

## Draft Agenda

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

Monday, April 17, 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 Mar 29, 2023           |       |              |   |
|                                       | 5.1.2  | EPH Board Executive Session Minutes Mar 29, 2023         |       |              |   |
|                                       | 5.1.3  | EPH Board Executive Session Minutes Apr 05, 2023 am      |       |              |   |
|                                       | 5.1.4  | EPH Board Executive Session Minutes Apr 12, 2023 pm      |       |              |   |
|                                       | 5.2  | Other Documents  |       |              |   |
|                                       | 5.2.1  |  |       |              |   |
| 6                                     | Medical Staff Credentialing Report                                   |  | 2     | Action       | EPH Board   |
| 7                                     | Presentations:   |  |       |              |   |
|                                       | 7.1  | EPH May 2023 Election Update                             | 5     | Discussion   | Ms Sarah Shepherd   |
|                                       | 7.2  | CEO Strategic Actions Update                             | 15    | Discussion   | Mr Vern Carda   |
|                                       | 7.3  | EPH Chief Information Officer Strategic Update           | 15    | Discussion   | Mr Gary Hall  |
|                                       | 7.4  | EPH Chief Human Resources Officer                        | 15    | Discussion   | Ms Shelli Lind  |
|                                       | 7.5  | Possible Healthcare System Affiliation - Activity Update | 5     | Discussion   | EPH Board of Directors  |
| 8                                     | Executive Summary - Significant Items Not Otherwise Covered          |  | 1     | Discussion   | Senior Leadership Team  |
| 9                                     | All Attendee Conversation on Emerging Topics                         |  | 30    | Conversation | Community Attendees, EPH Board of Directors, EPH Senior Leadership Team |
| 10                                    | Potential Agenda Items for Monday May 15, 2023 Regular Board Meeting |  | 1     | Discussion   | EPH Board of Directors  |
| 11                                    | Update on Meeting Dates for 2023                                     |  | 1     | Information  | Dr David Batey  |
| 12                                    | Adjournment  |  | 1     | Action       | Board   |
| Estimated Total Regular Session Mins. |  |  | 101   |              |   |

**Next Regular EPH Board Meeting: Monday May 15, 2023 5:30 - 7:30 pm**

May 2023 Possible Agenda Items:



# ESTES PARK HEALTH

## ESTES PARK HEALTH BOARD OF DIRECTORS' Regular Meeting Minutes – March 29, 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. Kevin Mullin (via webinar)  
Ms. Lesta Johnson (via webinar)  
Ms. Rachel Ryan (via webinar)  
Ms. Sarah Shepherd  
Ms. Kaci Early  
Ms. Nancy Dietz  
Ms. Wendy Rigby  
Ms. Heather Bird  
Ms. Aysha Reeves

### **Community Attendees (present and via webinar):**

Mark Richards  
Larry Leaming  
D. Standerfer  
Christy Crosser  
Brian Tseng  
Susan Langdon  
James Jonell  
Patti Brown

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. **Appreciation of Dr. Mark Wiesner and Dr. Scott Woodard**

General accolades and tokens of appreciation for Dr. Mark Wiesner, as this is his last week at EPH. Dr. Woodard would like to remain at EPH but will “slow down” as he heads towards retirement.

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

No comments.

5. **General Board Member Comments**

Diane Muno expressed her immense gratitude for Dr. Wiesner and Dr. Woodard, and wished the both of them the best.

Acknowledgements by David Batey and Bill Pinkham of a local community member who also served on the Town Board, who passed away this week.

6. **Consent Agenda Items Acceptance**

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

7. **Medical Staff Credentialing Report**

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

8. **Presentations**

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

- TABOR notices are being mailed out in advance of the deadline on the 31<sup>st</sup>. All eligible elector households will receive one of these notices. The mail ballots are being prepared and will be mailed out between April 10<sup>th</sup> and April 17<sup>th</sup>.
- Reminders: Ballot drop box will be available at the hospital entrance on April 10<sup>th</sup> through 7 PM on election night (May 2<sup>nd</sup>). Ballot Box will be available Mon-Fri, 9 AM – 4 PM; on election day, 7 AM – 7 PM. Replacement ballots may be issued by Sarah, or Rachel Ryan on a needed basis.
- One comment for support of TABOR issue was received; no comments against were received.

- Fair Campaign Practices were reviewed. David reviewed the permitted activities that EPH employees and Board Members may conduct – as well as those permitted by private citizens.

#### 8.2 EPH Foundation Update – Mr. Kevin Mullin

- See presentation. Updates included strategic plan implementation, finance updates for spring, launch of Crown for the Care subcommittee, and the successful welcome of a new director in February.

#### 8.3 EPH Chief Nursing Officer Strategic Update – Ms. Pat Samples

- See presentation. Updates included COVID pandemic updates (PHE is done May 11), anticipation of upcoming DNV Survey, developing people resources (Environment of Care Program manager implemented, Just Culture training with staff), fiscal health (minimizing travel staff, hiring seasonal staff), and nursing legislation. Final revisions will be presented in June of this year.

#### 8.4 EPH Controller and Chief Financial Officer – End 2022 Financials and 2023 Outlook – Ms. Aysha Reeves, Mr. Vern Carda

- See presentation. Updates included challenges/difficulties in hospital operations (namely that which has changed since the onset of the COVID pandemic), trends in Colorado healthcare, 2022 operating and non-operating revenues, 2022 budget in comparison to 2023, changes to improve EPH in 2023 (chargemaster, service transitions), and one-time costs expended to generate financial improvement.
- Strategic planning, managing labor costs, and service line development are crucial in continuing to deliver great quality care. Accolades from all Board Members.

#### 8.5 Possible Healthcare System Affiliation – Activity Update – EPH Board of Directors

- See presentation. The goal is to ensure excellent healthcare services to address the community's healthcare needs for the years to come. Affiliation with a larger healthcare system is a means to accomplish this goal. Steps to affiliation were also reviewed. Questions on presentation were as follows:
- Mark Richards: What does the May election give you permission to do or not do, as it appears you are already pursuing this partnership? – The ballot initiative allows the board to make multi-fiscal year agreements. Conversations may ensue, but once an agreement is to be negotiated (which comes after this juncture), those multi-fiscal year agreements would come into play.
- Larry Leaming: There are rural hospitals all across the country that are facing significant issues, compounded by all the issues from the last few years. Gave encouragement to stay focused on core values – “the community is on your side.”

- Brian Tseng: Expressed gratitude for all the hard work from Board and SLT. What are the key aspects to what is mutually beneficially if affiliation were to happen? What are the priorities of the Board as you enter into this stage? – Gained expertise to clinical care, risk management, expanded access to capital, etc. Expanded access to healthcare services is priority. Potential issue could be fiscal control – hopefully with input from EPH – but Vern was hopeful we could navigate a structure that allows good opportunity to express opinions.
- Mark Richards: Would an affiliation change how the taxing district benefits the hospital? – The taxes from the taxing district would stay local, and benefit local healthcare. There are no agreements pertaining to this as of yet, but it remains an important piece in reaching an agreement with a larger healthcare partner.
- Bridget Dunn: Thanked the Board and SLT for the extraordinary presentations. Expressed concerns over the potential of limited time with patients, following an affiliation. – The Board will work diligently to find a culturally aligned partner – but there is sure to be some changes in regard to productivity, staffing ratios, etc. Change will happen over time – and the chosen partner will assuredly engage all pertinent parties in the conversation.

**9 Executive Summary – Significant Items Not Otherwise Covered**

No comments.

**10 All Attendee Conversation on Emerging Topics**

- Floor opened at 7:41 PM. See above questions.

**11 Potential Agenda Items for April 17, 2023 Regular Board Meeting**

**12 Adjournment**

David Batey motioned to adjourn the meeting at 7:45 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 Public Agenda**  
**Estes Park Health Board of Directors' Executive Session - By TEAMS**  
**Wednesday, March 29, 2023**  
**07:00 am - 08:30 am**  
**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/Welcome (Time 7:06 am)  | 1            | <b>Action</b>    | Dr David Batey      |
| <b>2</b>                           | Approval of the Agenda (Motion Webb 2nd Alper - Unanimous )   | 1            | <b>Action</b>    | Board               |
| <b>3</b>                           | Public Comments on Items Not on the Agenda - None   | 1            | Information      | Public              |
| <b>4</b>                           | General Board Member Comments on Items Not on the Agenda - None   | 1            | Information      | Board               |
| <b>5</b>                           | 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 Pinkham 2nd Muno - Unanimous ) | 85           | <b>Action</b>    | Board               |
| <b>6</b>                           | Adjournment (Motion Alper 2nd Muno - Unanimous Time 9:01 am )   | 1            | <b>Action</b>    | 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, April 05, 2023**  
**07:00 am - 08:30 am**  
**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/Welcome (Time 7:04 am)  | 1            | <b>Action</b>    | Dr David Batey      |
| <b>2</b>                           | Approval of the Agenda (Motion Muno 2nd Pinkham - Unanimous )   | 1            | <b>Action</b>    | Board               |
| <b>3</b>                           | Public Comments on Items Not on the Agenda - None   | 1            | Information      | Public              |
| <b>4</b>                           | General Board Member Comments on Items Not on the Agenda - None   | 1            | Information      | Board               |
| <b>5</b>                           | 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 Muno 2nd Pinkham - Unanimous ) | 85           | <b>Action</b>    | Board               |
| <b>6</b>                           | Adjournment (Motion Muno 2nd Pinkham - Unanimous Time 8:27 am )   | 1            | <b>Action</b>    | 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, April 12, 2023**  
**07:00 am - 08:30 am**  
**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/Welcome (Time 7:04 am)   | 1            | <b>Action</b>    | Dr David Batey      |
| <b>2</b>                           | Approval of the Agenda (Motion Pinkham 2nd Muno - Unanimous )  | 1            | <b>Action</b>    | Board               |
| <b>3</b>                           | Public Comments on Items Not on the Agenda - None  | 1            | Information      | Public              |
| <b>4</b>                           | General Board Member Comments on Items Not on the Agenda - None  | 1            | Information      | Board               |
| <b>5</b>                           | 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 Muno 2nd Webb - Unanimous ) | 85           | <b>Action</b>    | Board               |
| <b>6</b>                           | Adjournment (Motion Muno 2nd Alper - Unanimous Time 8:48 am )  | 1            | <b>Action</b>    | Board               |
| <i>Total Regular Session Mins.</i> |  | 90           |                  |                     |

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





# ESTES PARK HEALTH

Park Hospital District Board  
24 April 2023

## CREDENTIALING RECOMMENDATIONS

### **Credentials Committee approval:**

March 22, 2023

Present: Drs. McLellan (Chair), Dunn, Gary Hall, Bill Pinkham, Bobbi Chambers and Michele Petersen

### **Medical Executive Committee approval:**

April 5, 2023

#### **Initial Appointments:**

Shepard, Harvey, MD  
Bachman, Andrew, MD  
Moravek, Douglas, CRNA

Courtesy, Emergency Medicine  
Courtesy, Urology  
APP, Anesthesia

#### **Reappointments:**

Booth, Elise, NP  
Bee, Christopher, MD  
Fonken, Paul, MD  
Goodwin, Jason, CRNA

APP, Urgent Care  
Courtesy, Pathology  
Active, Family Medicine Hospitalist  
APP, Anesthesia

#### **Changes in Status/Resignations:**

Clark, Chad, DO  
Riding, Paxon, DPM

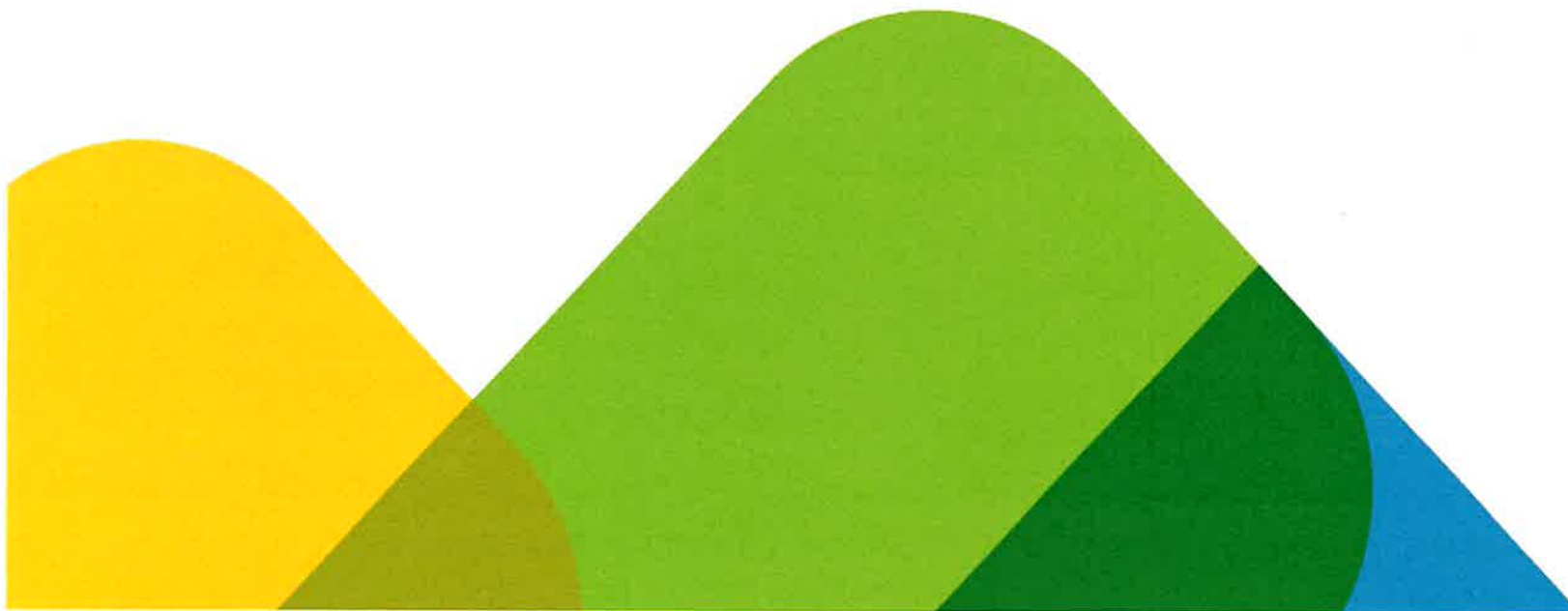
Resignation 2/27/2023, Ob/Gyn  
FPPE-Provisional, Podiatry



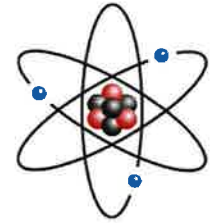
**ESTES PARK**  
HEALTH

# CIO Report April 17, 2023

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# Information Technology



## Key Considerations:

Keep the bad guys (cybersecurity 24/7 oversight).

Electronic health record & other hosted tools: 24/7 connectivity with various failover options. 24/7 tech support, same staff members who provide service in the day are available around the clock.

Always cultivate in IT team members an understanding of, and empathy for, clinical challenges in support services. We must understand how it looks and feels to the frontline patient-care areas.

Rapid and thorough electronic communications is essential for the real-time, 24/7 volume and type of information exchanged.

Staff almost all resides in Estes Park due to the nature of on-call duties.

IT tech/network AND IT informaticists.

# Information Technology

Ongoing 24/7 Computing/Network Support for All: Secure, appropriate access to systems, electronic health record (EHR), email, remote access, Microsoft tools, phones, internet, wifi, printers, scanners, computers/laptops/tablets, connectivity to partners, secure texting, and much more.

Clinical Technology: Code Blue, nurse call, telemetry, patient monitors, panic (duress) buttons, workstations-on-wheels, GI hardware/software, radiology image management, medical voice-activated dictation, patient trackerboards, lab interfaces to EHR and send-out tests, smart IV pumps, EKG and cardiac treadmill, and much more.

## Some Current & 2023 Key Projects:

Integration of surgery cameras to EHR.

Integration of new GI image management software to EHR.

Upgrade of timekeeping system to more modern, more secure platform.

Support of new HR onboarding system.

Five-year upgrade of phone system.

Continued reduction of costs.

Website ADA compliance and evolution, search engine management.

Support for accelerated marketing/advertising projects and tools.

Cybersecurity improvements and management – constant.

Continued migration of legacy folders/files to Sharepoint.

Ongoing direct oversight of EHR and ERP platforms with our UCHealth partners.

Annual HIPAA security risk analysis for CMS Promoting Interoperability.

Continuing education for Epic fluency by providers and other staff.

After-hours clinic phone answering for better patient service.

Online scheduling development in some first areas.



# Cost of Healthcare Information Technology and Cybersecurity

EHR/ERP costs are the most significant portion of IT budget.

Centralization of software results in a large part of IT budget, but we distribute those back out at Cost Report time for better reimbursement.

Our operating expense percentage of total expense budget are in line with many similar (and larger) hospital systems.

Completion of purchase and archive costs for the Epic EHR, cost reduction of about \$400K for 2023.

Several additional substantial savings being negotiated and scheduled through 2023 (PACS, reduction of redundant virtual machine environments, elimination of some archaic tools, reduction of some redundant cybersecurity components without impacting security, and more). Expectation is another \$250K or so to be shed by end of 2023 going into 2024.

# IT Big Picture and Future



- Security Evolution: 365, Sharepoint, cloud, external host, web-based tools; oversight 24/7 of potential threats and management. Keep the bugs out.
- Continued management of centralized software through IT for consistent oversight.
- Continue to evolve fluency in key critical EHR and ERP systems.
- Clinical decision support tools evolution, informatics support to providers, clinicians, support staff
- Continue to integrate (interface) clinical tools to Epic to streamline clinical work.
- Potential integration to larger health systems and the changes to network management and connectivity that that would entail, including changes to other platforms for some key clinical systems.
- Continue to maintain very high connectivity to our hosts and performance of network, and user satisfaction.



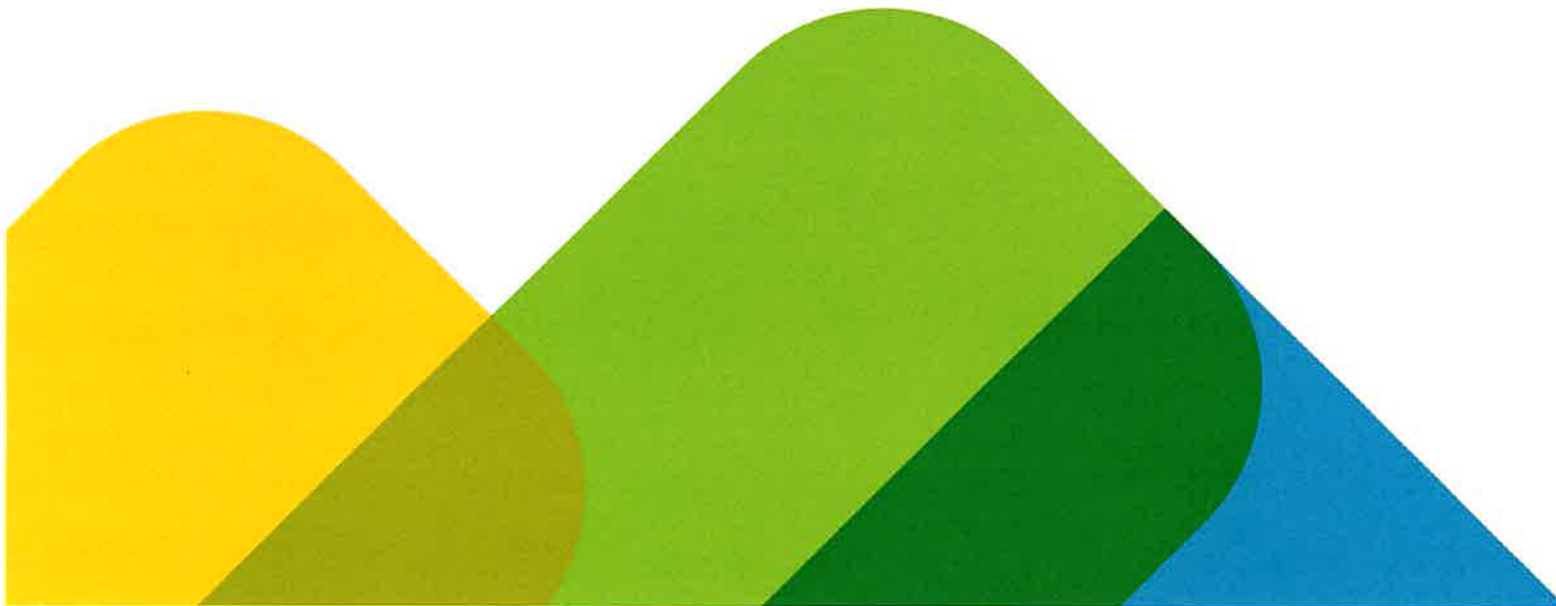


**ESTES PARK**  
HEALTH

# Human Resources Board Report

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APRIL 17, 2023



7.4.1

# Quality/Patient Safety

- Implementing harassment training for all employees
  - Includes all providers and remote and PRN staff
  - Special sessions specifically for leadership, including medical officers
- HR Business Partner active on Workplace Violence committee
  - Assisting Environment of Care Program Manager with employee training



# Our People

- Authentic Leadership Program for front-line leaders has launched
  - Emotional Intelligence (self-awareness, self-management, social awareness, relationship management)
  - Well-being, resiliency, and self-care
  - Powerful communication, fostering trust, engaging in healthy conflict
  - Change management, accountability, developing team
  - Leadership presentations of learning

# Fiscal Health

- Reduce HR and Payroll expenses by 10% as challenged by CEO
- Help reduce contract labor through focused recruitment
  - All but one seasonal staff have been hired (no contract staff)
  - Pre-op and Post-op RN positions have been filled; still focusing on Circulating RNs and Sterile Processing Tech; have a couple travelers possibly interested in becoming EPH employees
  - Hard-to-fill positions: have made an offer to an Ultrasound Tech, have MLT candidate; Senior Directors in clinical areas working to convert some of their current travelers to EPH employees
  - Continue to see national shortages in nursing, especially Perioperative Services, MLT and MS, Mammography and Ultrasound

# Leveraging Technology

- Go-Live with Applicant Tracking System
  - Leaders and Human Resources have been trained
  - Updated Careers page
  - Better candidate experience
  - Ability to track progress of candidates and various reporting capabilities
  - Streamlined processes
- Leverage current learning management technology for in-person training