

Draft Agenda
Estes Park Health Board of Directors' Regular Meeting by GoToWebinar and In-Person
Wednesday June 26, 2024
5:30 pm - 7:20 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 May 29, 2024				
5.1.2	EPH Board Executive Session Minutes May 28, 2024				
5.1.3	EPH Board Executive Session Minutes June 04, 2024				
5.1.4	EPH Board Executive Session Minutes June 18, 2024				
5.2	Other Documents				
5.2.1					
6	Medical Staff Credentialing Report		2		
7	Presentations:				
7.1	Update on Home Health and Hospice Service Services for the Estes Valley		30	Discussion	Mr Vern Carda, Optimal Home Care, Inc. and Optimal Hospice Care
7.2	EPH CEO - Strategic Initiatives Update		15	Discussion	Mr Vern Carda
7.3	EPH Quality Strategic Initiatives		15	Discussion	Ms Kendra Simms and Dr. Ken Epstein
7.4	Discussion of advantages and disadvantages of affiliation with a larger, nonprofit health care organization for Estes Park Health		15	Discussion	EPH Board of Directors
7.5	Possible Healthcare System Affiliation - Activity Update		4	Discussion	EPH 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 July 24, 2024 Regular Board Meeting		1	Discussion	EPH Board of Directors
11	Adjournment		1	Action	EPH Board of Directors
Estimated Total Regular Session Mins.			110		
Next Regular EPH Board Meeting: Wednesday July 24, 2024 5:30 - 7:30 pm					
Possible Next Meeting Agenda Items					



ESTES PARK HEALTH

ESTES PARK HEALTH BOARD OF DIRECTORS' Regular Meeting Minutes – May 29, 2024

Board Members in Attendance

Dr. David Batey, Chair
Mr. Drew Webb, Vice Chair
Dr. Steve Alper, Finance Committee Chair
Dr. Cory Workman, Member at Large
Ms. Brigitte Foust, Board Secretary

Other Attendees

Mr. Vern Carda, CEO
Ms. Pat Samples
Ms. Aysha Reeves
Ms. Rachel Ryan (via webinar)
Dr. Jennifer McLellan
Dr. John Knudtson
Ms. Kaci Early
Mr. Kevin Mullin
Ms. Wendy Rigby
Dr. Bridget Dunn
Mr. Jacob Schmitz
Mr. Glen Gill
Ms. Iryna Irkliienko

Community Attendees (present and via webinar):

Dawn Wilson
Patti Brown
Randy Brigham
William Crosby
Brian Tseng
David Brewer
John Cooper
Mark Richards
Larry Leaming
Max Salfinger
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. 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. **Consent Agenda Items Acceptance**

David Batey motioned to approve consent agenda items as listed, which carried unanimously. Second by Drew Webb.

6. **Medical Staff Credentialing Report**

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

7. **Presentations**

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

Strategic Planning Process

- Strategic Planning is currently underway via SWOT analyses from every department in the hospital. With the cut in expenses and the ongoing revenue growth, EPH will utilize the feedback from employees to build into the strategic plan in upcoming sessions. The goal is to have these completed before the end of June.
- Dr. Nicholas Mize will be leaving Estes Park Health late July or early August. He has accepted employment down valley and will be missed. Recruitment efforts for a full-time replacement will be underway and more information will be available as this develops.
- The Sleep Lab has been moved back inside the hospital walls. Contract with pulmonologist is still pending, but this represents the “final” piece of the process.
- Work is ongoing for the establishment of the Urology Clinic, primarily the build of the Epic side of things.

- Picture Archiving System (PAC system) is facing some challenges with storage. In the last quarter of 2025, EPH is hoping to implement a cloud-based storage system that will not incur any additional cost.

7.2 Eide Bailly Auditors – 2023 EPH Audited Financial Statements – Eide Bailly Auditors

- See presentation. Audit process went well; no difficulties and no corrected statements throughout process. Cash increase of about \$3.5 million.
- New adoption of new accounting standard in the financial statements related to subscription-based IT arrangements.
- Brian Tseng: In 2021 there were over 200 days cash on hand, and now it's down in the 90s. – Pandemic cash; take it with a grain of salt.

7.3 EPH Board Motion to Accept 2023 EPH Audited Financial Statements – EPH Board of Directors

- Cory Workman recommended the approval of the 2023 EPH Audited Financial Statements. Brigitte Foust seconded the motion, which passed unanimously.

7.4 EPH Chief Financial Officer – First Quarter 2024 Financial Results – Ms. Aysha Douglas

- See presentation. On target with budget from both revenue grown and expense management. EPH will have a \$1.2M net position increase and a \$5.2M Earnings Before Interest, Depreciation, and Amortization by the end of 2024.
- Net patient service revenue is 0.1% favorable to budget for the year; year over year, this revenue increased by 11.1%.
- Total operating expenses are favorable to budget by \$63k.
- Operating loss is favorable to budget by \$75k. Year over year, operating loss improved \$1.0M.
- Brian Tseng: Seeking clarification on the \$1.2 million net. Is that inclusive of Employee Retention Credit or in addition to? – The ERC was reported in 2023 and is not included in the \$1.2 million.

7.5 EPH Chief Nursing Officer – DNV Recertification Audit Results, 2024 Nurse Staffing Plan Revision, Antimicrobial Stewardship Leadership Appointments, Strategic Initiatives Update – Ms. Pat Samples

- Nursing Staffing Plan – House bill went into effect in July of 2022. EPH met this updated requirement, but the continued requirement indicates a revision of the staffing plan that needs to be brought before the BOD on a quarterly basis for approval. The intent is to ensure that there are a minimum of 2 clinical providers whenever a patient is present in any clinical department; one must be a nurse. Updates also include a revision in staff training/orientation in a department they do not ordinarily work in.

- Antimicrobial Stewardship Leadership Appointments: CMS requires the Chief of Staff to identify a physician leader to partner with the pharmacy leader. The process then requires approval from the CEO, then the BOD.
- DNV: Survey was conducted in April, 2024 for two and a half days. All but one of the NC-1s from last year was closed; the one was moved to an NC-2. This year there were ten NC-1s and seven NC-2s. Main challenge this year was life safety. ISO certification is forthcoming (which indicates a strong Quality program).
- Mark Richards: In the event of another pandemic, is the hospital prepared/is there a way to plan ahead for such an event? – Yes. EPH is required to have a pandemic emergency management plan, via the Colorado Department of Public Health. This plan includes supplies, additional PPE that may be needed, staffing, etc.

7.6 Possible Healthcare System Affiliation – Activity Update

Affiliation activity is ongoing; but due to confidentiality agreements, there are no updates at this time. This process can easily take 2-3 years to see through to completion.

8. Executive Summary – Significant Items Not Otherwise Covered

No comments.

9. All Attendee Conversation on Emerging Topics

- Floor opened at 6:31 PM.
- Were there affiliation conversations occurring prior to the pandemic? – No. The pandemic “accelerated” the process, but the discussion was not being had prior to 2020.
- You’ve been saying it takes 2-3 years [for affiliation]; how long have you been in the process at this time? – Approximately 18 months.
- Brian Tseng: The 83% approval from last year’s election was astounding. There are some who would say that the strategic plan is working so well that there is no need for an affiliation. Will the Board reaffirm that there is a mandate for affiliation, or is it an exploration? – The goal as always is to provide sustainable and excellent healthcare for the community in all of the years to come. To keep up with all intellectual and capital needs, an affiliation is the best way to ensure this.

10. Potential Agenda Items for Wednesday June 26, 2024, Regular Board Meeting

No comments.

11. Adjournment

David Batey motioned to adjourn the meeting at 6:55 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, May 28, 2024
08:00 am - 10:30 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, EPH Strategic Initiatives, Operations Quality, and the relationship with the EPH Foundation, (Motion Alper 2nd Foust - Unanimous)	145	Action	EPH Board
6	Adjournment (Motion Alper 2nd Foust - Unanimous Time 10:32 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, June 4, 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 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, EPH Strategic Initiatives, and the relationship with the EPH Foundation, (Motion Alper 2nd Foust - Unanimous)	145	Action	EPH Board
6	Adjournment (Motion Alper 2nd Workman - Unanimous Time 10:02 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		150		

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

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - In Person and by TEAMS
Tuesday, June 18, 2024
08:00 am - 10:30 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, EPH Strategic Initiatives, EPH Quality Initiatives, and the relationship with the EPH Foundation, (Motion Alper 2nd Workman - Unanimous)	145	Action	EPH Board
6	Adjournment (Motion Alper 2nd Webb - Unanimous Time 10:33 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		150		

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



ESTES PARK HEALTH

Park Hospital District Board
26 June 2024

CREDENTIALING RECOMMENDATIONS

Credentials Committee approval:

May 29th, 2024

Present: Drs.: McLellan, Zehr, Dunn, Cory Workman, Brigitte Foust, Iryna Irklienko

Medical Executive Committee approval:

June 5th, 2024

Initial Appointments:

Zachary Blea, MD Active, Emergency Medicine

Reappointments:

Paige Dekker, DO Active, Family Medicine

Kirsty Digger, NP APP

Farah Datko, MD Courtesy, Hematology/Oncology

James Moore, MD Courtesy, Hematology/Oncology

Ross McFarland, MD Courtesy, Hematology/Oncology

Wendy Austin, MD Courtesy, Cardiology

LOCUM TENENS Initial Appointment:

N/A

Credential By Proxy:

Timothy Hagan, MD – Start Date 7/1/2024

Sean Siebert, MD – Start Date 7/2/2024

Benjamin A.W. Ball, MD - Start Date 07/01/2024

Resignations:

N/A

FPPE:

Gavin Bishop, MD (05/01/2024) – Status change from Provisional to Active

Quarterly Quality Update

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

June 26, 2024



Voice of the Customer



Patient-centric care is a cornerstone of effective healthcare management. Listening to the patient's needs, concerns and feedback isn't just a nicety- it's a **necessity**. Healthcare leadership involves many responsibilities, at its core is the need to deliver high-quality care that meets the needs and expectations of **patients**.

What is Voice of the Customer?

Patients are the heartbeat of the healthcare system, each with their unique set of needs, preferences, and experiences. Ignoring patient voices not only undermine the patient-provider relationship but also hampers efforts to improve healthcare outcomes.

Concepts in Lean by eliminating waste and keeping the focus on continually improving the customer experience. Involves collecting and analyzing customer feedback for continuous improvement.



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.

What we used to do

Emergency Codes	
Code	Definition
RED	R.A.C.E. Fire/Smoke—Call 911
BLUE	Adult Medical Emergency CPR & Code Blue Team respond.
WHITE	Pediatric Medical Emergency CPR & Code Blue Team respond.
PINK	Infant Abduction Secure ALL exits. Search bags/packages
PURPLE	Child Abduction Secure ALL exits. Search bags/packages
YELLOW	Bomb Threat Gather information about caller (who, what, where, when, noises)
GRAY	Combative Person All CPI/MAB trained staff respond immediately
SILVER	Person with Weapon or Hostage Protect self & report. Evacuate or take cover
ORANGE	Hazmat Spill Isolate, evacuate, call Spill Hotline 800-451-8346
GREEN	Patient Missing, Elopement Secure ALL exits. Search for missing patient
TRIAGE	Internal / External Disaster

Current Best Practice

Plain Language Alert Anatomy



Regardless of which category is used, all overhead alerts follow a simple sequence of phrases in the form of a three-part statement. Such formatting helps with a better understanding of the emergency.

Category	Facility	Medical	Security	Weather
Start Message with	"Facility Alert"	"Medical Alert...."	"Security Alert..."	"Weather Alert...."
Events	Evacuation CODE RED (Fire/Smoke)	CODE BLUE (Medical Emergency) Trauma Team Activation "Limited/Full"	Active Shooter- External "Shelter In Place" Active Shooter- Internal "Run, Hide, Fight" Bomb Threat Violent Patient/Visitor Lockdown or Controlled Access	Road Conditions Sever Weather (Watch or Warning)
	Flood/Flooding Hazardous Spill		Infant/Child Abduction	



**ESTES PARK
HEALTH**

Developing People Resources

What we used to do

- Not identifying vulnerable populations
 - Veterans
 - LGBTQ +
 - Mental health
 - Substance abuse
 - Domestic/ child abuse
 - Difficult social/ discharge

Current best practices

- Completion of the access survey
- Offering education surrounding sensitive topics
- Following/ establishing best practice to provide care to vulnerable populations
- Partnering with local agencies for resources
- Engaging with the patient and family to understand their perspective



Information Technology-

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

What we used to do

- Doing what we always have done



Innovation

- Utilizing technology to overcome staffing challenges
- Remote/ Live person for billing questions and inquires
- Real time feedback- patient approved



Fiscal Health- Identify opportunities to increase services to the community

What we used to do

- Talk at our patients
 - Just send a bill
 - Reactive
 - Leave them out of the solution

2024

- Talk with our patients
 - Help them understand their bill
 - Proactive
 - Include them in the solution



Medical Director of Quality Report

Medication Management

- In the era of Electronic Health Records, patient's medication lists are often not accurate
 - Several reasons for this
- On hospital admission as well as at hospital discharge, it is essential to have an accurate medication list
- EPH is working actively to improve this process
 - Collaborative project involving patients, physicians, nursing, and pharmacy



ESTES PARK
HEALTH

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