

Draft Agenda

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

Monday, January 08, 2024

5:00 - 6:10 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:			
5.1	Board Minutes			
5.1.1	EPH Board Executive Session Minutes December 11, 2023			
5.1.2	EPH Board Executive Session Minutes December 12, 2023			
5.1.3	EPH Board Executive Session Minutes December 14, 2023			
5.1.4	EPH Board Executive Session Minutes January 02, 2024			
5.2	Other Documents			
6	Presentations:			
6.1	EPH Chief Financial Officer - EPH 2024 Budget Update	25	Discussion	Ms Aysha Reeves
6.2	Resolution 2024-01 Determining Mill Levy Yield	3	Action	EPH Board of Directors
6.3	Resolution 2024-02 Adopting the 2024 Budget and Appropriating Funds for the 2024 Budget	3	Action	EPH Board of Directors
6.4	Possible Healthcare System Affiliation - Activity Update	3	Discussion	Board of Directors
7	Executive Summary - Significant Items Not Otherwise Covered	1	Discussion	Senior Leadership Team
8	All Attendee Conversation on Emerging Topics	20	Conversation	Community Attendees, EPH Board of Directors, EPH Senior Leadership Team
9	Potential Agenda Items for Wednesday January 31, 2024 Regular Board Meeting	1	Discussion	EPH Board of Directors
10	Adjournment	1	Action	Board
Estimated Total Regular Session Mins.		67		

Next Regular EPH Board Meeting: Wednesday January 31, 2024

Possible Next Meeting Agenda Items

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - In Person and by TEAMS
Monday, December 11, 2023
08:00 am - 09:30 am
Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 08:05 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 the 2024 Budget, Affiliation Negotiations, and EPH relationship with EPH Foundation. (Motion Alper 2nd Foust - Unanimous)	85	Action	EPH Board
6	Adjournment (Motion Alper 2nd Foust - Unanimous Time 09:18 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		90		

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, December 12, 2023
09:00 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 09:12 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 the 2024 Budget, and Affiliation Negotiations. (Motion Alper 2nd Webb - Unanimous)	85	Action	EPH Board
6	Adjournment (Motion Alper 2nd Webb - Unanimous Time 10:27 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		90		

Board Members Present: Alper, Batey, Webb present - Foust and Workman not present

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - In Person and by TEAMS
Thursday, December 14, 2023
08:00 am - 08:50 am
Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 08:05 am 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 the 2024 Budget, Affiliation Negotiations, and negotiating the relationship with the EPH Foundation. (Motion Alper 2nd Workman - Unanimous)	45	Action	EPH Board
6	Adjournment (Motion Alper 2nd Workman - Unanimous Time 08:50 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		50		

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 02, 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 08:10 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 the 2024 Budget, 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 Webb - Unanimous Time 10:49 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		150		

Board Members Present: Alper, Batey, Foust, Webb, Workman - Foust and Workman by TEAMS

ESTES PARK HEALTH
2024 Proposed Budget

Row

5
6

7

8 **OPERATING INCOME**

10 **OPERATING REVENUES**

12 **Charges for Patient Services**

	2022 Actual	2023 Budget	2023 Projected Based on Oct 2023	2024 Proposed Budget	Projected Year Variance	Projected Variance %
13 Inpatient	8,179,056	11,274,281	5,771,957	6,235,014	463,057	8.0%
14 Outpatient	86,328,526	98,449,291	97,069,323	105,624,086	8,554,763	8.8%
15 Total Charges for Patient Services	94,507,583	109,723,572	102,841,280	111,859,100	9,017,820	8.8%

17 **Deductions from Charges for Patient Services**

18 Contracts (Medicare, Medicaid, Commercial)	(39,643,503)	(48,278,372)	(43,606,598)	(49,538,540)	(5,931,942)	(13.6%)
19 Charity, Bad Debt, Uncompensated	(2,357,832)	(1,920,163)	(2,455,332)	(2,897,762)	(442,430)	(18.0%)
20 Total Deductions from Charges for Patient Services	(42,001,335)	(50,198,534)	(46,061,930)	(52,436,302)	(6,374,372)	(13.8%)

22 Net Patient and Resident Service Revenues, Net	52,506,248	59,525,038	56,779,350	59,422,798	2,643,448	4.7%
23 <i>Net Patient Income/Total Charges for Patient Services as a %</i>	55.6%	54.3%	55.2%	53.1%		

25 Other Operating Revenues	392,024	374,600	437,054	326,862	(110,192)	(25.2%)
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27 Total Operating Revenues (Row 22 + Row 25)	52,898,272	59,899,638	57,216,404	59,749,660	2,533,256	4.4%
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29 **Operating Expenses**

30 Salaries and Wages	24,594,292	28,538,698	26,535,300	27,578,384	(1,043,084)	(3.8%)
31 Employee Benefits	5,538,923	6,874,360	6,382,469	6,988,151	(605,682)	(8.7%)
32 Professional Fees and Purchased Services	19,234,465	13,559,619	15,742,945	13,829,060	1,913,885	13.8%
33 Supplies	5,836,848	6,292,625	5,617,558	5,830,846	(213,288)	(3.7%)
34 Utilities	666,984	756,840	681,542	667,146	14,396	2.2%
35 Leases and Rentals	273,268	1,034,808	271,994	273,425	(1,431)	(0.5%)
36 Insurance	411,561	402,000	474,314	451,253	23,061	5.1%
37 Repairs and Maintenance	294,529	202,112	366,356	458,938	(92,582)	(20.2%)
38 Depreciation and Amortization	4,308,015	3,296,678	3,413,447	3,488,007	(74,560)	(2.1%)
39 Other	2,701,013	2,844,568	2,834,968	3,035,554	(200,586)	(6.6%)
40 Total Operating Expenses (Sum of Rows 30 to 39)	63,859,898	63,802,308	62,320,894	62,600,764	(279,870)	(0.4%)

42 TOTAL OPERATING INCOME (LOSS) (Row 27 minus Row 40)	(10,961,626)	(3,902,670)	(5,104,490)	(2,851,104)	2,253,386	44.1%
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43 *Operating Margin = Total Operating Income (Loss) ÷ Total Operating Re*

45 **NONOPERATING REVENUES (EXPENSES)**

46 Property Tax Revenues	3,497,779	3,499,186	3,499,186	4,322,629	823,443	23.5%
47 Interest Expense	(706,918)	(600,000)	(652,751)	(553,898)	98,853	15.1%
48 Investment Income (Loss)	(752,166)	108,500	357,326	303,307	(54,019)	(15.1%)
49 Gain (Loss) on Disposal of Capital Assets	(237)	-	(7,661)	-	7,661	100.0%
50 Noncapital Grants and Contributions	22,190	30,000	15,710	25,000	9,290	59.1%
51 Other	323,051	1,800,000	1,472,891	(210,000)	(1,682,891)	(114.3%)
52 TOTAL NONOPERATING REVENUES, NET (Sum of Rows 46 to 51)	2,383,699	4,837,686	4,684,702	3,887,038	(797,664)	(17.0%)

54 DEFICIT OF REVENUES OVER EXPENSES BEFORE CAPITAL CONTRIBUTIONS	(8,577,927)	935,016	(419,787)	1,035,934	1,455,721	346.8%
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56 Capital Contributions	543,108	300,000	210,750	175,000	(35,750)	(17.0%)
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58 NET POSITION INCREASE (DECREASE) (Row 54 + Row 56)	(8,034,819)	1,235,016	(209,037)	1,210,934	1,419,971	679.3%
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59 <i>Total Margin = Net Position ÷ Total Operating Revenues</i>	(15.2%)	2.1%	(0.4%)	2.0%		
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61 Net Position - Beginning of Period	48,992,034	40,957,215	40,957,215	40,748,178		
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63 NET POSITION - END OF PERIOD	40,957,215	42,192,231	40,748,178	41,959,112		
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65 EBITDA - Earnings Before Interest, Depreciation, and Amortization	(3,019,886)	5,131,694	3,857,160	5,252,839	1,395,679	36.2%
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PARK HOSPITAL DISTRICT
Estes Park Health

Statistical information

	2022 Actual	2023 Budget	2023 Oct Annualized	2024 Budget
Medical/surgical patient days	772	790	546	514
Swing bed patient days	245	200	244	200
Observation admits	664	700	638	640
Total patient days	1,681	1,690	1,428	1,354
Total surgeries	375	454	330	382
Emergency room visits	5,761	5,405	5,818	5,768
Urgent Care visits	6,146	6,280	6,313	6,109
Clinic visits	23,246	20,628	22,956	23,390
Diagnostic imaging tests	12,105	13,605	13,158	13,199
Lab tests	77,617	103,697	75,570	75,391
Rehab visits	10,983	16,500	16,357	16,644
Ambulance trips	2,049	2,055	2,212	2,106
Home Health visits	5,532	4,320	3,563	-
Hospice days	1,316	1,560	1,333	-
Chemo therapy/infusion	1,476	1,650	2,045	1,939
Pharmacy requisitions	58,097	63,014	49,057	47,722



2024 Capital Budget

Department	Equipment Item	2024	2025	2026
Information Technology	Server swaps and upgrades	\$ 80,000		
Information Technology	PACS Diagnostic Imaging System Upgrade	350,000		
Information Technology	UKG Dimensions		159,000	
Emergency Department	Booms in Trauma A, B, and C	300,000		
Infusion	Remodel	TBD		
MedSurg	EKG machine	20,000		
Pharmacy	Remodel IV rooms	TBD		
Entire Hospital	Defibrillators	80,000		
Emergency Department	Monitors/Telemetry system		100,000	
Emergency Department	Slit lamp		8,000	
MedSurg	Monitors/Telemetry system		100,000	
Emergency Department	Trauma stretchers (A,B,C)			20,000
Emergency Department/MedSurg/Surgery	Nurse call system			250,000
MedSurg	Remodel nurse's station			TBD
Pharmacy	Remodel pharmacy			TBD
Diagnostic Imaging	Breast Cad AI	50,000		
Diagnostic Imaging	Portable Detector (14x17 in size)		20,000	
Diagnostic Imaging	Hologic Mammography package		400,000	
Diagnostic Imaging	Xray Portable			120,000
Diagnostic Imaging	New Ultrasound machine for breast biopsies			75,000
Rehab	Ultrasound/Electrical Stim Combo Machine with cart	7,000		
Rehab	Possible Swing-Bed Room Conversion	10,000		
Rehab	NuStep T5XR		7,000	
Rehab	Leg Press			8,000
Respiratory Therapy	Pulmonary Function Tester	60,000		
Respiratory Therapy	Volara Oscillation & Lung Expansion Therapy		9,000	
Urgent Care	Hopper Repair	6,000		
Urgent Care	Water/Ice Dispenser		6,500	
Emergency Medical Services	Sapphire Infusion Pumps	40,000		
Emergency Medical Services	Lucas Chest Compression System			15,000
Materials Management	One badge-RFID locks	6,000		
Lab	FX40 Blood Culture Cabinet	14,000		
Lab	Light Lab Remodel	TBD		
Lab	Microbiology Incubator		25,000	
Lab	Coag Machines			150,000
Facilities	Upgrade, consolidate HVAC Honeywell controls:	460,000		
Facilities	Add domestic water isolation valves	40,000		
Facilities	Add redundant domestic hot water (DHW) capacity	90,000		
Facilities	TPO roofing system- entire roof	780,000		
Facilities/Emergency Department	Add decontamination room to ED	175,000		
Facilities	Pulmonary rehab service line build-out, to include plumbing	50,000		
Facilities	One-button lockdown	50,000		
Employee Housing	Renovations, Foundation condo (appliances, kitchen flooring)	7,500		
Employee Housing	Renovations, Bear Lodge (Sleep Lab) condo (flooring, furniture, painting)	20,000		
Employee Housing	Renovations, HHC condo (potentially convert half of condo into housing unit)	10,000		
Employee Housing	Renovations, Bighorn house (flooring, expand 2nd floor bath, countertops)	27,500		
Facilities	Replace aging R-22 split units (x8 units) d/t EPA phase-out of R-22		200,000	
Facilities	Concrete upgrades for Foundation to Bear Lodge condos		65,000	
Facilities	Repair sidewalk concrete, lower level main entry		20,000	
Facilities	Replace lower level, clinic waiting area carpeting		20,000	
Facilities	Small generator replacement; redistribution of areas of support		500,000	
Laundry	Double-sided washer units (x2 units) (if add to service line)		105,000	
Facilities	Replace AHU 1 & 2 condensing units			TBD
EVS/MM	Courier van for deliveries to UC building			15,000
Facilities/MedSurg	Window replacement MedSurg (partial)			80,000
Facilities	Upper level west-facing window replacements (partial)			80,000
Facilities	Resurface upper back parking lots			180,000
Surgery	Spider	29,000		
Surgery	Hanna Table	93,000		
Surgery	Ortho Power	43,000		
Surgery	Telescope	16,500		
Surgery	Slim Colonoscope	40,000		
Surgery	Thunder Beat Transducer	5,500		
Surgery	Ultrasonic Cleaner	60,000		
Surgery	Tibial Nail Set	20,000		
Clinic	EPIQ CVx Ultrasound system	147,137		
Clinic	Periflux 6000 (Peripheral Doppler)	40,000		
Clinic	Phillips EKG	8,500		
	Contingency Capital	250,000		
	Total	\$ 3,485,637	\$ 1,744,500	\$ 993,000



PARK HOSPITAL DISTRICT (d/b/a Estes Park Health)

RESOLUTION 2024-01

RESOLUTION TO DETERMINE MILL LEVY YIELD

A RESOLUTION LEVYING GENERAL PROPERTY TAXES FOR THE YEAR 2023, TO HELP DEFRAY THE COSTS OF GOVERNMENT FOR THE PARK HOSPITAL DISTRICT, d/b/a ESTES PARK HEALTH, FOR THE 2024 BUDGET YEAR.

WHEREAS, on January 8, 2024, the Board of Directors of the Park Hospital District adopted the District's annual budget, in accordance with the Local Government Budget Law; and

WHEREAS, the computed amount of tax Revenue from the Mill Levy, for the District's budget for the General Fund and Capital Projects Fund, is \$4,386,455; and

WHEREAS, the valuation for assessment for the District as recently certified by the County Assessor is \$584,470,987.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE PARK HOSPITAL DISTRICT:

Section 1. That, for the purpose of meeting all general operating expenses of the District during the District's 2024 budget year, there is hereby levied a tax of 7.505 mills upon each dollar of the total valuation for assessment of all taxable property within the District for the previous year (tax year).

Section 2. That, for the purpose of meeting all the District's debt service payments during the 2024 budget year, there is hereby levied a tax of 0 mills upon each dollar of the total valuation for assessment of all taxable property within the District for the previous year (tax year).

Section 3. That the District's Secretary is hereby authorized and directed to certify to the County Commissioners of Larimer County, Colorado, the mill levies for the District as hereinabove determined and set, and to execute such form or forms as may be required by the County Commissioners for such purposes; provided, however, that, in the event that the final notice of assessed valuation will cause an adjustment to such mill levy in order to raise amounts stated to balance the District's budget, the District's Budget Officer is authorized to make such adjustments based upon the final assessed valuations received from the County Assessor. In no event shall such adjustments result in any unauthorized non-voter approved increase in the mill levy.

ADOPTED: January 8, 2024

PARK HOSPITAL DISTRICT

ATTEST:

David M Batey, Chair

Stephen Alper, Treasurer

Brigitte Foust, Secretary



PARK HOSPITAL DISTRICT

RESOLUTION 2024-02

A COMBINED RESOLUTION CONCERNING THE ADOPTION OF A BUDGET AND APPROPRIATION OF FUNDS FOR SUCH BUDGET FOR FISCAL YEAR 2024

A. A RESOLUTION SUMMARIZING EXPENDITURES AND REVENUES FOR EACH FUND AND ADOPTING THE BUDGET FOR THE PARK HOSPITAL DISTRICT FOR THE CALENDAR YEAR BEGINNING ON THE FIRST DAY OF JANUARY 2024 AND ENDING ON THE LAST DAY OF DECEMBER 2024.

WHEREAS, the District's CFO submitted a proposed budget to the Board of Directors on December 7, 2023, for its consideration; and

WHEREAS, upon due and proper notice, published in accordance with the law, said proposed budget was open for inspection by the public at a designated place, a public hearing was held on January 8, 2024, and interested taxpayers were given the opportunity to file or register any objections to said proposed budget; and

WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues so that the budgets remain in balance, as required by law.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE PARK HOSPITAL DISTRICT:

Section 1. That estimated expenditures for each fund are as follows:

GENERAL FUND	\$ 63,428,488
CAPITAL PROJECTS FUND	\$ 0
DEBT SERVICE FUND	\$ 0

Section 2. That estimated revenues for each fund are as follows:

GENERAL FUND	
From unappropriated surpluses	\$ 0
From sources other than general property tax	\$ 60,252,967
From the general property tax levy	\$ 4,386,455
TOTAL	\$ 64,639,422

CAPITAL PROJECTS FUND

From unappropriated surpluses	\$ 0
From sources other than general property tax	\$ 0
From the general property tax levy	\$ 0
TOTAL	\$ 0

Section 3. That the Budget which was submitted, amended, and herein summarized by fund, is hereby approved and adopted as the Budget of the District and made a part of the public records of the District.

B. A RESOLUTION APPROPRIATING SUMS OF MONEY TO THE VARIOUS FUNDS AND SPENDING AGENCIES, IN THE AMOUNTS AND FOR THE PURPOSES SET FORTH BELOW FOR THE PARK HOSPITAL DISTRICT FOR THE 2024 BUDGET YEAR.

WHEREAS, the Board of Directors of the Park Hospital District has adopted the District's annual budget in accordance with the Local Government Budget; and

WHEREAS, the Board of Directors has made provision therein for revenues in an amount equal to, or greater than, the total proposed expenditures as set forth in said budgets; and

WHEREAS, it is not only required by law, but also necessary, to appropriate the revenues provided in the budgets to and for the purposes described below, so as not to impair the operations of the District.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE PARK HOSPITAL DISTRICT:

That the following sums are hereby appropriated from the revenue of each Fund, to each Fund, for the purposes stated:

General Fund	\$ 60,252,967
(indicate if appropriating all reserves, by adding "including reserves" after General Fund)	
Capital Projects Fund	\$ 0
Debt Service Fund	\$ 0

ADOPTED: January 8, 2024

PARK HOSPITAL DISTRICT

By _____
President

ATTEST:

Treasurer