

Draft Agenda

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

Wednesday April 24, 2024

5:30 pm - 7:10 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 Regular Meeting Minutes April 03, 2024			
5.1.2	EPH Board Executive Session Minutes April 02, 2024			
5.1.3	EPH Board Executive Session Minutes April 09, 2024			
5.1.4	EPH Board Executive Session Minutes April 16, 2024			
5.2	Other Documents			
5.2.1	2024 Annual Evaluation Report of the Estes Park Health Infection Prevention Program			
6	Medical Staff Credentialing Report	0		
7	Presentations:			
7.1	EPH CEO - Strategic Initiatives Update	20	Discussion	Mr Vern Carda
7.2	EPH Chief Nursing Officer - 2024 Annual Evaluation Report of the Estes Park Health Infection Prevention Program	20	Discussion	Ms Pat Samples
7.3	EPH Chief Human Resources Officer - Updates & Strategic Initiatives	20	Discussion	Ms Shelli Lind
7.4	Possible Healthcare System Affiliation - Activity Update	4	Discussion	Board of Directors
8	Executive Summary - Significant Items Not Otherwise Covered	2	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 May 29, 2024 Regular Board Meeting	1	Discussion	EPH Board of Directors
11	Adjournment	1	Action	Board
Estimated Total Regular Session Mins.		98		

Next Regular EPH Board Meeting: Wednesday May 29, 2024 5:30 - 7:30 pm

Possible Next Meeting Agenda Items



**ESTES PARK HEALTH
BOARD OF DIRECTORS'
Regular Meeting Minutes – April 3, 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 (via webinar)
Ms. Brigitte Foust, Member at Large

Other Attendees

Mr. Vern Carda, CEO
Ms. Shelli Lind, CHRO
Ms. Aysha Douglas, CFO
Ms. Kendra Simms
Ms. Rachel Ryan (via webinar)
Ms. Wendy Rigby
Dr. Jennifer McLellan
Dr. John Knudtson
Mr. Jacob Schmitz
Mr. Glen Gill
Ms. Kaci Early

Community Attendees (present and via webinar):

Brian Tseng
David Brewer
Larry Leaming
Max Salfinger
Randy Brigham
Jim Cozette
Gail Cozette

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. 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 Cory Workman.

6. **Medical Staff Credentialing Report**

April report will be reviewed on April 24th meeting.

7. **Presentations**

7.1 **CEO Strategic Initiatives Update – Mr. Vern Carda**

Strategic Planning Process

Estes Park Health has had the opportunity to move finances forward and improve quality through Strategic Planning over the last few years. Key elements of the planning process include:

- Focus on revenue growth; budget and capital plan to support initiatives
- Tactical planning/business cases
- Labor management
- Overall expense reduction when/wherever possible

7.2 **Motion to Approve Funding for Orthopedic Surgery Equipment – Board of Directors**

- David Batey motioned to approve the funding as presented. Steve Alper and Cory Workman seconded, which passed unanimously.

7.3 **EPH CFO – End 2023 Financials and Strategic Initiatives – Ms. Aysha Douglas**

- See presentation. The Board of Directors is looking to sustain excellent healthcare in Estes Park and it was determined that affiliation with a larger health system was the route to go. Very intentional steps have been taken to

ensure any potential partner would remain interested in Estes Park Health's profitability and ability to survive.

- 2023 continues the trend of increasing revenues and controlled expenses. The future financial goal: to breakeven to 3% margin in operations. EPH is now in a position to look at growth and efficiencies.
- Strategic initiatives – including the closing of challenged service lines while also enhancing revenues to grow other service lines – have ensured that EPH is in a strong financial position.
- Total Operating Revenue increased by 7.3%; total operating expenses decreased by 1.3%.
- How do you account for the increase in net non-operating income? – Cash has not yet been received. The Employee Retention Credit was received in the amount of \$1.8 million in prior years, and mill levy increased from 2023 to 2024.

7.4 EPH Quality Update and Strategic Initiatives – Ms. Kendra Simms and Dr. Ken Epstein

- See presentation. Starting out in 2024, EPH has truly achieved a culture of safety, i.e. a “no blame, no shame” culture. Deeper understanding of managing risk/safety through reliability, sustainability and a “Leader Safety Boot Camp.”
- Quality tracking metrics have been initiated for sepsis since June of 2023. Ongoing monitoring of physician documentation of pain medication continues to ensure compliance with DNV standards. Transfers from Emergency Department and the inpatient Med/Surg Unit are continuously tracked and reviewed.

7.5 EPH Chief of Staff Updates and Strategic Initiatives – Dr. Bridget Dunn

- See presentation. New ortho surgeon joined EPH in January; inpatient hospice care program (when criteria is met) has been implemented.
- New server build for DI merge in February. Emergency one button lock for all doors in EPH. Space utilization review continues for entire campus.
- Updates on missing childhood vaccinations due to the Covid pandemic. EPH is eligible for 340B Drug Pricing which provides access to outpatient prices for critical access hospitals at lower than market prices.

7.6 EPH CHRO HR Policies Update and Proposed Resolution – Ms. Shelli Lind

- See presentation.

7.7 Resolution 2024-03 Adopting Proposed EPH Human Resources Policy

- David Batey motioned to accept resolution as written. Drew Webb seconded and it was passed unanimously.

7.8 Possible Healthcare System Affiliation – Activity Update – Board of Directors
No updates.

8. **Executive Summary – Significant Items Not Otherwise Covered**

No comments.

9. **All Attendee Conversation on Emerging Topics**

➤ Floor opened at 7:34 PM. No questions were asked.

10. **Potential Agenda Items for Wednesday April 24, 2024, Regular Board Meeting**

No comments.

11. **Adjournment**

David Batey motioned to adjourn the meeting at 7:35 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, April 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 08:06 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 Foust - Unanimous)	175	Action	EPH Board
6	Adjournment (Motion Alper 2nd Foust - Unanimous Time 10:30 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		180		

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, April 09, 2024
08:00 am - 09:30 am

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, with regard to Affiliation with a 3rd Party, and EPH Strategic Initiatives, (Motion Alper 2nd Workman - Unanimous)	85	Action	EPH Board
6	Adjournment (Motion Alper 2nd Workman - Unanimous Time 09:45 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		90		

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

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

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, with regard to Affiliation with a 3rd Party, and EPH Strategic Initiatives, (Motion Alper 2nd Foust - Unanimous)	85	Action	EPH Board
6	Adjournment (Motion Alper 2nd Foust - Unanimous Time 10:32 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		90		

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

Creation Date: 5.14.19

Review Date: 5.14.19

Revise Date: 6.21.24

Infection and Prevention Control Plan

PURPOSE:

To establish a comprehensive Infection Prevention and Control Program, that ensures the organization has a functioning and coordinated process in place to minimize the risks of community associated communicable diseases, endemic and epidemic healthcare associated infections (HAI) in patients and healthcare workers; and, to optimize use of resources through a strong preventive program.

The Infection Preventionist and a Physician representative are members of the Infection Prevention Committee (IPC). This committee incorporates and reviews the following on an ongoing basis:

- Surveillance, prevention and control of infections throughout the organization
- Develop alternative techniques to address real and potential exposures
- Select and implement the best techniques to minimize adverse outcomes (evidence-based practices)

A report detailing the points above is presented to the Quality Management Committee (QMC) on an ongoing basis.

AUTHORITY STATEMENT:

The infection preventionist and the Infection Prevention Committee, through the authority of the Quality Management Committee, has the authority to institute appropriate control measures when danger to patient or personnel is felt to be present. Examples of such control measures include, but are not limited to, the following:

1. Institution of appropriate isolation precautions, in accordance with the Isolation Policies and Procedures outlined in the Infection Prevention and Control Manual
2. Initiation of culture and sensitivity testing in the face of obvious indication
3. Provision of in-service education for personnel on such topics as the proper use of aseptic technique and strategies for preventing the transmission of infectious agents
4. Initiation of studies needed to identify the source, reservoir, and/or mode of transmission of an outbreak of health care-associated infections
5. Initiation of other control measures as deemed necessary based on surveillance findings and reports of infections and infection potential among patients and personnel

POLICY:

The Infection Prevention and Control Program allows for a systematic, coordinated and continuous approach that is guided and implemented by:

- Association for Professionals in Infection Control and Epidemiology (APIC)
- OSHA (Occupational Safety and Health Administration) regulations and pertinent federal, state and local regulations pertaining to infection control
- Education for ALL employees upon hire and again annually with emphasis on proper technique for hand hygiene, use of personal protective equipment (PPE) for personnel at risk of accidental exposure to blood and/or body fluids, the mode of transmission of respiratory illnesses (TB, Varicella, Measles, etc.), transmission-based isolation practices, and basic infection prevention and control practices.
- Surveillance of HAIs (Hospital Acquired Infections) that occur among patients and personnel when possible.
- HAIs and other select laboratory reports will be monitored for trends.
- Periodic environmental rounds to assess cleanliness throughout the facility.
- Monitoring and evaluation of key performance aspects of infection control surveillance, prevention and management which are:
 - Device related infections
 - Multi-drug resistant organisms
 - TB
 - Occupational exposure to bloodborne pathogens
 - Other communicable diseases
 - Employee health trends
 - Blood/body fluid exposures in healthcare providers
- Continuous collection and/or screening of data to identify potential infectious outbreaks
- Participating in an organizational proactive education program in an effort to reduce and control the spread of infection
- Facilitating a multidisciplinary approach to the prevention and control of infections
- Utilizing sound epidemiologic principles and nosocomial infection research from recognized authoritative agencies
- Collaborating with all organizational policies and procedures impacting the prevention and control of infection
- Interacting with and reporting to governmental agencies

Infection prevention and control responsibilities are shared by all EPH (Estes Park Health) staff. The following is a breakdown of these shared responsibilities:

- All staff are responsible for being familiar with infection prevention and control policies and procedures
- The Infection Prevention and Control Nurse is responsible for following policies and procedures related to infection prevention and control, and updating as needed
- Hospital administration is responsible for supporting the Infection Prevention and Control Nurse and QMC, by supporting efforts to prevent and control the spread of infection.
- The Director of Quality is responsible for review and assistance in performance improvement activities related to infection prevention and control.

PROCEDURE:

- When evaluation identifies an area of concern, a specific problem, or an opportunity for improvement, a corrective action plan will be formulated. The corrective action plan is collaborative in nature.
- When problems or opportunities for improvement are identified, actions taken/recommended will be documented in the QMC meeting minutes.
- The Infection Prevention and Control Nurse, with IPC and QMC, is responsible for infection prevention and control activities throughout the facility. Both IPC and QMC have Physician members knowledgeable in infection control practices and performance improvement methods. The Physician member(s) provide guidance on the decisions for improvement of care through the prevention and control of infections.
- The Infection Prevention and Control Nurse is responsible and accountable for the surveillance, aggregation and analysis of all infection and prevention data.
- EPH clinical personnel and medical staff members share accountability with the Infection Control and Prevention Nurse in reporting of isolation cases, suspected infection and reports of positive cultures, identifying any HAI trends or patterns, and opportunities to improve outcomes in the reduction and control of infections.
- The Infection Prevention and Control Nurse will:
 - Review, investigate and categorize all positive cultures as to cluster of pathogens, location involved, and personnel/medical staff involved (if applicable)
 - Review and evaluate confirmed infectious cases to assure correct implementation of blood and body fluid barriers as appropriate (isolation, PPE, etc.).
 - Periodically observe patient care units to assure maintenance of standard precautions in patient interactions.
 - Be a standing member on the Infection Prevention Committee, Quality Management Committee, Product Review Committee, and Emergency Preparedness Committee.
 - Report data as required by all local, state and federal governmental regulatory agencies.
 - Identify and track key performance measures related to process and outcome in an effort to continuously improve the management of HAIs throughout the organization, including, but not limited to:
 - Comprehensive periodic surveillance (establish baseline rates) outcomes
 - Clustering of HAIs
 - Bacteremia
 - Unusual bacteria
 - Collaborates with the Education Coordinator to offer education related to infection prevention and control practices.
 - Notifies medical providers of statewide and national trends as reported by the Colorado Department Public Health and Environment (CDPHE) and the CDC.
 - Collaborates with the Director of Quality to identify potential areas of performance improvement opportunities associated with infection prevention and control throughout the facility.
 - Monitors the following hospital quality metrics:
 - CAUTI
 - CLABSI
 - HAI

- SSI (Surgical Site Infection)
- State reportable infections and events
- Notifies the Quality Management Committee Chair of any possible infectious issues that are potentially hazardous to patients, staff and visitors.
- Monitors the results of the Infection Prevention and Control Program that allows the facility to determine if the techniques in effect are working well or need to be revised. This monitoring is achieved through:
 - Interaction with QMC and Nursing
 - Daily job functions
 - Comparisons of current information such as statistics, historical data and benchmarking.
 - Policy and procedure review
 - Participation in surveys and inspections, both internal and external.
- Accompanying Documents:
 - Antibiotic Stewardship
 - Bloodborne Pathogen Exposure Control Plan
 - Communicable Disease Outbreak Investigation
 - Hand Hygiene
 - Respiratory Protection Program (includes TB)
 - TB Control Plan
 - Standard Precautions and Transmission Based Isolation
 - Influenza Vaccination Policy for Healthcare Employees
 - Adult Influenza and Pneumococcal Vaccination Protocol
 - Infection Control Scope of Service
 - Infection Control for Animals at Estes Park Health

DEFINITIONS:

CAUTI – Catheter associated urinary tract infection

CLABSI – Central Line-associated bloodstream infection

HAI – Hospital Acquired Infection

MDRO (multidrug resistant organisms) – multi-drug resistant organisms

SSI – Surgical Site Infection

REFERENCES:

Association for Professionals in Infection Control and Epidemiology (APIC)

Centers for Disease Control (CDC)

Colorado Department of Public Health and Environment

Det Norske Veritas (DNV- GL) IC.1

Colorado Hospital Association (CHA)

Approved Infection Prevention Committee 3/21/24



ESTES PARK HEALTH

Park Hospital District Board
24 April 2024

CREDENTIALING RECOMMENDATIONS

Credentials Committee approval:

March 27th, 2024

Present: Drs.: McLellan, Zehr, Cory Workman, Vern Carda, Iryna Irkliienko

Medical Executive Committee approval:

April 3rd, 2024

Initial Appointment:

Bernhardt, Erica, MD
Goebel, Maximilian, MD
Machado, Paige, MD
McPherson, Sara, CRNA

Courtesy, Oncology
Courtesy, Pathology
Active, Emergency Medicine
APP, Anesthesiology

Reappointment:

Morton-McCarthy, Kyana, MD

Courtesy, Sleep Medicine

Teleradiology:

Riccardello, Gerald Jr., MD
VanWagenen, Farrel, MD

Telemedicine, Radiology
Telemedicine, Radiology

Resignation:

Hollis Burggraf, MD – 01/10/2024
Karen Meyer, MD – 02/01/2024
Benjamin Apple, MD – 02/05/2024
John McDonough, MD – 02/05/2024
Shanon Forester MD – 03/11/2024
Angela King, MD – 03/14/2024
Paul Ploegman, MD – 03/26/2024

FPPE:

Dech, Sarah, MD - Status change from Provisional to Active