

Draft Agenda

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

Monday, July 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	Appreciation of Service: Lesta Johnson		7	Action	All
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 June 19, 2023			
	6.1.2	EPH Board Executive Session Minutes June 22, 2023			
	6.1.3	EPH Board Executive Session Minutes June 27, 2023			
	6.1.4	EPH Board Executive Session Minutes July 13, 2023			
	6.2 Other Documents				
	6.2.1				
7	Medical Staff Credentialing Report		2	Action	EPH Board
8	Presentations:				
	8.1	EPH CEO Strategic Actions Update	15	Discussion	Mr Vern Carda
	8.2	EPH Chief Human Relations Officer Strategic Update	15	Discussion	Ms Shelli Lind
	8.3	EPH Chief Information Officer Strategic Update	15	Discussion	Mr Gary Hall
	8.4	EPH Foundation Strategic Update	15	Discussion	Mr Kevin Mullin
	8.5	Possible Healthcare System Affiliation - Activity Update	5	Discussion	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 August 21, 2023 Regular Board Meeting		1	Discussion	EPH Board of Directors
12	Adjournment		1	Action	Board
Estimated Total Regular Session Mins.			117		
Next Regular EPH Board Meeting: Monday August 21, 2023 5:30 - 7:30 pm					
August 2023 Possible Agenda Items:					



**ESTES PARK HEALTH
BOARD OF DIRECTORS'
Regular Meeting Minutes – June 19, 2023**

Board Members in Attendance correspondence

Dr. David Batey, Chair
Mr. Drew Webb, Vice Chair (via webinar)
Dr. Steve Alper, Finance Committee Chair
Dr. Cory Workman, Member at Large
Ms. Brigitte Foust, Member at Large

Other Attendees

Mr. Vern Carda, CEO
Ms. Pat Samples, CNO
Ms. Shelli Lind, CHRO
Mr. Gary Hall, CIO
Ms. Lesta Johnson
Ms. Rachel Ryan (via webinar)
Dr. Ken Epstein
Ms. Kendra Simms
Mr. Guy Beesley
Dr. John Knudtson
Ms. Bobbi Chambers
Dr. Bridget Dunn
Ms. Wendy Rigby
Ms. Aysha Reeves

Community Attendees (present and via webinar):

Roxy Hause
Mike Kennedy
Larry Leaming

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. Cory Workman seconded the motion, which carried unanimously.

3. **Public Comments on Items Not on the Agenda**

No comments.

4. **General Board Member Comments**

No comments.

5. **Consent Agenda Items Acceptance**

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

6. **Medical Staff Credentialing Report**

Cory Workman recommended the approval of the Medical Staff Credentialing Report. Brigitte Foust seconded the motion, which carried unanimously.

7. **Revised Rules and Regulations of the Medical Staff of Estes Park Health**

- See presentation. Bobbi Chambers provided high level overview of changes that have occurred since last revision in 2017 (such as the closure of Living Center, closure of Birth Center and Inpatient Peds, call schedules, responsibilities of Med Staff, and updating rules for CMS as they come along). ADD BRIEF EXPLANATION OF PROCESS.
- David Batey motioned to accept the Rules and Regulations as presented. Second by Cory Workman and Drew Webb, which carried unanimously.

8. **Presentations:**

8.1 **CEO Strategic Actions Update – Mr. Vern Carda**

Strategic/Tactical Planning Activities:

EPH is focusing work efforts to implement several revenue generating projects by the end of FY 2023. These efforts will have an impact of approximately \$2 MM net receivable for the full fiscal year 2024 budget. Major projects include:

- Cardiac rehabilitation programming.
- Pulmonary rehabilitation programming.
- Diabetic nutrition education programming.
- Physician recruitment activities including orthopedic recruitment.
- Sleep lab.
- Revenue cycle improvements.

EPH will also expend effort on expense reduction activities. The goal will be to implement approximately \$2 MM in total expense reduction by December 31, 2023. The following items will be analyzed for operational change with the goal of reducing expense and thus cost:

- EPH temporary housing including workforce housing.
- Several service lines will be analyzed for efficiency and effectiveness.
- Major expense line items will be evaluated including technology and telecommunication cost.
- Future workforce planning will be examined compared to EPH needs.

Updates-Operational:

Fluoroscopy machine upgrade. EPH is in the process of replacing its Fluoroscopy machine. Installation has been challenging due to physical plant issues. Installation is estimated to be completed by the end of June.

General Surgeon. General Surgeon Chris Bogardus began practice early June 2023.

Wound Care/General Surgery. EPH is currently working with Dr. Woodard to adjust his practice to mainly wound care. Additionally, Dr. Woodard will perform some other duties including some surgery call coverage. EPH anticipates wound care clinic to operate approximately 3 days per week.

Orthopedics & Orthopedic Surgery. EPH is currently recruiting for an orthopedic surgeon. Dr. Aaron Florence and his family will be relocating at the end of August. We thank Dr. Florence for his tenure and service to the community.

CRNA Recruitment. EPH is currently recruiting for a Certified Registered Nurse Anesthetist. Jason Goodwin is retiring. We thank Jason for his many years of service to the community and EPH.

Camper vs. ER awning. A collision occurred whereby a camper tried to navigate underneath the ER awning on the south side of the main hospital building. Both the camper vehicle and the hospital awning received damage. Planning is underway for repairs, although the structure including the sprinklers in the awning are in-tact. It appears that mostly cosmetic work will be required for repair on the hospital building.

Human Resources. EPH is preparing materials and examining potential vendors to start the negotiating process for renewing health insurance and other important employee benefits for the FY2024 budget season.

8.2 EPH Quality Strategic Update – Ms. Kendra Simms, Dr. Kenneth Epstein

- See presentation. Updates included Quality Strategy (ISO certification, defined metrics for Clinical Departments), Just Culture training, sepsis data with implementation of BPA (Best Practice Alert), and a more thorough review of ISO 9001.

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

- See presentation. Updates included addition of Perioperative interim manager, change in UC hours, COVID vaccine requirement being lifted by CMS, further details on DNV (6 NC-1s, 7 NC-2s but no conditionals or immediate jeopardy), ongoing collaboration with Patient Safety/Quality with each department, development of Emergency Management plan for pandemic, implementing process improvements to enhance patient care in Diagnostic Imaging, and the ongoing overhaul of revisions to policy and procedures process.
- Environment of Care Program Manager implemented; workplace violence and safety is a major focus. Leadership Development is ongoing for Senior Directors and managers/supervisors. Registered Dietitian continues to build outpatient program. Recruitment plans and expense management are being implemented amongst senior directors and HR business partner.

8.4 Community Health Initiative Strategic Update – Ms. Wendy Ash

- Update was moved to future meeting, due to emergent situation.

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

- See Presentation.

9. Executive Summary – Significant Items Not Otherwise Covered

No comments.

10. All Attendee Conversation on Emerging Topics

- Floor opened at 6:53 PM. No questions were asked.

11. Potential Agenda Items for Monday July 17, 2023 Regular Board Meeting

Community Health update; increased demand for services at Urgent Care.

12. Adjournment

David Batey motioned to adjourn the meeting at 6:56 PM. Cory Workman 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 - In Person and by TEAMS
Thursday, June 22, 2023
8:00 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 08:04 am)	1	Action	Dr David Batey
2	Approval of the Agenda (Motion Alper 2nd Foust - Unanimous)	1	Action	EPH 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	EPH 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 Foust - Unanimous)	175	Action	EPH Board
6	Adjournment (Motion Alper 2nd Foust - Unanimous Time 09:18 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		180		

Board Members **Present:** Alper, Batey, Foust **Not Present:** Webb, Workman

6.1.2

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - In Person and by TEAMS
Tuesday, June 27, 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 08:03 am)	1	Action	Dr David Batey
2	Approval of the Agenda (Motion Alper 2nd Webb - Unanimous)	1	Action	EPH 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	EPH 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 Foust - Unanimous)	145	Action	EPH Board
6	Adjournment (Motion Alper 2nd Webb - Unanimous Time 09:27 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		150		

Board Members Present: Alper, Batey, Foust, Webb, Workman

6.1.3

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - In Person and by TEAMS
Thursday, July 13, 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 08:09 am) (all systems initially unavailable, recording challenge)	1	Action	Dr David Batey
2	Approval of the Agenda (Motion Alper 2nd Webb - Unanimous)	1	Action	EPH 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	EPH 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 Alper 2nd Webb - Unanimous)	85	Action	EPH Board
6	Adjournment (Motion Alper 2nd Webb - Unanimous Time 10:04 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		90		

Board Members Present: Alper, Batey, Foust, Webb, Workman

6.1.4



ESTES PARK HEALTH

Park Hospital District Board
17 July 2023

CREDENTIALING RECOMMENDATIONS

Credentials Committee approval:

Date Last meeting, 6/28/2023

Present: Drs. McLellan (Chair), Dunn, Zehr, Brigitte Foust, Bobbi Chambers and Kate Craemer

Medical Executive Committee approval:

Approved by electronic/outlook vote on 7/10/2023

Initial Appointment:

Chamberlain, Benjamin MD

Courtesy, Pathology

Reappointments:

Barner, Ross, MD

Courtesy, Pathology

Heacock, Thomas, MD

Courtesy, Pulmonology

Monkowski, Daniel, MD

Courtesy, Infectious Disease

Neagle, Mark, MD

Courtesy, Pulmonology

Peters, Brent, MD

Courtesy, Pulmonology

Saunders, Dana, MD

Courtesy, Infectious Disease

Credential By Proxy:

Tesfalidet, Samuel, MD

Teleradiology

Matsunaga, Felipe, MD

Teleradiology

Change in Category:

None

Resignations:

Marley, Rex, CRNA

Resigned 8/25/2023

Goodwin, Jason, CRNA

Resigned/Retired 8/7/2023

Florence, Aaron, DO

Resigned 10/15/2023

Belleau, Lena, NP

Resigned 8/28/2023

Documents:

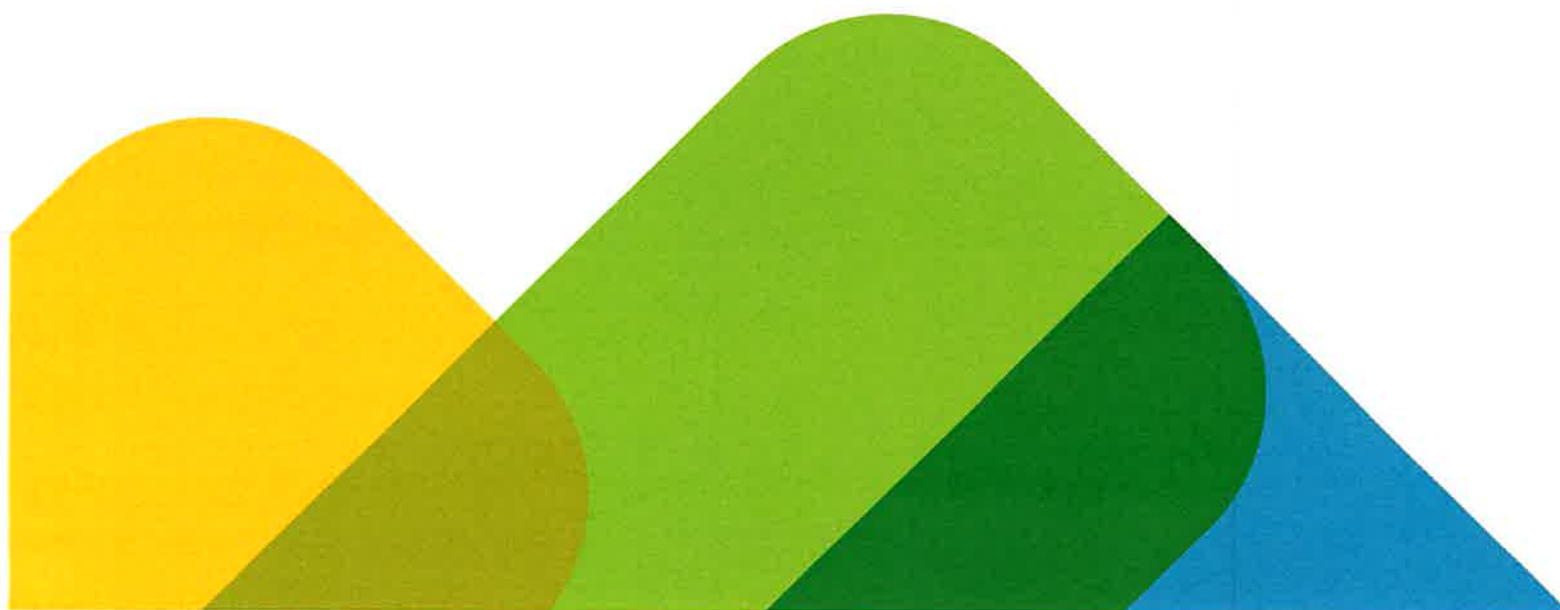
None



ESTES PARK
HEALTH

Human Resources Board Report

JULY 17, 2023



Quality

- Process improvement for hiring/onboarding of new employees
 - Implemented new applicant tracking system
 - Time savings allows HRBP to focus saved time on value-added strategic support to our leaders
 - Prior to implementation 7 manual steps to hire and onboard a new employee
 - After implementation = 4 steps, 3 of which are automated

Our People

- Training HR Generalist on Compensation
- Making strides in reducing turnover
 - Turnover from 5/1/2020 to 5/1/2021 = 43%
 - 2022 Turnover = 24.6%
 - Turnover for first 6 months 2023 = 9.6% (19.2% annualized)
- Also making strides in filling open positions
 - In past 30 days, filled 20 of 76 open jobs = 26% Job Fill Rate (up 7% from the previous 30 days)
 - Have hired 26 people since go-live (4/21/23), with 18 of those in the past 30 days
 - Average Time to Hire = 9 days (different from time to fill)
- Planning HR training for all leaders
 - Interviewing skills
 - Coaching employees

Fiscal Health

- Help reduce contract labor through focused recruitment
 - Number of travelers in January 2023: 25
 - Number of travelers in July 2023: 18 (5 have end dates within 30 days)
- Not replacing open position

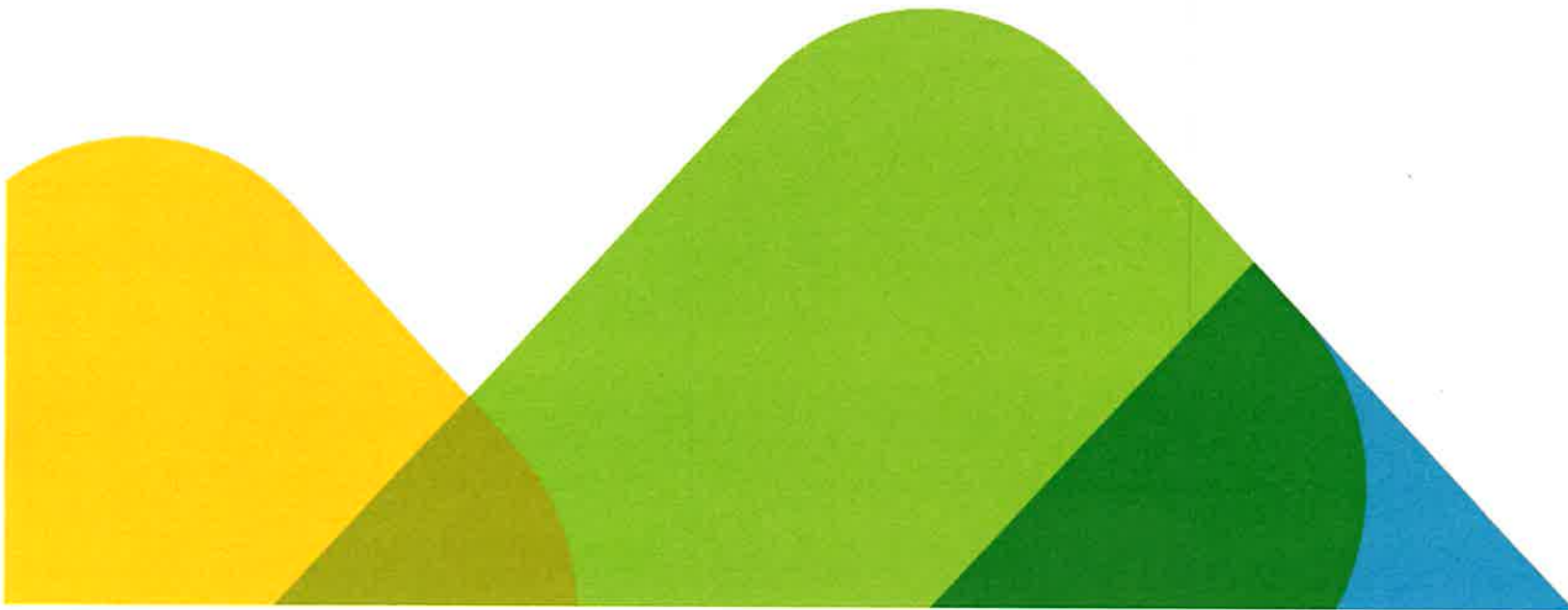
Leveraging Technology

- New Applicant Tracking System
 - Receiving our most quality candidates from our own career site and Indeed; however, many other career sites post our jobs
 - Streamlined processes
- Hard-to-fill Positions
 - Number of Applications before Hireology (November 2022-April 2023)
 - MT/MLTs: 6
 - Med Surg RN's: 8 (5 were seasonal)
 - Pre-Op PACU RN: 4
 - OR Circ RN: 2
 - MRI Tech: 0
 - Number of Applications after Hireology (May 2023-June 2023)
 - MT/MLTs: 42 – not an error
 - Med Surg RN's: 14 (0 seasonal)
 - Pre-Op PACU RN: 10
 - OR Circ RN: 9
 - MRI Tech: 2

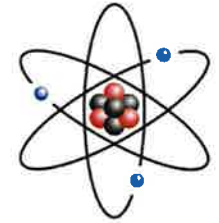


ESTES PARK
HEALTH

CIO Report July 17, 2023



Information Technology



KEY INITIATIVES:

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

Tactical initiatives to support clinical and other support areas.

When/if appropriate, plan/coordinate/execute all of the IT tasks to join a larger health system.

OTHER ONGOING WORK:

Building/maintaining IT customer-service empathy for clinical and support staff.

Maintain a healthy, robust, high-functioning network and communication lines.

Manage/reduce costs while preserving security and stability.

Continue to find educational opportunities for users in the fluent use of systems.

Continue to tune, repair, and develop tools to create greater efficiencies and effectiveness of systems..

Information Technology: Cybersecurity

Geopolitical instability and economic stress will continue to drive cybercrime increases.

A.I.-driven information warfare and cybercrime will increase.

Initial access technologies will continue to evolve.

Business email compromise accounted for 29% of incidents in 2022: CEO impersonation, vendor impersonation, lawyer impersonation, etc. Gain access to users' email folders.

58% of those incidents had no multi-factor authentication (MFA).

“Ransomware-as-a-service” (RAAS): Bad guys sell penetration software to others for deployment.

Have a solid understanding of your overall Attack Surface: Ongoing cybersecurity improvements and management.

“MFA everywhere.” (Multi-factor authentication)

Monitor critical log sources for security threats.

Migrate over time to a Zero Trust security strategy. Continued migration of legacy folders/files to Sharepoint for security and access anywhere.

Annual HIPAA security risk analysis per CMS.

Continue to establish security awareness in EPH staff and network users.



Information Technology: Tactical Initiatives to Support Clinical, Financial, Other Services

A few examples:

PROVATION: Go-live of integration of new GI image management software to EHR.

KRONOS: Upgrade of timekeeping system servers at UHealth; depending on acquisition partner, upgrade to more modern, more secure platform.

AXIOM: Server build/support of new budgeting/forecasting/productivity software.

BLUESIGHT: Controlled substance management and reporting, integration to Epic EHR.

Radiology imaging improvement projects: Several, including equipping radiologist for offsite work.

Website: ADA compliance almost complete & other evolution to support board and marketing programs.

Continuing to work with UHealth toward online scheduling development in some areas.



TACTICS

A hand holding a white marker, pointing to the word 'TACTICS' written on a whiteboard.

Information Technology: Potential Acquisition IT Aspects

We'll be ready to coordinate, whatever the direction is:

Connectivity (double redundancy, security, speed, etc.)

Electronic health-record transitions and archiving as appropriate with acquisition partner.

Enterprise resource planning (ERP) systems transitions and builds as appropriate with partner: including finance, revenue cycle, materials management, medical records, and more.

Integration and transition of network management.

Integration and transition of cybersecurity tools and management.

Migration of timekeeping, payroll, human-resource tools as appropriate.



Information Technology

Questions?

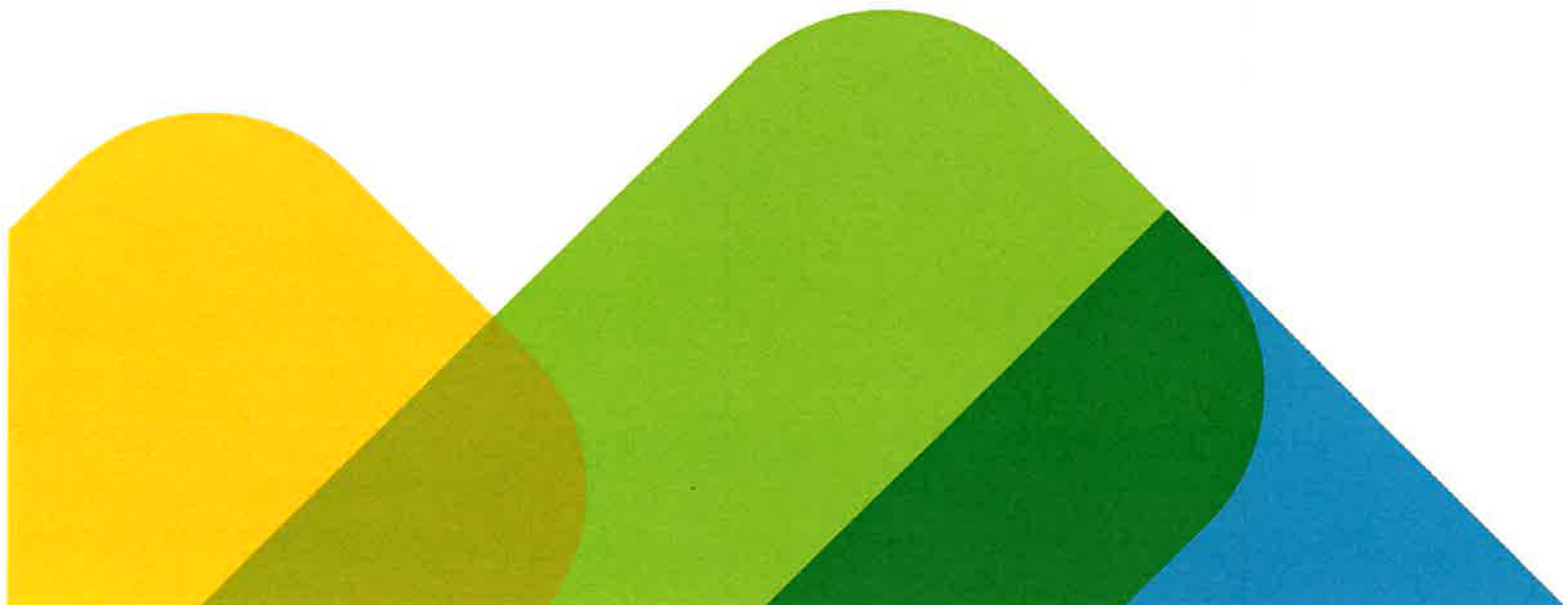




ESTES PARK
HEALTH
FOUNDATION

2023 Summer Update, EPH Board of Directors

JULY 17, 2023



2023 Summer Update

Strategic Plan Implementation

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

2023 Summer Update

Finance Report - May

ESTES PARK HEALTH FOUNDATION

May-23

Operations Summary

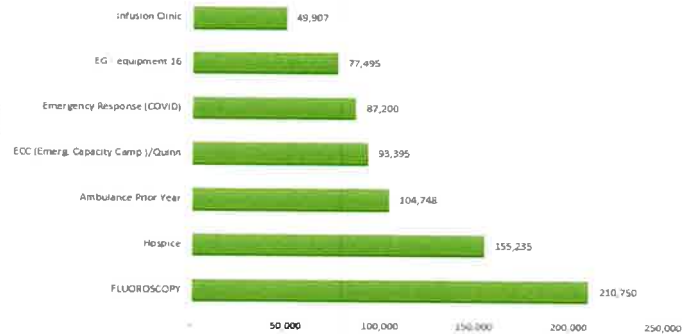
	Monthly				
	May-23	May-23	Apr-23	Analysis	Analysis
	Actual	Budget	Actual	Actual vs. Budget	Actual vs Prior year Actual
Total Donation Revenue	22,490	16,489	5,678	6,001 ↑	16,812 ↑
Total Operating Expense	41,373	35,340	30,056	6,033 ↑	11,317 ↑
Net Operating Increase/(Loss)	(18,883)	(18,851)	(24,378)	(32) ↓	5,495 ↑
Investment Revenue	(3,452)	4,250	64,146	(7,702) ↓	(67,598) ↓
Other Revenue	-	-	-	-	-
Total Revenue	19,038	20,739	69,824	(1,701) ↓	(50,786) ↓
Grant Disbursements	1,550	-	(800)	1,550 ↑	2,350 ↑
Total Net Increase/(Loss)	(23,885)	(14,601)	40,568	(9,284) ↓	(64,453) ↓

	YTD				
	2023 YTD	2023 YTD	2022 YTD	Analysis	Analysis
	Actual	Budget	Actual	Actual vs. Budget	Actual vs Prior year Actual
Total Donation Revenue	67,471	162,405	106,499	(94,934) ↓	(39,028) ↓
Total Operating Expense	148,110	165,834	151,592	(17,724) ↓	(3,482) ↓
Net Operating Increase/(Loss)	(80,639)	(3,429)	(45,093)	(77,210) ↓	(35,546) ↓
Investment Revenue	291,878	41,857	(500,818)	250,021 ↑	792,696 ↑
Other Revenue	-	-	-	-	-
Total Revenue	359,349	204,262	(394,319)	155,087 ↑	753,668 ↑
Grant Disbursements	17,061	-	14,283	17,061 ↑	2,778 ↑
Total Net Increase/(Loss)	194,178	38,428	(560,194)	155,750 ↑	754,372 ↑

Cash and Investment Balances	Current Year May-23	Prior Year May-22	Difference
Checking Account	\$59k	\$130k	(71k)
Money Market Account/CD	\$358k	\$399k	(41k)
FNB Cash & Equivalent	\$228k	\$274k	(46k)
FNB Stock Equities Securities	\$3,466k	\$3,863k	(397k)
Total	\$4,112k	\$4,666k	(554k)*

*Rounding

Donor Restricted Balances Greater than \$25K as of 05/31/2023



Total Donor Restricted Balance: \$ 1,002,232.29



2023 Summer Update

Highlights Since Last Meeting

- Audit is complete, Unmodified Opinion
- EPH Staff Fundraising Campaign implemented in June, sponsored by TDS
- Completed Foundation Staff Recruitment process
- Record Duck Race fundraising, EPH was 4th place overall with over \$7,000 raised

2023 Summer Update

General Updates

- Paint Estes Pink was successful
 - 9 Crowns for the Care candidates raised over \$108,000
 - Business Decorating Contest resumed
 - Business Fundraising Contest will resume in 2024
- Celebrated Volunteer Month in April
- Monthly Financial Reports are up to date

2023 Summer Update

Questions?

Possible Health Care System Affiliation

Activity Update

July 17, 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

Affiliation Steps

1. Initial assessment and review.
2. Negotiations exploring possible mutual interest and benefits.
3. Negotiation of a “Letter of Intent” & Nondisclosure Agreement
4. Due Diligence – both parties assess benefits/challenges
5. Negotiate “Definitive Agreement”
6. Colorado Attorney General review.
7. Possible Antitrust review
8. “Definitive Agreement” implementation and integration