees of ownership transfer.
6. EPH has **engaged external experts** to ensure any affiliation agreements would accomplish leadership's goals described earlier.

Tracking CO Healthcare Affiliations

1. **Banner Health** and North Colorado Medical Center in Greeley in Oct 2019
2. **Centura Health** and Fort Morgan Community Hospital in Feb 2022
3. **Intermountain Healthcare** and Sisters of Charity of Leavenworth in Apr 2022
4. **UCHealth** and Parkview Health System in Pueblo Oct 2022
5. **UCHealth and Intermountain Healthcare** (clinically integrated network) in Jan 2023

Economic Necessity Affiliations

1. October 2022 Report: “Rural Hospitals at Risk of Closing” – Center for Healthcare Quality and Payment Reform
http://ruralhospitals.chqpr.org/downloads/Rural_Hospitals_at_Risk_of_Closing.pdf
2. More than **600 rural hospitals** – nearly 30% of all rural hospitals in the country – are **at risk of closing in the near future** based on persistent financial losses on patient services and low financial resources.

Economic Necessity Affiliations

3. **Over 200 of these rural hospitals are at immediate risk of closing** as a result of inadequate revenues to cover expenses and very low financial reserves.

4. **St. Vincent Health in Leadville example**

5. **EPH is not in this situation**

EPH had 133.5 days-cash-on-hand at end November 2022.
about 4.5 months days-cash-on-hand

Other Major Affiliation Drivers

1. The increasing influence of “**Narrow payor networks**” in which healthcare provider payment becomes increasingly dependent upon being a member of a specific payor network. There are significant reimbursement impacts of being In-Network versus Out-of-Network.
2. There are significant and **increasing capital requirements** required to stay current with evolving medical technology.

EPH Value to Affiliation Partner

- 1. Increased market share of referrals** from Estes Valley residents and visitors
- 2. Critical Access Hospital status.** Reimbursement is better than Prospective Payment System reimbursement, for example, swing beds.
- 3. Resource Optimization.** For example, free up beds in a larger system by sending certain patients to EPH where reimbursement is better.

EPH & Community Affiliation + Value

1. Increased **access to capital and personnel resources.**
2. Enhanced **access to technological resources and evolving best practices.**
3. Increased ability to **attract and retain excellent employees** because of more diverse career development opportunities and expanded access to professional networks.
4. Increased opportunities to **optimize resources** like larger system-wide flexible staffing to deal with seasonal personnel demands.

EPH & Community Affiliation + Value

5. Potential **cost savings** through, for example, volume pricing on supplies and the ability to distribute fixed administrative costs over higher service volumes.
6. Opportunity to be a **part of a “narrow payor network”** with higher reimbursement for services.
7. **Potential opportunities to add services** as a part of a larger system that would not be possible as a smaller organization.

EPH & Community Affiliation - Value

1. Possible reduction in local control
2. Possible job loss
3. Possible increase in the cost of services
4. Possible negative impact on other local healthcare providers:
Physical Therapy, Audiology, Optometry, Behavioral Health
providers, etc.

Steps to Affiliation

1. Initial assessment and review.
2. Negotiations exploring possible mutual interest and benefit.
3. Negotiation of a “Letter of Intent” with nondisclosure requirements.
4. Buyer and Seller due diligence to confirm expected benefits.
5. Negotiate final affiliation agreement.

Steps to Affiliation

6. Colorado Attorney General review.
7. Possible hospital district vote
8. Post-closure integration and implementation.

For Current Healthcare Affiliations

1. Becker's Hospital Review e-Newsletters
Free, General, CEO, CIO, CFO versions; daily updates
Beckershospitalreview.com
2. Kaufman Hall – free Hospital and Healthcare System Reports
Recommend National Hospital Flash Reports - monthly.
Kaufmanhall.com.

Comments & Questions



ESTES PARK HEALTH

Park Hospital District Board
January 18, 2023

CREDENTIALING RECOMMENDATIONS

Credentials Committee approval:

November 30, 2022

Present: Drs. Dunn (Chair), Zehr, Meyer, Gary Hall, and Bobbi Chambers

December 28, 2022

Present: Drs. Dunn (Chair), Meyer, Gary Hall, and Bobbi Chambers

Medical Executive Committee approval:

December 7, 2022

January 4, 2023

Initial Appointment:

Baumgartner, Erin, M.D.

Courtesy, Pathology

Reappointments:

Clapp, Terra, CRNA

Courtesy, Anesthesiology

Riley, Megan, M.D.

Courtesy, Pathology

Schneider, Juli, M.D.

Active, Internal Medicine

Winter, Leslie, M.D.

Courtesy, Otolaryngology

Credential By Proxy:

Graf, William, M.D.

Courtesy, Teleradiology

Wade, Andrew, M.D.

Courtesy, Teleradiology

Change in Category:

Knutdson, John, M.D.

Provisional to Active, Diagnostic Radiology

Resignations:

Bolgeo, Mary, CRNA

effective 11/27/2022

Koschnitzke, Martin, M.D.

effective 2/19/2023

Wiesner, Mark, D.O.

effective 3/30/2023

Driscoll, Amy, M.D.

effective 4/28/2023

Pedersen, Robert, M.D.

effective 4/28/2023

Bierling, Sandra, M.D.

effective 4/28/2023

Documents:

Moderate Sedation Privilege Form