

**Draft Agenda**  
**Estes Park Health Board of Directors' Regular Meeting by GoToWebinar and In-Person**  
**Wednesday July 24, 2024**  
**5:30 pm - 7:10 pm**  
**Estes Park Town Hall - Town Board Meeting Room, 170 MacGregor Ave, Estes Park CO 80517**

<b>Regular Session</b>		<b>Mins.</b>	<b>Procedure</b>	<b>Presenter(s)</b>
1	Call to Order and Welcome	1	Action	Dr David Batey
2	Approval of the Agenda	1	Action	EPH Board of Directors
3	Appreciation of Dr Nicholaus Mize's Service to the Estes Park Community and to Estes Park Health	5	Action	All
4	Public Comments on Items Not on the Agenda	3	Information	Public
5	General Board Member Comments	3	Information	EPH Board of Directors
6	Consent Agenda Items Acceptance:	2	Action	EPH Board of Directors
6.1	Board Minutes			
6.1.1	EPH Board Regular Meeting Minutes June 26, 2024			
6.1.2	EPH Board Executive Session Minutes June 25, 2024			
6.1.3	EPH Board Executive Session Minutes July 02, 2024			
6.1.4	EPH Board Executive Session Minutes July 09, 2024			
6.1.5	EPH Board Executive Session Minutes July 16, 2024			
6.2	Other Documents			
6.2.1	EPH Board Positions and Committee Assignments 2024-25			
7	Medical Staff Credentialing Report	2	Action	
8	EPH Board Positions and Committee Assignments 2024-25	10	Information	EPH Board of Directors
9	Presentations:			
9.1	Estes Valley Home Health and Hospice Services Update	20	Discussion	Ms Pat Samples, Mr Vern Carda
9.2	EPH CEO - Strategic Initiatives Update	15	Discussion	Mr Vern Carda
9.3	EPH Chief of Staff Strategic Update	15	Discussion	Dr Bridget Dunn
9.4	Possible Healthcare System Affiliation - Activity Update	4	Discussion	EPH Board of Directors
10	Executive Summary - Significant Items Not Otherwise Covered	2	Discussion	Senior Leadership Team
11	All Attendee Conversation on Emerging Topics	15	Conversation	Community Attendees, EPH Board, EPH Senior Leadership Team
12	Potential Agenda Items: Wednesday Aug 28, 2024 Regular Board Meeting	1	Discussion	EPH Board of Directors
13	Adjournment	1	Action	EPH Board of Directors
Estimated Total Regular Session Mins.		100		
<b>Next Regular EPH Board Meeting: Wednesday August 28, 2024 5:30 - 7:30 pm</b>				
Possible Next Meeting Agenda Items				



**ESTES PARK HEALTH  
BOARD OF DIRECTORS'  
Regular Meeting Minutes – June 26, 2024**

**Board Members in Attendance**

Dr. David Batey, Chair  
Mr. Drew Webb, Vice Chair  
Dr. Steve Alper, Finance Committee Chair  
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):**

Michelle Chase  
Emily Rhodes  
Mark Richards  
Max Salfinger  
Sherry Schmitt  
Dawn Wilson  
Patti Brown  
Jim Cozette  
Gail Cozette

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**  
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 **Update on Home Health and Hospice Services for the Estes Valley – Mr. Vern Carda, Optimal Homecare Inc, and Optimal Hospice Care**
    - Optimal was unable to attend this evening; this update will be rescheduled for the July meeting.
  - 7.2 **EPH CEO – Strategic Initiatives Update – Mr. Vern Carda**

### ***Strategic Planning Process***

Conducted roughly 23 strategic planning sessions with staff via the SWOT analyses discussed in last month's meeting.

Drawing closure to SWOT analyses. Over 20 sessions were conducted with the goal of developing 3-year strategic plan. Some things are achieved immediately; other items take a while. Follow up with key stakeholders to develop tactical and operations plans.

The tentative start date for Outpatient Urology clinic is August 1<sup>st</sup>, 2024. Currently conducting Epic build, determine office space, etc.

Max Salfinger: How did the hospital access the needs of the community? – The Community Health Needs Assessment has not yet been completed; given the hospital's quasi-governmental status, this is not a requirement. There are still plans to conduct this survey in the near future.

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

- See presentation. Updates included ongoing focus on patient-centered care – “voice of the customer.” The goal is to integrate patients and families into the hospital. Dedication to pursuit of quality via best practice to improve patient outcomes.
- Changes in emergency codes protocol to plain language.
- Identify vulnerable populations. Best practice includes offering education surrounding sensitive topics, partnering with local agencies for resources, and engaging with the patient/family to understand their perspective.
- Medical Director of Quality updates included medication management project. With the advent of the Electronic Health Record, patient medications lists are often not accurate and EPH is actively working to improve this process.

7.4 Discussion of advantages and disadvantages of affiliation with a larger, nonprofit health care organization for Estes Park Health – EPH Board of Directors

- No updates.

7.5 Possible Healthcare System Affiliation – Activity Update

No updates.

8. Executive Summary – Significant Items Not Otherwise Covered

No comments.

9. All Attendee Conversation on Emerging Topics

- Floor opened at 6:13 PM.
- Emily Roberts: Can we get an update from HR on the employee vesting status? – Vesting document has not yet been received from legal team. Once completed and received, this will be communicated appropriately. EPH is currently in the 30-day window.

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

No comments.

11. Adjournment

David Batey motioned to adjourn the meeting at 6:16 PM. Drew Webb and Steve Alper seconded the motion, which carried unanimously.

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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, June 25, 2024**  
**08:00 am - 10:30 am**

<b>Regular Session</b>		<b>Mins.</b>	<b>Procedure</b>	<b>Presenter(s)</b>
<b>1</b>	Call to Order/Welcome (Time 08:10 am)	1	Action	Dr David Batey
<b>2</b>	Approval of the Agenda (Motion Alper 2nd Webb - Unanimous )	1	Action	EPH Board
<b>3</b>	Public Comments on Items Not on the Agenda - None	1	Information	Public
<b>4</b>	General Board Member Comments on Items Not on the Agenda - None	1	Information	EPH Board
<b>5</b>	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, the relationship with the EPH Foundation, and pursuant to Section 24-6-402(4)(b) C.R.S. to conference with an attorney for Estes Park Health for the purposes of receiving legal advice on specific legal questions (Motion Alper 2nd Foust - Unanimous )	145	Action	EPH Board
<b>6</b>	Adjournment (Motion Alper 2nd Workman - Unanimous Time 10:35 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, July 02, 2024**  
**08:00 am - 10:10 am**

<b>Regular Session</b>		<b>Mins.</b>	<b>Procedure</b>	<b>Presenter(s)</b>
<b>1</b>	Call to Order/Welcoming (Time 08:08 am)	1	Action	Dr David Batey
<b>2</b>	Approval of the Agenda (Motion Alper 2nd Webb - Unanimous )	1	Action	EPH Board
<b>3</b>	Public Comments on Items Not on the Agenda - None	1	Information	Public
<b>4</b>	General Board Member Comments on Items Not on the Agenda - None	1	Information	EPH Board
<b>5</b>	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, the relationship with the EPH Foundation. (Motion Alper 2nd Webb - Unanimous )	125	Action	EPH Board
<b>6</b>	Adjournment (Motion Workman 2nd Foust - Unanimous Time 10:12 am )	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		130		

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, July 09, 2024**  
**08:00 am - 10:30 am**

<b>Regular Session</b>		<b>Mins.</b>	<b>Procedure</b>	<b>Presenter(s)</b>
<b>1</b>	Call to Order/Welcome (Time 08:03 am)	1	<b>Action</b>	Dr David Batey
<b>2</b>	Approval of the Agenda (Motion Alper 2nd Webb - Unanimous )	1	<b>Action</b>	EPH Board
<b>3</b>	Public Comments on Items Not on the Agenda - None	1	Information	Public
<b>4</b>	General Board Member Comments on Items Not on the Agenda - None	1	Information	EPH Board
<b>5</b>	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 Foust - Unanimous )	145	<b>Action</b>	EPH Board
<b>6</b>	Adjournment (Motion Alper 2nd Workman - Unanimous Time 10:04 am )	1	<b>Action</b>	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, July 16, 2024**  
**08:00 am - 10:30 am**

<b>Regular Session</b>		<b>Mins.</b>	<b>Procedure</b>	<b>Presenter(s)</b>
<b>1</b>	Call to Order/Welcome (Time 08:04 am)	1	<b>Action</b>	Dr David Batey
<b>2</b>	Approval of the Agenda (Motion Alper 2nd Webb - Unanimous )	1	<b>Action</b>	EPH Board
<b>3</b>	Public Comments on Items Not on the Agenda - None	1	Information	Public
<b>4</b>	General Board Member Comments on Items Not on the Agenda - None	1	Information	EPH Board
<b>5</b>	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, the relationship with the EPH Foundation, and pursuant to Section 24-6-402(4)(b) C.R.S. to conference with an attorney for Estes Park Health for the purposes of receiving legal advice on specific legal questions (Motion Alper 2nd Foust - Unanimous )	145	<b>Action</b>	EPH Board
<b>6</b>	Adjournment (Motion Alper 2nd Foust - Unanimous Time 10:25 am )	1	<b>Action</b>	EPH Board
<i>Total Regular Session Mins.</i>		150		

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

6.1.5



**Estes Park Health Board of Directors**  
**Board Positions and Committee Assignments**

**Effective: May 2024 to May 2025**

Board Positions	Committee Roles		
	Lead	Co-Lead	Total
Chair - Batey	III		3
Vice Chair - Webb	I	II	3
Treasurer - Alper	II	I	3
Secretary - Foust	I	II	3
At Large - Workman		II	2

N	Committee	Lead	Co-Lead	Invite All	Frequency
1	Finance	Alper	Workman	Yes	≈ Monthly
2	Quality and Safety Management	Alper	Foust	Yes	≈ Quarterly
3	Medical Credentialing	Foust	Workman	No	Monthly
4	Strategic Planning	Webb	Foust	Yes	≈ Quarterly
5	Joint Conference	Batey	Alper	No	As Needed
6	Board Agenda Planning	Batey	Webb	No	≈ Monthly
7	Governance, Management Performance, Bylaws and Policies	Batey	Webb	No / Yes	≈ Annually
8	Medical Staff Appeals				As Needed



# ESTES PARK HEALTH

Park Hospital District Board  
24 July 2024

## CREDENTIALING RECOMMENDATIONS

### **Credentials Committee approval:**

June 26<sup>th</sup>, 2024

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

### **Medical Executive Committee approval:**

July 3rd, 2024

#### **Initial Appointments:**

#### **Reappointments:**

Chris Cribari, MD, Courtesy, General Surgery  
Sarah Dech, MD, Active, Ophthalmology  
Warren Dorlac, MD Courtesy, General Surgery  
James Elterman, MD Courtesy, General Surgery  
Gisella Puga, CRNA, APP, Anesthesiology  
Matthew Sorensen, MD Courtesy, Oncology  
Amy Wing, NP, APP, Oncology

#### **LOCUM TENENS Initial Appointment:**

Artur Karimov, MD, Courtesy, Internal Medicine

#### **Credential By Proxy:**

Brian L. Ravert, MD,  
Kenneth S. Allison, MD,  
Kimberly H. Wright, MD,  
Scot E. Campbell, MD,  
Eric R. Wyatt, MD,  
Richard G. Obregon, MD,  
Gitesh D. Chheda, MD,  
Ross A. Goldstein, MD,  
Steven G. Heiss, MD,  
John C. Richards, MD,  
Fernando J. Boschini, MD,  
Sharmila Lingam-Nattamai, MD,  
Andrew H. Sonin, MD,

Darren M. Cutter, MD,  
Louie S. Enriquez, MD,  
Carrie D. Norris, MD,  
Andrew J. Olsen, MD,  
Gregory J. Czuczman, MD,  
Jerome A. Swanson, MD,  
Jeffry P. Weingardt, MD,  
Nishant A. Patel, MD,  
Ryan N. Crete, MD,  
Michael W. Lin, MD,  
James O. Chang, MD  
Gregory B. Martin, MD,  
Vernon M. Chapman, MD,  
Paul Sek-Bin Hsieh, MD,  
Kevin I. Lampert, MD,  
Louis D. Golden, MD,  
Benjamin M. Sacks, MD,  
Joseph S. Tan, MD,  
Caroline M. Tomas, MD,  
Gregory C. Reuter, MD,  
Jonathan W. Holstad, MD,  
Samuel A. Scutchfield, MD,  
Matthew J. Fleishman, MD,  
Scott R. Grosskreutz, MD,  
Anthony C. Brown, MD,  
Robert E. Stone, MD,  
William R. Dunfee, MD,  
William J. Grande, MD,  
Stanislav M. Poliashenko, MD,  
Emily S. Warncke, MD,  
Matthew G. Gipson, MD,  
Matthew A. Brown, MD,  
Cosette M. Stahl, DO,  
Phillip B. Gunther, MD,  
Samuel T. Ahn, MD,  
John E. Anderson, DO,  
Lora D. Barke, DO,  
Benjamin E. Kassanoff, MD,  
Seth-Emil T. Bartel, MD,  
Jean Michel R. Grillon, MD,  
Andrew J. Fisher, MD,  
Peter G. Stratil, MD,  
Sean T. Walker, MD,  
Brendan F. Essary, MD,  
Lori L. Wilhelm, MD,  
Michael J. Seu, MD,

Kristin A. Freestone, MD,  
Dominic C. Yee, MD,  
Bobby K. Kang, MD,  
Luke F. Hoagland, MD,  
Tyler J. Green, MD,  
Kevin K. Johnson, MD,  
David H. Dungan, MD,  
Orlin W. Hopper, MD,  
Eric S. Malden, MD,  
Samuel E. Fuller, MD,  
Michael O. Yung, MD,  
Elliot C. Dickerson, MD,  
Ray K. Bradford, MD,  
Cameron L. Bahr, MD,  
Simeon D. Abramson, MD,  
Samuel C. Wang, MD,  
Michael T. Preece, MD,  
Brett H. Bartz, MD,  
Marjan S. Bolouri, MD,  
Jessica R. Cox, DO,  
Yu Hong, MD,  
Ian K. Wright, MD,  
Ming Y. Peng, MD,  
Ryan L. Albritton, MD,  
Kelly C. D'Amico, MD,  
Jeffrey A. Friedland, MD,  
Kelly C. Borden, MD,  
Robert K. Saito, MD,  
Keith C. Dangleis, MD,  
Daniel April, MD,  
Aaron D. Kirkpatrick, MD,  
Malay Y. Bhatt, MD,  
John M. Gilbert, MD,  
Todd L. Kooy, MD,  
Adam D. Williams, MD,  
Nathan M. Coleman, MD,  
Elizabeth B. Maddox, MD,  
Amy R. Tolbert, MD,  
David W. Camacho, MD,  
Daniel J. Gillespie, MD,  
Stanley F. Smazal, MD,  
Michael T. Otte, MD,  
David E. Shook, MD,  
Peter E. Ricci, MD,  
Shane C. Wheeler, MD,  
Jared S. Mahan, MD,

Richard L. Coursey, MD

**Resignations:**

N/A

**FPPE:**

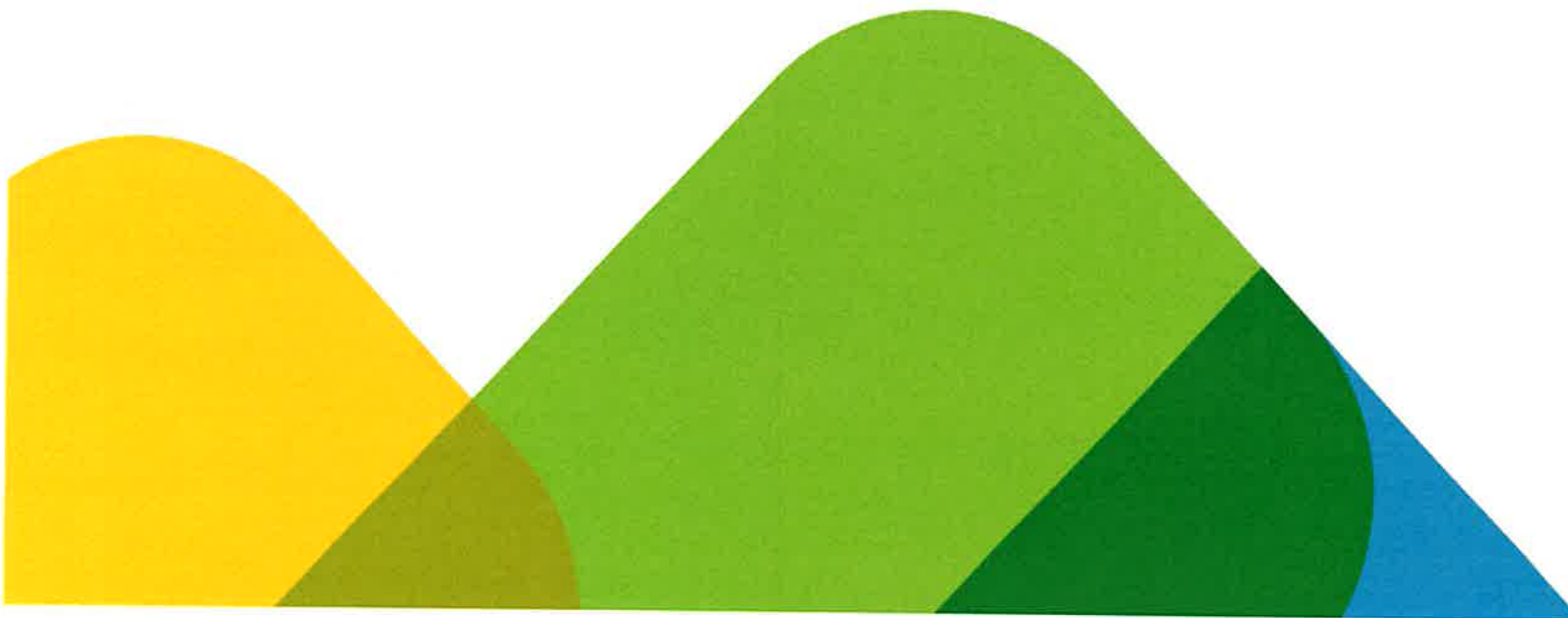
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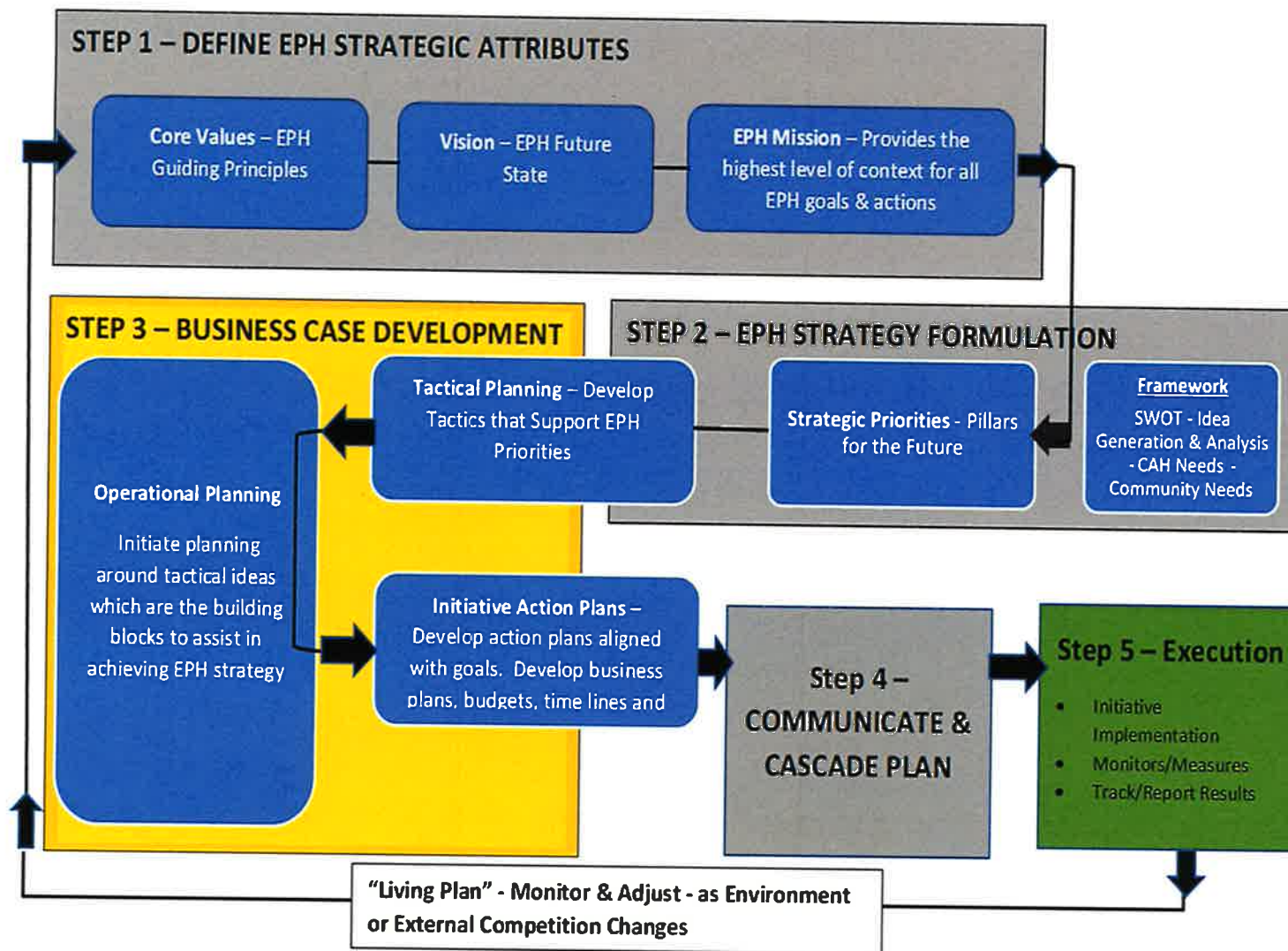
**ESTES PARK**  
HEALTH

**CHIEF OF STAFF UPDATES**  
**Bridget Dunn, MD**  
**Board of Directors July 2024**

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# Strategic Planning Process



# Physician Planning Event: June 6, 2024

- Attendees Included: Vern, Michelle, Providers.
- Major Topics of Discussion by Pillar include: Quality, Finance, IT & People.
  - Access to Care: Front office challenges and protocols. Ensure that our community is served. Improve efficiency.
  - Other systemic changes to improve patient visit.
    - Staffing and working at “top of licensure” concept.
  - What physicians/services do we need to recruit for growth and volume? Urology, Podiatry, Primary Care. IM Locums starts in August. Quality, Volume, Margin
  - Technological Items that Assist Patient Care.
    - Examples Include: Physician Transcription; AI;
    - Patient Self Scheduling.



# Physician Planning Next Steps

- Put together strategic and tactical Plans (In-progress)
- Follow- up meeting with physician group to hone plans and communicate about plans.
- Build budget to support plans August – December 2024.
- Implement Plan as Developed as soon as possible.

# Questions?

