

Draft Agenda
Estes Park Health Board of Directors' Regular Meeting by GoToWebinar and In-Person
Wednesday January 31, 2024
4:00 - 5:30 pm
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 Special Meeting Minutes January 08, 2024				
	5.1.2	EPH Board Executive Session Minutes January 09, 2024				
	5.1.3	EPH Board Executive Session Minutes January 16, 2024				
	5.1.4	EPH Board Executive Session Minutes January 18, 2024				
	5.2	Other Documents				
	5.2.1	EPH Board 2024 Proposed Regular Meeting Dates				
6	Medical Staff Credentialing Report			2	Action	EPH Board of Directors
7	Presentations:					
	7.1	EPH CEO - Strategic Initiatives Update and 2024 Outlook		20	Discussion	Mr Vern Carda
	7.2	Update on Estes Valley Home Health Care, Hospice Care, NonMedical Home Care Services		10	Discussion	Ms Pat Samples
	7.3	Proposed Modification to EPH Medical Staff Rules and Regulations		10	Discussion	Dr Bridget Dunn
	7.4	Motion to Accept Proposed Modification to Medical Staff Rules and Regulations		4	Action	Board of Directors
	7.5	EPH Chief Human Resources Officer - 2024 Strategic Update		10	Discussion	Ms Shelli Lind
	7.6	Possible Healthcare System Affiliation - Activity Update		4	Discussion	Board of Directors
8	Executive Summary - Significant Items Not Otherwise Covered			1	Discussion	Senior Leadership Team
9	All Attendee Conversation on Emerging Topics			17	Conversation	Community Attendees, EPH Board of Directors, EPH Senior Leadership Team
10	Potential Agenda Items for Wednesday February 28, 2024 Regular Board Meeting			1	Discussion	EPH Board of Directors
11	Adjournment			1	Action	Board
Estimated Total Regular Session Mins.				90		
Next Regular EPH Board Meeting: Wednesday February 28, 2023 5:30 - 7:30 pm						
Possible Next Meeting Agenda Items						



**ESTES PARK HEALTH
BOARD OF DIRECTORS'
Special Meeting Minutes – January 8, 2024**

Board Members in Attendance correspondence

Dr. David Batey, Chair
Mr. Drew Webb, Vice Chair
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. Aysha Reeves, CFO
Ms. Pamela Serbin
Ms. Wendy Rigby
Ms. Shelli Lind
Dr. Bridget Dunn
Ms. Michelle Gordon
Mr. Kevin Mullin (via webinar)

Community Attendees (present):

Dr. Guy Van der Werf
Brian Tseng
Dennis Hoshiko
Dawn Wilson

1. Call to Order

The board meeting was called to order at 5:01 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 moved to approve the agenda as submitted. Drew Webb seconded the motion, which carried unanimously.

3. Public Comments on Items Not on the Agenda

Dr. Van der Werf, Home Health and Hospice Medical Director, highlighted the services provided by Home Health and Hospice since 1995 and thanked the nurses, staff, special coordinators, physical therapists, and volunteers involved in the department.

4. General Board Member Comments

David Batey agreed with the value of service provided by Home Health and Hospice over the years, and he added the board is still working on getting those services covered by another organization.

5. Consent Agenda Items Acceptance

Steve Alper moved to approve consent agenda items as listed. Drew Webb seconded the motion which carried unanimously.

6. Presentations

6.1 EPH 2024 Budget Update – Mr. Vern Carda/Ms. Aysha Reeves

- David Batey commented that this budget meeting/update was delayed due to the county calculations of mill levy proceeds arriving later than usual because of legislation that was on the recent November ballot. He also mentioned that future board meetings will occur on the 4th Wednesday of the month due to room availability.
- See presentation. Topics included:
 - 2023 Initiatives that Positively Impacted the FY 2024 Budget
 - Services added: Cardiac Rehab, Pulmonary Rehab, Dietetics Counseling, Sleep Lab Improvements, and Orthopedics; Management Development Activities; Transition of Service Lines; and Expense Reduction: OB, Inpatient Pediatrics, Home Health/Hospice.
 - Strategies and/or Initiatives Targeted for Achievement in FY 2024
 - Continuous Pursuit of Quality, Develop People Resources, Information Technology Improving Patient Outcomes, and Fiscal Health.
 - Financial Highlights of the 2024 Budget.
 - 8.8 % increase projected in Patient Services.
 - 4.4% increase in Total Operating Revenues.
 - Operating Expenses budgeted nearly flat.
 - 44% increase in Total Operating Income
 - \$1.2 million increase in Net Position
 - 2024 & Beyond
 - Challenges to Delivering Quality Care: Strategic Planning, Nimble Movement, Managing Labor Costs, Continue Service Line Development Activities, Continue to Pursue Affiliation, Successfully Navigate Narrow Networks
- Question posed by Cory Workman concerning narrow insurance networks: Are any of our previous contracts now becoming more difficult to maintain or are any current insurance contracts changing? Vern – the majority of our contracts are in good shape and are two years away from major negotiations.

- Question posed by Drew Webb: Are we experiencing challenges with Medicare Advantage? Vern – they are difficult to navigate in terms of renewals and the initial denials we receive.
- Steve Alper commented that the board recognized that the direction EPH was headed two years ago was not viable and our small size gave us challenges. EPH needs to be financially viable to be a strong candidate for affiliation and be able to provide the right services in a quality manner to the community. The budget is one piece of the wholistic approach the board is taking to ensure the community will continue to get quality healthcare services.
- Question posed by David Batey: How should the 2024 capital budget list in the packet be viewed? Vern – The list is developed to cover two or three years but due to inherent uncertainties, we treat each capital request as a one off. Purchases are determined by cash flow, cash availability, patient volume, and patient safety needs.
- Vern Carda noted that for the 2024 budget cycle we installed new budget management software that will allow us to analyze our budget to a much greater degree.
- Drew Webb responded to Steve Alper's comment on service availability and size and particularly home health and hospice, which is a fast-growing part of the healthcare industry today and is dependent on technology that we just do not have access to.
- Question posed by Brian Tseng: Do we have a sense of the market share amount of in-network patients going elsewhere? Vern – We capture about 50% of patients but are striving to gain another 10 – 12%.
- Question posed by Dr. Guy Van der Werf: As affiliation negotiations are progressing, are there core services that EPH is considering non-negotiable and that we will continue to provide? Vern – We want to provide what we are currently providing. David added that predicting the future is challenging but we are committed to providing the care that our community needs. Drew added that the community tide has changed from avoid affiliation to affiliate faster and we've jumped a lot of hurdles over the last 18 months to get where we are. Steve clarified that potential affiliates would not support, locally, the service lines that we've had to close.
- Question posed by Dennis Hoshiko: Can you give the community some indication of where things stand regarding affiliation and how should I approach donors as head of the Estes Park Health Foundation Fund Development committee with affiliation on the horizon? Vern – When talking to donors about why they should donate to EPH and how it supports the hospital's mission, remind them that all donations raised will stay local.

6.2 Resolution 2024-01 Determining Mill Levy Yield

- Cory Workman moved to approve Resolution as listed setting the 2024 budget year mill levy at 7.505 mills. Drew Webb seconded the motion which carried unanimously.

6.3 Resolution 2024-02 Adopting the 2024 Budget and Appropriating Funds for the 2024 Budget

- Cory Workman moved to approve Resolution as listed. Seconded by Steve Alper, the motion carried unanimously.

6.4 Possible Healthcare System Affiliation – Activity Update – Board of Directors

- As part of the budget discussion the board members had the following to say about affiliation.
 - David – Affiliation is not a philanthropic impulse, and the potential affiliate wants to know that we are strong financial and in quality.
 - Drew – Our financials over the last few months and 2023 in general have put us in a very good position to move forward.
 - Steve – The service lines closed were not done so for entirely financial reasons but also included an element of quality. He added that he feels positively about where affiliation discussions are right now.
 - David – In response to Steve's comment on closed service lines, he mentioned that the volume was just not present to retain staff skill levels or justify the cost of staffing needs for those lines.
 - Bridgette – Expressed her very positive impression surrounding affiliation talks they've had.
 - Cory – Asked the community to hang in there regarding affiliation because there is a lot of work going on and he feels very positive about the momentum.
 - David – As further significant developments warrant, the board can call a special meeting to discuss.

7. Executive Summary – Significant Items Not Otherwise Covered

No comments.

8. All Attendee Conversation on Emerging Topics

- Floor opened at 6:10 PM. No questions were asked.

9. Potential Agenda Items for Wednesday, January 31, 2024 Regular Board Meeting

No comments.

10. Adjournment

David Batey moved to adjourn the meeting at 6:13 PM. Drew Webb 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, January 09, 2024
08:00 am - 10:30 am
Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 08:07 am)	1	Action	Dr David Batey
2	Approval of the Agenda (Motion Workman 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, with regard to Affiliation with a 3rd Party, EPH Strategic Initiatives, and the relationship with the EPH Foundation, (Motion Alper 2nd Workman - Unanimous)	145	Action	EPH Board
6	Adjournment (Motion Alper 2nd Foust - Unanimous Time 10:41 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		150		
Board Members Present: Alper, Batey, Foust, Webb, Workman				

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - In Person and by TEAMS
Tuesday, January 16, 2024
08:00 am - 10:30 am
Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 08:07 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, with regard to Affiliation with a 3rd Party, EPH Strategic Initiatives, and the relationship with the EPH Foundation, (Motion Alper 2nd Webb - Unanimous)	145	Action	EPH Board
6	Adjournment (Motion Alper 2nd Workman - Unanimous Time 10:08 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		150		

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

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - In Person and by TEAMS
Thursday, January 18, 2024
09:00 am - 10:00 am
Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 09:20 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)(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, with regard to Affiliation with a 3rd Party, EPH Strategic Initiatives, and the relationship with the EPH Foundation, (Motion Alper 2nd Foust - Unanimous)	55	Action	EPH Board
6	Adjournment (Motion Alper 2nd Foust - Unanimous Time 10:14 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		60		
Board Members Present: Alper, Batey, Foust, Webb - Workman not present				

Draft Estes Park Health 2024 Board Regular Meeting Dates

Now the fourth Wednesday of the Month at 5:30 pm in the Estes Park Town Board meeting room. Please note – alternative dates may sometimes be selected to avoid conflicts with Estes Park Town Board and Estes Park School Board meetings and other events.

Wednesday Jan 31

Wednesday Feb 28

Wednesday Apr 3

Wednesday Apr 24

Wednesday May 29

Wednesday Jun 26

Wednesday Jul 24

Wednesday Aug 28

Wednesday Sep 25

Wednesday Oct 23

Wednesday Nov 27 – Usually move to first week of December

Wednesday Dec 11 (or Dec 4th may be alternative) meet to approve EPH 2024 budget due Dec 15



Park Hospital District Board
31 January 2024

CREDENTIALING RECOMMENDATIONS

Credentials Committee approval:

December 27th, 2023

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

Medical Executive Committee approval:

January 3rd, 2024

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

Reappointments:

Liao Ong, Jacob, MD
Ryan, Christopher, MD
Belleau, Lena, NP

Courtesy, Infectious Disease
Active, Family Medicine
APP

Locum Tenens – FYI:

Pafford, Bennett, MD

Courtesy, Internal Medicine

POLICY and PROCEDURE

Department: Medical Staff/HIM
Policy Owner: Medical Staff/Chief of Staff
Oversight: CEO

Creation Date: 8/1/2023

Review Date: 8/16/2025
Revise Date:

Policy Title: Non-Privileged Ordering Providers for Outpatient Services

PURPOSE:

To clearly define requirements for providers not currently credentialed and privileged by Estes Park Health (EPH) who desire to order outpatient services be performed for their patients at EPH

DEFINITIONS:**POLICY:**

According to CMS Conditions Of Participation: Outpatient services may be ordered by non-credentialed practitioners who meet the following conditions:

- 1) Responsible for the care of the patient with an established provider-patient relationship
- 2) Licensed in the State where he or she provides care to the patient (Colorado)
- 3) Acting within his/her scope of practice under State law
- 4) **Authorized under a written hospital policy**, in accordance with State law and policies adopted **by the medical staff**, and **approved by the governing body**, to order the applicable outpatient services.

PROCEDURE:

- 1) Any practitioner's current privileges at EPH can be verified by using the following link for e-priv, searching by last name of the provider, and identifying the "Last Appointment/Next Appointment" dates align around current date.
(<https://login.mdstaff.com/estespark/epriv?authcode=D14F3154-7E4A-43D1-80A1-65030FF362A1>)
- 2) **Outpatient chemotherapy** (or high level services with risk) may be provided only on the order of Estes Park Health Medical Staff members credentialed and privileged to do so as verified on the above e-priv site with currently active appointment dates.
- 3) As a direct access State, Colorado does not require a physician or other practitioner order, and therefore the following services are exempt from requirement for licensure verification:

- a. Laboratory tests
 - b. Physical therapy
 - c. Mammography
 - d. Screening Vital signs done as part of health outreach
- 4) Non-credentialed practitioners (MD, DO, DMD, DDS, DPM, PA, NP, APRN, CRNA) who are not current members of the EPH Medical Staff may place orders for **outpatient labs, radiology studies, respiratory services, rehabilitative services, and infusions to include blood products, antibiotics and biologics as approved by the pharmacist**, and must satisfy the following criteria before the order can be placed:
- a. Completed and On-File with Infusion Services “Non-Privileged Practitioner Ordering Outpatient Services at EPH” Form including provider identification and demographics demonstrating provider is responsible for the care of the patient—shared with Medical Staff Office
 - i. Creation of e-priv file by Medical Staff Office
 - ii. Initial verification performed by Medical Staff Office can be completed within 48 hours with confirmation of:
 - 1. Active Colorado licensure
 - 2. Verified exclusion status
 - b. Ongoing verification on a routine basis according to EPH Medical Staff Office Credentialing Verification Policy
 - c. Prior to scheduling infusion, provider screening is verified by infusion staff with e-priv site for status of Referring Provider. If provider not visible on e-priv, initial verification has not been completed.
<https://login.mdstaff.com/estespark/epriv?authcode=D14F3154-7E4A-43D1-80A1-65030FF362A1>.
- 5) Patient Reaction or Emergency:
- a. If an outpatient has a reaction or emergency, the outpatient staff will utilize current hospital policies and call a CODE BLUE to the area for immediate medical assistance with subsequent evaluation and treatment by an emergency department provider if indicated.
 - b. The ordering provider is to be contacted for notification and further direction.
- 6) Responsible Person:
The Infusion Services Manager or Director is responsible for obtaining “Non-Privileged Practitioner Ordering Outpatient Services at EPH” Forms for all non-privileged providers referring patients to EPH.
- 7) Auditing and Monitoring: Infusion center staff verify provider status with every new infusion order.

- 8) Enforcement: All hospital and outpatient services staff and medical staff whose responsibilities are affected by this policy are expected to be familiar with the basic procedures and responsibilities created by this policy. Failure to comply with this policy will be subject to appropriate performance management pursuant to all applicable policies and procedures, including the Medical Staff Bylaws, Rules and Regulations.

REFERENCES (to include retired policies):

- Centers for Medicare and Medicaid Services 42 CFR Part 482 Conditions of Participation for Hospitals, Outpatient Services 482.54(c)
 - The new guidance applies to all outpatient services and expressly supersedes the guidance in Transmittal 72 issued November 18, 2011, that stated that a practitioner must have privileges at the hospital to write orders for rehabilitation and respiratory care services.
- Colorado Medical Practice Act
- Medical Staff Bylaws, Rules and Regulations
- Credentialing Verification Policy



ESTES PARK
HEALTH

Human Resources Board Report

JANUARY 31, 2024

Quality

- Open Enrollment improvements from 2022
- Identified several HR processes for continued improvement
 - Year-end auditing for benefits updates
 - New Hire screening and clearance
 - Regular audit reports
- Plan for W2 documents to be accessed online for next year

Our People

- Leadership Development
 - Change Management workshops for all leaders completed in November with each leader leaving with a change communication plan for their department
 - Front-line leadership class planned for next round of leaders who couldn't attend the first cohort
- HR Business Partner returns from leave of absence mid-February

Fiscal Health

- Most payroll functions are being outsourced, reducing one FTE in HR/Payroll
- Turnover data for year-end 2023:
 - 28.4% Total (Includes Reduction in Force – Home Health and EVS)
 - 8.33% Involuntary
 - 20% Voluntary
 - 23.15% Total (Excluding RIF)
 - 3% Involuntary
 - 20% Voluntary