

## Draft Agenda

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

Monday, October 16, 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 September 18, 2023			
5.1.2	EPH Board Executive Session Minutes September 26, 2023			
5.1.3	EPH Board Executive Session Minutes October 12, 2023			
5.2	Other Documents			
5.2.1	ANB Bank Authorization Change Request			
6	Medical Staff Credentialing Report	2	Action	EPH Board of Directors
7	Presentations:			
7.1	EPH CEO Strategic Actions Update	12	Discussion	Mr Vern Carda
7.2	EPH Foundation - Strategic Update	15	Discussion	Mr Kevin Mullin
7.3	EPH Chief HR Officer - Strategic Update	15	Discussion	Ms Shelli Lind
7.4	EPH Strategic Plan Update: Proposed Phase II Actions and Expected Outcomes	20	Discussion	Vern Carda and EPH Board of Directors
7.5	Resolution 2023-05 - A Resolution of the Board of Directors of the Park Hospital District to Further Strengthen Estes Park Health Services and Finances Through Phase II Strategic Actions	5	Action	EPH Board of Directors
7.6	Possible Healthcare System Affiliation - Activity Update	3	Discussion	Board of Directors
8	Executive Summary - Significant Items Not Otherwise Covered	1	Discussion	Senior Leadership Team
9	All Attendee Conversation on Emerging Topics	20	Conversation	Community Attendees, EPH Board of Directors, EPH Senior Leadership Team
10	Potential Agenda Items for Wednesday December 13, 2023 Regular Board Meeting	1	Discussion	EPH Board of Directors
11	Adjournment	1	Action	Board
Estimated Total Regular Session Mins.		105		

**Next Regular EPH Board Meeting: Wednesday December 13, 2023 5:30 - 7:30 pm**



**ESTES PARK HEALTH  
BOARD OF DIRECTORS'  
Regular Meeting Minutes – September 18, 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. Michelle Gordon?  
Ms. Rachel Ryan (via webinar)  
Mr. Kevin Mullin  
Dr. Bridget Dunn  
Ms. Wendy Rigby  
Ms. Aysha Reeves  
Ms. Iryna Irkliienko

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

Randy Brigham  
Gary Hall  
David Francis  
Larry Leaming  
Peggy Lynch  
Linda Polland  
Matthew Poust  
Max Salfinger  
Mark Smith  
Mary Smith  
Alyssa Bergman

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**  
David Batey motioned to approve the agenda as submitted. Steve Alper seconded the motion, which carried unanimously.
3. **Appreciation of Service: Gary Hall**  
Various accolades were given by entire Board and Senior Leadership Team for Gary's years of service - "he's been the glue that's held everything together." He will certainly be missed, and all wished him a happy and healthy retirement.
4. **Public Comments on Items Not on the Agenda**  
No comments.
5. **General Board Member Comments**  
No comments.
6. **Consent Agenda Items Acceptance**  
David Batey motioned to approve consent agenda items as listed, which carried unanimously. Second by Steve Alper and Cory Workman.
7. **Medical Staff Credentialing Report**  
Brigitte Foust recommended the approval of the Medical Staff Credentialing Report. Steve Alper seconded the motion, which carried unanimously.
8. **Presentations**
  - 8.1 **CEO Strategic Actions Update – Mr. Vern Carda**

***Strategic/Tactical Planning Activities:***

Orthopedic Surgeon recruitment efforts are ongoing. Aaron Florence's last day was last week. Hoping to have an offer out the door by the end of the month. Orthopedic clinic practice and surgery will continue until replacement is found; Dr. Grant will be seeing patients, and locums' coverage is being arranged.

Lena Belleau will continue to stay on for one day a week, starting in mid-October for behavioral health appointments. With telehealth options, there will be two days' coverage each week.

**340b Program Recertification.** EPH is in the process of recertifying its 340b program. Additionally, some efforts are being expended to make this program more efficient and effective.

**Budget Software.** EPH is installing "Axiom" budget software. Training for this product occurred last week, and EPH is on track to fully implement this for budget season.

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

- See presentation. Topics included Covid/Influenza updates (vaccines are here and employees will start getting vaccinated 10/1), DNV updates, preparations for CAP's revisit on 9/26-9/27, new leaders to the management team, recruitment/retention, and ongoing best practice methods (BPA alerts turned on, placement of patients, documentation of pain management, etc.).

8.3 EPH Strategic Plan Update: Proposed Phase II Actions and Expected Outcomes – Vern Carda and EPH Board of Directors

- See presentation. Phase I Strategic Actions did have beneficial financial impact. Proposed Phase II Strategic actions include workforce organization optimization, chargemaster assessment and market alignment, telecommunication/telehealth services optimization, and 340B drug program optimization.
- Mark Richards asked: If it takes through the end of 2024 for a positive margin to be realized, I would assume a successful affiliation would depend on said positive margin. Does this mean an affiliation would not happen until 2024?

8.4 Resolution 2023-05 – A Resolution of the Board of Directors of the Park Hospital District to Further Strengthen Estes Park Health Services and Finances Through Phase II Strategic Actions – EPH Board of Directors

- Will revisit at the October meeting.

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

- No new updates.

9. Executive Summary – Significant Items Not Otherwise Covered

No comments.

10. All Attendee Conversation on Emerging Topics

- Floor opened at 6:58 PM. No questions were asked.

11. Potential Agenda Items for Monday October 16, 2023 Regular Board Meeting

No comments.

12. Adjournment

David Batey motioned to adjourn the meeting at 6:51 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 - In Person and by TEAMS**  
**Tuesday, September 26, 2023**  
**8:00 am -10:30 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 08:11 am)	1	<b>Action</b>	Dr David Batey
<b>2</b>	Approval of the Agenda (Motion Alper 2nd Foust - Unanimous )	1	<b>Action</b>	EPH 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	EPH 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, and pursuant to Section 24-6-402(4)(f) C.R.S. for the purpose of discussing a personnel matter. (Motion Alper 2nd Workman - Unanimous )	145	<b>Action</b>	EPH Board
<b>6</b>	Adjournment (Motion Alper 2nd Foust - Unanimous Time 10:13 am )	1	<b>Action</b>	EPH Board
<i>Total Regular Session Mins.</i>		<b>150</b>		
Board Members Present: Alper, Batey, Foust, Workman. Not Present: Webb				

5.1.2



**October 16, 2023**

**Estes Park Health Board of Directors' Regular Meeting**

Per the Estes Park Health Board's authority, we authorize removing Monty Miller and Tim Cashman from Estes Park Health's ANB Bank investment (account number 60862027) and money market (account number 3100000581) accounts. Additionally, we authorize adding Aysha Reeves, CFO; Vern Carda, CEO; and Stephen Alper, Finance Chair, to the ANB Bank account numbers 60862027 and 3100000581.



# ESTES PARK HEALTH

Park Hospital District Board  
16 October 2023

## CREDENTIALING RECOMMENDATIONS

### **Credentials Committee approval:**

September 27<sup>th</sup>, 2023

Present: Drs. McLellan, Zehr, Dunn, Brigitte Foust, Corry Workman, Vern Carda (T), Kate Cramer, Iryna Irkliienko

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

October 4<sup>th</sup>, 2023

Present: Drs. McLellan, Zehr, Dunn, Mize, Meyer, Knudtson, Epstein, Iryna Irkliienko

### **Initial Appointment:**

Kolandra, Lakshmi, DO

Courtesy, Hematology/Oncology

### **Reappointments:**

Ross, Megan, MD

Active, Pediatric

Grove, Narina, MD

Courtesy, Pathology

Libby, Arlene, MD

Courtesy, Pathology

Smith, Michael, MD

Courtesy, Pathology

### **Locum Tenens – FYI:**

Smith, Nathan, MD

Internal Medicine, Hospitalist

### **Credential by Proxy:**

Nielsen, Paul J., DO

Teleradiology

Wingard, Daniel, DO

Teleradiology

Stuckey, Alex, MD

Teleradiology

### **Resignations:**

Weibel, Curtis, NP

Effective 10/14/2023

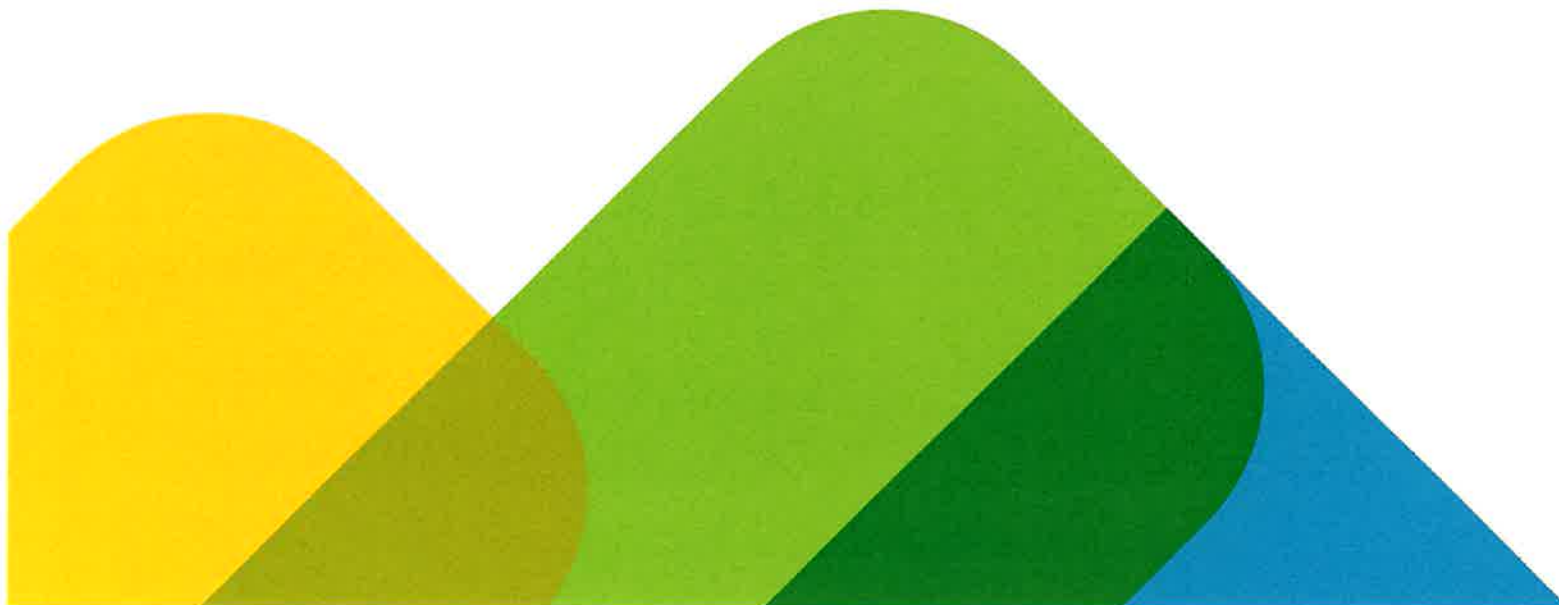


**ESTES PARK**  
**HEALTH**  
FOUNDATION

# 2023 Fall Update, EPH Board of Directors

---

OCTOBER 16, 2023





# 2023 Fall Update

## Strategic Plan Implementation

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



# 2023 Fall Update

## Finance Report – August 2023

### ESTES PARK HEALTH FOUNDATION

Aug-23

#### Operations Summary

	Monthly				
	Aug-23	Aug-23	Jul-23	Analysis	Analysis
	Actual	Budget	Actual	Actual vs. Budget	Actual vs. Prior Month Actual
Total Donation Revenue	4,723	107,481	157,485	(102,758) ↓	(152,762) ↓
Total Operating Expense	30,083	33,060	38,829	(2,977) ↓	(8,746) ↓
Net Operating Increase/(Loss)	(25,360)	74,421	118,656	(99,781) ↓	(144,016) ↓
Investment Increase/(Decrease)	(64,505)	27,702	94,088	(92,207) ↓	(158,593) ↓
Other Revenue	-	-	-	-	-
Total Revenue	(59,782)	135,183	251,573	(194,965) ↓	(311,355) ↓
Grant Disbursements	8,146	-	9,166	8,146 ↑	(1,020) ↓
Total Net Increase/(Loss)	(98,011)	102,123	203,578	(200,134) ↓	(301,589) ↓

(1)

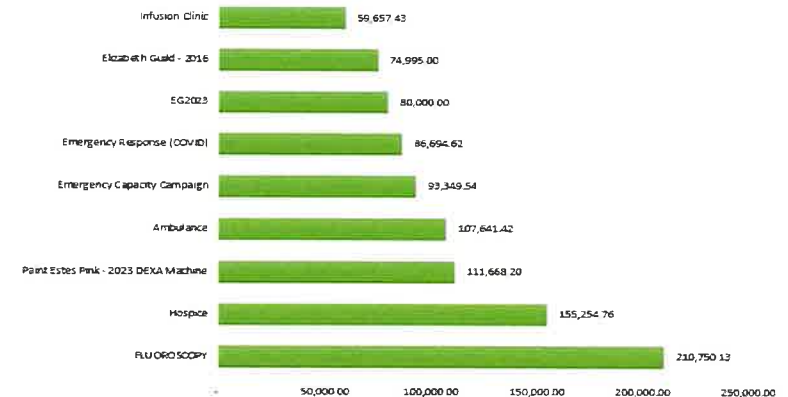
	YTD				
	2023 YTD	2023 YTD	2022 YTD	Analysis	Analysis
	Actual	Budget	Actual	Actual vs. Budget	Actual vs. Prior year Actual
Total Donation Revenue	291,267	341,837	281,878	(50,570) ↓	9,389 ↑
Total Operating Expense	257,028	277,554	232,406	(20,526) ↓	24,622 ↑
Net Operating Increase/(Loss)	34,239	64,283	49,472	(30,044) ↓	(15,233) ↓
Investment Increase/(Loss)	510,935	88,102	(650,001)	422,833 ↑	1,160,936 ↑
Other Revenue	-	-	-	-	-
Total Revenue	802,202	429,939	(368,123)	372,263 ↑	1,170,325 ↑
Grant Disbursements	38,260	-	569,152	38,260 ↑	(530,892) ↓
Total Net Increase/(Loss)	506,914	152,385	(1,169,681)	354,529 ↑	1,676,595 ↑

#### Cash and Investment Balances

	Current Year August-23 (000) Omitted	Prior Year August-22 (000) Omitted	Difference (000) Omitted
Checking Account	\$72	\$94	(\$22)
Money Market Account/CD	\$452	\$273	\$179
FNB Cash & Equivalent	\$317	\$81	\$236
FNB Stock Equities Securities	\$3,586	\$3,386	\$200
<b>Total</b>	<b>\$4,427</b>	<b>\$3,834</b>	<b>\$593*</b>

	Current Year August-23 (000) Omitted	Prior Year August-22 (000) Omitted	Difference (000) Omitted
Days Cash on Hand August	1294*	243	
*Rounding			

#### Donor Restricted Balances Greater than \$25K as of 08/31/2023



Total Donor Restricted Balance: \$ 1,183,509



# 2023 Fall Update

## General Updates

- Ambulance Campaign has been canceled; \$95,000 raised will be reallocated to other priorities yet to be identified
- Financial Reporting, Audit, Tax Returns and all compliance requirements now up-to-date
- New fundraising event is being planned for 2024, An Evening of Mountaintop Medicine

# 2023 Fall Update

## General Updates

- Fall Events Planned
  - ❑ Leadership Donor Luncheon, October 26
  - ❑ Donor Reception, November 7
- Hospital Affiliation Task Force evaluating Foundation's future role post-hospital affiliation
- Fall Campaign is underway, entitled "Cultivate Change"

# 2023 Fall Update

Questions?

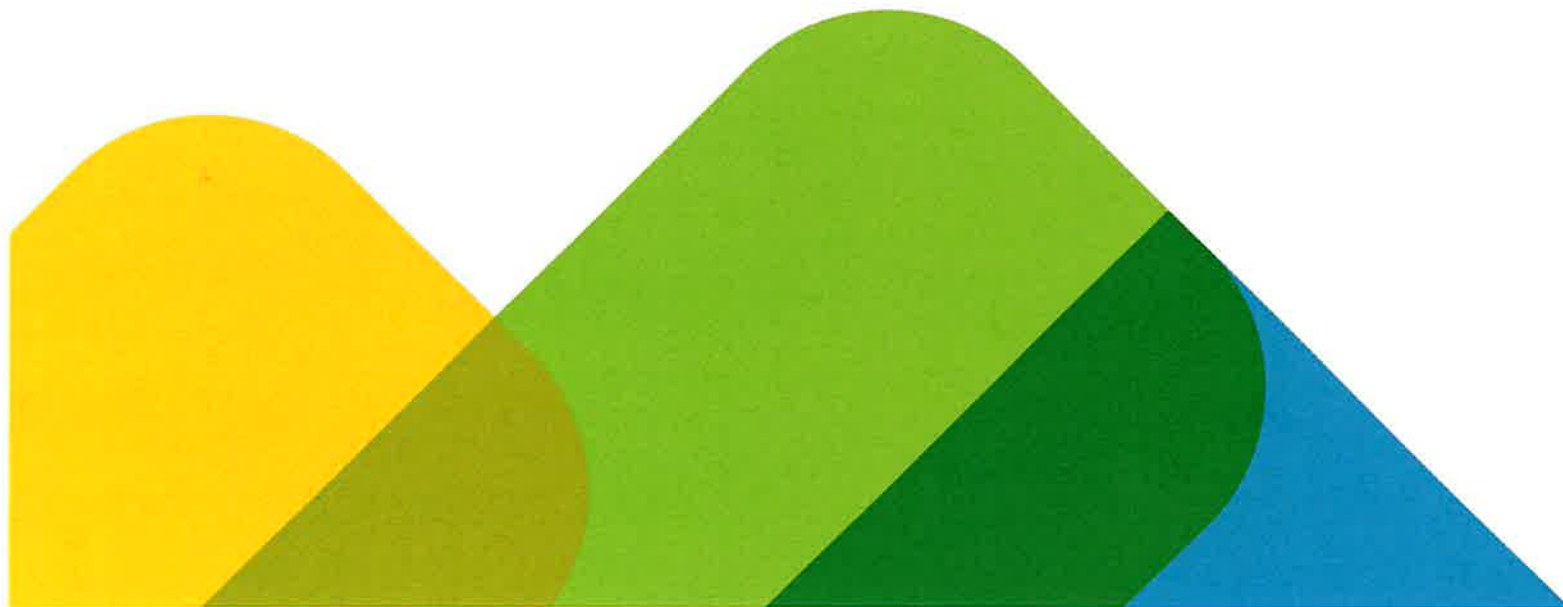


**ESTES PARK**  
HEALTH

# Human Resources Board Report

---

OCTOBER 16, 2023



# Our People

- Leadership Development
  - Front-line leadership class - participants will showcase their learning on October 19
  - Directors and Senior Directors continuing with leadership classes each month
  - HRBP meeting one-on-one with all leaders and doing mini-HR teach during each of those meetings
  - Change Management workshops for all leaders scheduled in November

# 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)
  - Number of travelers in October 2023: 13 (2 with end dates within 30 days)
  - Departments utilizing travelers: Rehab, Emergency Department, Med/Surg, and Surgical Services
- Benefits Enrollment – October 30 – November 13
  - 6% increase to medical premiums





# **Estes Park Health Proposed Phase II Strategic Actions**

**Acting to Provide Excellent Healthcare  
For Many Years to Come**

**October 16, 2023**

# Executive Summary

- In July 2022, in response to significant Covid-19-related financial challenges, EPH implemented Phase I Strategic Actions to increase revenues and reduce expenses while continuing to address our community's healthcare needs with excellent healthcare services
- The Phase I Strategic Actions resulted in significant beneficial financial impacts on EPH financial performance
- Phase II Strategic Actions are needed to accomplish EPH's financial goal of at least break-even to a three percent positive margin from Operations

# Estes Park Health's Overall Goals

Provide excellent, high quality healthcare services  
that address our Estes Valley Community's  
and visitors' health care needs  
for many years to come

# EPH 2023 & 2024 Financial Goals

To Accomplish EPH's Overall Goals, need to accomplish EPH's Overall Financial Goals:

## Annual Operating Income Goal

- Target break-even on Operations
- Aspire to 3% positive Operations margin

## Annual Non-Operating Income Goal

- Target \$3 million capital projects contribution

# July 2022 Phase I Strategic Actions Impact

## Estimated EPH Revenue Increase and Expense Reduction Measures Next 12 to 18 Months

2022 & 2023	Single Program Estimated Annual Financial Impact		
	Min	Most Likely	Max
Total Revenue Increases	1,031,000	1,401,320	2,474,896
Total Expense Reductions	2,880,000	3,835,000	4,646,000
Total All	3,911,000	5,236,320	7,120,896

# Estimated Phase I Strategic Actions Impacts

## ESTES PARK HEALTH

### End-Year Audited 2022 Financials and 2023 Budget

	Audited End 2022	Budget 2023
Total Operating Revenue	52,898,271	59,899,638
Total Operating Expenses	63,859,866	63,802,308
<b>Net Operating Income (Loss)</b>	<b>(10,961,595)</b>	<b>(3,902,670)</b>
Net Non-Operating Income (Loss)	2,383,699	4,837,686
<b>Net Operating and Non-Operating Income (Loss)</b>	<b>(8,577,896)</b>	<b>935,016</b>

### 2022 Actual to 2023 Budget:

- Expected \$7 million Operating Income Loss Reduction
- Net Operating & Non-Operating Income \$900k Positive Margin

# 2023 Proposed Phase II Strategic Actions

## Administrative Changes

- Workforce Organization Optimization
- Chargemaster Assessment and Market Alignment
- Continued Revenue Cycle Process Optimization
- Telecommunications/Telehealth Services Optimization
- 340B Drug Program Optimization
- Environmental Services Optimization

# 2023 Proposed Phase II Strategic Actions

## Proposed Services Changes

- Implement Phase One Cardiac Rehab
- Implement Phase One Pulmonary Rehab
- Implement Dietary Services in Phase One Cardiac Rehab
- Sleep Lab Optimization
- Implement Positron Emission Tomography Imaging



# 2023 Proposed Phase II Strategic Actions

## Proposed Services Changes

- Implement Critical Access Hospital Ambulance Service
- Implement Urology Services
- Optimize Orthopedic Services
- Fluoroscopy Optimization
- Evaluate Home Health, At-Home Hospice, Home Care Services for Transition

# Estimated Phase II Strategic Actions Impacts

Estimated Overall Financial Impact of Phase II Strategic Actions						
	Estimated 2023 Financial Impact			Estimated 2024 Financial Impact		
	Min	Most Likely	Max	Min	Most Likely	Max
Total Revenue Increases	1,640,000	1,878,000	2,175,000	3,625,000	4,125,000	4,820,000
Total Expense Reductions	37,000	41,000	47,000	1,565,000	1,810,000	2,140,000
<b>TOTAL ALL</b>	1,677,000	1,919,000	2,222,000	5,190,000	5,935,000	6,960,000

2023 estimated \$2 million Net Operating Income Loss Reduction

2024 estimated \$6 million Net Operating Income Loss Reduction

Estimated overall financial results similar to EPH Pre-Pandemic

# Questions, Answers & Discussion

**PARK HOSPITAL DISTRICT**

**DRAFT RESOLUTION 2023-05**

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE PARK HOSPITAL DISTRICT  
TO FURTHER STRENGTHEN ESTES PARK HEALTH SERVICES AND FINANCES  
BY PHASE II STRATEGIC ACTIONS**

1. **WHEREAS**, The primary goal of the entire Estes Park Health organization, including the Medical Staff, Senior Leadership and Board of Directors is to provide high-quality healthcare for our Estes Valley residents and visitors for many years to come; and,
2. **WHEREAS**, To accomplish this goal, Estes Park Health leadership has continued to assess Estes Park Health clinical and support services to identify opportunities to bring Estes Park Health onto a long-term, financially sustainable path through revenue increases and expense reductions.
3. **WHEREAS**, The assessment of Estes Park Health clinical and support services considered:
  - 3.1. Our Estes Valley community's current and future healthcare service needs.
  - 3.2. For the needed healthcare services that could provide positive financial contributions:
    - 3.2.1. Current and future clinical volume projections,
    - 3.2.2. Best-practice staffing requirements for the services,
    - 3.2.3. Estes Park Health's access to the staff required to provide the services at high-quality levels, and
    - 3.2.4. Estimates of current and future revenues for current or possible future services;
  - 3.3. Clinical and support services offered by financially strong Critical Access and Rural Hospitals that are similar to Estes Park Health; and,
4. **WHEREAS**, To accomplish a long-term financially sustainable path, the financial goals of Estes Park Health are to:
  - 4.1. At least break-even on Operations, as had been accomplished before the Covid-19 pandemic,
  - 4.2. Aspire to a three percent (3%) positive Net Operations Margin,
  - 4.3. Target an annual \$3 million contribution to capital projects from Non-Operating Income; and,
5. **WHEREAS**, The 2023 Estes Park Health Budget presented at the December 5, 2022 Board Meeting included a projected a \$3.9 million loss from Operations that was offset by Nonoperating Income of \$4.8 million. The budgeted 2023 overall result was an estimated \$1.2 million overall Net Assets gain in 2023, with \$5.1 million in earnings before interest, taxes, depreciation, and amortization (EBITDA).
6. **WHEREAS**, The estimated 2023 Budget \$3.9 million loss in Operations does not meet EPH's goal of at least break-even to a three percent positive margin from Operations, so additional strategic actions to increase revenues and reduce expenses are needed to ensure Estes Park Health's long-term financial viability so it will be able to provide high-quality, sustainable healthcare for our Estes Valley residents and visitors for many years to come.

**7. NOW THEREFORE BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE PARK HOSPITAL DISTRICT THAT:**

- 7.1. Estes Park Health Leadership will pursue the following Phase II Strategic Actions to strengthen Estes Park Health services and finances and enable Estes Park Health to provide sustainable high-quality healthcare services to our community members and visitors for many years to come:
  - 7.1.1. Chargemaster Assessment and Market Alignment
  - 7.1.2. Continued Revenue Cycle Optimization
  - 7.1.3. Implement Phase One Cardiac Rehab
  - 7.1.4. Implement Dietary Services in Phase One Cardiac Rehab
  - 7.1.5. Implement Phase One Pulmonary Rehab
  - 7.1.6. 340 B Drug Program Optimization
  - 7.1.7. Sleep Lab Optimization
  - 7.1.8. Implement Mobile Positron Emission Tomography Imaging
  - 7.1.9. Implement Critical Access Hospital Ambulance Service
  - 7.1.10. Implement Urology Services
  - 7.1.11. Optimize Orthopedic Services
  - 7.1.12. Fluoroscopy Optimization
  - 7.1.13. Telecommunications/Telehealth Services Optimization
  - 7.1.14. Workforce Organization Optimization
  - 7.1.15. Evaluate Home Health, At-Home Hospice, Home Care Services for Transfer
  - 7.1.16. Environmental Services (EVS) Optimization

ADOPTED by the Board of Directors of Park Hospital District, d/b/a Estes Park Health this xx<sup>th</sup> day of (month) 2023.

**BOARD OF DIRECTORS OF THE PARK HOSPITAL DISTRICT**

By: \_\_\_\_\_  
**David Batey, Chair**

**Attest:**

\_\_\_\_\_  
**Drew Webb, Vice Chair**

\_\_\_\_\_  
**Stephen Alper, Treasurer**

\_\_\_\_\_  
**Brigitte Foust, Secretary**

\_\_\_\_\_  
**Cory Workman, At Large**