

Draft Agenda
Estes Park Health Board of Directors' Regular Meeting by GoToWebinar and In-Person
Wednesday, March 29, 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	Appreciation of Dr Mark Wiesner and Dr Scott Woodard	5	Information	Mr Vern Carda
4	Public Comments on Items Not on the Agenda	3	Information	Public
5	General Board Member Comments	3	Information	EPH Board of Directors
6	Consent Agenda Items Acceptance:	2	Action	EPH Board of Directors
6.1	Board Minutes			
6.1.1	EPH Board Regular Meeting Minutes Feb 22, 2023			
6.1.2	EPH Board Executive Session Minutes Feb 24, 2023			
6.1.3	EPH Board Executive Session Minutes Feb 25, 2023 am			
6.1.4	EPH Board Executive Session Minutes Feb 25, 2023 pm			
6.1.5	EPH Board Executive Session Minutes Mar 01, 2023			
6.1.6	EPH Board Executive Session Minutes Mar 02, 2023			
6.1.7	EPH Board Executive Session Minutes Mar 08, 2023			
6.1.8	EPH Board Executive Session Minutes Mar 15, 2023			
6.1.9	EPH Board Special Meeting Minutes Mar 16, 2023			
6.1.10	EPH Board Executive Session Minutes Mar 18, 2023			
6.1.11	EPH Board Executive Session Minutes Mar 20, 2023			
6.1.12	EPH Board Executive Session Minutes Mar 22, 2023			
6.2	Other Documents			
6.2.1	Report to Board of Directors—March 2023 From Estes Park Health Home Health Care, Estes Park Health Home Care, and Estes Park Health Hospice			
7	Medical Staff Credentialing Report	2	Action	EPH Board
8	Presentations:			
8.1	EPH May 2023 Election Update	5	Discussion	Ms Rachel Ryan
8.2	EPH Foundation Update	12	Discussion	Mr Kevin Mullin
8.3	EPH Chief Nursing Officer Strategic Update	12	Discussion	Ms Pat Samples
8.4	EPH Controller and Chief Financial Officer - End 2022 Financials and 2023 Outlook	35	Discussion	Ms Aysha Reeves and Mr Dave Timpe
8.5	Possible Healthcare System Affiliation - Activity Update	3	Discussion	EPH Board of Directors
9	Executive Summary - Significant Items Not Otherwise Covered	1	Discussion	Senior Leadership Team
10	All Attendee Conversation on Emerging Topics	30	Conversation	Community Attendees, EPH Board of Directors, EPH Senior Leadership Team
11	Potential Agenda Items for Monday Apr 17, 2023 Regular Board Meeting	1	Discussion	EPH Board of Directors
12	Update on Meeting Dates for 2023	1	Information	Dr David Batey
13	Adjournment	1	Action	Board
Estimated Total Regular Session Mins.		118		

Next Regular EPH Board Meeting: Monday Apr 17, 2023 5:30 - 7:30 pm

Apr 2023 Possible Agenda Items:



ESTES PARK HEALTH

ESTES PARK HEALTH BOARD OF DIRECTORS' Regular Meeting Minutes – February 22, 2023

Board Members in Attendance correspondence

Dr. David Batey, Chair
Dr. Steve Alper, Finance Committee Chair (via webinar)
Mr. Drew Webb, Member at Large (via webinar)
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 (via webinar)
Mr. Jacob Schmitz
Mr. Kevin Mullin (via webinar)
Ms. Lesta Johnson (via webinar)
Ms. Rachel Ryan (via webinar)
Ms. Sarah Shepherd
Ms. Jessica Portillo
Ms. Wendy Rigby
Ms. Heather Bird
Ms. Aysha Reeves
Mr. Servando Talamantes
Dr. Robyn Zehr
Dr. Bridget Dunn

Community Attendees (present and via webinar):

Judith Beechy
Patti Brown
Linnea Carter
Yuri Casanova
Jim Cozette
Gail Cozette
Bill Crosby
Iolanthe Culjak
Nancy Dietz
Chris Kohlenberg

Larry Leaming
Claire Loughry
Heather McCreery
John Meyer
Marcela Mitchell
Marlys Polson
Matthew Poust
Mark Smith
Mary Smith
David Standerfer
Yon Yonson
Karen Sackett

1. **Call to Order**

The board meeting was called to order at 5:32 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**

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

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

Mark Richards: Appreciates chance to speak to Board. Last year, the CDC published findings on youth risk behavior with data from the past ten years. It largely focused on mental health in adolescents in the United States. In 2021, 42% of high school seniors had persistent feelings of sadness/helplessness, and 22% had seriously considered suicide. 18% had made a suicide plan, and 10% attempted suicide (1 out of every 2). Can the hospital maximize its ability to screen inpatients and outpatients of all ages for conditions such as these? And expand the hospital case work/social work staff? – These topics may be addressed in Chief of Staff presentation. Board inquired if survey could be forwarded to them to review.

4. **General Board Member Comments**

Diane Muno: Announced that she does not intend to run for the Board again in the upcoming election due to pressing business matters that require more of her attention. Thanked all members of the Board and said it was a “true pleasure” to have served the last few years. Drew and Steve expressed their gratitude for her years of service and the unique perspective she brought to the Board of Directors.

5. **Consent Agenda Items Acceptance**

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

6. **Presentations**

6.1 **EPH May 2023 Election Update – Current Candidates, Key Dates – Ms. Sarah Shepherd**

- This coming Friday the 24th is deadline for self-nomination forms by end of business day. February 27th is deadline for write-in candidates to submit affidavit of intent.

Candidates who have filed forms and are confirmed are as follows: Cory Workman, John Meissner, Steve Alper, and Bill Pinkham. This confirms that election will not be canceled, as there are more candidates than open positions. No further questions were asked.

6.2 Estes Park Health Current Status, Covid-19 Updates, 2023 Tactical and Strategic Initiatives Updates and Forecast – Mr. Vern Carda

Updates Operational/Tactical:

- Hospital went into lockdown today due to reports of an active shooter. A quick decision was made due to a lot of information coming in to do this; and though many were unsettled by the day's events, the hospital was prepared. All handled extreme emergencies very well, and excellent policies are in place to continue to protect the community.
- Physician update: Dr. Megan Ross has officially accepted pediatrician position and will continue to work for Estes Park Health. Dr. Woodard would like to "slow down" general surgery practice, and will continue with wound care practice. Search for general surgeon candidate is ongoing. Acknowledgement of Dr. K – this is his last week in the clinic. General accolades for his years of service, and all that he has done for the Estes Park community. He will be greatly missed.
- Covid-19 Updates (Pat Samples): May 11th will be the day the Public Health Emergency ends in regard to the Covid-19 Pandemic. There was an uptick of patients who qualified for Medicaid during the Pandemic, and it is anticipated that over 200,000 people will no longer qualify following the end of the Public Health Emergency.

6.3 EPH Chief of Staff – Strategic Update – Dr. Bridget Dunn

- Addressed Mark Richards' concerns regarding mental health in adolescents. Screenings are done for anxiety and depression in pediatrics as needed. There are also two Psych Nurse Practitioners at EPH who take referrals. All providers at EPH are keenly aware of taking care of mental health needs, for both adult and pediatric patients.
- See presentation. Dr. Wiesner's last day is March 31; Pediatrician Dr. Megan Ross will see patients Mondays, Wednesdays, and Fridays.

6.4 EPH Chief Information Officer -Strategic Update – Mr. Gary Hall

- See presentation. Topics covered included key projects in IT, Facilities and EVS.
- During Covid, there was an expanse of telehealth services. How is Estes Park Health doing in the telehealth arena?

7 Executive Summary – Significant Items Not Otherwise Covered

No comments.

8 Medical Staff Credentialing Report

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

9 **All Attendee Conversation on Emerging Topics**

➤ Floor opened at 6:41 PM. No questions were asked.

10 **Potential Agenda Items for March 27, 2023 Regular Board Meeting**

Intergovernmental Agreement will be on town agenda March 12th. Expectation is for this to be approved, so that meeting dates will be confirmed and posted for EPH to use Town Hall.

11 **Adjournment**

David Batey motioned to adjourn the meeting at 6:43 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

Friday, February 24, 2023

6:00 PM - 7:30 PM

Dial (audio only) 970-822-7850; enter Phone Conference ID: 312 980 831# when prompted

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

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time pm)	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 -)	1	Action	Board
6	Adjournment (Motion 2nd - Time pm)	1	Action	Board
<i>Total Regular Session Mins.</i>		6		

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

6.1.2

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - By TEAMS
Saturday, February 25, 2023
8:00 am - 9:30 am
Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 8:07 am)	1	Action	Dr David Batey
2	Approval of the Agenda (Motion Steve 2nd Diane - 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 Steve 2nd Bill - Unanimous)	85	Action	Board
6	Adjournment (Motion Steve 2nd Diane - Unanimous Time 9:29 am)	1	Action	Board
<i>Total Regular Session Mins.</i>		90		

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

6.1.3

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - By TEAMS
Saturday, February 25, 2023
3:00 pm - 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 3:05 pm)	1	Action	Dr David Batey
2	Approval of the Agenda (Motion Steve 2nd Bill - 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 Steve 2nd Diane - Unanimous)	85	Action	Board
6	Adjournment (Motion Bill 2nd Diane - Unanimous Time 4:56 pm)	1	Action	Board
<i>Total Regular Session Mins.</i>		90		

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

6.1.4

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - By TEAMS

Wednesday, March 1, 2023


7:00 AM - 8:00 AM

Dial (audio only) 970-822-7850; enter Phone Conference ID: 463 881 698# when prompted

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

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time pm)	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 -)	1	Action	Board
6	Adjournment (Motion 2nd - Time pm)	1	Action	Board
<i>Total Regular Session Mins.</i>		6		

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

6.1.5


Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - By TEAMS

Thursday, March 2, 2023

7:15 AM - 8:15 AM

Dial (audio only) 970-822-7850; enter Phone Conference ID: 676 784 513# when prompted

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

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time pm)	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 -)	1	Action	Board
6	Adjournment (Motion 2nd - Time pm)	1	Action	Board
<i>Total Regular Session Mins.</i>		6		

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

6.1.6

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - By TEAMS
Wednesday, March 8, 2023
7:00AM - 8:00 AM

Dial (audio only) 970-822-7850; enter Phone Conference ID: 463 881 698# when prompted
Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time pm)	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)(c) 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 -)	1	Action	Board
6	Adjournment (Motion 2nd - Time pm)	1	Action	Board
<i>Total Regular Session Mins.</i>		6		

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

6.1.7


Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - By TEAMS
Wednesday, March 15, 2023
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 7:11 am)	1	Action	Dr David Batey
2	Approval of the Agenda (Motion Alper 2nd Muno - 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. (Motion Alper 2nd Pinkham - Unanimous)	85	Action	Board
6	Adjournment (Motion Alper 2nd Pinkham - Unanimous Time 9:23 am)	1	Action	Board
<i>Total Regular Session Mins.</i>		90		

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

6.1.8




ESTES PARK HEALTH

ESTES PARK HEALTH BOARD OF DIRECTORS' Special Meeting Minutes – March 16, 2023

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 (via webinar)
Ms. Shelli Lind, CHRO
Ms. Lesta Johnson (via webinar)
Ms. Rachel Ryan (via webinar)
Ms. Wendy Rigby
Ms. Wendy Ash
Dr. Scott Chew
Ms. Aysha Reeves
Ms. Kaci Early
Ms. Nicki Friel
Ms. Cynthia Kingswood
Dr. John Knudtson
Ms. Cathy Martin
Ms. Karen Mills
Mr. Gary Nelson
Ms. Kaycee Simon
Ms. Emily Weber
Dr. Robyn Zehr

Community Attendees (via webinar):

Gail Albers
Jeanne Allen
Cathy Alper
Craig Axtell
Barbara Bailey


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Judith Beechy
Randy Brigham
Patti Brown
Linnea Carter
Jim Cozette
Gail Cozette
Bill Crosby
Nancy Dietz
Carla Ellis
Steve Fuhrman
Claire Loughry
Susan Langdon
Larry Leaming
Peggy Lynch
Wayne Park
Lisa Payden
Matthew Poust
Lay Rosenthal
Lowell Rosenthal
Terry Rustin
Yvonne Salfinger
Judith Schaffer
Sherry Schmitt
Sylvia Schneider
Andy Selig
Sally Forth
Anne Slack
Andrea Vitullo
Jim Whiteneck
Gregory Woods
Cory Workman
Debbie Wright
Janet Zeschin
John Cooper
Laura Rustin
Karen Sackett
David Standerfer
Bill Sweet
Brian Tseng

1. **Call to Order**

The board meeting was called to order at 6:03 PM by David Batey; there was a quorum present. Notice of the board meeting was posted in accordance with the Sunshine Law Regulation.


6.1.9

2. **Approval of the Agenda**

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

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

No comments.

4. **General Board Member Comments**

No comments.

5. **Presentations, Discussions, Actions**

5.1. Shall the Estes Park Health Board of Directors support the passage of Park Hospital District Ballot Issue 8A and urge the voters of the Park Hospital District to vote yes on Park Hospital District Ballot Issue 8A by adopting and approving Resolution 2023-02? - Drew Webb motioned to adopt resolution, Steve Alper seconded.

Board Member Comments:

Diane Muno: Recommends supporting and adopting resolution. Appreciates community support and engagement to better understand resolution.

Steve Alper: Foundation is – what can we do to provide excellent and sustainable healthcare? The Board has determined that an affiliation is necessary to have a future to provide the aforementioned goals. Fully supports resolution.

Bill Pinkham: Sees this as critical issue for community and is glad to endorse it.

Drew Webb: Offered his full support, and hopes the public does as well.

David Batey: At some point in the near future, if an organization is not part of a payor network, they will not survive. If you are out of network – you get paid less. Goal of this meeting is to achieve the public's authorization in order to discuss affiliation with a larger healthcare system. Fully supports resolution.

Questions from Public Attendees:

Cory Workman: In the Board's view, what is the path forward without this resolution? – If the resolution does not pass, then Estes Park Health cannot move forward or negotiate an agreement with a third party. It is very important to receive authorization from the voters in the district to be able to negotiate any kind of agreement with a third party. Additionally, another election would be held in November of this year while EPH continues with growth revenue ideas, financial cuts, etc. An independent hospital in today's environment cannot survive.

Cory Workman: The Board has previously indicated they had the power to move forward with these types of negotiations. What changed? – After consulting attorneys, the approval of the


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voters in the district became a known important requirement to be in compliance with the Colorado Constitution.

Kay and ? Rosenthal: If the merger takes place, will there be a local Board of Directors or local representation? – Resounding yes. All models that have been looked at have that feature. The local Boards in those cases end up being advisory Boards. Larger health systems understand the importance of local input.

Wayne Park: The resolution seems to imply that any profits resulting from the new relationship would not be ours to use. Is this the case? – This resolution is addressing the issue of allowing EPH to enter negotiations with another party. It is not regarding where profitability goes to. The Colorado Attorney General does need to review all agreements and is attentive to the needs of a local community vs. the larger organization. Whatever the agreement is, it needs to be beneficial to all the communities involved in the agreement.

Lisa: If this ballot issue is approved, is the plan to do a full affiliation with another healthcare institution or a partial affiliation? - There is currently no affiliation to discuss tonight. The board is looking for a relationship with a larger healthcare organization that will accomplish the goal of providing excellent healthcare, strengthening the organization financially, and improving quality of care.

Gail Albers: When you look for a third party to enter into a negotiation, what specifically will you look for that will serve the community's healthcare needs (insurance, etc.)? – The priority is quality of care for our patients, as well as running an operation that is sustained. Finding a third party that shares EPH's values while also being a fit for the community is of the greatest importance.

Jim and Gail Cozette: Previously the discussion was surrounding affiliation, now it's about a merger. What changed? – Board is actively looking into what works best for this community in the long-term. Affiliation includes all kinds of different relationships and joint ventures. We are currently looking for a partnership with mutual objectives.

Judith Schaffer: Having worked in large hospitals across the city as an RN, and also having worked at EPH, she supports the resolution wholeheartedly. It is critical to keep the hospital going. Given how important it is to maintain quality healthcare, good practices, and good staff, it is very important to pass the resolution. What happens to the Foundation and the Foundation money if this partnership takes place? – The Foundation will stay here and will continue to support the hospital, while also offering the option to support other health needs of the community. The Foundation is excited about the prospect of affiliation.

Larry Leaming: Affiliation is the only option for survival, speaking as the previous CEO of EPH. This is the best time to negotiate the best arrangement for the community.

Terry Rustin: I am a physician who currently does all his work through Telemedicine. Previous administrations rejected my suggestion of affiliation. What has changed in the interim? – Reimbursements and healthcare as a whole has changed.


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- Is the board and administration of this hospital really going to pursue what it takes not only to survive, but to thrive? – Resounding yes.

Lay and Lowell Rosenthal – As former nursing administrator, full support of resolution. Will our taxing district funds remain necessary to support merger/acquisition partnership? – The tax support for local healthcare is really important. The tax revenues would stay local, and would stay focused on supporting local healthcare.

5.2. Possible motions regarding Resolution 2023-02 – Passed with unanimous approval.

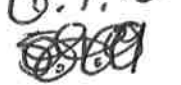
6. **Adjournment**

David Batey motioned to adjourn the meeting at 7:14 PM. Drew Webb and Steve Alper seconded the motion, which carried unanimously.

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - By TEAMS
Saturday, March 18, 2023
12:30 pm - 2:00 pm
Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 12:36 pm)	1	Action	Dr David Batey
2	Approval of the Agenda (Motion Alper 2nd Webb - 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. (Motion Alper 2nd Muno - Unanimous)	85	Action	Board
6	Adjournment (Motion Alper 2nd Muno - Unanimous Time 02:30 pm)	1	Action	Board
<i>Total Regular Session Mins.</i>		90		

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

G. J. 10


Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - By TEAMS
Monday, March 20, 2023
07:00 am - 09:00 am
Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 7:09 am)	1	Action	Dr David Batey
2	Approval of the Agenda (Motion Alper 2nd Muno - 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. (Motion Alper 2nd Muno - Unanimous)	85	Action	Board
6	Adjournment (Motion Alper 2nd Muno - Unanimous Time 8:55 am)	1	Action	Board
<i>Total Regular Session Mins.</i>		90		

Board Members Present: Alper, Batey, Muno, Webb

6.1.11


Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - By TEAMS
Wednesday, March 22, 2023
07:00 am - 08:30 am
Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 7:07 am)	1	Action	Dr David Batey
2	Approval of the Agenda (Motion Alper 2nd Muno - 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. (Motion Alper 2nd Muno - Unanimous)	85	Action	Board
6	Adjournment (Motion Alper 2nd Muno - Unanimous Time 8:45 am)	1	Action	Board
<i>Total Regular Session Mins.</i>		90		

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

6.1.12


Report to Board of Directors—March 2023
From Estes Park Health Home Health Care, Estes Park Health Home Care, and Estes Park Health Hospice

I. People

We have a strong team of 27 employees. Our Clinical Secretary/Unit Coordinator, Carol Blanchard retired at the end of August 2022, but has stayed with us PRN until a permanent replacement was found. Kaleigh Smith has accepted the open clinical secretary/unit coordinator position and began working with us at the end of February. Mike Zelyez has joined the team as a contract physical therapist until a permanent solution is found. Additionally, Paul Asher, occupational therapist, has been filling in as available from the outpatient rehab department while we continue to search for a permanent occupational therapist solution. We currently have open positions for a fulltime physical therapist, fulltime occupational therapist, part time registered nurse, a part time and PRN personal care provider.

II. Quality

We monitor, track/trend, and strive to improve our 2023 quality measures for all three of our agencies. Much of our clinical educational in-services this year will focus on how to improve our OASIS outcome scores which were lower and are a part of our quality improvement management.

In March the home care staff attended the workplace violence in-service that was hosted by EPH human resources. Additionally, there was the first OASIS-E workshop/education for the skilled clinical staff put on by Emily Weber, RN. This first OASIS education covered the newly added aspects of the assessment as well as touching on the existing areas that need improvement.

Now that the COVID precautions are winding down the home care staff can see patients without a mask on. This brings back an element of personal connection that staff felt was really missing from their work.

III. Service

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

We are currently providing non-medical personal care provider/homemaker services to some clients through the Boulder County Office on Aging grant program and the Larimer County Office on Aging grant program. We have 18 people on our waiting list for non-medical home care services. We hope that we will be able to hire another personal care provider soon to further serve the community with our non-medical service line.

Our volumes YTD over this year through February are down 45% for Home Health Care, down 15.03% for home care, and down 14.5% for Hospice. We recognize that our volumes are lower than usual, and we plan to pick up on marketing for Home Health and Hospice. The Duck Race provides us with an opportunity to not only receive donations from the community it also allows for publicity of the Hospice line of business. Additionally, fliers have been created advertising the availability of the Home Health and Hospice service to the community as well as placed in exam rooms at the EPH clinic and in the Timberline exam rooms.

IV. Financial (Three separate P&Ls for three agencies)

2023 YTD Financials through January (only available) (Three separate P&Ls for three agencies)

Home Health Care: Revenue (\$37,440) is 48% below budget

Expenses (\$84,669) are 16.6% below budget

Home Care (non-skilled): Revenue (\$20,987) is 34.21% below budget

Expenses (\$12,478) are 49% below budget

Hospice: Revenue (\$22,145) is 32.89% below budget

Expenses (\$22,903) are 49.9% below budget

6.2.1

2022 YTD Roll-up for all three agencies through April:

Total for all: Revenue (\$80,571) is 48% below budget

Expenses (\$120,052) are 29% below budget

V. Community

As the pandemic season appears to be winding down, we at Home Health and Hospice are again beginning to imagine how we might build on what we've done in the past to enhance our current work in the community. Building and enhancing are tangible ways we demonstrate our commitment to the Estes Valley community.

Hospice volunteers are grateful to be seeing patients under the supervision of Alyssa Bergman, MSW. Our hospice families express gratitude and report significant benefits from having volunteers provide respite and support for the family caregivers. Two of our volunteers are currently working together to create a structure for presentations highlighting the work of hospice and telling of their personal experience with hospice. Two other volunteers support our grief work by regularly calling the bereavement families and by mailing the monthly addition of Journey's Newsletter, filled with support for those on a grief journey.

The Hospice Bereavement program, created for the families of our hospice patients, regularly reaches out to care for persons from the community who have not been connected to Hospice. It is part of our community service. All our staff refer people who could benefit from this service. Currently the Bereavement program is comprised of 28% non-hospice community families.

Herm Weaver, Chaplain, offers a Grief Support Group that is aimed at directly supporting the 13-month Bereavement program. It serves people in the first year of grief and at times beyond. This group meets every other week and is currently meeting in a room at Shepherd of the Mountain Lutheran Church. 25% of the current participants in the Grief Support Group are community folks who are not connected to hospice. They have most often been referred by local pastors. Herm also provides consultation for an ongoing community group that has grown out of previous bereavement clients who continue to gather for grief support.

Nancy Bell continues to provide caregiver support to the community through online communication, phone calls, and forwarding of educational opportunities. She also runs a caregiver's support group that is meeting face to face again at Good Samaritan twice a month. In addition, Nancy has once again begun offering some children's and community-based music therapy groups and has started a community-based support group for women who have early to moderate stages of dementia. Nancy imagines training a person from the community to facilitate the new women's group in time.

The Chaplain reaches out to faith leaders in the community to provide support and connection for the times when our work intersects. One of the outcomes of the pandemic is many families are choosing not to have public Memorial Services, Funerals, or Life Celebrations. Still, Nancy and Herm continue to help families plan for their loved ones passing by assisting them in making funeral home arrangements and creating memorial events. Occasionally we are invited to provide leadership for family or public remembrance events.

Serving the Estes Valley community continues to be at the very center of Home Health and Hospice. The best energy of our staff is directed toward health and safety of our community. If you, the reader, imagines new ways for us to serve the community we welcome your suggestions.

6.2.1



ESTES PARK HEALTH

Park Hospital District Board
29 March 2023

CREDENTIALING RECOMMENDATIONS

Credentials Committee approval:

February 22, 2023

Present: Drs. McLellan (Chair), Dunn, Zehr, Gary Hall, Vern Carda, Bill Pinkham, Steve Alpers, and Michele Petersen

Medical Executive Committee approval:

March 1, 2023

Initial Appointment:

Keefer, Theresa, CRNA

APP, Anesthesiology

Reappointments:

Amaya, Sharon, CRNA

APP, Anesthesiology

Kiser, Robert, MD

Courtesy, Cardiology

Heath, Russell, MD

Courtesy, Cardiology

Overman, Wayne, MD

Courtesy, Dermatology

Change in Category:

Dekker, Paige, DO

Provisional to Active, Family Medicine



**Colorado Fair Campaign Practices Act
Title 1 Article 45 Section 117
State and Political Subdivisions**

**Best Practices for Estes Park Health,
Estes Park Health Employees, and Board Members**

March 29, 2023

EPH Organization

Permitted Activities:

- Spending public moneys or make contributions to dispense a factual summary on any issue of official concern before the electorate in the jurisdiction
 - The summary should include arguments both for and against the proposal
 - The summary should not contain a conclusion or opinion in favor of or against any particular issue
 - Issues of official concern are limited to issues that will appear on an election ballot in the jurisdiction

EPH Organization

Permitted Activities:

- Passing a resolution or take a position of advocacy on any Election Issue.
- Reporting the passage of or distributing a resolution described earlier through established, customary means regularly used by the District to provide similar information to the public.
- Examples include: Presentations, Press Releases, and Email Blasts.

EPH Employees And Board Members

- Includes all employees including Senior Leadership, Department Leaders, Physicians, and Board Members
- Permitted Activities as **EPH Employees & Board Members:**
 - Responding to questions about Election Issues, for example, the May 2, 2023 ballot issue, if the employee, Board Member, or District has not solicited the question

EPH Employees And Board Members

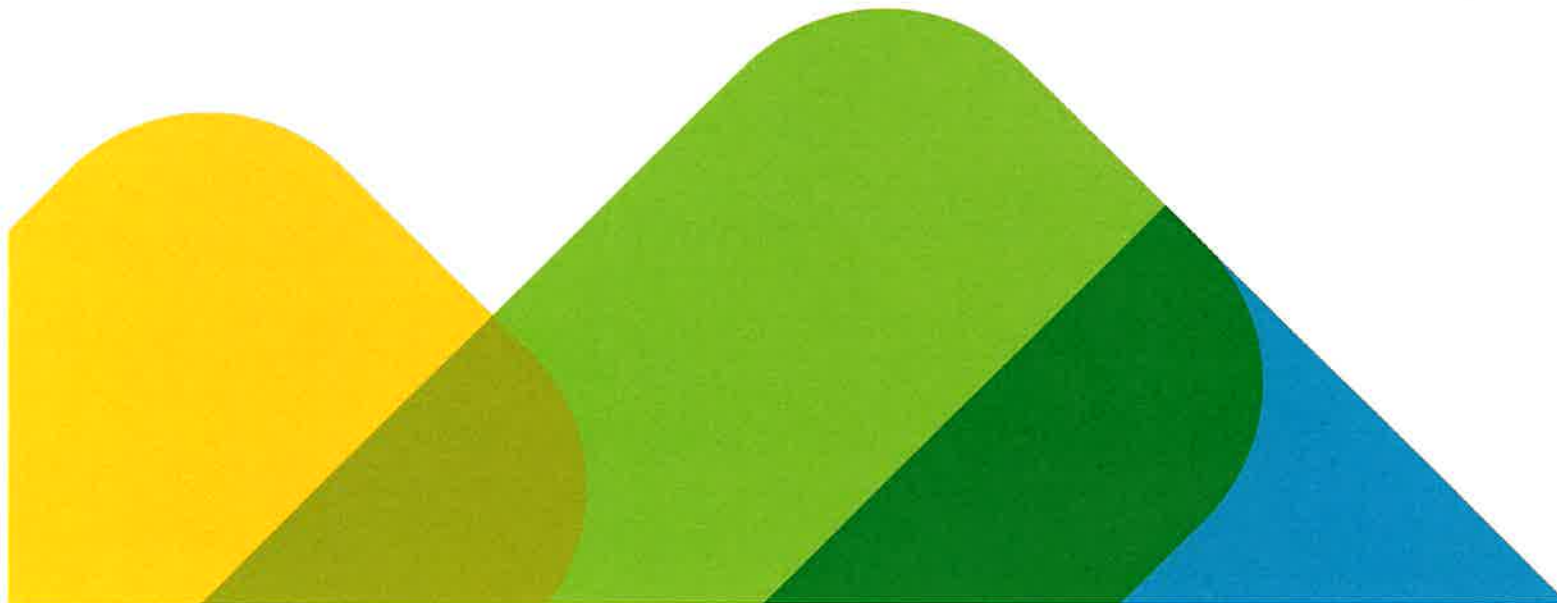
- Permitted Activities as **Private Citizens**:
 - Expressing their personal opinion on any Election Issue.
 - Making personal contributions and using personal time to urge electors to vote in favor of or against any Election Issues.



ESTES PARK
HEALTH
FOUNDATION

2023 Spring Update, EPH Board of Directors

MARCH 30, 2023



2023 Spring Update

Strategic Plan Implementation

- Community Engagement
- Communications
- Fund Development
- EPHF & EPH Board Relationship Building
- Board Development

2023 Spring Update

Finance Update

ESTES PARK MEDICAL CENTER FOUNDATION Dec 2022 DASHBOARD

Operations Summary

	Monthly				YTD			
	Dec-22	Dec-22	Dec-21	Dec-21	2022 YTD	2022 YTD	2021 YTD	2021 YTD
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Donation Revenue	149,536	120,368	162,350	37,083	561,014	545,000	857,184	445,000
PY Donation Revenue Refunded		-						
Total Donation Revenue	149,536	120,368	162,350	37,083	561,014	545,000	857,184	445,000
Total Operating Expense	38,392	30,387	34,382	30,488	380,405	384,194	380,267	381,021
Net Operating Increase/(Loss)	111,144	89,981	127,968	6,595	180,609	160,806	476,917	63,979
Investment Revenue	(117,741)	27,607	156,353	11,250	(686,899)	125,000	718,846	135,000
Other Revenue	-	-	-	-	-	-	92,722	-
Total Revenue	31,795	147,975	318,703	48,333	(125,885)	670,000	1,181,842	386,668
Grant Disbursements	3,974	-	165,372	-	587,432	-	194,610	-
Total Net Increase/(Loss)	(10,571)	117,588	118,949	17,845	(1,093,722)	285,806	1,093,875	198,979

2023 Spring Update

Highlights Since Last Meeting

- Completed Fluoroscopy Campaign
- Achieved Fundraising Revenue goal for 2022
- Conducted New Director Orientation
- Relocated Foundation Office
- New Staff Recruited

2023 Spring Update

General Updates

- Successful New Director Welcome Reception held in February
- Launched Events Task Force in January, they will be presenting a recommendation at the June Foundation Board Meeting
- Launched Crowns for the Care Subcommittee of the Fund Development Committee, they have 12 members and are connected with the new Rooftop Rodeo leadership structure

2023 Spring Update

Questions?



ESTES PARK
HEALTH

EPH CNO Update 3-2023



TEAM WORK

Coming together is the

beginning

Keeping together is

progress

Working together is

success



Covid/pandemic updates...

EPH removed all mask requirements in February.

Public Health Emergency (PHE) done May 11, 2023

- Remain under the executive order regarding COVID with CDPHE.
- EPH preparing to restore waived requirements and other changes to policy/practice.
 - Changes to payment for COVID-19 related services.
 - Return of regulatory requirements that were waived.
 - Identify timelines for operational changes (May through Dec. 2023)
- COVID Governance continues to meet regularly
 - Monitor incident rates at EPH and Larimer County.
 - Develop transition plan for EPH.

Pursuit of Quality...

- Anticipate DNV survey between now and end of April
 - NC-1's (Non-Conformities) and NC-2's from last year addressed.
 - Meeting every other week to prepare.
- Continue to collaborate and focus on Patient Safety/Quality with each department, identifying quality improvement programs per each department and solidify data management and reporting.
- Laboratory
 - CAP (College of American Pathologist) survey completed last week; no immediate risk identified.
 - Action plan to address identified variances.
- Emergency Management
 - Met with Estes Park Police after school shooting scam.
 - Partnering with local agencies to develop complete plan and drills.

Pursuit of Quality...

- Diagnostic Imaging
 - CT mobile in place, replacing CT machine.
 - Fluoroscopy replacement process initiated.
- Full time Pharmacist recruited to support education at the bedside with individual patients/families.
 - Support HCAP (CMS patient experience) survey regarding understanding my discharge medications.
- Overhaul and revisions to policy and procedures process per regulations.
- Infection Prevention Plan 2023 developed.

Developing People Resources...

- Environment of Care Program Manager implemented, focus on workplace violence, environment of care and emergency preparedness for EPH.
- Recruited full time Registered Dietitian.
- Infection Prevention Program Manager (transitioned from a traveler).
- Leadership Development initiated for Managers/Supervisors.
- Just Culture training initiated with four staff.

Leveraging Technology to Improve Outcomes...

- Care of the patient with Sepsis
 - Workgroup to utilize EPIC to support physicians/nursing.
- Emergency Department
 - Triage and movement of patients.
 - Prioritization and placement of patients, using EPIC to support.
- Care of patients with Diabetes
 - Insulin management.

Fiscal Health...

- Robust recruitment plan being developed with senior directors and HR business partner.
- Senior Directors and Directors working to minimize travel staff and hire permanent staff.
 - Adjusting staff to census during lower census times.
 - No travelers in Diagnostic Imaging, Urgent care, House Supervisors, Respiratory Therapy.
 - Decreased travelers on Med/Surg., Emergency Department, Laboratory, Rehab and Perioperative Services.
 - Hiring seasonal staff to meet increase volume during our season. (May-October).
- Rejuvenation of Ophthalmology service line surgeries.

Nursing Legislation update...

- HB 22-1401 continues state-wide with monthly meetings to address concerns and clarify the requirements.
 - EPH continues to participate in state team, proposed revisions and implementation at the hospital level.
- Final with revisions will be presented in June 2023.

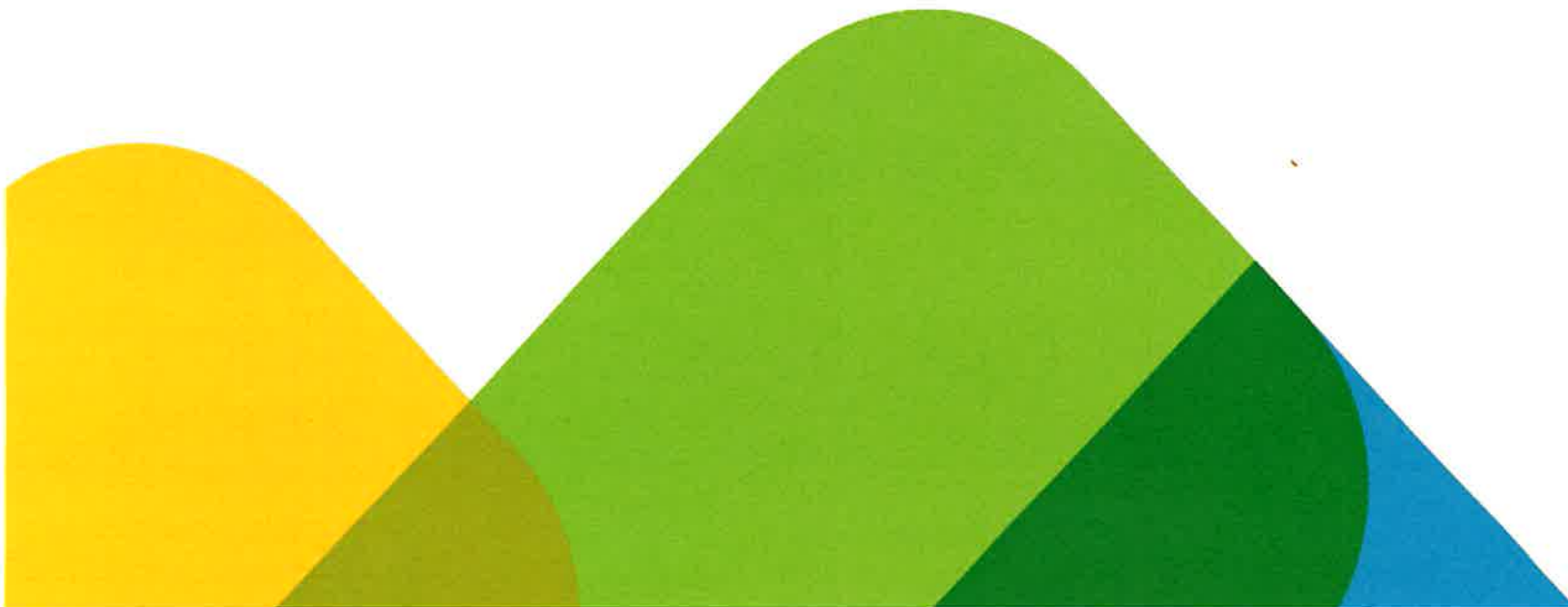
QUESTIONS





ESTES PARK
HEALTH

2022 Fiscal Review



8.4.1

Challenging Financial Headwinds Create Difficult Operating Environment for Hospitals

- Between 2020 and the present time, EPH has **successfully** navigated a very difficult time period for all hospitals.
 - Major challenges have included:
 - Inflation
 - Labor Shortages
 - Excess Contract Labor Expenses
 - Supply Chain Challenges
- Equation that has propelled us to an optimistic 2023 is:
**Strategic Planning + Willingness to Change +
Involvement of all Staff + Transparent
Communication = 2023 Position**

Paradigm Shift for Critical Access Hospitals to Razor thin Financial Margins

"Hospital leaders face an existential crisis as the new reality of financial performance begins to set in," said Erik Swanson, senior vice president of data and analytics with Kaufman Hall, "2023 may turn out to be the year hospitals redefine their goals, mission, and idea of success in response to expense and revenue challenges that appear to be here for the long haul."

- **EPH started this journey in 2020**
- **Future/Continued Strategic Planning and nimble movement = Success**

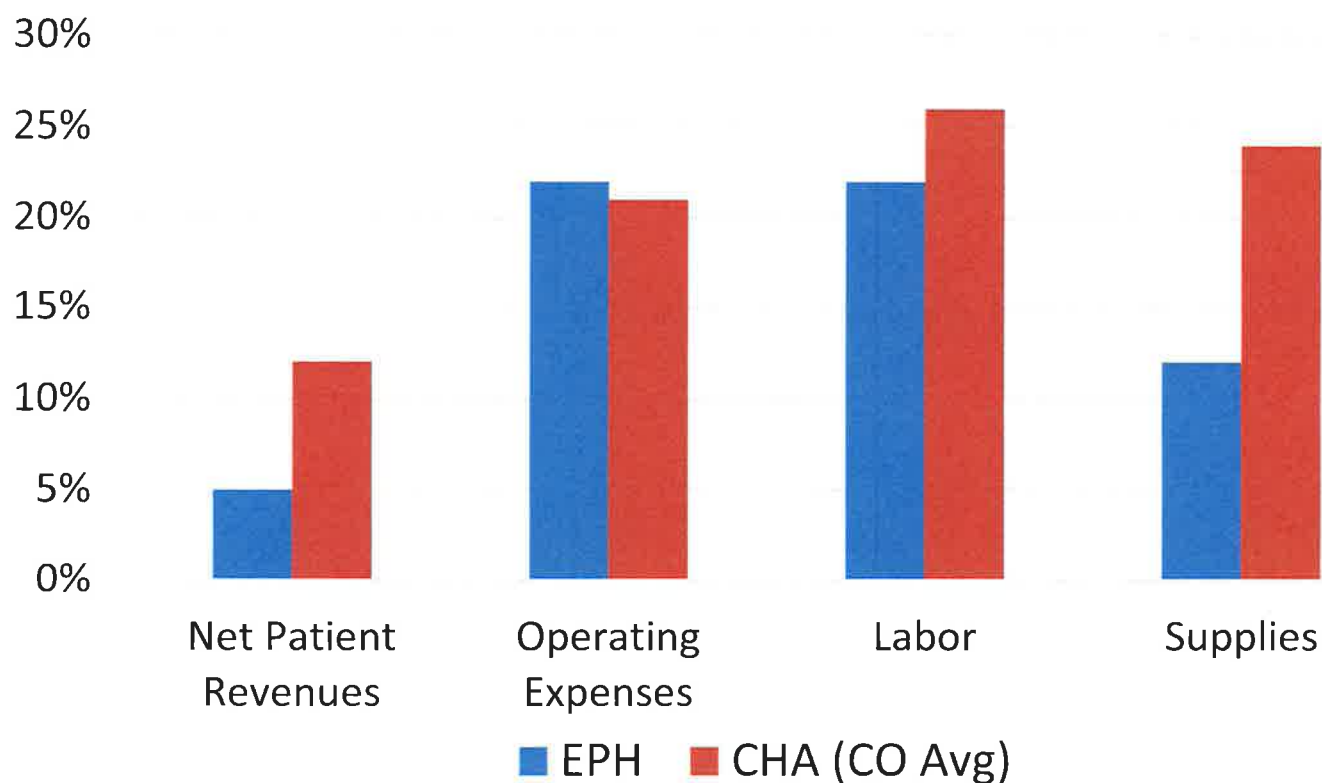
Changes Made in 2020 & 2021 (some very difficult) are Creating Impact in FY 2023

- In Critical Access Hospitals like EPH, changes made in programming (other than labor cuts) take time to embed themselves into the operation. Consequently, positive fiscal impact for these programs is being observed in FY2023 budget.
 - PPLC Closure
 - Reduction in Force
 - Urgent Care Investment
 - EPH Surgeons
 - EPH Hospitalists

Current Colorado Healthcare Industry

- Nearly 50% of Colorado hospitals had negative patient margins in 2021
- Expenses are outpacing revenues across the industry

Percent Change 2022 Compared to 2019



CHA Data from [PowerPoint Presentation \(cha.com\)](http://cha.com)

2022 Operating Revenue

	2022 Actual	2022 Budget	Actual - Budget	Percent (A-B)÷ABS(B)	2021 Actual	2022 Actual - 2021 Actual	Percent (22-21)÷ABS(21)
PATIENT REVENUE							
Inpatient	8,179,056	12,547,534	(4,368,478)	(34.8%)	9,991,032	(1,811,976)	(18.1%)
Outpatient	86,328,526	82,478,527	3,849,999	4.7%	79,786,577	6,541,949	8.2%
TOTAL PATIENT REVENUE	94,507,582	95,026,061	(518,479)	(0.5%)	89,777,609	4,729,973	5.3%
Less: Contractual Adjustments	(41,645,499)	(41,336,334)	(309,165)	(0.7%)	(36,976,072)	(4,669,427)	(12.6%)
Less: Charity, Bad Debt, Uncompensated	(2,357,832)	(1,662,959)	(694,873)	(41.8%)	(1,614,708)	(743,124)	(46.0%)
Total Deductions from Patient Revenue	(44,003,331)	(42,999,293)	(1,004,038)	(2.3%)	(38,590,780)	(5,412,551)	(14.0%)
NET PATIENT REVENUE	50,504,251	52,026,768	(1,522,517)	(2.9%)	51,186,829	(682,578)	(1.3%)
<i>Net Patient Income/Total Patient Revenue as a %</i>	53.4%	54.7%			57.0%		
Other Operating Revenues	358,280	629,500	(271,220)	(43.1%)	662,750	(304,470)	(45.9%)
TOTAL OPERATING REVENUE	50,862,531	52,656,268	(1,793,737)	(3.4%)	51,849,579	(987,048)	(1.9%)

2022 Operating Expenses

	2022 Actual	2022 Budget	Actual - Budget	Percent (A-B)÷ABS(B)	2021 Actual	2022 Actual - 2021 Actual	Percent (22-21)÷ABS(21)
OPERATING EXPENSES							
Salaries and Wages	24,594,292	25,399,882	(805,590)	(3.2%)	23,638,497	955,795	4.0%
Employee Benefits	5,538,923	6,542,802	(1,003,879)	(15.3%)	5,624,828	(85,905)	(1.5%)
Professional Fees and Purchased Services	19,077,622	13,457,033	5,620,589	41.8%	13,428,646	5,648,976	42.1%
Supplies	5,924,516	5,919,628	4,888	0.1%	5,481,086	443,430	8.1%
Utilities	666,984	621,090	45,894	7.4%	667,295	(311)	(0.0%)
Leases and Rentals	1,119,161	1,317,262	(198,101)	(15.0%)	1,106,350	12,811	1.2%
Insurance	411,561	343,865	67,696	19.7%	368,994	42,567	11.5%
Repairs and Maintenance	293,789	129,900	163,889	126.2%	417,903	(124,114)	(29.7%)
Depreciation	3,458,298	3,254,492	203,806	6.3%	3,231,691	226,607	7.0%
Other	2,670,284	2,721,529	(51,245)	(1.9%)	2,747,146	(76,862)	(2.8%)
TOTAL OPERATING EXPENSES	63,755,430	59,707,483	4,047,947	6.8%	56,712,436	7,042,994	12.4%

2022 Non-Operating Revenue & Expenses

	2022 Actual	2022 Budget	Actual - Budget	Percent (A-B)÷ABS(B)	2021 Actual	2022 Actual - 2021 Actual	Percent (22-21)÷ABS(21)
TOTAL OPERATING INCOME (LOSS)	(12,892,899)	(7,051,215)	(5,841,684)	(82.8%)	(4,862,857)	(8,030,042)	(165.1%)
NON-OPERATING REVENUES (EXPENSES)							
Property Tax Revenues	3,497,779	3,499,500	(1,721)	(0.0%)	3,284,513	213,266	6.5%
Interest Expense	(541,112)	(402,600)	(138,512)	(34.4%)	(416,164)	(124,948)	(30.0%)
Investment Income	(752,640)	55,500	(808,140)	(1456.1%)	(93,818)	(658,822)	(702.2%)
Gain on Disposal of Capital Assets	(237)	-	(237)		(49,750)	49,513	99.5%
Noncapital Grants and Contributions	18,216	75,000	(56,784)	(75.7%)	57,867	(39,651)	(68.5%)
Other	332,964	2,752,500	(2,419,536)	(87.9%)	11,620,908	(11,287,944)	(97.1%)
TOTAL NON-OPERATING REVENUES, NET	2,554,970	5,979,900	(3,424,930)	(57.3%)	14,403,556	(11,848,586)	(82.3%)
DEFICIT OF REVENUES OVER EXPENSES BEFORE CAPITAL CONTRIBUTIONS	(10,337,929)	(1,071,315)	(9,266,614)	(865.0%)	9,540,699	(19,878,628)	(208.4%)
Capital Contributions	543,108	450,000	93,108	20.7%	175,913	(367,195)	208.7%
NET POSITION INCREASE (DECREASE)	(9,794,821)	(621,315)	(9,173,506)	(1476.5%)	9,716,612	(19,511,433)	(200.8%)
Net Position - Beginning of Period	49,102,664				39,386,052		
NET POSITION - END OF PERIOD	39,307,843				49,102,664		
EBITDA	(5,795,411)	3,035,777	(8,831,188)	(290.9%)	13,364,467	(19,159,878)	(143.4%)

2022 Financial Summary

- Net patient revenue under budget by 3%
- Operating expenses over budget by 7%
- Net non-operating revenues under budget by 57%
- Overall, 2022 net loss offset by 2021 net income
- Major cost drivers in 2022
 - Contract labor over budget by 54%
 - Physician recruitment
 - Capital projects

2022 Compared to 2023 Budget

Income Statement	2021 Actual	2022 Preliminary	2023 Budget	2023 Budget - 2022 Preliminary	Percent Change
Total Patient Revenue	89,777,609	94,507,582	109,723,572	15,215,990	16.1%
Total Deductions from Patient Revenue	(38,590,780)	(44,003,331)	(50,198,534)	(6,195,203)	14.1%
Net Patient Revenue	51,186,829	50,504,251	59,525,038	9,020,787	17.9%
Other Operating Revenues	662,750	358,280	374,600	16,320	4.6%
Total Operating Revenue	51,849,579	50,862,531	59,899,638	9,037,107	17.8%
Total Operating Expenses	56,712,436	63,755,430	63,802,308	46,878	0.1%
Operating Loss	(4,862,857)	(12,892,899)	(3,902,670)	8,990,229	-69.7%
Total Non-Operating Revenues, Net	14,403,556	2,554,970	4,837,686	2,282,716	89.3%
Excess Revenue/(Expenses)	9,540,699	(10,337,929)	935,016	11,272,945	-109.0%
Capital Contributions	175,913	543,108	300,000	(243,108)	-44.8%
Increase (Decrease) in Net Position	9,716,612	(9,794,821)	1,235,016	11,029,837	-112.6%
EBITDA	13,364,467	(5,795,411)	5,131,694	10,927,105	-188.5%

2022 Changes Improve EPH in 2023

- Physician Additions
 - Family Medicine
 - Podiatry
 - Ophthalmology
 - Internal Medicine
 - Radiology

Physician Additions: \$5,309,000

- Key Service Additions/Changes
 - Chemo & Infusion
 - PT/ST/OT

Key Service Additions: \$1,610,000

2022 Changes Improve EPH in 2023

- Administrative Changes

- Chargemaster
- Revenue Cycle

Administrative Changes: \$985,000

- Service Transitions and Expense Reductions

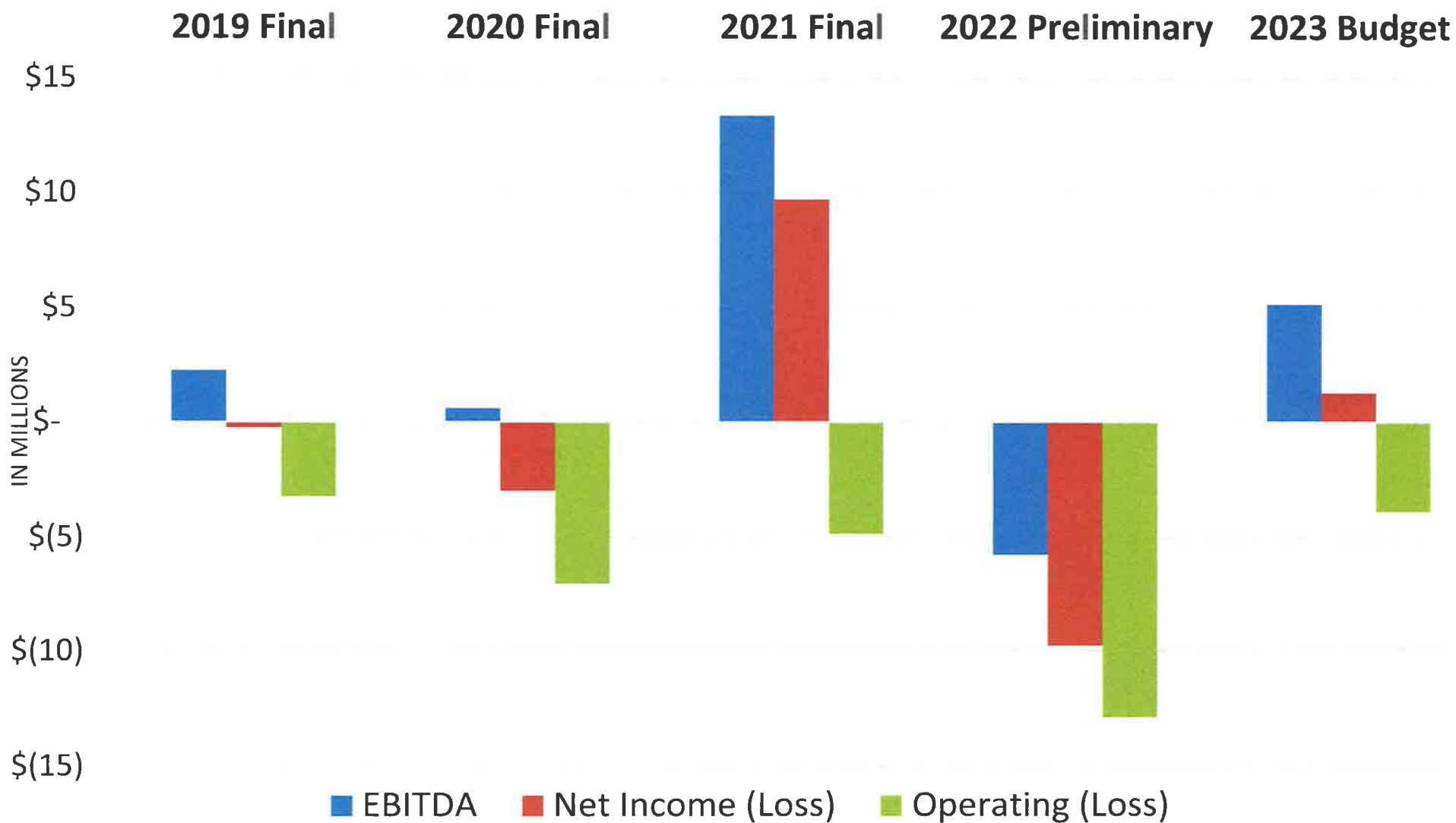
- OB
- IP Peds
- Labor Restructure
- Information Technology
- Employee Housing

Expense Reduction Total:
\$2,952,000

2022 One Time Costs Expended to Generate Financial Improvement

- To make strategic changes, EPH incurred costs. In particular, EPH used its cash position to:
 - Recruit Physicians
 - Invest in people via wages, education, benefits, etc.
 - Invest in equipment to operate the business
 - Consulting/Legal/Other

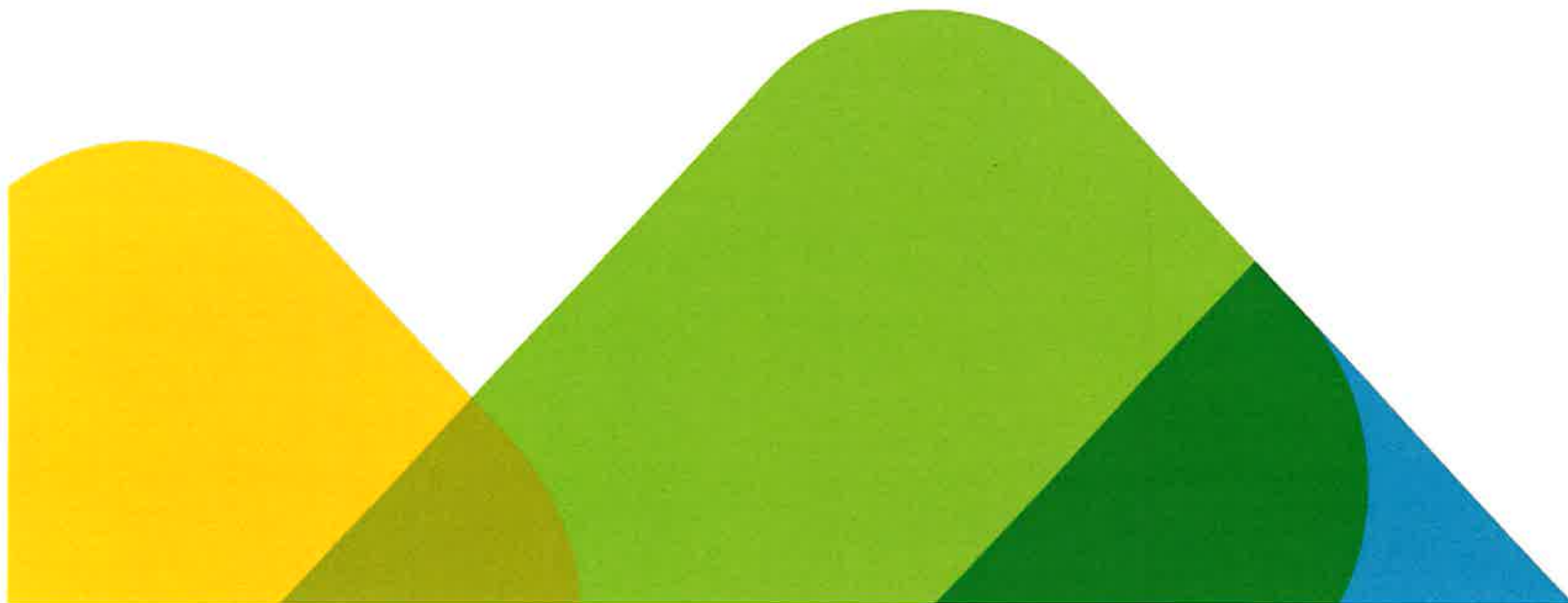
Estes Park Health Financials



Summary Thoughts: 2023 & Beyond

- After a couple of years of erratic fluctuations in labor shortages, excess contract labor expenses, and supply chain challenges, the ability to deliver great quality care will depend upon:
 - Strategic planning
 - Nimble movement
 - Managing labor costs
 - Service line development
 - Continue to pursue affiliation as discussed with the community
 - Successfully navigating narrow networks

Questions and Comments?



Possible Health Care System Affiliation Activity Update

March 29, 2023

Brief Review

Goals:

- Ensure excellent healthcare services to address our community's healthcare needs for many years to come
- Access to outstanding healthcare service providers for services we do not offer

Stronger and deeper affiliation with a major healthcare system is the best way to accomplish these goals

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. Both Parties Due Diligence to confirm expected benefits.
5. Negotiate “Definitive Agreement”.
6. Colorado Attorney General review.
7. Integration and Implementation.