

Draft Agenda
Estes Park Health Board of Directors' Regular Meeting by GoToWebinar and In-Person
Wednesday September 25, 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 August 28, 2024			
	5.1.2	EPH Board Executive Session Minutes Aug 27, 2024			
	5.1.3	EPH Board Executive Session Minutes Aug 29, 2024			
	5.1.4	EPH Board Executive Session Minutes Sep 03, 2024			
	5.1.5	EPH Board Executive Session Minutes Sep 06, 2024	2	Action	EPH Board of Directors
	5.1.6	EPH Board Executive Session Minutes Sep 10, 2024			
	5.1.7	EPH Board Executive Session Minutes Sep 17, 2024			
	5.1.8	EPH Board Executive Session Minutes Sep 19, 2024			
	5.1.9	EPH Board Executive Session Minutes Sep 20, 2024			
	5.2	Other Documents			
	5.2.1				
6	Medical Staff Credentialing Report		2	Action	
7	Presentations:				
	7.1	EPH Strategic Initiatives Update and 2025 Initiatives	30	Discussion	Mr Vern Carda and Ms. Pat Samples
	7.2	EPH Chief of Staff Strategic Update	20	Discussion	Dr Bridget Dunn
	7.3	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, EPH Senior Leadership Team
10	Potential Agenda Items: Wednesday Oct 23, 2024 Regular Board Meeting		1	Discussion	EPH Board of Directors
11	Adjournment		1	Action	EPH Board of Directors
Estimated Total Regular Session Mins.			85		

Next Regular EPH Board Meeting: Wednesday October 23, 2024 5:30 - 7:30 pm

Possible Next Meeting Agenda Items



**ESTES PARK HEALTH
BOARD OF DIRECTORS'
Regular Meeting Minutes – August 28, 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
Dr. Cory Workman, Member at Large

Other Attendees

Mr. Vern Carda, CEO
Ms. Pat Samples, CNO
Ms. Aysha Reeves, CFO
Ms. Rachel Ryan (via webinar)
Ms. Michelle Gordon
Mr. Jacob Schmitz
Ms. Theresa Brynard
Mr. Erle Collom
Dr. Jennifer McLellan
Dr. Juli Schneider
Dr. Ken Epstein
Dr. John Knudtson
Ms. Kaci Early
Mr. Kevin Mullin
Ms. Wendy Rigby
Dr. Bridget Dunn
Mr. Glen Gill
Ms. Iryna Irkliienko
Ms. Karlye Pope
Ms. Anna Lipasek
Ms. Rachel Hofsess
Mr. Mike Nassimbene

Community Attendees (present and via webinar):

Cindy Ballinghoff
William Brown

Tiffany Casner
William Crosby
Carlos Dangerfield
James Delaney
Heidi Delaney
Steve Johnson
Dave Kiser
Jim Cozette
Gail Cozette
Dawn Wilson
Emily Rhodes
Larry Leaming
Lois Scott
Sherry Schmitt
Carl Robicheaux

1. **Call to Order**

The board meeting was called to order at 5:31 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. Cory Workman seconded the motion, which carried unanimously.

7. **Presentations**

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

- Dr. Barbara Johnston (Locums - Internal Medicine) is here Monday, Tuesday, Wednesday, and Friday. Recruitment efforts for Podiatry and Internal Medicine are ongoing.

- Dr. Connie Wolf (Urology) started August 6th. Will be onsite the first and third Tuesday of each month. Patients may dial the (970) 586-2200 number to schedule an appointment.
- Strategic Planning is ongoing. SWOT sessions were conducted earlier this summer and multiple ideas have been compiled. EPH is approaching a budget that is breakeven in 2025.
- David Batey: How do you decide what services EPH should add, given past financial issues? – The main three criteria are Volume, Quality, and Net Margin, as well as addressing a community need.

7.2 EPH Chief Financial Officer Q2 2024 Financial Summary and EPH Financial Performance Strategic Perspective – Ms. Aysha Douglas and Vern Carda

- See presentation. Updates included overview of 2nd Quarter financials – on target with budget. Focus on revenue growth and expense management is ongoing.
- Net patient revenue is on budget. Year over year, net patient service revenue increased by \$1.2 million.
- Salaries and Wages, Employee Benefits, and Professional Fees/Purchases Services are slightly favorable to budget. Total operating expenses are on budget.
- Operating loss is unfavorable to budget by 9.3%. Decrease in net position is on budget, decrease in net position improved by 36%.
- Days cash increased 14 days year over year.

7.3 EPH Chief Nursing Officer Strategic Update – Ms. Pat Samples

- See presentation. DNV update: all issues from 2023 have been addressed. 60-day update to DNV will be submitted on 8/30/24.
- Overview of Incident Command in preparation for wildfire evacuations on 8/6/24. Avian Flu prep in place with CDPHE and WCHD.
- Updates included Quality (24/7 pharmacy coverage, relocation of sleep lab, and development of Urology Service Line); additional support in Lab; quality indicators in each department are ongoing to monitor and improve on; continuation of leadership development; contract staff continues to manage to budget; full implementation of 340-B program; ongoing utilization of new budget software.
- Larry Leaming: Can you talk about the ophthalmology practice? I've personally had to wait several months for an appointment. – Michelle Gordon, Clinic Director, answered this question. In this department, the ophthalmologist works three days (Mondays, Tuesdays, and Thursdays; surgeries on Wednesdays) a week. A second ophthalmology tech has been added so more patients can be booked.

7.4 Human Resources Manager Strategic Update and Overview of Systems to Ensure a Safe and Healthy Work Environment – Ms. Anna Lipasek

- As of August 1, 2024, all employees at EPH will be 100% vested in the 401A Pension Purchase Plan. Ascensus sent over plan documents to sign as of this morning, and they have been signed. Communication will be sent out to staff members.

- Employee Benefits: Met with benefit broker at the end of June. As a small self-funded business, benefits can be challenging. Bids are ongoing for best market options.
- Jim Cozette: For the past several years, it's been suggested you do an anonymous employee survey. You've said it would cost too much money and not do any good. Do you still feel this way? – There's an incredible amount of capital that would go into an employee satisfaction survey. Investing more in leadership development tends to be the better investment long-term.

7.5 Park Hospital District Executive Sessions and Compliance with Colorado Open Meeting Law – EPH Legal Counsel from Hall Render

- See presentation.
- Carl R. – Are the Executive Sessions recorded? – Yes. This is required by statute.

7.6 Possible Healthcare System Affiliation – Activity Update

- No updates at this time.

8. Executive Summary – Significant Items Not Otherwise Covered

No comments.

9. All Attendee Conversation on Emerging Topics

- Floor opened at 7:47 PM. No questions were asked.

10. Potential Agenda Items for Wednesday September 25, 2024, Regular Board Meeting

No comments.

11. Adjournment

David Batey motioned to adjourn the meeting at 7:48 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, August 27, 2024
08:00 am - 10:00 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, EPH Quality Initiatives, and the relationship with the EPH Foundation. (Motion Workman 2nd Foust - Unanimous)	115	Action	EPH Board
6	Adjournment (Motion Alper 2nd Workman - Unanimous Time 09:44 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		120		

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

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - In Person and by TEAMS
Thursday, August 29, 2024
09:00 am - 02:00 pm

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 09:05 am)	1	Action	Dr David Batey
2	Approval of the Agenda (Motion Webb 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 EPH Strategic Initiatives. (Motion Workman 2nd Foust - Unanimous)	295	Action	EPH Board
6	Adjournment (Motion Workman 2nd Foust - Unanimous Time 01:13 pm)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		300		

Board Members Present: Batey, Foust, Webb, Workman - Alper was not present until near the end of the meeting

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - In Person and by TEAMS
Tuesday, September 03, 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 Workman 2nd Webb - Unanimous)	145	Action	EPH Board
6	Adjournment (Motion Workman 2nd Foust - Unanimous Time 09:54 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
Friday, September 06, 2024
03:30 pm - 06:00 pm

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 03:41 pm)	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 the relationship with the EPH Foundation. (Motion Alper 2nd Foust - Unanimous)	145	Action	EPH Board
6	Adjournment (Motion Alper 2nd Foust - Unanimous Time 05:22 pm)	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, September 10, 2024
08:00 am - 10:30 am

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 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, EPH Quality Initiatives, and the relationship with the EPH Foundation. (Motion Workman 2nd Foust - Unanimous)	145	Action	EPH Board
6	Adjournment (Motion Workman 2nd Foust - Unanimous Time 10:12 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		150		

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

5.1.6

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - In Person and by TEAMS
Tuesday, September 17, 2024
08:00 am - 10:30 am

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 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)(c) 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	Action	EPH Board
6	Adjournment (Motion Alper 2nd Workman - Unanimous Time 10:21 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
Thursday, September 19, 2024
09:00 am - 02:00 pm

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 09:07 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 EPH Strategic Initiatives, Affiliation with a 3rd Party, and the relationship with the EPH Foundation. (Motion Alper 2nd Webb - Unanimous)	295	Action	EPH Board
6	Adjournment (Motion Alper 2nd Webb - Unanimous Time 01:37 pm)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		300		

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

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - In Person and by TEAMS
Friday, September 20, 2024
03:30 pm - 06:00 pm

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 03:30 pm)	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)	145	Action	EPH Board
6	Adjournment (Motion Alper 2nd Workman - Unanimous Time 05:16 pm)	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
25 September 2024

CREDENTIALING RECOMMENDATIONS

Credentials Committee approval:

August 28th, 2024

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

Medical Executive Committee approval:

September 11th, 2024

Initial Appointments:

Nick C. Levinsky, MD, Courtesy, General Surgery

Reappointments:

Bridget A. Dunn, MD Active, Family Medicine

Charles T. Johnson, MD Courtesy, Cardiology

David F. Katz, MD Courtesy, Cardiology

William E. Miller, MD Courtesy, Cardiology

LOCUM TENENS Initial Appointment:

N/A

Credential By Proxy:

N/A

Resignations:

N/A

FPPE:

N/A



ESTES PARK
HEALTH

Chief of Staff Updates Bridget Dunn, MD

9/25/24

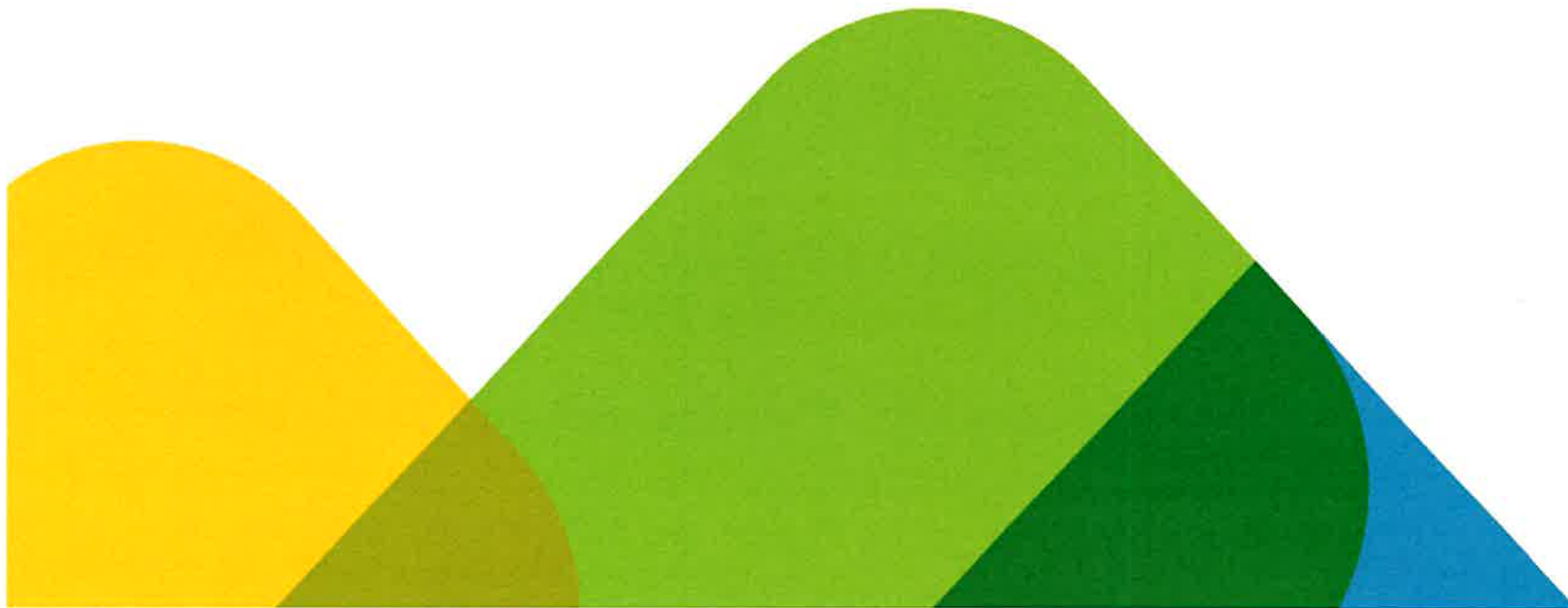


Photo courtesy of Sherry Flanery



JULY

- Surgery days have been changed to M, T, W, TH
Emergent surgeries on Fridays. OR RNs off on Fridays
- Working with infection control to start nasal decolonization to help reduce the risk of surgical site infections
- Standardize the process for patients to prep for surgery
- Pre-Anesthesia Testing (PAT) improve patient safety and outcomes, promote efficiency, and reduce unnecessary testing
- Hired 2 new ED docs: Dr. Paige Machado and Zachary Blea
- New UCH pulmonologist, Dr. Matthew Light coming to EPH
- Dr. Nicholas Mize joined UCH in Loveland
- Internist Dr. Barbara Johnson started as locums
- Alexander Mountain, Stone Canyon, Lake Shore, Quarry Fires

AUGUST

- 9 cases of H5N1 avian flu in CO poultry workers; summer COVID surge
- Dr. Knudtson started fluoroscopy large joint injections providing diagnostic and therapeutic info for ortho
- New UCH oncologist, Dr. Erica Bernhardt coming to EPH
- Urgent Care has rapid RSV and pinworm testing now
- New urologist, Dr. Connie Wolf joined EPH 1st/3rd Tuesday
- UCH ENT no longer coming to EPH d/t low volume
- Pharmacy is now staffed 24 hours/7 days per week
- Starlink allows satellite connection when all fiber lines are down; many thanks to out IT team

SEPTEMBER

- Clinic restructure: RN: triage; Clinic Float: procedures; RN Visit Float: nurse visits; MA: rooms patients/team approach
- Salmonella outbreaks: 9 states with 65 cases related to poultry farms. 24 hospitalized; no deaths
- New COVID and FLU vaccines available and highly rec
- EPH radiology can now offer breast MRI which is recommended in addition to mammogram annually for women $\geq 20\%$ lifetime risk of breast cancer.
- Recent study shows self-swabbing for female STDs w excellent sensitivity and compliance: clinic; ED; UC
- We have 24 hour pharmacy in the hospital
- Working toward online scheduling for our patients

Photo courtesy of Sherry Flanery

