

Draft Agenda
Estes Park Health Board of Directors' Regular Meeting by GoToWebinar and In-Person
Wednesday April 03, 2024
5:30 pm - 7:30 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:			
5.1	Board Minutes			
	5.1.1 EPH Board Regular Meeting Minutes February 28, 2024			
	5.1.2 EPH Board Special Meeting Minutes March 19, 2024 - Specifically for March 2024 Medical Credentialing			
	5.1.3 EPH Board Executive Session Minutes February 27, 2024			
	5.1.4 EPH Board Executive Session Minutes March 05, 2024	2	Action	EPH Board of Directors
	5.1.5 EPH Board Executive Session Minutes March 12, 2024			
	5.1.6 EPH Board Executive Session Minutes March 19, 2024			
	5.1.7 EPH Board Executive Session Minutes March 21, 2024			
5.2	Other Documents			
	5.2.1			
6	Medical Staff Credentialing Report - April report in April 24 meeting	0		
7	Presentations:			
7.1	EPH CEO - Strategic Initiatives Update	15	Discussion	Mr Vern Carda
7.2	Motion to Approve Funding for Orthopedic Surgery Equipment	2	Action	Board of Directors
7.3	EPH CFQ - End 2023 Financials and Strategic Initiatives	20	Discussion	Ms Aysha Douglas
7.4	EPH Quality Update and Strategic Initiatives	15	Discussion	Ms Kendra Simms and Dr. Ken Epstein
7.5	EPH Chief of Staff Updates and Strategic Initiatives	15	Discussion	Dr Bridget Dunn
7.6	EPH CHRO HR Policies Update and Proposed Resolution	20	Discussion	Ms Shelli Lind
7.7	Resolution 2024-03 Adopting Proposed EPH Human Resources Policy	2	Action	Board of Directors
7.8	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	15	Conversation	Community Attendees, EPH Board of Directors, EPH Senior Leadership Team
10	Potential Agenda Items for Wednesday April 24, 2024 Regular Board Meeting	1	Discussion	EPH Board of Directors
11	Adjournment	1	Action	Board
Estimated Total Regular Session Mins.		122		

Next Regular EPH Board Meeting: Wednesday April 24, 2024 5:30 - 7:30 pm

Possible Next Meeting Agenda Items



ESTES PARK HEALTH

ESTES PARK HEALTH BOARD OF DIRECTORS' Regular Meeting Minutes – February 28, 2024

Board Members in Attendance correspondence

Dr. David Batey, Chair
Mr. Drew Webb, Vice Chair
Dr. Steve Alper, Finance Committee Chair (via webinar)
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
Ms. Rachel Ryan (via webinar)
Ms. Wendy Rigby
Ms. Karlye Pope
Dr. Robyn Zehr
Mr. Jacob Schmitz
Dr. John Knudtson
Ms. Kaci Early

Community Attendees (present and via webinar):

David Brewer
Ed Dangerfield
Dennis Hoshiko
Larry Leaming
Max Salfinger
Linnea Carter
Dave Francis
Brian Tseng

1. **Call to Order**

The board meeting was called to order at 5:33 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. **Public Comments on Items Not on the Agenda**

No comments.

4. **General Board Member Comments**

David Batey commented on shortened board meeting agenda; made note of March meeting being moved one week ahead; confirmed there will be a special session sometime in March to approve medical staff credentialing report.

5. **Consent Agenda Items Acceptance**

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

6. **Medical Staff Credentialing Report**

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

7. **Presentations**

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

Estes Park Health and Critical Access Status

- CAH is a financial designation that includes cost-based payment vs. prospective payment systems. The program was founded in 1997 as part of the Balanced Budget Act, and aims to offer small hospitals in rural areas a way to serve residents that would otherwise be long distances from emergency care.
- The strategic actions implemented by EPH drive cost-based reimbursement, wherein the goal is to take care of patients – always! Strategic plans are to be aligned with this.

7.2 **Chief Nursing Officer Strategic Update – Ms. Pat Samples**

- See presentation. Updates included DNV preparations, Quality and Patient safety developments (laboratory CAP action planning, pharmacy/infusion workflows/growth of service lines), workplace violence, social work development, orthopedic service line development, and fiscal health (contract staff is managing to budget or better than budget).
- Max Salfinger: This ISO certification is voluntary and the hospital is going above and beyond with it's Quality Management system. Congrats!

- Larry Leaming: Are there any plans to share this patient quality satisfaction data? – There is publicly reported patient satisfaction information available now. Current data is out there; and anything appropriate to share for EPH will be brought back to the public.

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

- No new updates.

8. Executive Summary – Significant Items Not Otherwise Covered

No comments.

9. All Attendee Conversation on Emerging Topics

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

10. Potential Agenda Items for Wednesday April 3, 2024, Regular Board Meeting

No comments.

11. Adjournment

David Batey motioned to adjourn the meeting at 6:56 PM. Drew Webb and Steve Alper seconded the motion, which carried unanimously.

David M. Batey, Chair

Estes Park Health Board of Directors



ESTES PARK HEALTH

ESTES PARK HEALTH BOARD OF DIRECTORS' Special Session Minutes – March 19, 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

1. Call to Order

The board meeting was called to order at 8:00 AM 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. Public Comments on Items Not on the Agenda

No comments.

4. General Board Member Comments

No comments.

5. Medical Staff Credentialing Report

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

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - In Person and by TEAMS
Tuesday, February 27, 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 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, 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 10:31 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		150		

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

5.1.3

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - In Person and by TEAMS
Tuesday, March 05, 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 08:19 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, 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 10:37 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, March 12, 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 08:05 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, EPH Strategic Initiatives, and the relationship with the EPH Foundation, (Motion Alper 2nd Webb - Unanimous)	145	Action	EPH Board
6	Adjournment (Motion Foust 2nd Workman - Unanimous Time 09:55 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, March 19, 2024
08:15 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 08:16 am)	1	Action	Dr David Batey
2	Approval of the Agenda (Motion Workman 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, EPH Strategic Initiatives, and the relationship with the EPH Foundation, (Motion Foust 2nd Webb - Unanimous)	130	Action	EPH Board
6	Adjournment (Motion Webb 2nd Workman - Unanimous Time 10:33 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		135		

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

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - In Person and by TEAMS
Thursday, March 21, 2024
09:00 am - 10:30 am
Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517

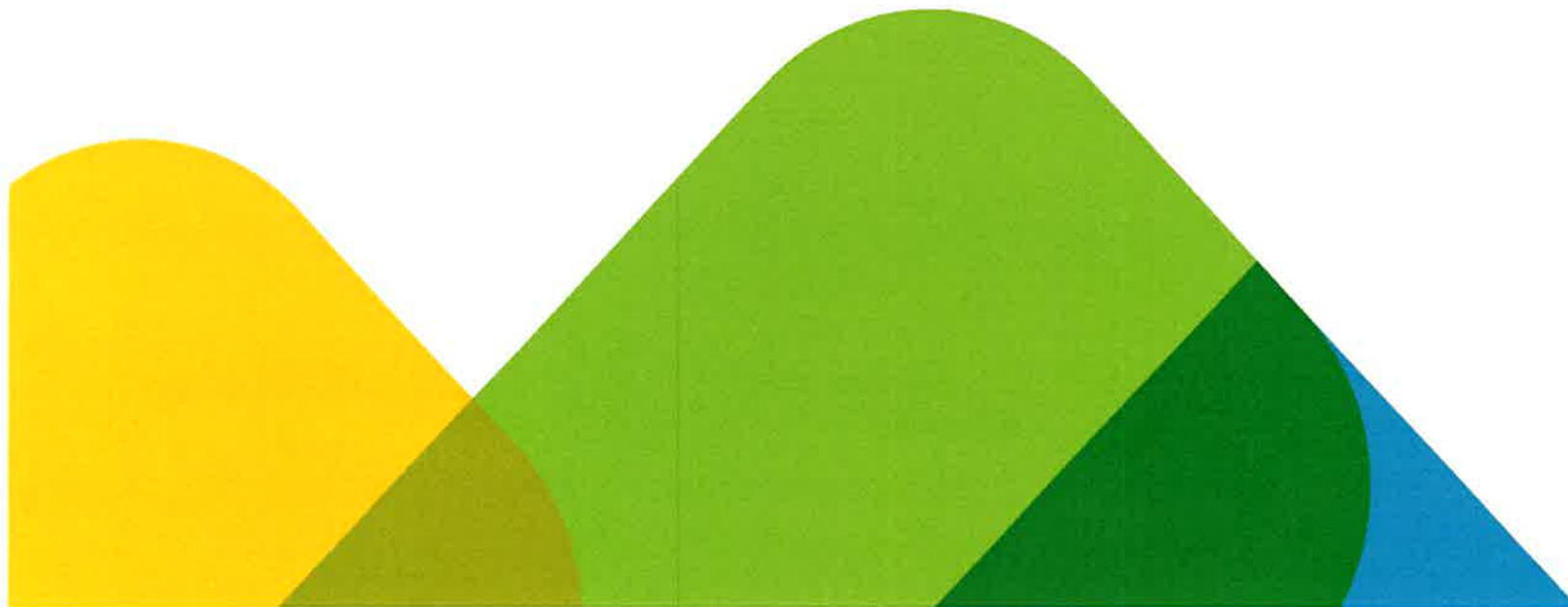
Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 09:03 am)	1	Action	Dr David Batey
2	Approval of the Agenda (Motion Foust 2nd Workman - Unanimous)	1	Action	EPH Board
3	Public Comments on Items Not on the Agenda - None	1	Information	Public
4	General Board Member Comments on 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 Workman 2nd Foust - Unanimous)	85	Action	EPH Board
6	Adjournment (Motion Webb 2nd Alper - Unanimous Time 10:30 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		90		

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



ESTES PARK
HEALTH

2023 Preliminary Year-End Financial Summary



Overview

- 2023 continues the trend of increasing revenues and controlled expenses, demonstrating significant progress toward EPH's financial goal.
- Future Financial Goal: Breakeven to 3% margin in operations.
- EPH Overall Goal: To provide high quality healthcare services for many years into the future.
- With closure of recent service lines, we are at core services.
- 2024 and beyond focus is on operational efficiencies and revenue growth.

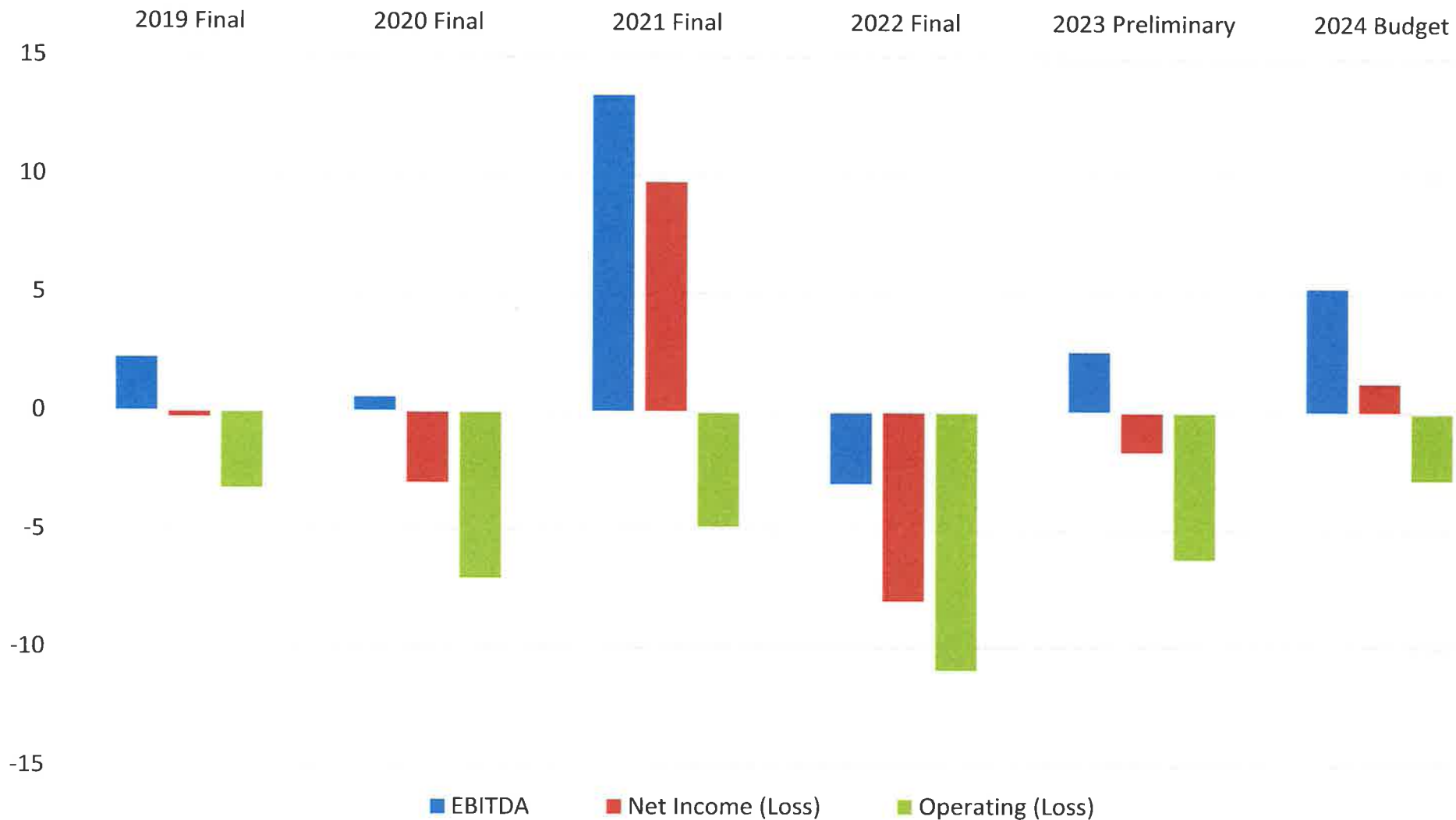
Strategic Initiatives

- These often-challenging strategic initiatives have targeted financial, quality, and operational excellence goals, and have enabled EPH to focus on programs and services that are financially advantageous, are outstanding in quality, and are needed and highly valued by the Estes Valley community.
- To enhance revenues, EPH has recruited for, and grown several service lines such as Radiology, General and Orthopedic Surgery, and Urgent Care, among others.
- To reduce expenses, EPH has transferred, then closed several challenged service lines: Nursing Home in 2021; Obstetrics and Inpatient Pediatrics in 2022; Home Health, Home Care, and Hospice in 2023.
- As a result of these actions, EPH is now appropriately sized for our environment and is offering the right financially strong and excellent quality core services
- EPH is now focusing on operational efficiencies and revenue growth going forward.

Estes Park Health Financials

1		Audited End 2020	Audited End 2021	Audited End 2022	Preliminary End 2023	Budget 2024
2	Total Operating Revenues	48,208,652	51,849,579	52,898,271	56,783,126	59,749,660
3	Total Operating Expenses	55,294,472	56,610,000	63,859,892	63,051,900	62,600,764
4	Net Operating Income (Loss)	(7,085,820)	(4,760,421)	(10,961,621)	(6,268,774)	(2,851,104)
5						
6	Net Non-Operating Income (Loss)	3,573,471	14,229,312	2,383,699	4,384,269	3,887,038
7						
8	Increase (Decrease) in Net Position	(2,988,579)	9,644,804	(8,034,788)	(1,673,755)	1,210,934
9						
10	EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization)	579,718	14,382,974	(3,019,881)	2,517,406	5,252,839

Estes Park Health Financials



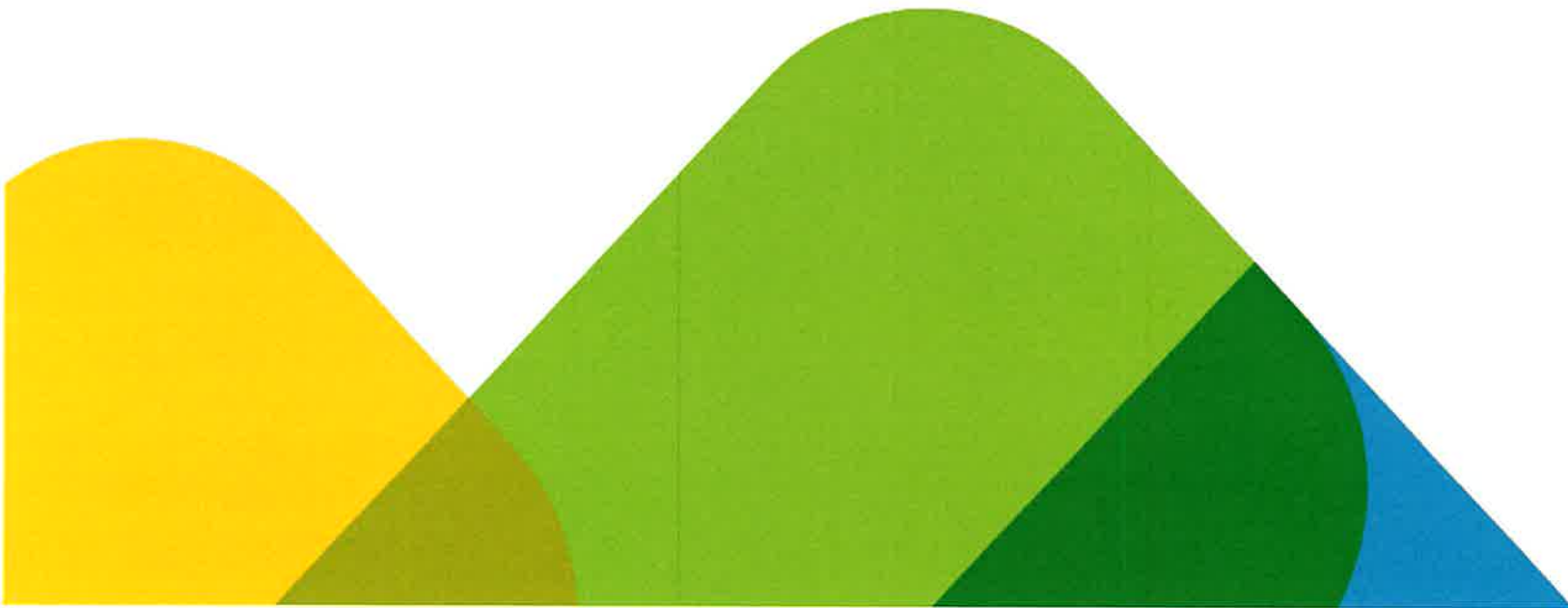
2023 Financial Contributors

- Revenue Growth
 - Hired Radiologist, General Surgeons, Orthopedic Surgeon, Ophthalmologist, Podiatrist, Internal Medicine, and Family Medicine.
 - Optimized Urgent Care.
- Expense Management
 - Reduction in contract labor of \$4.1M or -32% from 2022 to 2023.
 - Change in leadership structure.
 - Centralized, more efficient inventory management.
 - Consolidation of Information Technology activities.

CFO Report - Summary

- Total Operating Revenue (line 2) increased \$3.9M or 7.3%.
- Total Operating Expenses (line 3) decreased \$808k or 1.3%.
- Operating Loss (line 4) improved \$4.7M (to -\$6.3M from -\$11.0M).
- Decrease in Net Position (line 8) improved by \$6.4M (to -\$1.6M from -\$8.0M).
- EBITDA (line 10) improved \$5.5M (to \$2.5M from -\$3.0M).

Questions?

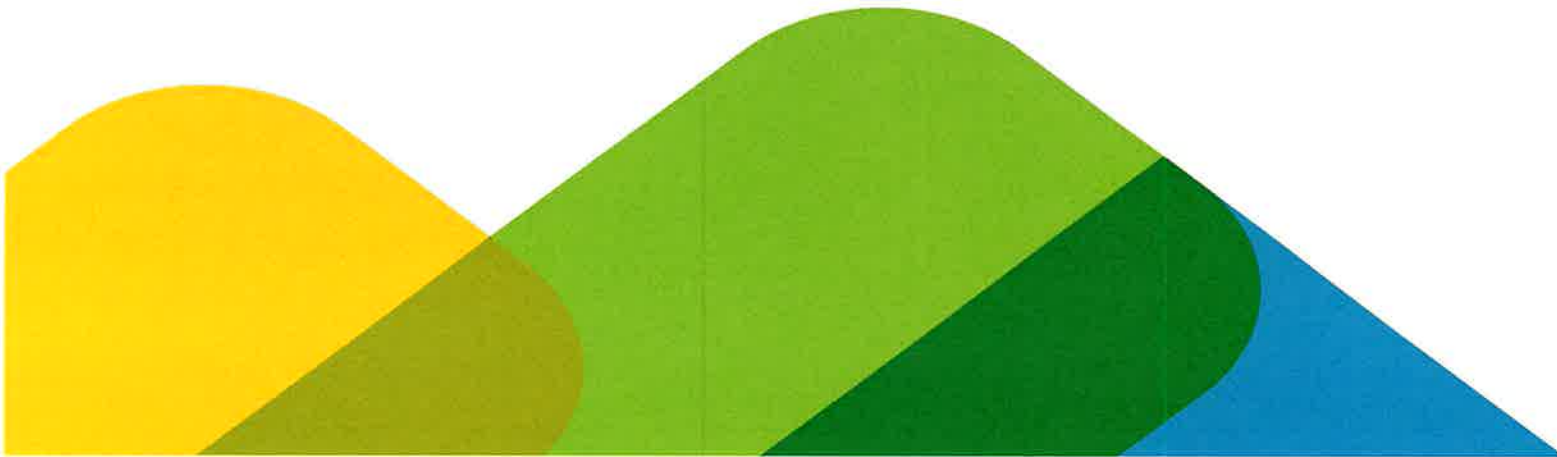


Quarterly Quality Update

Kendra Simms MS, BSN, RN
Sr. Director of Quality, Patient Safety
& Risk Management



April 3, 2024



Pursuit of Quality

-Facility is committed to improving patient outcomes. We will provide safe and person-centered care. EPH will challenge improvement of patient outcomes through measurement, continuous quality improvement and adoption of best practices.

2023

Transition
from.....



To



2024

Sustain culture of safety

- Good foundation
- Contributing factors
- ECRI- top 10 safety event comparison
- High reliability
- Human Factors
- Environment of Care Rounds
- System Thinking



Developing People Resources

2023

- Just Culture education
- Intro DNV Tracer
 - Collaboration
 - Multi-disciplinary teams



2024

- Deeper understanding managing risk/ safety
 - Reliability
 - Sustainability
 - Leader Safety Boot Camp
- Organizational wide Clinical Education
 - Monthly mock patient scenarios



Information Technology-

Improves Patient Outcomes-Increase & leverage IT systems to effectively manage & improve care

2023

- Sepsis BPA in ED & EWS Scores for inpatient
- Blood Utilization

2024

- Streamline Surgery Scheduling
- Improve efficiency with One-Call



Fiscal Health

Identify opportunities to increase services to the community

2023

- Service recovery
- Addition of therapeutic phlebotomy equipment
 - Reduction of addition costs



2024

- Continue to support Service Line Growth
 - Efficient and sustainable process
- Hospital Transformation Program
 - Meeting Milestones
 - Community input
 - HTP@eph.org



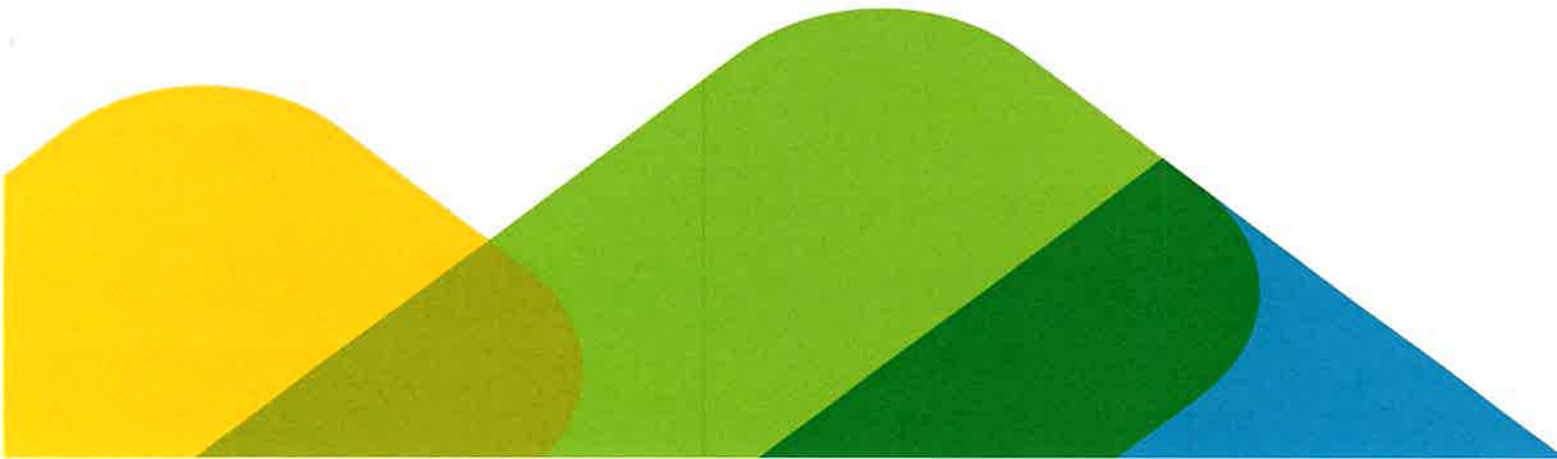


ESTES PARK
HEALTH

The way we do small things determines
the way we do EVERYTHING - Robin Sharma



Medical Director of Quality Report
EPH Board Presentation
April 3, 2024



Summary of Current Activities/Initiatives:

Sepsis

- Have initiated improved computer alerts since June 1, 2023
- Are tracking and monitoring quality metrics since these were initiated

DNV Audit

- Monitoring correct physician documentation of pain medications per DNV standards

PPEC (Professional Practice Evaluation Committee)

- Change from old “Peer Review” to a newer process of continual process improvement – even if care meets standards of care, can we further improve upon it to highest quality?
- “Zebras” – identify unusual cases that we may not see as much in a small hospital, and provide physician education.

Transfers

- Track and review all transfers from Emergency Department and from the inpatient Medical-Surgical Unit

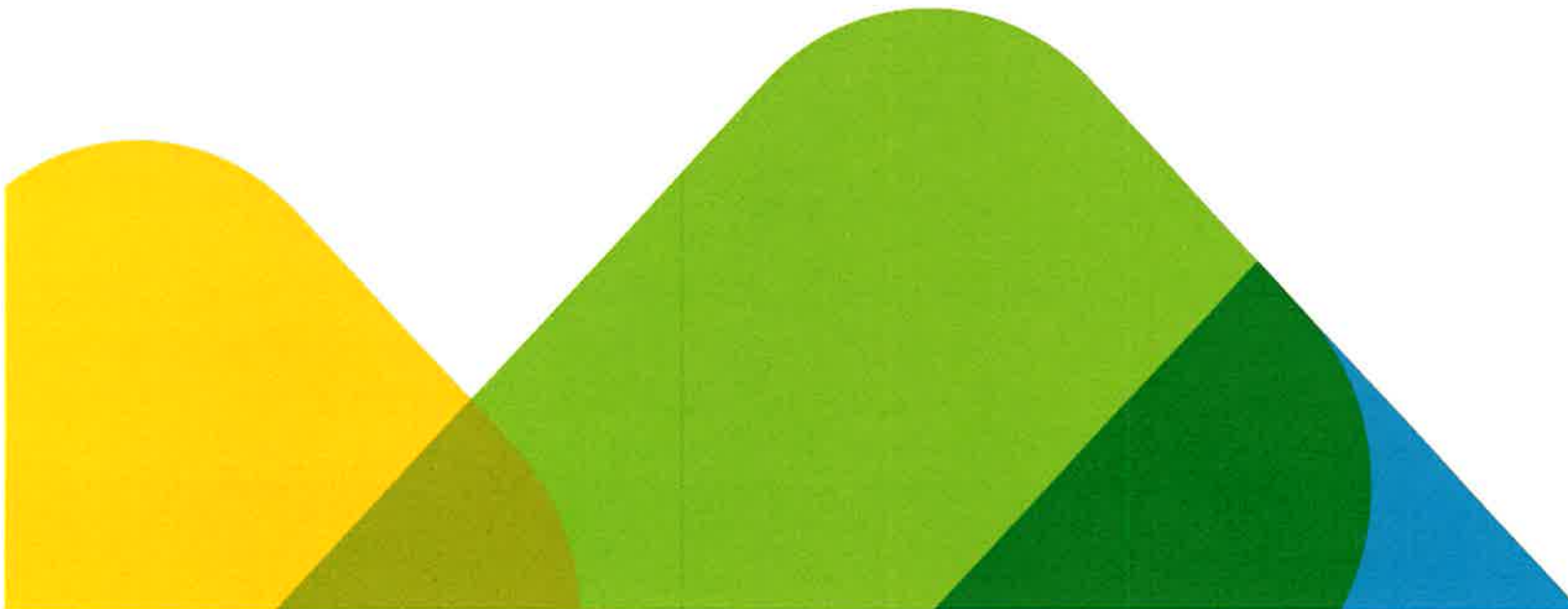


Questions?



ESTES PARK
HEALTH

Chief of Staff Updates
Bridget Dunn, MD
April 3, 2024



JANUARY

- Orthopedic Surgeon Dr. Gavin Bishop joined EPH 1/2/24.
- HHC/HOSPICE closure and transition with 2 fulltime social workers and 3rd SW for weekends. Beginning inpatient hospice care program when criteria is met.
- Active TB in Larimer County and Measles outbreaks in US.
- Wendy Rigby has created many podcasts to highlight EPH services and acknowledge employees.
- Ben Hetrick and Sarah Waggoner are our new CHEIFS OF OPERATIONS in the IT world.

FEBRUARY

- 2024 EPH operating budget was approved.
- IT completed a new server build for our Diagnostic Imaging Merge and Upgrade.
- IT has also upgraded connectivity options in states of emergency: connections available which are not dependent on physical fiber line.
- Working on emergency one button lock for all doors and coordinating with Estes Park Police Department.
- EPH undergoing space utilization review for entire campus.
- Our stroke patients can now be transferred from ED to MCR instead of Denver for thrombolysis (clot busting).

MARCH

- CDC has changed from individual guidance for different viruses to uniform respiratory guidance for all viruses: isolate for 24 hours until no fever and symptoms improving and then back to work with masks for 5 days.
- Unfortunately, 67 million children missed some or all routine vaccines 2019-2021 due to pandemic. There have been 64 reported measles cases in the US since January. Pediatric providers diligently working to update overdue vaccines.
- EPH is eligible and participating in the 340B Drug Pricing Program which provides access to outpatient prices for critical access hospitals at lower than market prices. This program is administered by the Health Resources and Services Administration (HRSA).

QUESTIONS?

