

Draft Agenda
Estes Park Health Board of Directors' Regular Meeting by GoToWebinar and In-Person
Wednesday May 28, 2025
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	Interim Chair, EPH Board of Directors
2	Approval of the Agenda	1	Action	EPH Board of Directors
3	Departing Board Member Comments	5	Information	David Batey
4	New Board Members - Ceremonial Oath of Office	5	Action	Ms Rachel Ryan
5	New Board - Election of Officers	5	Action	EPH Board of Directors
6	Public Comments on Items Not on the Agenda	3	Information	Public
7	General Board Member Comments	3	Information	EPH Board of Directors
8	Consent Agenda Items Acceptance:			
8.1	Board Minutes			
	8.1.1 EPH Board Regular Meeting Minutes April 30, 2025			
	8.1.2 EPH Board Special Meeting Minutes May 08, 2025			
	8.1.3 EPH Board Special Meeting Minutes May 15, 2025			
	8.1.4 EPH Board Executive Session Minutes April 28, 2025			
	8.1.5 EPH Board Executive Session Minutes April 29, 2025	2	Action	EPH Board of Directors
	8.1.6 EPH Board Executive Session Minutes May 06, 2025			
	8.1.7 EPH Board Executive Session Minutes May 13, 2025			
	8.1.8 EPH Board Executive Session Minutes May 20, 2025			
	8.1.9 EPH Board Executive Session Minutes May 22, 2025			
8.2	Other Documents			
	8.2.1			
9	Medical Staff Credentialing Report	2	Action	
10	Presentations:			
10.1	Park Hospital District Board May 6, 2025 Final Election Update	6	Discussion	Ms. Sarah Shepherd
10.2	EPH CEO - Strategic Update	15	Discussion	Mr Vern Carda
10.3	EPH CFO - 1st QTR 2025 Financials and Strategic Update	15	Discussion	Ms Aysha Douglas
10.4	EPH Chief of Staff - Strategic Update	15	Discussion	Dr Jennifer McLellan
11	Executive Summary - Significant Items Not Otherwise Covered	1	Discussion	EPH Leadership & Board of Directors
12	All Attendee Conversation on Emerging Topics	15	Conversation	Community Attendees, EPH Board, EPH Senior Leadership Team
14	Potential Agenda Items: Wednesday June 25, 2025 Regular Board Meeting	1	Discussion	EPH Board of Directors
15	Adjournment	1	Action	EPH Board of Directors
Estimated Total Regular Session Mins.		96		

Next Regular EPH Board Meeting: Wednesday June 25, 2025 5:30 - 7:30 pm

Possible Next Meeting Agenda Items



ESTES PARK HEALTH

ESTES PARK HEALTH BOARD OF DIRECTORS' Regular Meeting Minutes – April 30, 2025

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)
Mr. Jacob Schmitz
Mr. Benjamin Hetrick
Dr. Bridget Dunn
Dr. Jennifer McLellan
Ms. Kaci Early
Ms. Sarah Shepherd
Ms. Wendy Rigby
Dr. Cynthia Dilauro
Ms. Iryna Irkliienko
Suzy Blackhurst
Randy Brigham
Linnea Carter
Michelle Gordon
Larry Leaming
Tom Leigh
Yvonne Salfinger
Pamela Serbin
Janet Zeschin
Max Salfinger
Chris Dylan
Dave Studebaker

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 for Item 7.1 to be moved toward the end of the agenda. 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 Steve Alper.

6. **Medical Staff Credentialing Report**

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

7. **Presentations**

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

- Ballots have been mailed. Those who have not yet received their ballots may receive a replacement from Rachel Ryan, Deputy DEO at Estes Park Health.

7.2 **EPH 2024 Financial Audit – Eide Bailly LLP, Ms. Aysha Douglas**

- See presentation. Audit process went well; no difficulties and no corrected statements throughout process.
- Statement of financial position: very comparable to 2023.

7.3 **EPH CEO – Strategic Update – Mr. Vern Carda**

- See presentation.

7.4 **EPH Chief Nursing Officer – Strategic Update – Ms. Pat Samples**

- See presentation. Reviewed DNV updates, Collaborative Just Culture, ANCC Pathways and Shared Leadership implementation, laboratory CAP survey results, leadership development, and ongoing developments in employee recruitment/retention.

7.5 **EPH UCHealth Partnership Update – Mr. Vern Carda**

- Still in process of information exchange with UCHealth for due diligence. Legal documents and work documents continue to be reviewed as well.

8. **Executive Summary – Significant Items Not Otherwise Covered**
No comments.

9. **All Attendee Conversation on Emerging Topics**
➤ Floor opened at 6:59 PM.

10. **Potential Agenda Items for Wednesday May 28, 2025, Regular Board Meeting**
No comments.

11. **Adjournment**
David Batey motioned to adjourn the meeting at 6:57 PM. Drew Webb and Steve Alper seconded the motion, which carried unanimously.

David M. Batey, Chair
Estes Park Health Board of Director



ESTES PARK HEALTH

ESTES PARK HEALTH BOARD OF DIRECTORS' Special Session Minutes – May 8, 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, Member at Large

Other Attendees

Mr. Vern Carda, CEO
Ms. Pat Samples, CNO
Ms. Aysha Douglas, CFO
Ms. Rachel Ryan
Mr. Dan Weaver
Ms. Amy Kolczak
Mr. Kevin Unger
Mr. David Snow

1. Call to Order

The board meeting was called to order at 5:36 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. Presentations

5.1 Park Hospital District and University of Colorado Health Park Partnership Definitive Agreements Negotiations Completed – Summary – EPH Board of Directors

- See presentation. The Park Hospital District's goal has been, and continues to be, to provide excellent healthcare services in the Estes Valley community for years to come. Negotiations between Park Hospital District and UHealth have been completed; the definitive agreements are a Health System Operating Lease and an Integration and Affiliation Agreement.
- Next steps will consist of consideration of approving the Partnership Definitive Agreements. As required by Hospital Transfer Act, the Colorado Attorney General will then review said agreements. This process will take a minimum of 60 days.

5.2 UHealth: Who We Are – Dr. Kevin Unger, President and CEO, Northern Colorado, UHealth

- See presentation. UHealth is a Colorado-owned nonprofit health system and is an independent 501(c)(3) from University of Colorado. The organization employs 35,000 people across 200 locations and 14 hospitals.

5.3 Park Hospital District Resolution 2025-01 – A Resolution of the Board of Directors of the Park Hospital District to Authorize Entering into Definitive Agreements with University of Colorado Health – EPH Board of Directors

- See resolution.

5.4 Board Member Questions and Comments – EPH Board of Directors

- See recording.

5.5 Community Member Questions and Comments

- Please review recording on EPH website for full list of questions and comments.

6. Adjournment

David Batey motioned to adjourn the meeting at 7:37 PM. Drew Webb and Steve Alper seconded the motion, which carried unanimously.



ESTES PARK HEALTH

ESTES PARK HEALTH BOARD OF DIRECTORS' Special Session Minutes – May 15, 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, Member at Large

Other Attendees

Mr. Vern Carda, CEO
Ms. Pat Samples, CNO
Ms. Aysha Douglas, CFO
Ms. Rachel Ryan
Mr. Dan Weaver
Ms. Amy Kolczak
Mr. Kevin Unger
Mr. David Snow

1. Call to Order

The board meeting was called to order at 6:30 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. Presentations

5.1 Park Hospital District and University of Colorado Health Park Partnership Definitive Agreements Negotiations Completed – Summary – EPH Board of Directors

- See presentation. The Park Hospital District's goal has been, and continues to be, to provide excellent healthcare services in the Estes Valley community for years to come. Negotiations between Park Hospital District and UHealth have been completed; the definitive agreements are a Health System Operating Lease and an Integration and Affiliation Agreement.
- Next steps will consist of consideration of approving the Partnership Definitive Agreements. As required by Hospital Transfer Act, the Colorado Attorney General will then review said agreements. This process will take a minimum of 60 days.

5.2 UHealth: Who We Are – Dr. Kevin Unger, President and CEO, Northern Colorado, UHealth

- See presentation. UHealth is a Colorado-owned nonprofit health system and is an independent 501(c)(3) from University of Colorado. The organization employs 35,000 people across 200 locations and 14 hospitals.

5.3 Park Hospital District Resolution 2025-01 – A Resolution of the Board of Directors of the Park Hospital District to Authorize Entering into Definitive Agreements with University of Colorado Health – EPH Board of Directors

- Resolution was read in its entirety.

5.4 Board Member Questions and Comments – EPH Board of Directors

- See recording.

5.5 Community Member Questions and Comments

- Please review recording for full list of questions and comments.

5.6 Consider a motion to approve Park Hospital District Resolution 2025-01 which authorizes the Park Hospital District to enter into Definitive Agreements with University of Colorado Health to implement long term arrangements for providing healthcare to District residents and visitors – EPH Board of Directors

- David Batey motioned to approved resolution; it was passed with unanimous approval, via roll call vote.

6. Adjournment

David Batey motioned to adjourn the meeting at 7:42 PM. Drew Webb and Steve Alper seconded the motion, which carried unanimously.

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - In Person and by TEAMS
Monday, April 28, 2025
12:30 pm - 01:30 pm

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 12:36 pm)	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 Alper 2nd Workman - Unanimous)	100	Action	EPH Board
6	Adjournment (Motion Alper 2nd Foust - Unanimous Time 01:58 pm)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		105		

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, April 29, 2025
08:45am - 10:30 am

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 09:18 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 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 Workman - Unanimous)	100	Action	EPH Board
6	Adjournment (Motion Alper 2nd Workman - Unanimous Time 10:23 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		105		

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, May 06, 2025
08:00am - 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)(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 UHealth, 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 Foust - Unanimous)	145	Action	EPH Board
6	Adjournment (Motion Workman 2nd Foust - Unanimous Time 10:14 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		150		

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

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - In Person and by TEAMS
Tuesday, May 13, 2025
08:00am - 10:30 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)(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 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)	145	Action	EPH Board
6	Adjournment (Motion Alper 2nd Foust - Unanimous Time 10:11 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		150		

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

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - In Person and by TEAMS
Tuesday, May 20, 2025
08:00am - 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 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 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 Workman - Unanimous)	145	Action	EPH Board
6	Adjournment (Motion Alper 2nd Workman - Unanimous Time 10:10 am)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		150		

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

Draft Public Agenda
Estes Park Health Board of Directors' Executive Session - In Person and by TEAMS
Thursday, May 22, 2025
05:00 pm - 06:30 pm

Regular Session		Mins.	Procedure	Presenter(s)
1	Call to Order/Welcome (Time 05:02 pm)	1	Action	Dr Steve Alper
2	Approval of the Agenda (Motion Workman 2nd Foust - Unanimous)	1	Action	EPH Board
3	Public Comments on Items Not on the Agenda - There were public comments	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 board administrative matters, and pursuant to Section 24-6-402(4)(f) C.R.S. for the purpose of discussing a personnel matter. (Motion Foust 2nd Workman - Unanimous)	85	Action	EPH Board
6	Adjournment (Motion Workman 2nd Foust - Unanimous Time 06:40 pm)	1	Action	EPH Board
<i>Total Regular Session Mins.</i>		90		

Board Members Present: Alper, Foust, Workman



ESTES PARK HEALTH

Park Hospital District Board
28 May 2025

CREDENTIALING RECOMMENDATIONS

Credentials Committee approval:

April 30th, 2025

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

Medical Executive Committee approval:

May 21th, 2025

Initial Appointments:

Berganini, Emily V., PA-C
Fields, Hannah E., MD

Reappointments:

Hamner, Harry W., MD
Marske, Ingra R., PA-C
Meyer, John J., MD
McFall, Michael J., DO (Cred. Com.: 03/26/2025, MEC: 04/16/2025)
Smikahl, Tricia L., PA
Walts, Michael J., MD
Wilke, Traci A., PA-C

Credential By Proxy:

Genet, Matthew, DO
Hu-Wang, Eileen, MD
Joe, Winston, MD
Moulton, Joseph, MD
Ortez, Ryan, MD

Locum Tenens FYI:

N/A

Resignations:

Moravek, Douglas, CRNA – 4/1/2025

FPPE:

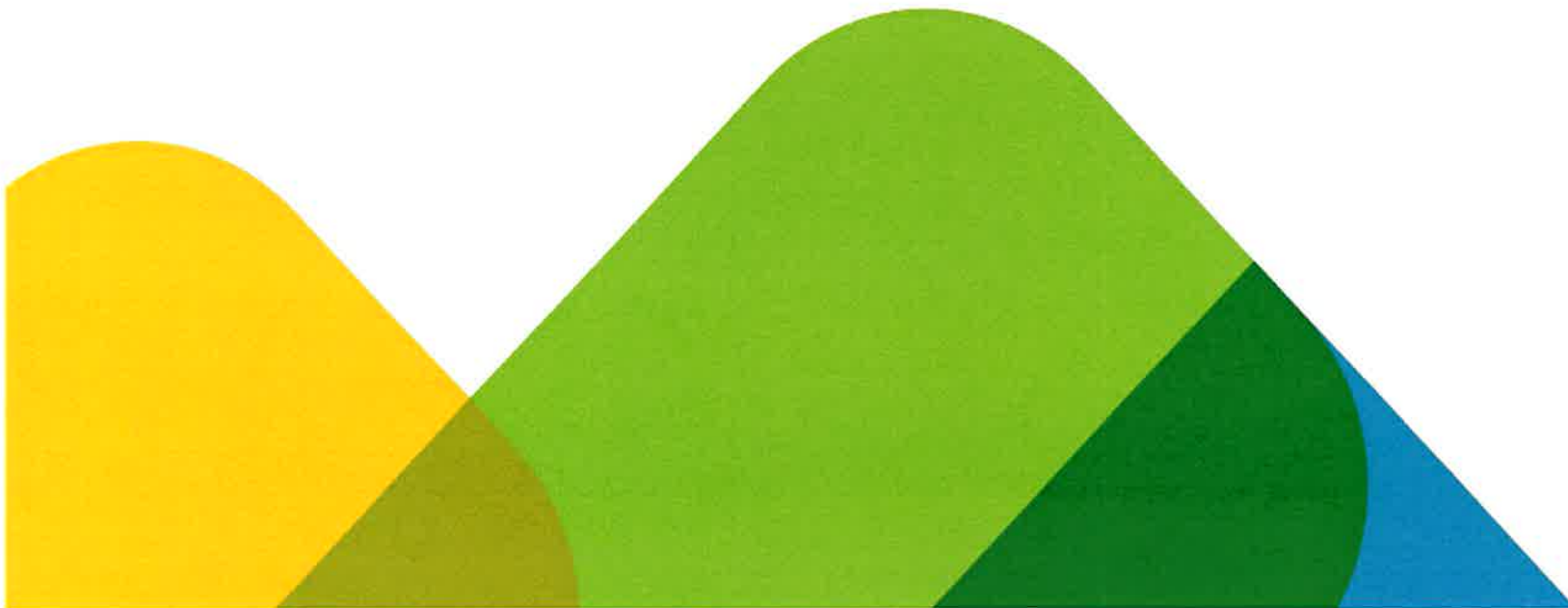
N/A



ESTES PARK
HEALTH

Quarterly Financials

5/28/2025



Overview

- 1st Quarter 2025 Financials
 - Net patient revenue on target with budget
 - Expenses 2.9% over budget

Balance Sheet – Liabilities and Net Position

Row

5

6

31

32 **LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND NET POSITION**

33

34 **CURRENT LIABILITIES**

	2025 March	2024 December		
	Actual	Actual	2025 Mar minus 2024 Dec	((2025 Mar) - (2024 Dec)) ÷ ABS(2024 Dec)
35 Current Portion of Long-Term Debt	232,360	1,407,360	(1,175,000)	(83.5%)
36 Current Portion of Lease Liability	509,784	710,390	(200,606)	(28.2%)
37 Current Portion of Subscription Liability	152,166	222,822	(70,656)	(31.7%)
38 Accounts Payable	1,552,388	1,033,618	518,770	50.2%
39 Estimated Third-Party Payor Settlements	1,725,000	1,600,000	125,000	7.8%
40 Deferred Revenue	-	-	-	no ÷ 0
41 Accrued Expenses				
42 Salaries, Wages, and Related Liabilities	2,534,285	1,791,643	742,642	41.5%
43 Compensated Absences	803,775	842,745	(38,970)	(4.6%)
44 Other	763,602	840,888	(77,286)	(9.2%)
45 TOTAL CURRENT LIABILITIES	8,273,360	8,449,467	(176,106)	(2.1%)

46

47 **LONG-TERM LIABILITIES**

48 Long-Term Debt, Net of Current Portion	9,189,753	9,247,688	(57,935)	(0.6%)
49 Long-Term Lease Liability, Net of Current Portion	5,771,568	5,771,568	-	0.0%
50 Long-Term Subscription Liability, Net of Current Portion	625,032	257,860	367,173	142.4%
51 TOTAL LONG-TERM LIABILITIES	15,586,354	15,277,116	309,238	2.0%

52

53 TOTAL LIABILITIES (Sum Row 45, 51)	23,859,714	23,726,583	133,131	0.6%
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54

55 DEFERRED INFLOWS OF RESOURCES - PROPERTY TAXES	4,396,016	4,396,016	-	0.0%
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56

57 **NET POSITION**

58 Net Investment in Capital Assets	17,950,623	16,679,112	1,271,512	7.6%
59 Restricted, Expendable	3,045,293	3,096,859	(51,566)	(1.7%)
60 Unrestricted	17,524,125	20,347,333	(2,823,208)	(13.9%)
61 TOTAL NET POSITION	38,520,041	40,123,304	(1,603,262)	(4.0%)

62

63 TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND NET POSITION	66,775,771	68,245,903	(1,470,131)	(2.2%)
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1st Quarter 2025 Total Operating Revenue

Row

5

6

7

8 OPERATING INCOME

9

10 OPERATING REVENUES

11

12 Charges for Patient Services

13 Inpatient

14 Outpatient

15 Total Charges for Patient Services

16

17 Deductions from Charges for Patient Services

18 Contracts (Medicare, Medicaid, Commercial)

19 Charity, Bad Debt, Uncompensated

20 Total Deductions from Charges for Patient Services

21

22 Net Patient Service Revenues

23 Net Patient Revenue/Total Charges for Patient Services as a %

24

25 Other Operating Revenues

26

27 Total Operating Revenues (Row 22 + Row 25)

		2025 YEAR TO DATE				2024 YEAR TO DATE			2023 YEAR TO DATE		
		Jan through Mar				Jan through Mar			Jan through Mar		
		Actual (A)	Budget (B)	Actual - Budget	Percent (A-B)÷ABS(B)	2024 Actual	2025 Actual - 2024 Actual	Percent (25-24)÷ABS(24)	2023 Actual	2025 Actual - 2023 Actual	Percent (25-23)÷ABS(23)
OPERATING INCOME											
OPERATING REVENUES											
Charges for Patient Services											
Inpatient		1,689,007	1,940,374	(251,367)	(13.0%)	2,010,062	(321,055)	(16.0%)	1,343,010	345,997	25.8%
Outpatient		23,558,569	24,046,931	(488,362)	(2.0%)	21,807,157	1,751,412	8.0%	20,248,919	3,309,650	16.3%
Total Charges for Patient Services		25,247,576	25,987,305	(739,729)	(2.8%)	23,817,219	1,430,357	6.0%	21,591,929	3,655,647	16.9%
Deductions from Charges for Patient Services											
Contracts (Medicare, Medicaid, Commercial)		(10,934,305)	(11,842,409)	908,104	7.7%	(9,592,369)	(1,341,936)	(14.0%)	(9,160,835)	(1,773,470)	(19.4%)
Charity, Bad Debt, Uncompensated		(946,874)	(943,844)	(3,030)	(0.3%)	(852,890)	(93,984)	(11.0%)	(573,410)	(373,464)	(65.1%)
Total Deductions from Charges for Patient Services		(11,881,179)	(12,786,253)	905,074	7.1%	(10,445,259)	(1,435,920)	(13.7%)	(9,734,245)	(2,146,934)	(22.1%)
Net Patient Service Revenues		13,366,397	13,201,052	165,345	1.3%	13,371,960	(5,563)	(0.0%)	11,857,684	1,508,713	12.7%
Net Patient Revenue/Total Charges for Patient Services as a %		52.9%	50.8%			56.1%			54.9%		
Other Operating Revenues		50,388	56,065	(5,677)	(10.1%)	77,546	(27,158)	(35.0%)	48,303	2,085	4.3%
Total Operating Revenues (Row 22 + Row 25)		13,416,785	13,257,117	159,668	1.2%	13,449,506	(32,721)	(0.2%)	11,905,987	1,510,798	12.7%

1st Quarter 2025 Total Operating Expenses

Row		2025 YEAR TO DATE				2024 YEAR TO DATE			2023 YEAR TO DATE		
		Jan through Mar				Jan through Mar			Jan through Mar		
		Actual (A)	Budget (B)	Actual - Budget	Percent (A-B)÷ABS(B)	2024 Actual	2025 Actual - 2024 Actual	Percent (25-24)÷ABS(24)	2023 Actual	2025 Actual - 2023 Actual	Percent (25-23)÷ABS(23)
29	Operating Expenses										
30	Salaries and Wages	6,748,705	6,742,092	6,613	0.1%	6,421,478	327,227	5.1%	6,502,100	246,605	3.8%
31	Employee Benefits	1,580,513	1,560,590	19,923	1.3%	1,560,326	20,187	1.3%	1,674,327	(93,814)	(5.6%)
32	Professional Fees and Purchased Services	3,950,478	3,357,686	592,792	17.7%	4,146,149	(195,671)	(4.7%)	3,724,295	226,183	6.1%
33	Supplies	1,355,842	1,517,537	(161,695)	(10.7%)	1,380,920	(25,078)	(1.8%)	1,206,853	148,989	12.3%
34	Utilities	214,185	182,230	31,955	17.5%	177,786	36,399	20.5%	178,020	36,165	20.3%
35	Leases and Rentals	79,100	67,208	11,892	17.7%	56,647	22,453	39.6%	302,280	(223,180)	(73.8%)
36	Insurance	128,537	146,582	(18,045)	(12.3%)	135,316	(6,779)	(5.0%)	106,704	21,833	20.5%
37	Repairs and Maintenance	60,904	69,634	(8,730)	(12.5%)	26,265	34,639	131.9%	58,153	2,751	4.7%
38	Depreciation and Amortization	959,470	934,004	25,466	2.7%	815,254	144,216	17.7%	654,026	305,444	46.7%
39	Other	756,275	815,082	(58,807)	(7.2%)	783,357	(27,082)	(3.5%)	751,638	4,637	0.6%
40	Total Operating Expenses (Sum of Rows 30 to 39)	15,834,009	15,392,645	441,364	2.9%	15,503,498	330,511	2.1%	15,158,396	675,613	4.5%
41											
42	TOTAL OPERATING INCOME (LOSS) (Row 27 minus Row 40)	(2,417,224)	(2,135,528)	(281,696)	(13.2%)	(2,053,992)	(363,232)	(17.7%)	(3,252,409)	835,185	25.7%
43	<i>Operating Margin = Total Operating Income (Loss) ÷ Total Operating</i>	<i>(18.0%)</i>	<i>(16.1%)</i>			<i>(15.3%)</i>			<i>(27.3%)</i>		

1st Quarter Non-Operating Revenues & Expenses

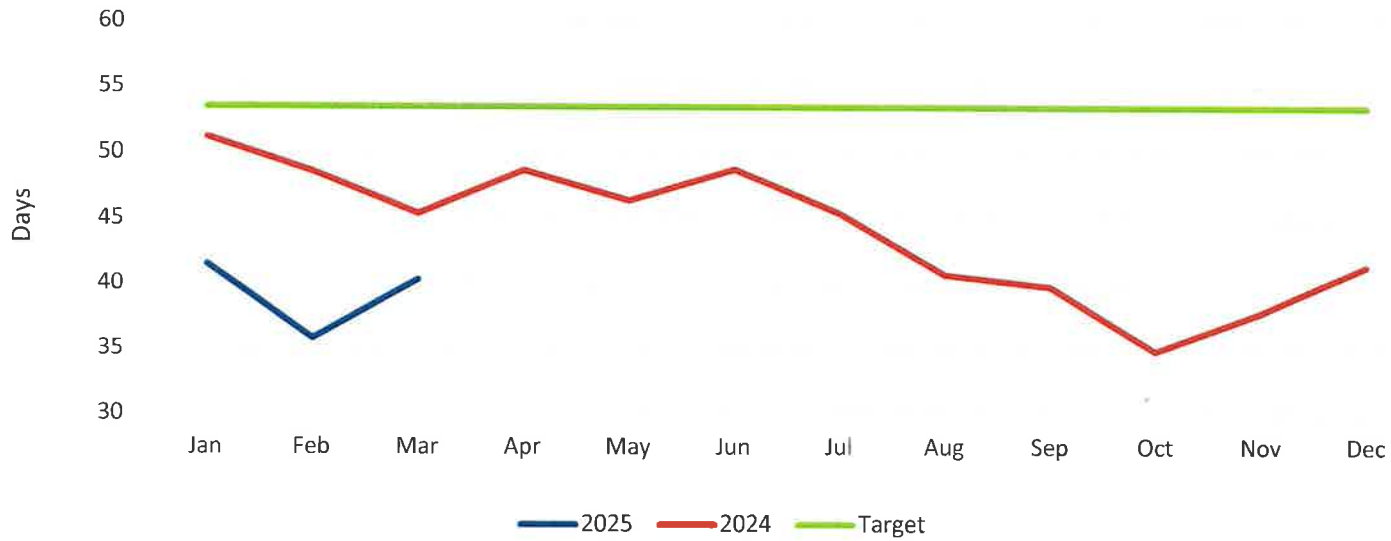
Row	2025 YEAR TO DATE Jan through Mar				2024 YEAR TO DATE Jan through Mar			2023 YEAR TO DATE Jan through Mar			
	Actual (A)	Budget (B)	Actual - Budget	Percent (A-B)÷ABS(B)	2024 Actual	2025 Actual - 2024 Actual	Percent (25-24)÷ABS(24)	2023 Actual	2025 Actual - 2023 Actual	Percent (25-23)÷ABS(23)	
45	NONOPERATING REVENUES (EXPENSES)										
46	Property Tax Revenues	1,076,592	1,076,592	-	0.0%	1,074,560	2,032	0.2%	874,797	201,795	23.1%
47	Interest Expense	(125,393)	(124,268)	(1,125)	(0.9%)	(134,063)	8,670	6.5%	(82,003)	(43,390)	(52.9%)
48	Investment Income (Loss)	142,148	78,750	63,398	80.5%	85,223	56,925	66.8%	216,657	(74,509)	(34.4%)
49	Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-	-	-	-	0.0%
50	Noncapital Grants and Contributions	9,578	6,250	3,328	53.2%	-	9,578	43	9,535	22174.4%	
51	Other	(288,964)	(150,000)	(138,964)	(92.6%)	(40,419)	(248,545)	(614.9%)	(173,918)	(115,046)	(66.1%)
52	TOTAL NONOPERATING REVENUES, NET (Sum of Rows 46 to 51)	813,961	887,324	(73,363)	(8.3%)	985,301	(171,340)	(17.4%)	835,576	(21,615)	(2.6%)
53	DEFICIT OF REVENUES OVER EXPENSES BEFORE CAPITAL CONTRIBUTIONS										
54		(1,603,263)	(1,248,204)	(355,059)	(28.4%)	(1,068,691)	(534,572)	(50.0%)	(2,416,833)	813,570	33.7%
55											
56	Capital Contributions	-	43,749	(43,749)	(100.0%)	42,779	42,779	(100.0%)	-	-	0.0%
57											
58	NET POSITION INCREASE (DECREASE) (Row 54 + Row 56)	(1,603,263)	(1,204,455)	(398,808)	(33.1%)	(1,025,912)	(577,351)	(56.3%)	(2,416,833)	813,570	33.7%
59	<i>Total Margin = Net Position ÷ Total Operating Revenues</i>	<i>(11.9%)</i>	<i>(9.1%)</i>			<i>(7.6%)</i>			<i>(20.3%)</i>		
60											
61	Net Position - Beginning of Period	40,123,304				39,231,516			40,957,220		
62											
63	NET POSITION - END OF PERIOD	38,520,041				38,205,604			38,540,387		
64											
65	EBITDA - Earnings Before Interest, Depreciation, and Amortization	(518,400)	(146,183)	(372,217)	(254.6%)	(76,595)	(441,805)	(576.8%)	(1,680,804)	1,162,404	69.2%

Board Metrics

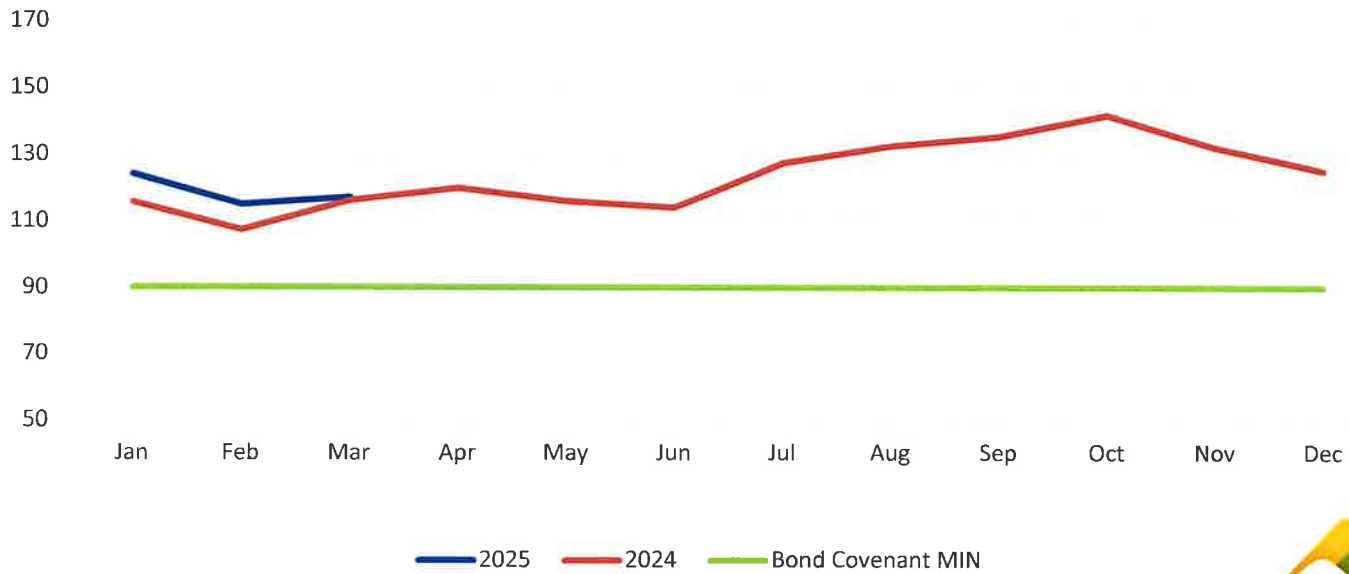
Board Metrics

	Board Metrics							
	2025	2024				2023		
	Mar	Dec	Sep	Jun	Mar	Dec	Sep	Jun
Days Cash on Hand with Year to Date Monthly Average	117.1	125.2	135.5	114.1	116.2	125.5	124.5	100.1
Gross Days in Receivables	40.3	41.3	39.8	48.8	45.4	46.2	47.4	49.5

EPH Days in AR (Gross)



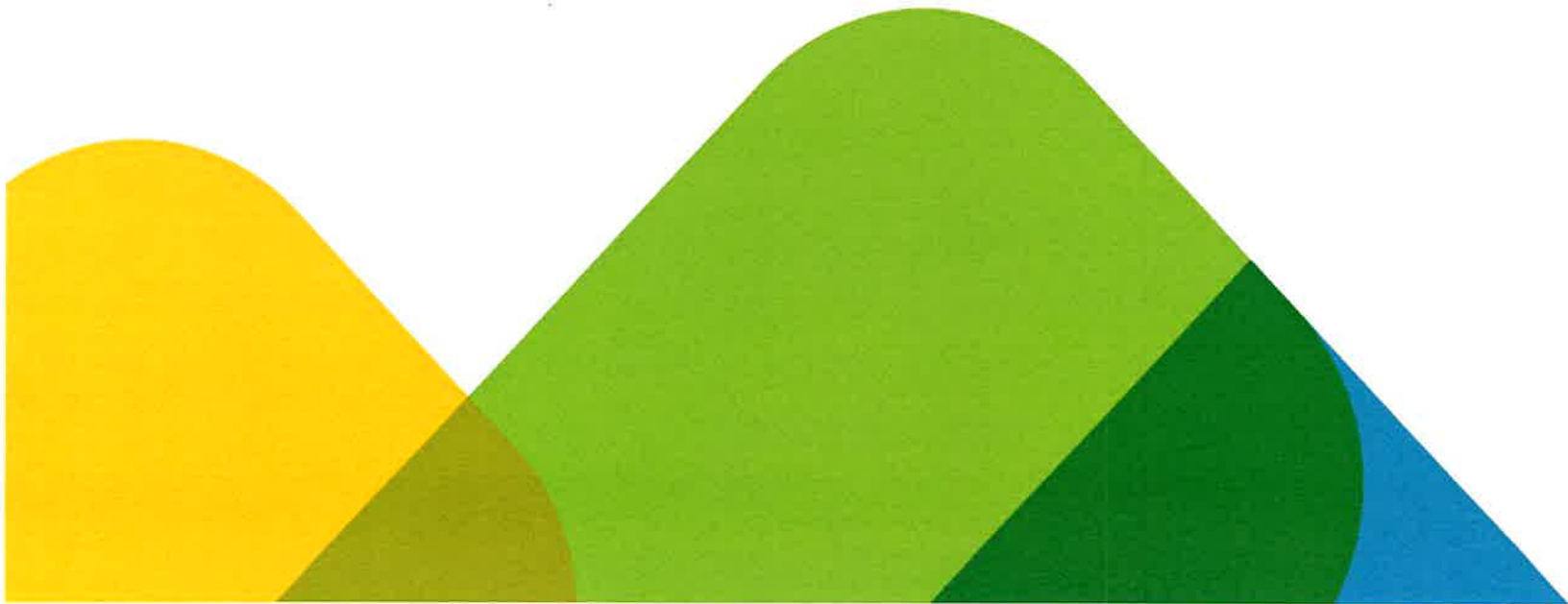
EPH Days Cash on Hand



Summary – 1st Quarter 2025

- Net patient revenue on target with budget
 - Tourist season is ramping up
- Expenses 2.9% over budget
 - Focus on expense management

Questions?





ESTES PARK
HEALTH

Chief of Staff Update

January 1 - May 28, 2025
Jennifer McLellan, MD FACS



Pursuit of Quality

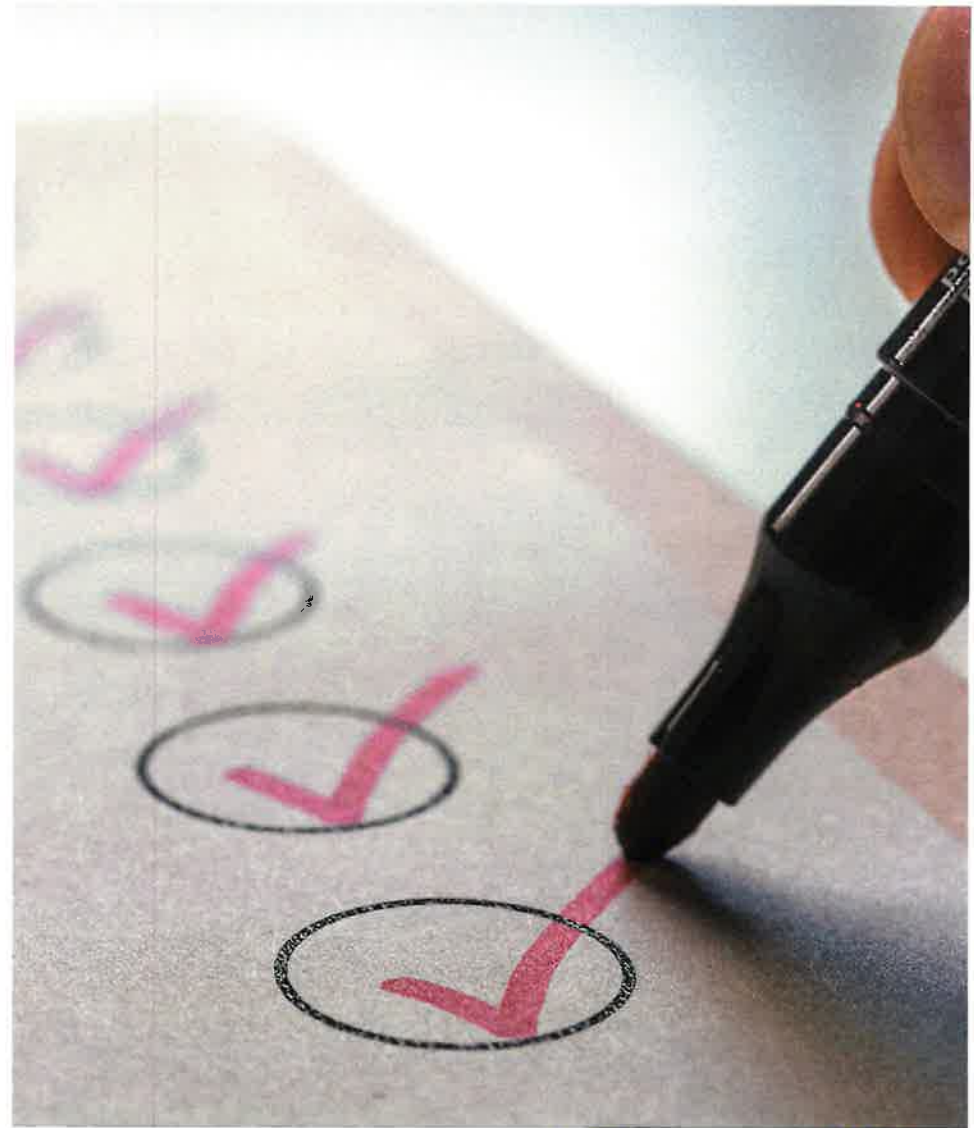
Continuous Quality Improvement

- Rib Fracture Guideline
- Modified Brain Injury Guidelines (mBIG)
- Laterality Marking for Radiologic Exams
- Vaccine Administration Process
- POC testing for Hemoglobin (pediatrics)



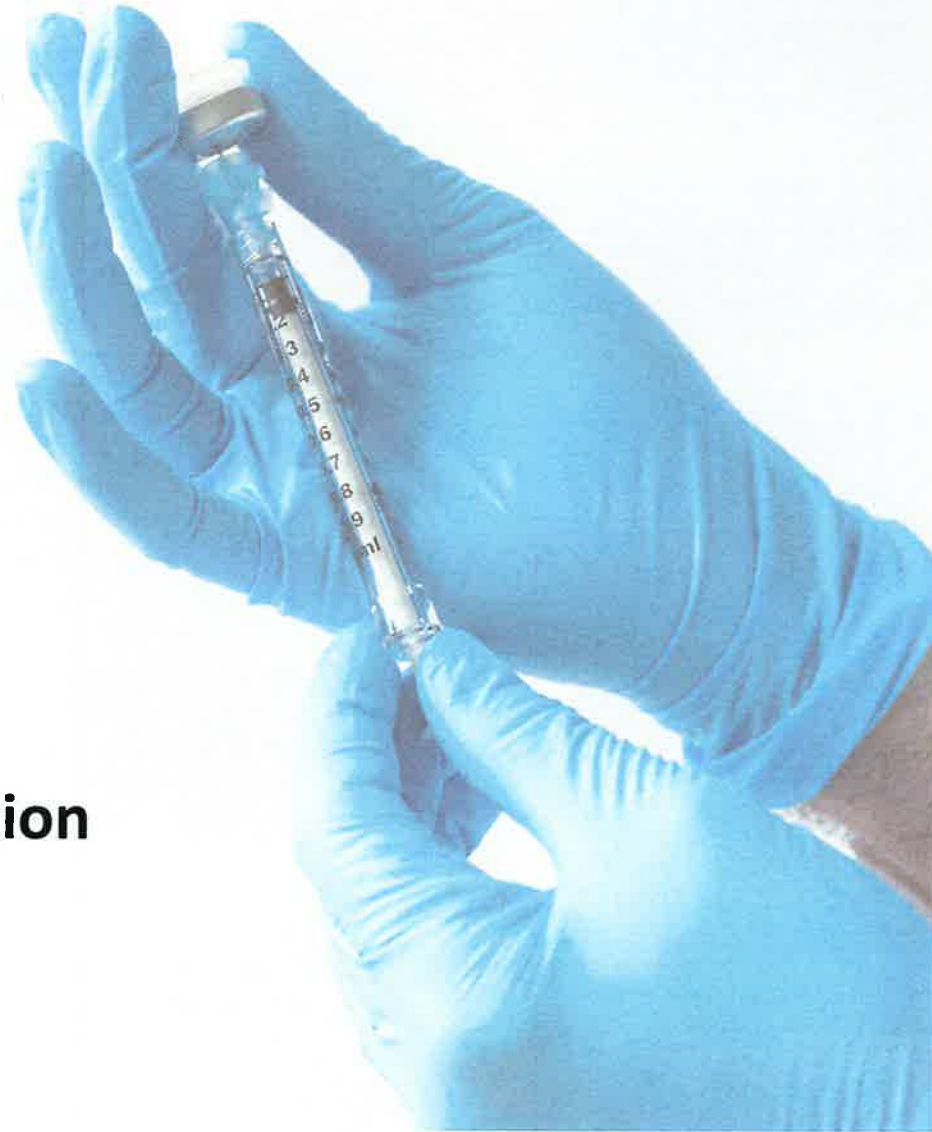
Pursuit of Quality

- **Accreditation**
 - **Mammography Quality Standards Act**
 - **CAP Survey in Laboratory**
 - **DNV Survey**



Pursuit of Quality

- **New Programs/Changes**
 - **MMR Vaccine Clinics**
 - **Collaborative Just Culture Program**
 - **Adding new physicians to Professional Practice Evaluation Committee (PPEC)**



Technology

- **New Overhead Lights for Operating and Procedure Rooms**
- **New Nurse Call System being installed**
- **AI Generated replies to in-basket messages**
- **UHealth starting to explore ambient listening**





ESTES PARK
HEALTH

Thank You!

