

Draft Agenda
Estes Park Health Board of Directors' Regular Meeting by GoToWebinar Only
Wednesday February 26, 2025
5:30 pm - 7:30 pm

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 January 29, 2025			
	5.1.2	EPH Board Executive Session Minutes Jan 28, 2025			
	5.1.3	EPH Board Executive Session Minutes Feb 05, 2025			
	5.1.4	EPH Board Executive Session Minutes Feb 11, 2025			
	5.1.5	EPH Board Executive Session Minutes Feb 18, 2025			
5.2	Other Documents				
	5.2.1				
6	Medical Staff Credentialing Report		2	Action	
7	Presentations:				
	7.1	Park Hospital District Board May 6, 2025 Election Update	4	Discussion	Ms. Sarah Shepherd
	7.2	EPH CEO - Strategic Update	20	Discussion	Mr Vern Carda
	7.3	EPH Chief Financial Officer - EPH End 2024 Financials	20	Discussion	Ms Aysha Douglas
	7.4	EPH Chief Nursing Officer - Strategic Update	20	Discussion	Ms Pat Samples
	7.5	EPH Foundation Board Chair - Strategic Update	20	Discussion	Ms Sue Cooper
	7.6	EPH UCHealth Partnership Process Update	5	Discussion	Mr Vern Carda
8	Executive Summary - Significant Items Not Otherwise Covered		1	Discussion	EPH Leadership & Board of Directors
9	All Attendee Conversation on Emerging Topics		15	Conversation	Community Attendees, EPH Board, EPH Senior Leadership Team
10	Potential Agenda Items: Wednesday Mar 26, 2025 Regular Board Meeting		1	Discussion	EPH Board of Directors
11	Adjournment		1	Action	EPH Board of Directors
Estimated Total Regular Session Mins.			119		

Next Regular EPH Board Meeting: Wednesday March 26, 2025 5:30 - 7:30 pm

Possible Next Meeting Agenda Items



ESTES PARK HEALTH

ESTES PARK HEALTH BOARD OF DIRECTORS' Regular Meeting Minutes – January 29, 2025

Board Members in Attendance

Dr. David Batey, Chair
Mr. Drew Webb, Vice Chair (via webinar)
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)
Dr. Bridget Dunn
Dr. Jennifer McLellan
Ms. Kaci Early
Ms. Sarah Shepherd
Ms. Wendy Rigby
Dr. Cynthia Dilauro
Ms. Iryna Irkliienko
Mr. Mark DeGeldere
Mr. Jacob Schmitz

Community Attendees (via webinar):

Robb Austin
Craig Axtell
Barbara Bailey
JoAnn Batey
Judith Beechy
Sterling Beidleman
Stacy Bernard
Cindy Brady
Judy Brannon
David Brewer
Randy Brigham

Ron Brown
Linnea Carter
Tim Cashman
Jim Cozette
Gail Cozette
William Crosby
Ingrid Drouin
Donna Eubank
Glen Gill
John Knudtson
Larry Leaming
Tom Leigh
Brandon Letcher
James Linderholm
Anna Lipasek
Peggy Lynch
Christie Marcotte
James Mathis
Mark Mathis
Gerald Mayo
Tara Moenning
Todd Nardi
Barbara Nytes
Tony Palmer
Rodney P.
Emily Rhodes
Mark Richards
BC Robertson
Devin Rockrose
Terry Rustin
Christina Santagati
Andy Selig
Pamela Serbin
Donna Shavlik
Monica Sigler
April Sorenson
Elizabeth Spalding
David Standerfer
Jane Truesdale
Brian Tseng
Guy Van der Werf
Carla Webb
James Whiteneck
Janet Zeschin
John Cooper

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 move election update to the end of the agenda. Agenda was then approved as submitted.

3. **Appreciation of Dr. Bridget Dunn's service as Chief of Staff and Welcome Dr. Jennifer McLellan as current Chief of Staff**

General accolades for Dr. Dunn's deep care for her patients, and the enthusiasm and energy she has. She will be missed in her role as Chief of Staff, but all are looking forward to Dr. McLellan's tenure.

4. **Public Comments on Items Not on the Agenda**

No comments.

5. **General Board Member Comments**

No comments.

6. **Consent Agenda Items Acceptance**

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

7. **Medical Staff Credentialing Report**

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

8. **Presentations**

8.1 **Park Hospital District Board May 6, 2025 Election Update – Ms. Sarah Shepherd**

- See memo. Call for nominations runs from January 26th, 2025 – February 28th, 2025. The self-nomination form process will be overseen by DEO, with assistance from Rachel Ryan. As of today, there are three requests for self-nominations forms with one completed (for Tom Leigh). Deadline for write-in candidates is Monday, March 3rd, at 5:00 PM.
- David Batey inquired under what circumstances the election would be canceled – the election would be canceled if fewer or equal to the number of open positions forms are filed with the DEO following that March 3rd deadline.
- Is there a target for when mail ballots are mailed out/when they will be returned?
– All ballots are due to DEO's office by May 6th, 2025, at 7:00 PM (MST). A Dropbox will be available at the hospital and ballots will be mailed to all eligible electors; the window is between April 14th and April 21st. For those who are eligible to vote but did not receive a mail ballot (or a ballot was damaged), a replacement can be issued by the DEO office or one may be picked up at the hospital. Approximately 9,000 ballots will be mailed out.

8.2 EPH CEO – Strategic Update – Mr. Vern Carda

- Building security and patient/personnel safety were identified as the top concerns from staff/leadership in last fall's SWOT sessions. In response, automatic door security features are being installed, as well as new employee badge access points. Physical changes are being made to the pharmacy, with the intent to improve the chemo/infusion processes. Design work for the Diagnosis Imaging project has been initiated. Patient comfort is a priority.
- EPH is also investigating potential needs in the event that the local Salud clinic closes (including potential influx of patients).
- Acknowledgement that there are some challenges with scheduling of appointments and the current phone tree. This is recognized, and EPH is working to simplify the process.
- Active recruitment is ongoing for Internal Medicine and Family Medicine physicians. Dr. Paul Shingledecker is currently serving the Estes Valley as a locums Internal Medicine physician.
- Workplace educational opportunities, which include workplace culture training, will kick off about mid-February.
- Investments in Cybersecurity and data security are ongoing.

8.3 EPH Chief Financial Officer – EPH Oct and Nov 2024 Financials – Ms. Aysha Douglas

- See presentation. Updates included overview of industry trends from CHA; EPH trending financial progress; and EPH vs. industry trends.

8.4 EPH Quality Initiatives Strategic Update – Ms. Kendra Simms

- See presentation. Updates included EPH's commitment to patient safety; safety event reporting at the organization; strategic commitment to Quality (delivering safe, high-quality care with a commitment to transparency and continuous improvement); relevant data to the facility (CLABSI and CAUTI, falls, sepsis detection and response, etc.); the Collaborative Just Culture program; and a DNV update (ongoing ISO certification, internal audits and corrective action plan, etc.).

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

- Moved to February meeting.

8.6 EPH Facilitation of Home Health, Home Care, and Hospice – Ms. Pat Samples

- Social work team has been built up inside of the hospital, as home hospice is no longer offered as a service through EPH. This end-of-life support, teaching, and coaching is ongoing. The goal for 2025 is to continue with this, alongside a new social worker that is starting in the next few weeks. Partnership with physicians who are versed in end of life care will continue as well.

8.7 EPH Board View of Social Media Depictions of EPH Performance – EPH Board of Directors

- The Board has become increasingly concerned about false depictions of Estes Park Health on social media and other platforms. It is harmful. As a public entity, anyone is allowed to attend board meetings and speak in the 3-minute allotment. Allegations regarding finances, hospital services (such as pediatrics and hospice care), workplace environment, were all addressed and discussed.

8.8 EPH UCHealth Partnership Update – Mr. Vern Carda

- Estes Park Health is currently in an information exchange with UCHealth. Many of the managers/leaders at EPH are providing the requested information on a daily basis; this will serve as the basis of the pending operating agreement.

9. Executive Summary – Significant Items Not Otherwise Covered

No comments.

10. All Attendee Conversation on Emerging Topics

- Stacy Bernard: expressed agreement that safety of all should remain a top priority, and believes that the glass currently in place in patient registration should remain for employee safety.

11. Potential Agenda Items for Wednesday February 26, 2025, Regular Board Meeting

No comments.

12. Adjournment

David Batey motioned to adjourn the meeting at 8:09 PM. Drew Webb and Steve Alper seconded the motion, which carried unanimously.

David M. Batey, Chair

Estes Park Health Board of Director

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - In Person and by TEAMS
Tuesday, January 28, 2025
08:00 am - 10:30 am

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 08:10 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 the Partnership with UCHHealth, EPH Strategic 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 Workman - Unanimous)	145	Action	EPH Board
6	Adjournment (Motion Alper 2nd Workman - Unanimous Time 10:29 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
Wednesday, February 05, 2025
08:00 am - 10:30 am

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 08:11 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 the Partnership with UCHHealth, EPH Strategic Initiatives, 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 Foust 2nd Alper - Unanimous)	145	Action	EPH Board
6	Adjournment (Motion Alper 2nd Foust - Unanimous Time 09:26 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, February 11, 2025
08:00 am - 10:30 am

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 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 the Partnership with UCHHealth, EPH Strategic Initiatives, 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 Webb - Unanimous)	145	Action	EPH Board
6	Adjournment (Motion Alper 2nd Webb - Unanimous Time 10:34 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, February 18, 2025
08:00 am - 10:00 am

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 08:02 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)(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 the Partnership with UCHealth, EPH Strategic Initiatives, 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 Webb - Unanimous)	115	Action	EPH Board
6	Adjournment (Motion Alper 2nd Workman - Unanimous Time 10:04 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		120		

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



ESTES PARK HEALTH

Park Hospital District Board
26 February 2025

CREDENTIALING RECOMMENDATIONS

Credentials Committee approval:

January 29th, 2025

Present: Drs.: McLellan, DiLauro, Dunn, Brigitte Foust, Cory Workman, Iryna Irkliienko, Kate Cramer (T)

Medical Executive Committee approval:

February 5th, 2025

Initial Appointments:

N/A

Reappointments:

Chew, Scott E., MD
Cline, Morgan L., MD
Emdur, Abby C., MD
Anne, Lassiter R., PA-C

LOCUM TENENS Initial Appointment:

N/A

Credential By Proxy:

N/A

Resignations:

Dr. Elliot – Locum IM

FPPE:

N/A

ESTES PARK (PARK) HOSPITAL DISTRICT

May 6, 2025 Election Status Memo

To: Board of Directors, Park Hospital District

From: Sarah E. E. Shepherd, Designated Election Official

Date: February 20, 2025

Dear Board:

I am pleased to announce that the Election process, with Election Day set for Tuesday, May 6, 2025, is going well.

At this time, it appears the election will be held and we are proceeding accordingly. This is because we have received 4 self-nomination forms from eligible electors for the directors' seats whose terms are set to expire in May 2025. All these forms have been properly filed.

The lot drawing to determine the order in which candidates will appear on the ballot, will be scheduled on the week of March 3, 2025 via ZOOM. Each candidate who has filed a self-nomination form will receive an invitation to join that lot drawing meeting via email. Candidates are welcome, but not required to, attend this short meeting. The lot drawing involves pulling names from a hat, which will determine the order that they appear on the ballot.

Certification of the ballot, ballot printing, election process planning, election notification via printed/posted publication, voter list confirmation and all other voting activity continue to move forward.

These postings will be released in news publications and on the District's website in addition to coordination of filings of Oaths and Result information and documents with staff leadership, according to the Election Calendar and statutory requirements.

Newly elected directors will have several options to be sworn in once the results are confirmed after the election.

Please feel free to reference this calendar to keep informed of important dates, and please do not hesitate to reach out to me with any questions.

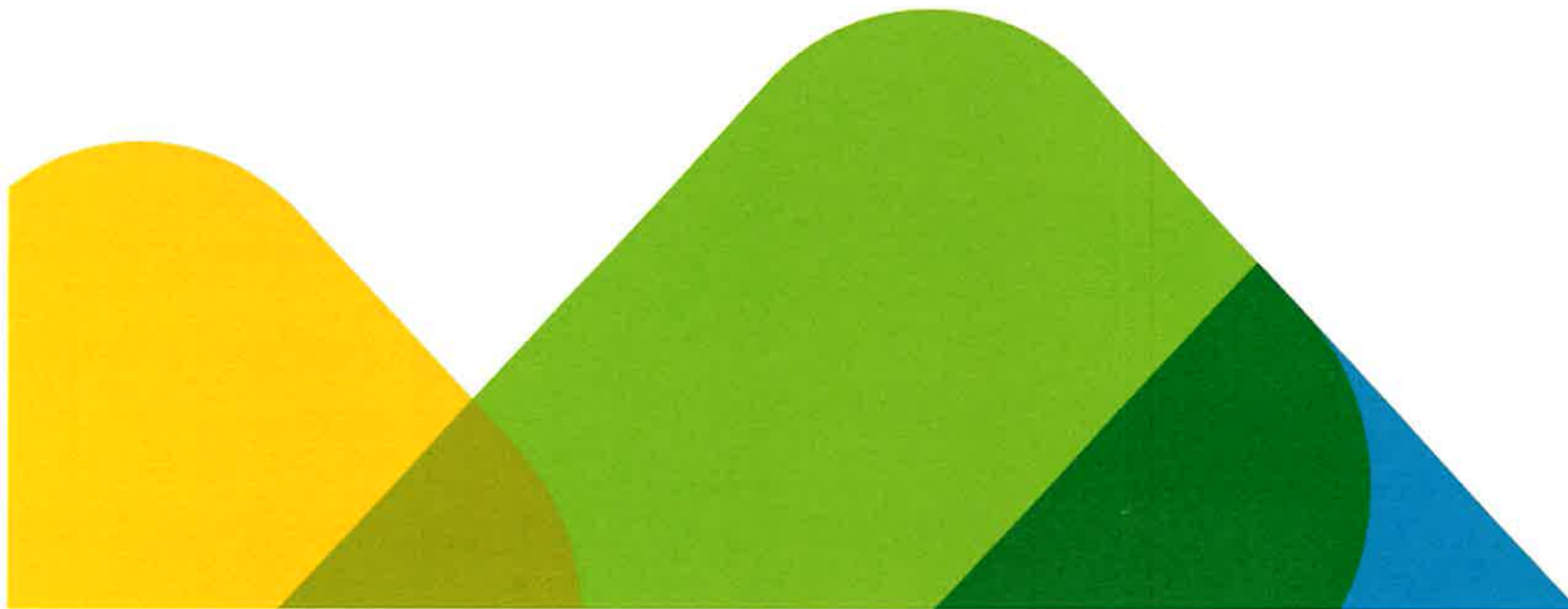
Thank you very much!

Circuit Rider of Colorado, LLC
Mailing: P. O. Box 359 – Littleton, CO 80160
Telephone: 303-482-1002 – Email: sees@ccrider.us



ESTES PARK
HEALTH

EPH CNO/Clinical Update 2-2025



2024 Happenings at Estes Park Health

Good teams become great ones when the members **trust each other** enough to surrender the **Me for the We.**



Pursuit of Quality...

- Pharmacy coverage to 24/7
 - Solidified take home medication process for Emergency Department and Urgent Care patients.
 - Medication reconciliation from time of admission. (Best practice)
 - 340B program rebuilt.
- Laboratory
 - Recruitment and retention plan implemented for Medical Technicians.
 - Several lab test added to our panel per physician request/patient need.
 - Partnered with other clinical departments to implement processes in support of improved delivery of care.



Pursuit of Quality...



- Diagnostic Imaging
 - Service line additions in partnership with other departments to support community need.
 - Support from EPH Foundation in the purchasing of new equipment.
 - Increase operating hours.
 - Additional patient/employee safety enhancements to department.

- Rehabilitation
 - Initiated pediatric physical therapy.
 - Extended hours.
 - Resumed student participation.



- Urgent Care
 - Volume up 12% compared to 2023
 - Partnered with laboratory to obtain CLIA license, supporting point of care testing.



Pursuit of Quality...

- Infusion/Chemotherapy
 - Three chemotherapy certified nurses, partner with Uchealth to support best practice in delivery of care & ongoing education.
 - 10% growth in volume over 2023
 - Medical Director addition to support chemotherapy growth.
- Respiratory-inpatient & outpatient.
 - New Medical Director for respiratory therapy.
 - Partnering with Physician's clinic to meet outpatient needs.
 - Sleep lab transitioned to EPH, developing best practice in collaboration with Uchealth.



Pursuit of Quality...

Let us never consider ourselves finished nurses....
we must be learning all of our lives.

- Florence Nightingale

- Medical/Surgical
 - Solidify nursing practice with supportive audits, aligning with best practice & regulatory requirements.
 - Expanding end of life program with social workers/case managers.
 - Referrals from the physician clinic, the emergency department, the medical/surgical unit and from the community.
- Perioperative Service
 - Service line additions with staff training/development
 - Adjusted schedules to support retention.
 - Revamp of Sterile Processing Department.



Pursuit of Quality...

- Emergency Department
 - Partnering with Case management team to meet indicators of HTP, implementing patient centered processes.
 - Enhanced triage process based on ENA training.
 - Solidify nursing practice with supportive audits, bringing more best practice to the bedside.
- EMS
 - Partnered ED RN's and Paramedics to support collaboration of care in the ED.
 - Retention tactics implemented.
 - Implemented new technology to support advancement in patient care.



Pursuit of Quality...

PATIENT EXPERIENCE/PS (inpatient) for Estes Park Health

HCAHPS Stoplight Report

Discharge Dates From Jan 1, 2024 to Dec 31, 2024

<https://catalyst.nrcpicker.com/eph/hcahps/default.aspx>

January 24, 2025



Compares us to like size hospitals across the country.

Overall	Benchmarks		Calendar Year	Estes Park Health HCAHPS			
	NRC 50th Percentile*	NRC 75th Percentile	Current YTD	Qtr 4 2024‡	Qtr 3 2024	Qtr 2 2024	Qtr 1 2024
Using any number from 0 to 10, where 0 is the worst hospital possible and 10 is the best hospital possible, what number would you use to rate this hospital during your stay?	72.9%	78.7%	72.7% PR=49	70.0%µ	78.6%µ	71.4%µ	69.2%µ

Key Drivers	NRC 50th Percentile*	NRC 75th Percentile	Current YTD	Qtr 4 2024‡	Qtr 3 2024	Qtr 2 2024	Qtr 1 2024
Communication with Nurses	80.8%	83.6%	82.6% PR=68	86.7%µ	85.7%µ	76.2%µ	79.5%µ
Discharge Information	87.7%	89.9%	92.6% PR=92	92.9%µ	88.5%µ	100.0%µ	95.0%µ
Care Transitions	52.0%	56.2%	55.7% PR=71	41.7%µ	66.7%µ	54.8%µ	55.1%µ

These questions have more impact on the overall rating above.

Focus	NRC 50th Percentile*	NRC 75th Percentile	Current YTD	Qtr 4 2024‡	Qtr 3 2024	Qtr 2 2024	Qtr 1 2024
Cleanliness	72.1%	78.4%	79.5% PR=79	80.0%µ	71.4%µ	64.3%µ	57.7%µ
Care Transitions	52.0%	56.2%	55.7% PR=71	41.7%µ	66.7%µ	54.8%µ	55.1%µ
Communication with Doctors	80.9%	84.1%	78.6% PR=34	83.3%µ	81.0%µ	66.7%µ	79.5%µ
Communication with Nurses	80.8%	83.6%	82.6% PR=68	86.7%µ	85.7%µ	76.2%µ	79.5%µ
Responsiveness of Hospital Staff	65.2%	72.3%	70.7% PR=69	61.1%µ	84.6%µ	50.0%µ	73.1%µ
Communication About Meds	61.3%	66.1%	64.3%µ PR=67	58.3%µ	71.4%µ	57.1%µ	68.8%µ
Discharge Information	87.7%	89.9%	92.6% PR=92	92.9%µ	88.5%µ	100.0%µ	95.0%µ
Would Recommend Hospital	72.2%	78.3%	75.0% PR=63	60.0%µ	78.6%µ	100.0%µ	69.2%µ

During this hospital stay, how often did doctors treat you with courtesy and respect?

During this hospital stay, how often did doctors listen carefully to you?

During this hospital stay, how often did doctors explain things in a way you could understand?

Pursuit of Quality...

PATIENT EXPERIENCE (outpatient) for Estes Park Health

QUESTION SUMMARY



Question	YTD	Last 3 Months	Last Month	n-size	Score	Bench mark	Gap	
Got help as soon as wanted	100.0	91.1	100.0	180	93.3	72.8	20.5	
Facility was clean	93.2	93.2	93.7	2,932	92.6	82.1	10.5	
Family involved in visit	87.7	88.4	86.8	1,007	89.4	75.4	14.0	
Trust staff members w/ care	94.4	91.6	91.7	2,948	89.2	83.9	5.3	
Was told when could leave	100.0	90.0	93.3	202	89.1	82.6	6.5	
Staff listened	92.7	90.8	91.7	2,963	88.9	83.3	5.6	
Care providers listened	90.7	87.8	86.8	5,113	87.7	84.7	3.0	
Enough info about treatment	92.8	86.9	89.2	2,255	87.4	81.9	5.5	
Trust providers w/ care	87.4	86.4	86.4	5,087	87.1	82.5	4.6	
Staff explained things	87.2	88.7	90.5	2,977	85.9	80.6	5.3	
Knew what to do if questions	89.2	86.9	86.8	2,218	85.1	80.1	5.0	
Care providers explain things	81.9	82.8	82.0	2,908	83.0	80.7	2.3	
Key Metric NPS: Facility would recommend	85.4	82.2	83.2	7,792	82.6	79.4	3.2	
Received right treatment		82.2	82.2	1,649	82.0	70.4	11.6	
Providers eased discomfort	72.7	81.9	77.8	2,436	80.8	67.1	13.7	

QUALITATIVE SUMMARY

Promoter

- Recognition
- Courtesy/Respect
- Doctor
- Presence
- Doctor-Courtesy/Respect

Passive

- Doctor
- Courtesy/Respect
- Recognition
- Doctor-Communication
- Nurse/Nurse Aide

Detractor

- Doctor
- Testing
- Doctor-Communication
- Nurse/Nurse Aide-Courtesy/Respect
- Doctor-Courtesy/Respect

Pursuit of Quality...

PATIENT EXPERIENCE (outpatient) for Estes Park Health



Department Summary

Question	YTD	Last 3 Months	Last Month	n-size	Score	Bench mark	Gap
Received consistent info	84.5	80.3	74.7	1,171	80.5	65.4	15.1
Spent enough time with patient	76.3	76.1	72.1	991	77.4	75.2	2.2
Test/procedure began on time	76.2	79.7	80.6	3,018	77.2	64.9	12.3
Seen in timely manner	83.7	78.4	79.0	5,023	76.9	72.7	4.2
Care provider explain-if not better	69.0	78.6	70.5	2,596	76.5	65.5	11.0
Providers knew medical history	82.0	78.5	82.2	2,231	74.5	73.9	0.6
Told when to expect results	80.7	77.4	75.4	2,460	74.5	69.2	5.3
Discuss illness prevention	68.5	67.1	73.4	2,199	66.0	59.6	6.4
Procedure began on time	58.3	60.7	73.3	210	63.3	64.9	-1.6

NET PROMOTER SCORE

82.6 n-size: 7,792

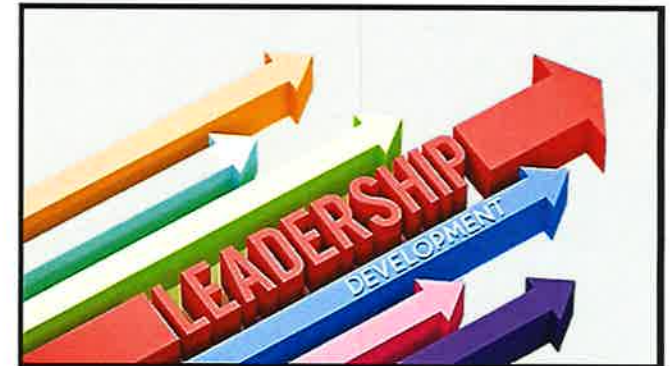


Promoter - 86.9% Passive - 8.7% Detractor - 4.4%



Developing People Resources...

- Leadership development
 - Two cohorts of leaders continued development.
 - Continue with director/manager development.
- Recruitment and Retention Team (multidisciplinary team)
 - Implemented recognition-employee of the quarter, revamped Kudos program.
 - Developed 2025 goals/next steps.
- Nursing staffing council
 - Meets quarterly.
 - 70% front line staff, led by House Supervisor.



Fiscal Health...

- Contract Staff (Travelers)
 - Continued to decrease over 2024.
 - Day shift without travelers across organization.
- Retention
 - EPH turnover for 2024 is 21% (without PRN's) and 17.8% with PRN's in the data.
 - National Hospital turnover rate is 20.7%
 - According to the 2024 NSI National Healthcare Retention & RN Staffing Report, the hospital turnover rate stands at 20.7%, a 2.0% decrease from 2022, and Registered Nurse turnover is recorded at 18.4%, a 4.1% decrease.
 - First year turnover is twice as much as any other tenure.



Fiscal Health...



- 340-B program fully implemented.
 - Infusion/Chemotherapy savings = \$677,882.89
 - EPH outpatient areas savings = 507,971.15
- HTP
 - Reporting period is PY4Q2.
 - PY3 we have 8% at risk dollars to be earned.
 - We have worked closely with Uchealth and Rocky Mountain Health Plans to create reports for the interventions selected.
 - We are in the continuous improvement phase for all measures



COLORADO
Department of Health Care
Policy & Financing



Leveraging Technology to improve patient outcomes....

- Partnered with Uchealth and our local IT team in implementing new processes to support AI/Best practice, and employee safety.
 - Best Practice Alerts/documentation.
 - Developing documentation to support regulatory changes.
 - HTP/SBIRT
 - ABN process across multiple departments.
 - Order sets/Smart sets-update and standardize EPIC order sets based on best practice and EPH provider input.
 - Clinician onboarding/support.
 - Physical security/Badge access.
 - EKG's going directly into EPIC.
 - On-line scheduling.



Workforce layout for 2025 and beyond...

- As the landscape of the workforce continues to change, in collaboration with the rapid increase in new technologies, a stronger emphasis on employee education and upskilling is imperative. (Forbes 2024)
- According to [McKinsey research](#), lack of compensation and career development and advancement opportunities are top reasons that employees of all ages leave their jobs.
- To keep your top talent, you need to invest in their skill-building and development.
- Leaders must understand the differences in attitude toward work/life balance, personal identify and how to leverage strengths to develop high performing teams.



Workforce layout for 2025 and beyond...

- Nursing and all workforces will have a multigenerational leaders and a dynamic workforce that reflects the cultural and historical events that have shaped their generation. Gen X and Millennials are a growing majority of the workforce and Gen Z steadily increasing.
 - Colorado will be short 10,000 nurses by 2026.
 - Workforce demand is up. 7/24-6/2025 Colorado needs 5663 new RN's.
 - Due to aging nurses, shortage of faculty, geography(new nurses predominately stay in urban areas).
 - Most significant shortage in Medical/Surgical nursing.
 - Colorado's population growth and demand of more health care workers.
- Colorado hospitals have invested more than \$1 billion since the pandemic to retain and recruit staff. Hospitals are trying to build the pipeline of employees through tuition reimbursement, student loan assistance, training stipends and professional development programs. (CHA)

Forbes 2024, nurseleader.com, Workday
CHA/Colorado Center for Nursing Excellence

The future...2025 goals

- Continued Leadership development.
 - Additional cohort added, continuation with directors/managers, Sr. Director addition.
 - Partner with state teams and Uchealth to develop strategies addressing the challenges of the current workforce.
 - Nursing shortage.
 - Generational differences-leveraging strengths.
 - Continue to develop and strengthen EPH's workforce.
 - Leaders involved in professional organization and state organizations.



The future...2025 goals

- Implement year one of ANCC's Pathway to Excellence program.
 - Best practice, consistent with Uchealth's community hospitals.
 - Research correlated work practice environment characteristics, the essential elements of the Pathway to Excellence, with better quality outcomes, patient and staff satisfaction and professional development.
 - Six standards that are essential elements in developing a positive practice environment.
 - Shared decision making, Leadership, Safety, Quality, Well-being and Professional development.
- Collaborative Just Culture.

The future...2025 goals



Human Understanding®


- Develop Patient Experience Team
 - House wide, multidisciplinary
 - New questions implemented per CMS.
 - Department and hospital wide improvements.

- Recruitment/retention team
 - Implement stay interviews qtr. 1.
 - Develop EPH wide interview process/standards based on best practice.

The future...2025 goals

- Service Line development
 - Podiatry returning
 - Breast Health Program
 - End of Life Program
 - Sleep Lab growth (High altitude)/pediatric
 - Cardiac Rehabilitation (rebuilding with Uchealth)
 - Out-patient respiratory (new Medical Director)
 - Chemotherapy (new Medical Director)
 - Partner with community support





Knowledge alone is not enough: action and application are necessary for success.

Johann Wolfgang von Goethe

When we know more, we must do more.

QUESTIONS?