

**Agenda**  
**Estes Park Health Board of Directors' Regular Meeting by GoToWebinar**  
**Monday, October 25, 2021**  
**5:00 - 7:00 pm Board Meeting**  
**Estes Park Health, 555 Prospect Avenue, Estes Park CO 80517**

<b>Regular Session</b>		<b>Mins.</b>	<b>Procedure</b>	<b>Presenter(s)</b>
<b>1</b>	Call to Order and Welcome	1	<b>Action</b>	Dr David Batey
<b>2</b>	Approval of the Agenda	1	<b>Action</b>	Board
<b>3</b>	Public Comments on Items Not on the Agenda	3	<b>Information</b>	Public
<b>4</b>	General Board Member Comments	3	<b>Information</b>	Board
<b>5</b>	Consent Agenda Items Acceptance:	2	<b>Action</b>	Board
	5.1 Board Minutes			
	5.1.1 EPH Board Regular Meeting Minutes September 27, 2021			
<b>6</b>	Presentations:			
6.1	Estes Park Health Current Status, Covid-19 Updates, On-Call Housing Update, 2021 Tactical and Strategic Initiatives Updates	15	Discussion	Mr Vern Carda
6.2	Population Health Management	20	Discussion	Ms Wendy Ash
6.3	EPH Urgent Care Visits, Visitors, Quality, and Financial Update	15	Discussion	Ms Pat Samples and Dave Timpe
6.4	EPH 3QTR Financials and Federal Covid Loans Status Updates	20	Discussion	Mr Dave Timpe
6.5	EPH Foundation Update	15	Discussion	Mr Kevin Mullin
6.6	EPH Chief Operations Officer Update	15	Discussion	Mr Gary Hall
<b>7</b>	Motion to excuse Sandy Begley Regular Board meeting absences	3	<b>Action</b>	Board
<b>8</b>	Motion to move Nov 22, 2021 (Thanksgiving week) EPH Board Regular meeting to Dec 6, 2021	1	<b>Action</b>	Board
<b>9</b>	Executive Summary - Significant Items Not Otherwise Covered	2	Discussion	Senior Leadership Team
<b>10</b>	Medical Staff Credentialing Report	2	<b>Action</b>	Board
<b>11</b>	Potential Agenda Items for December 6, 2021 Regular Board Meeting	1	Discussion	Board
<b>12</b>	Adjournment	1	<b>Action</b>	Board
Estimated Total Regular Session Mins.		120		
<b>Next Regular EPH Board Meeting: Monday December 6, 2021 5:00 - 7:00 pm</b>				



# ESTES PARK HEALTH

## ESTES PARK HEALTH BOARD OF DIRECTORS' Regular Meeting Minutes – September 27, 2021

### **Board Members in Attendance**

Dr. David Batey, Chair  
Dr. Steve Alper, Finance Committee Chair  
Ms. Diane Munro, Member at Large (via webinar)  
Mr. William Pinkham, Member at Large

### **Other Attendees**

Mr. Vern Carda, CEO  
Ms. Pat Samples, CNO  
Mr. Gary Hall, CIO  
Mr. David Timpe, Interim CFO  
Ms. Shelli Lind, CHRO  
Ms. Lesta Johnson  
Dr. Robyn Zehr (via webinar)  
Ms. Kendra Simms  
Dr. Kenneth Epstein (via webinar)

### **Community Attendees (via webinar):**

Larry Leaming, Wendy Rigby (via webinar)

#### **1. Call to Order**

The Board meeting was called to order at 5:05 PM by Dr. Batey, Chairman of the Board of Directors; there was a quorum present. Notice of the Board meeting was posted in accordance with the Sunshine Law Regulation.

#### **2. Approval of the Agenda**

Bill Pinkham motioned to approve the agenda as submitted. Steve Alpers seconded the motion, which carried unanimously.

#### **3. Public Comments on Items Not on the Agenda**

No comments.

#### **4. General Board Comments**

David Batey read a letter from a recent patient expressing compliments and gratitude on the lifesaving care that he received in the EPH Emergency Department.

## 5. Consent Agenda Items Acceptance

Bill Pinkham motioned to approve consent agenda items 5.1.1 through 5.1.8 as presented. Steve Alpers seconded the motion, which carried unanimously.

## 6. Presentations

### 6.1 Estes Park Health Current Status, Covid 19 Updates, EPH Vaccination Policy, 2021 Tactical and Strategic Initiatives Updates – Vern Carda

- September 1-Sept 24 EPH did a total of 867 Covid-19 tests of which 117 were positive tests for a positivity rate of 13.5.
- Testing continues to be available to all community members by calling (970)-586-2200 and pressing 1 to speak to the Covid Triage team. The State of Colorado has also set up a free testing site at the Community Center.
- Covid-19 vaccines: The Moderna vaccine is available through EPH Physicians Clinic for adult patients as approved by the CDC. Beginning Sept 30, the EPH Physicians Clinic will begin to offer Pfizer vaccine for the pediatric population ages 12-17.
- Dr. Prochoda Retirement: Dr Prochoda has announced his intention to retire at the end of calendar year 2021. Vern Carda expressed his gratitude on behalf of EPH for his service to the community and the great ophthalmic care provided to his patients since 2005. He will be greatly missed.
- Physician Recruitment Updates:
  - Ophthalmology: Four candidates have been interviewed and it is the intention of EPH to extend an offer by the end of September. There may be a need to use a locum's agency for a short period of time between Dr. Prochoda's departure and the new provider's onboarding.
  - EPH Hospitalist: Interviews are being conducted and EPH anticipates a start date for employed Hospitalists to occur by January 1, 2022.
  - Radiologists: EPH is currently screening candidates with a target date of completing the radiologist recruitment process by March 2022.  
Board Comment: David Batey asked "what is the operational and financial impact of hiring Radiologist as we have not had "in house" radiology since Dr. Hansen's departure. *SLT* - There is significant impact to bottom line with the addition on in-house services, as well as improvement of patient services staff education, assistance to providers in ordering the right test, and reviewing the results to further understand the patient's condition.  
Podiatrist: We are early in the process, thus only one candidate has been screened. Administration will continue to assess this candidate and others who may apply.  
Board Comment: Diane Muno asked about space for the podiatrist.
- Staff Recruitment Updates:  
CFO: Working with recruitment group to screen applicants and find the right fit for EPH  
Executive Assistant: Two applicants interviewed. Anticipate extending an offer this week.

Director of Pharmacy: Matthew Makelky is returning as Director of Pharmacy.

- **Operational/Tactical Updates**

Patient Access Service Center (PASC) or “One Call”: The PASC plan has been communicated to staff and work continues to be done on job descriptions, design layout of physical space, and completion of workflow charts. Dr. Juli Schneider will be the physician champion representing impact on clinic workflow and design. The anticipated “go-live” date is 2/1/2022.

Productivity and Staffing analysis are in progress

Clinic Operations Committee: Concentrating on improving communication, workflow patterns, and examining how to utilize Epic technology differently to better serve patients.

Home Health: No candidate currently to replace Sarah Bosko as Department Leader.

Urgent Care: There are patient movement and interaction challenges with the entry design of the premises. There is only one door for all patients, which includes access to rehab, specialty clinic, and urgent care. This has been brought up by patients as well as staff. Alternatives are being explored with anticipated resolution coming during the winter season.

Urgent Care hours will remain the same through Nov 1.

6.2 Workforce Housing Plans for Former Living Center Space: - Gary Hall

Work is currently in process to convert one wing of the Living Center to single-occupancy apartments rooms for EPH on-call and coverage workforce. The goal is to have this space available to staff in January.

6.3 EPH Quality Initiatives – Kendra Simms and Dr. Ken Epstein

Quality initiatives related to EPH Strategic Plan initiatives were presented.

6.4 Chief of Staff Updates – Dr. Robyn Zehr

Dr. Zehr presented clarification for Covid -19 Booster vaccinations as currently recommended by the CDC. She also reviewed the available testing options and the differences in reliability. PCR testing is the gold standard for accuracy and is the test performed at EPH.

6.5 Chief Human Resources Officer Updates including addressing the National Nursing Recruitment and Retention Challenge: - Shelli Lind

Employee Vaccination Update: 99.7% of staff is fully vaccinated. Policies and processes are constantly reviewed and modified as the State continues to provide requirements of the health worker mandates.

Recruitment and Retention:

Staffing is a challenge across the facility. Challenges to recruitment and retention include lack of affordable housing and an increased willingness among RNs to travel. HR is looking at a variety of strategies to recruit and retain staff including improved marketing, continuing education, growth, and development opportunities, as well as financial incentives.

The Colorado Board of Health is mandating minimum staffing levels in hospital units and emergency departments effective Oct 18, 2021. This will have an impact on staffing at EPH.

Board Comments: Steve Alpers requested budget for recommended recruitment/retention strategies including a range of what is needed for the remainder of 2021 and budget for 2022. Bill Pinkham suggested meeting with the Board of Realtors and the Housing Authority about housing concerns. David Batey suggested that education is great, but time needs to be a part of it.

6.6 MRI Purchase Proposal – Vern Carda

EPH Administration recommends purchase of a 2021 MAGNETOM Altea/CPQ-182165 MRI unit. Details of purchase were reviewed including a significant savings if purchase order is signed by Sept 30 to be delivered in 2022.

Board Action: David Batey endorsed the purchase of the MRI as stated.

Bill Pinkham motioned to approve the purchase of the MRI as submitted. Steve Alpers seconded the motion, which carried unanimously.

7. Strategic Operations and Significant Developments

No Comments

8. Medical Staff Credentialing Report

Steve Alpers recommended the approval of the Medical Staff Credentialing Report. Bill Pinkham seconded the motion which was carried unanimously.

9. Potential Agenda Items for October 25, 2021 Regular Board Meeting

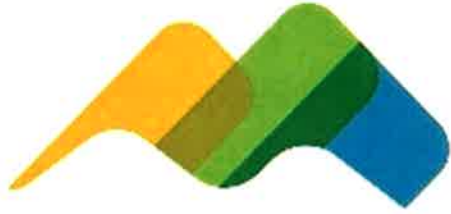
10. Adjournment

David Batey motioned to adjourn the meeting at 7:12 PM. Steve Alpers seconded the motion, which carried unanimously.

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David M. Batey, Chair

**Estes Park Health Board of Directors**



# ESTES PARK HEALTH

**CEO Report**  
**October 25, 2021**

## ***Covid -19 Update.***

**Testing.** Estes Park Health has testing available for community members who need a Covid-19 test.

Community members with questions regarding Covid-19 or Covid-19 testing can call (970)-586-2200 to speak with our Covid Triage Team during regular business hours. The results of a Covid-19 test are available within 24 hours. If your test result is positive, an EPH provider will contact you to discuss the results of your test and provide further Covid – 19 consultation.

**Vaccinations.** Estes Park Health supports efforts to protect all community members from contracting COVID-19. Please schedule your vaccination if you have already not done so. To receive your COVID-19 vaccine call (970)-586-2200 to receive instructions on obtaining a vaccination.

EPH has Pfizer vaccine available for pediatric population ages 12- 17 at the EPH physician clinic. For patients 12-17 years of age who desire COVID-19 vaccine, please call (970)-586-2200 to schedule.

### ***Booster Shots.***

**Pfizer-BioNTech & Moderna vaccine.** Both have now been approved for boosters. Please contact the clinic or your physician to determine your qualifications for booster shot administration. Basic qualifications for booster shots include:

- People aged 65 and older
- People in long-term care setting
- People aged 50-64 years with underlying medical conditions

Others who may receive booster

- People aged 18-49 with underlying medical conditions
- People aged 18-64 at increased risk because of occupational/institutional setting

**COVID governing team.** As a quality improvement measure, EPH instituted a COVID- 19 governing team who meets bi-weekly to review any new requirements put forth by the CDC, FDA, APIC, OSHA, and CDPHE. The team reviews any updates that impact the process and practice within EPH and revises these procedures as needed. In particular, the current LCHD mask requirement was reviewed, no change to our current practice at EPH.

## **Physician Recruitment Updates:**

**Ophthalmology Recruitment Update.** An employment contract has been extended to an ophthalmologist. If negotiations are successful, it appears that it will take about 6 months until the ophthalmologist is able

to be on-site seeing patients on a full time basis at EPH. I am currently working to secure locum coverage for this gap in service.

**EPH Hospitalist Update.** Interviews have been completed with hospitalist candidates. EPH has extended three contract offers to preferred hospitalist candidates. The next steps in this process will be to complete contract negotiations, complete insurance credentialing, and award staff privileges to physicians, as well as, completing orientation of physicians to EPH process, policy, and procedure. EPH anticipates employing, credentialing, and privileging to occur by January 1, 2022.

**Radiology Recruitment Update.** EPH is conducting on-site interviews with two candidates to replace retired radiologist, Dr. Hansen, by the end of October 2021. EPH is on target to complete this search by the end of March 2022.

**Podiatrist Recruitment Update.** The staff has conducted an onsite interview for the podiatrist position. The next step will be to determine if the candidate fits culture, and if so, extend an employment contract offer to the candidate of choice. EPH is working ahead of its scheduled timeline on this activity and anticipates possible completion of this search by the end of March 2022.

**Medical Staff Development Planning (MSDP).** Upon completion of the above recruitment activities. EPH will re-evaluate recruitment needs for the community of Estes Park by conducting a medical staff development plan. The plan will consider multiple factors including community needs assessment, current physician base, anticipated retirements, and other circumstances. I anticipate completion of this tactical initiative by the end of first quarter 2022.

## **Staff Recruitment Updates.**

**CFO.** The CFO position has been posted in multiple places including the Health Financial Management Association, American College of Health Care Executives, EPH internal, and with two external recruitment firms. EPH has received multiple applicants and is in the process of narrowing the field of applicants to three or four of the best qualified applicants for this position. EPH anticipates bringing the top two or three candidates on site for interviews before Thanksgiving holiday.

**Executive Assistant.** The position has been filled. Welcome Adam Johnson.

**Home Health.** EPH has been recruiting for this department lead with limited success. At the present time, EPH is sourcing for department director while also considering alternative management models (ex. a contracted director) for this important community service.

## **Operational/Tactical Updates**

**Patient Access Service Center (PASC) or "One Call".** This project, which is designed to make access to EPH easier for patients, is on track. The anticipated "go-live" date is 2/1/22. The department layout concept plan has been completed and work has started to arrange physical space.

**Productivity and Staffing Analysis.** A productivity and staffing analysis is being conducted. This analysis will consist of two phases. Phase 1 consists of data exploration. This phase requires EPH finance and human resources staff gather each EPH department's productivity data. Phase 1 data has been gathered

and is in the process of being analyzed. About 25% of this project has been completed. EPH anticipates completing Phase 2 by calendar year end 2021.


***Strategic Plan Reporting Mechanism.*** A strategic plan management and reporting tool project has been kicked off with an implementation date of January 1, 2022. The intent of this project is to link and align goals, and projects, and to integrate data from multiple sources, in an effort to be able to automatically generate and distribute reports. This strategy reporting will integrate data from multiple sources so that EPH can manage objectives, measures, initiatives, and action items in one place with a standard interface. EPH management anticipates an outcome of better focus on strategy and strategy progress therefore, allowing better decision making. We are approximately 40% complete with this project.

**Chargemaster Review Project.** EPH has initiated request for a chargemaster proposal. I anticipate this project to start first quarter 2021.

**Quality update.** EPH continues to move forward in implementing the new quality structure put in place after our DNV survey. We are implementing regular multi-disciplinary service line council meetings supported by a standard agenda to evaluate quality and practice within the service line. Patient Safety and Quality meet monthly to ensure each department and service line are receiving the support and education they need as well as identifying in system wide issues that need to be addressed. Standardized reporting dashboard is being created across the organization.

**Room Service Update.** EPH launched room service on July 21<sup>st</sup>, 2021. Additionally, EPH launched a patient satisfaction survey as part of our QA initiatives to monitor room service model. The initial survey findings demonstrate overall enhanced patient satisfaction scores, especially in the categories of variety of foods offered, timeliness of delivery, and meal appearance/taste. Dietary will continue to refine room service model, offerings, and work flows in response to survey data and patient feedback.






**ESTES PARK  
HEALTH**

# Population Health Management


A program for the health of the Estes Valley



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## Who

- Population Health Manager
- Interdisciplinary steering committee
  - Clinic physician
  - Clinic RN
  - Clinic leadership
  - Informatics
  - Billing
  - Hospital Administration
  - Emergency Department-future state
  - Urgent Care Center-future state
- Goals to grow staffing as program develops and grows



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## What

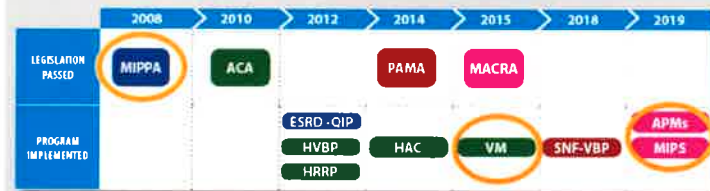
- EPH will define its Population Health program based on the American Hospital Association's vision of a society of healthy communities where all **individuals reach their highest potential for health...** EPH's commitment is to access, health, innovation, and affordability.
- Value-based programs
  - Better care for individuals
  - Better health for populations
  - Lower healthcare costs



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## VALUE-BASED PROGRAMS



### LEGISLATION

ACA: Affordable Care Act  
 MACRA: the Medicare Access & CHIP Reauthorization Act of 2015  
 MIPPA: Medicare Improvements for Patients & Providers Act  
 PAMA: Protecting Access to Medicare Act

### PROGRAM

APMs: Alternative Payment Models  
 ESRD-QIP: End-Stage Renal Disease Quality Incentive Program  
 HACRP: Hospital-Acquired Condition Reduction Program  
 HRRP: Hospital Readmissions Reduction Program  
 HVBP: Hospital Value-Based Purchasing Program  
 MIPS: Merit-Based Incentive Payment System  
 VM: Value Modifier or Physician Value-Based Modifier (PVBM)  
 SNFVBP: Skilled Nursing Facility Value-Based Purchasing Program



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## Where

- EPHPC

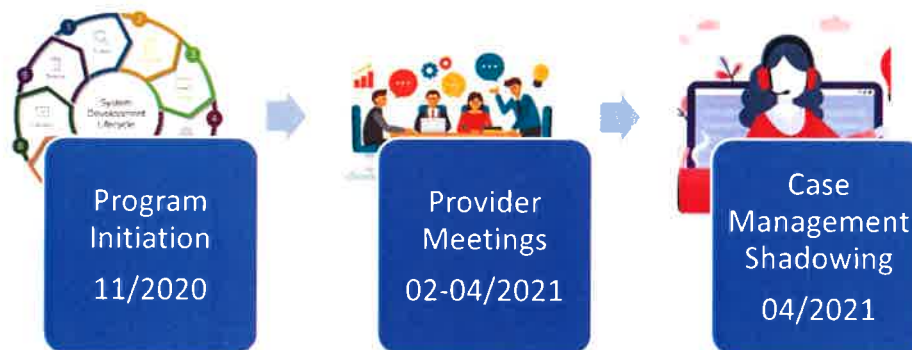


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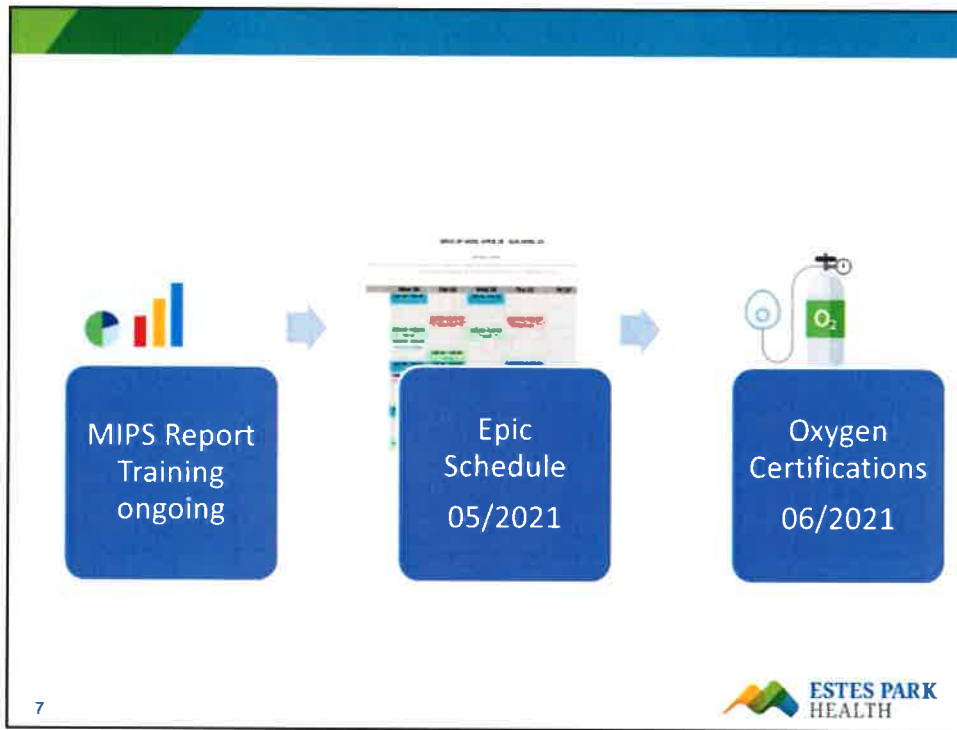
## When



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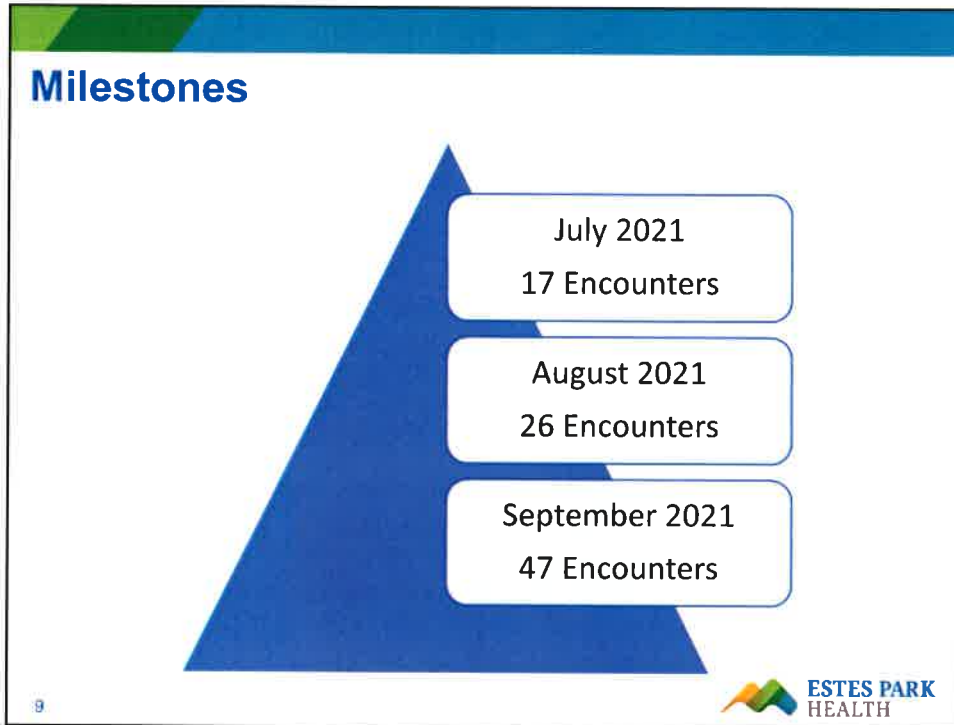
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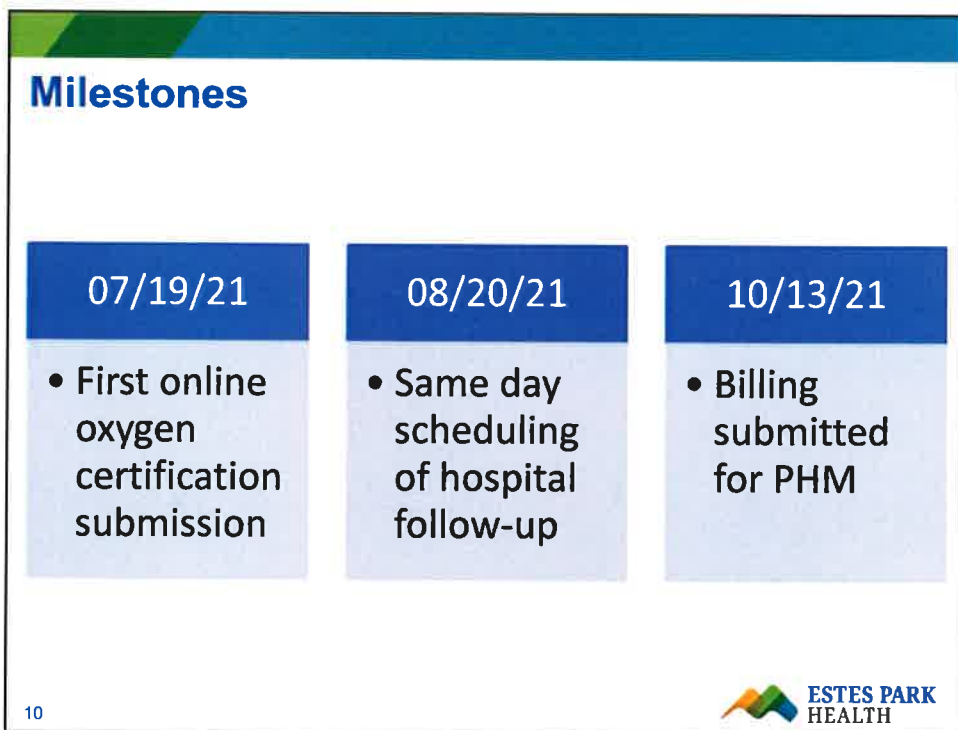
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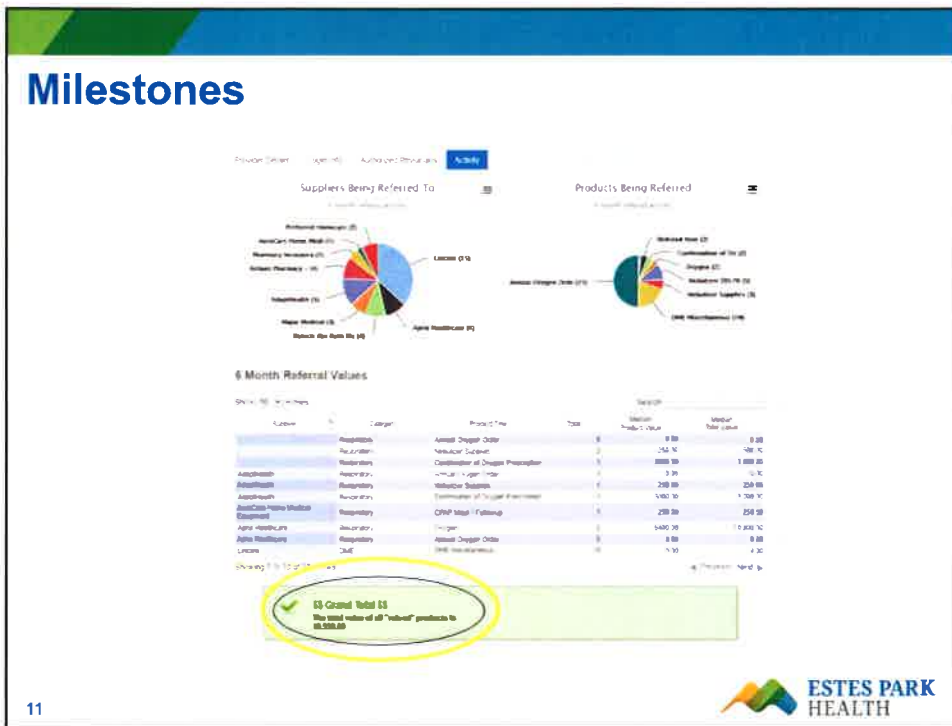
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## Why

We exist to make a positive difference in the health and well-being of all we serve

To achieve a culture of clinical and service excellence through patient-centered care.

- \*Excellence
- \*Stewardship

Strategic Plan-Pursuit of Quality

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## How

- ...ensuring patients receive the right care, at the right time, in the right environment.
- ...promote and empower independent self-care through effective transitional care management.
- ...the goals of PHM include the **achievement of optimal health, access to services, and appropriate utilization of resources.**



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## Resources

- American Hospital Association, Population Health Management, <https://www.aha.org/center/population-health-management>, 2021
- CMS Value Based Programs, <https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/Value-Based-Programs/Value-Based-Programs>, 01/06/2020
- CMS Quality Payment Program, Alternative Payment Models, <https://qpp.cms.gov/apms/overview>
- CMS Quality Payment Program, Merit-Based Incentive Payment Systems <https://qpp.cms.gov/mips/overview>
- EPH Population Health Manager job description 07/2021

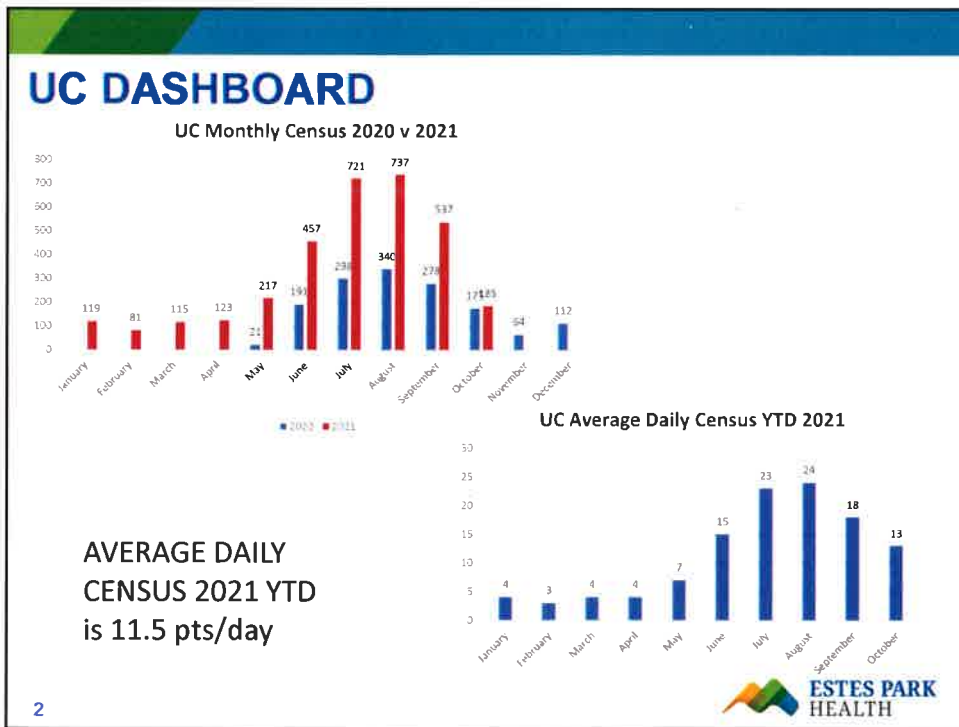
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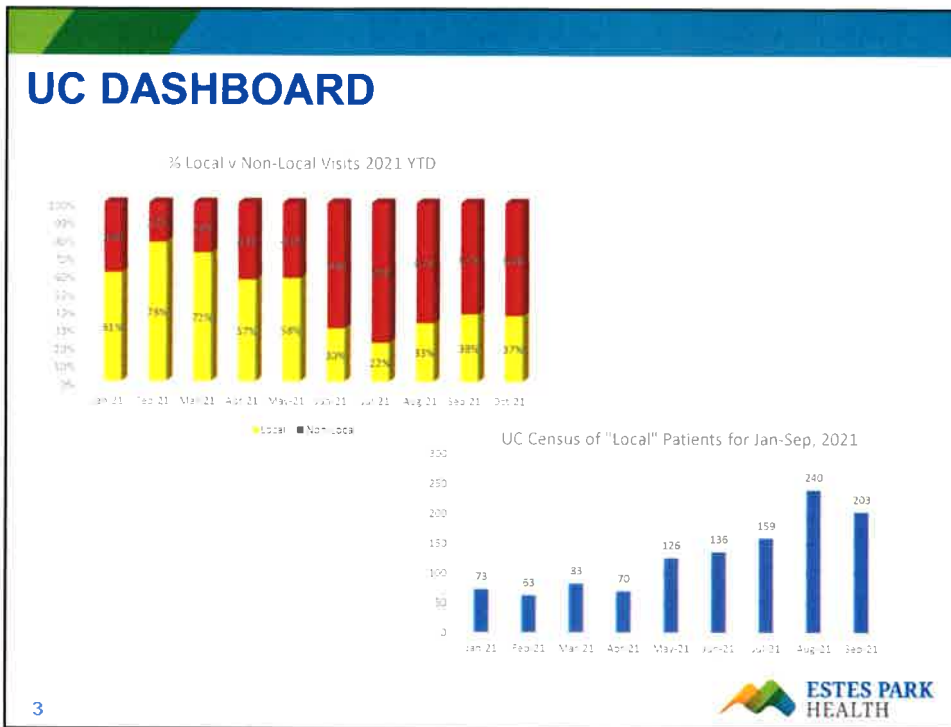
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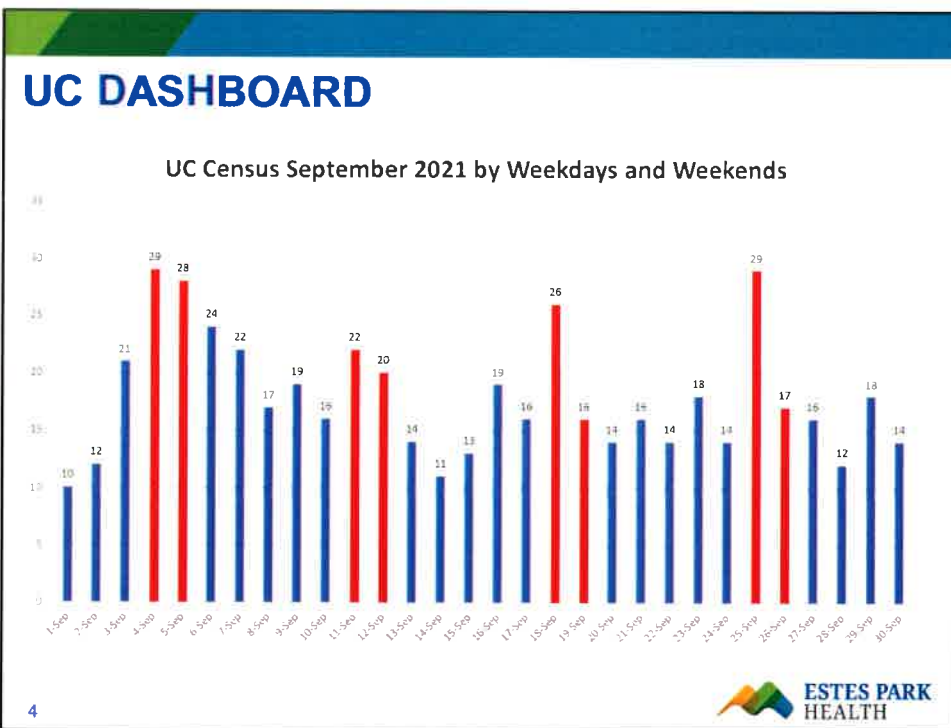
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## Lessons learned

- The entry door to the Alarado building is congested, doesn't support efficient movement of patients to the identified service.
- Staffing needs to be adjusted to the volume surges and additional support for the FNP to support the workload. Current one FNP and one Patient Care Technician.
- Swabbing can increase congestion in the workflow as well as increase exposure to other patients.
- One registration person does not support the peak times of volume.
- Registration process is long (10 minutes).

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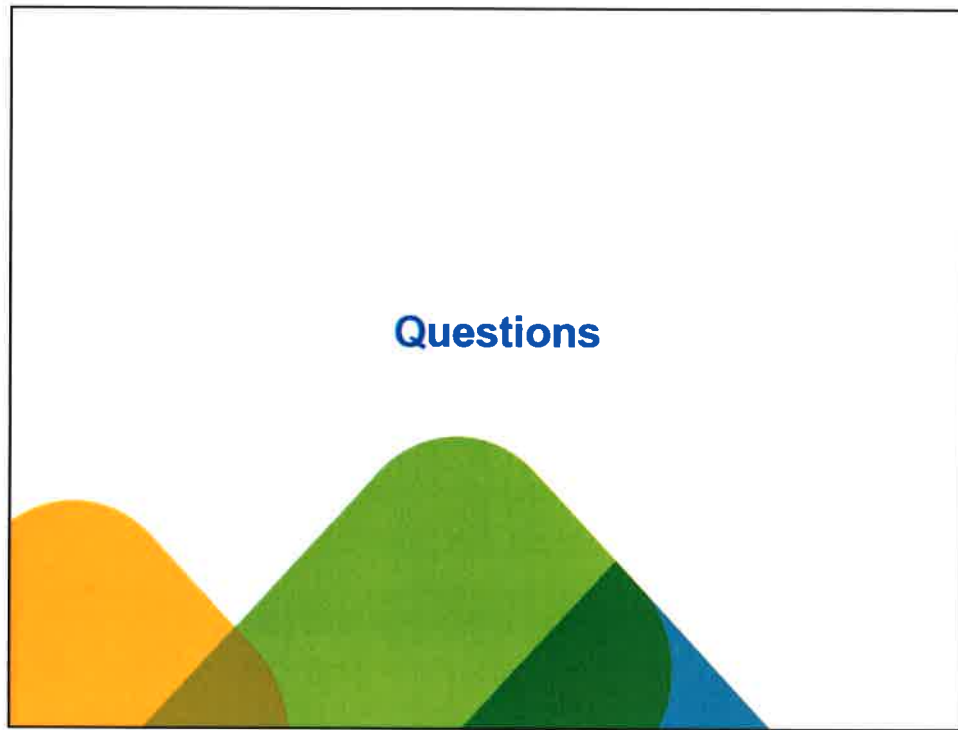
## Changes for next year

- Revise the entry point for the Alarado building. Separate entrances for urgent care patients.
- Staff with an RN to support the FNP during peak season. Able to triage patients in the waiting room and support FNP with care and discharge instructions.
- Identify efficient way to swab (and transfer swabs) from the UCC and meet the requirements of safety.
- Streamline the registration process and staff to volume needs.

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PARK HOSPITAL DISTRICT

FINANCIALS and FORECAST

August, 2021

# Table of Contents

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Page 3-6	Charts & Tables
Page 7	Financial Overview
Page 8	Statement of Revenues, Expenses and Changes in Net Position (Unaudited)
Page 9	Balance Sheet
Page 10	Statement of Cash Flows
Page 11	2021 Forecast

## EXECUTIVE SUMMARY

August, 2021

Row 15--Total gross charges were relatively close to budget and were \$137,935 or 1.5% under budget.

Row 18—Contractuals are under budget and in line with expectations given gross charges are under budget.

Row 19—Charity, bad debts and uncompensated care are over budget for August and year to date. As mentioned last month, on hindsight, the budget appears to be ultra conservative.

Row 27 and 40—Net revenue is under budget by 2.3% for the month while operating expenses are 14.8% over budget. Another month of a negative trend. However, year to date, net revenue is 4.2% under budget while expenses are only 2.1% over budget.

Row 32—The biggest drivers of the excess over budget for August are contract labor at \$420,000 and recruitment at \$28,000. Year to date contract labor is over budget by \$1,775,000 and recruitment is over budget by \$235,000.

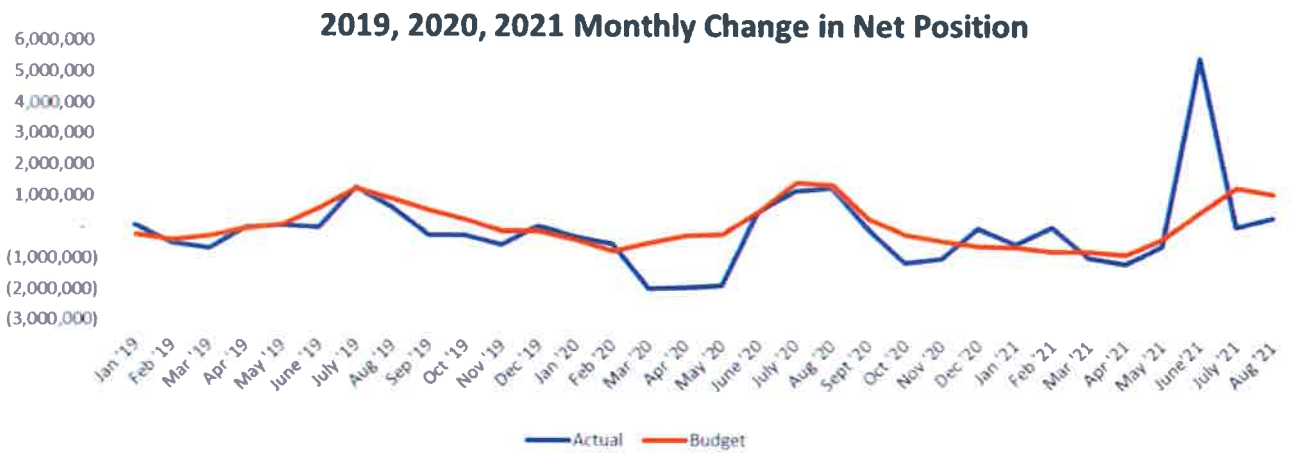
Row 32—Supplies are over budget by \$148,338 for August due primarily to the ordering of COVID testing kits. However supplies, year to date, are under budget by \$227,753.

Row 42—The good news is that we had our second positive operating income for 2021 of \$147,055. The bad news is that this is under budget by \$771,402.

### **Balance sheet:**

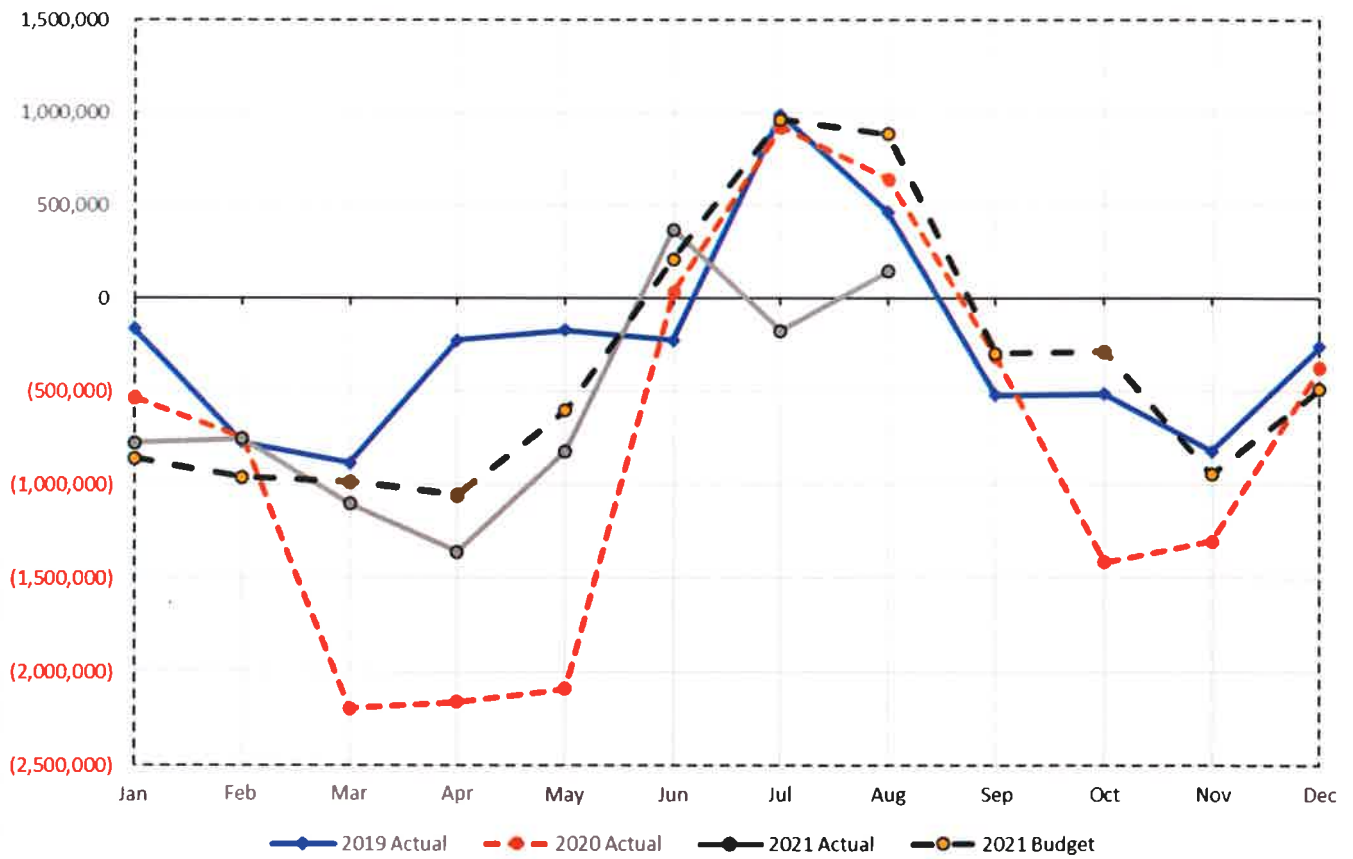
Row 13—Net accounts receivable increased \$534,881 from July and therefore the days charges outstanding ticked up a little to 44.6 days which is still a remarkably low number by industry standards.

Key Balance Sheet Metrics:	YTD 2021	FYE 2020	FYE 2019	FYE 2018
• Days Cash on Hand	224	242	161	178
• Debt Coverage Ratio	3.60	(-0.91)	3.10	2.63
• Accounts Receivable Days	44.6	44.3	57.2	49.0
• Total Cash on Hand	\$20.8M	\$24.6M	\$16.2M	\$16.5M
• Investment Portfolio	\$11.9M	\$9.6M	\$ 4.8M	\$6.0M



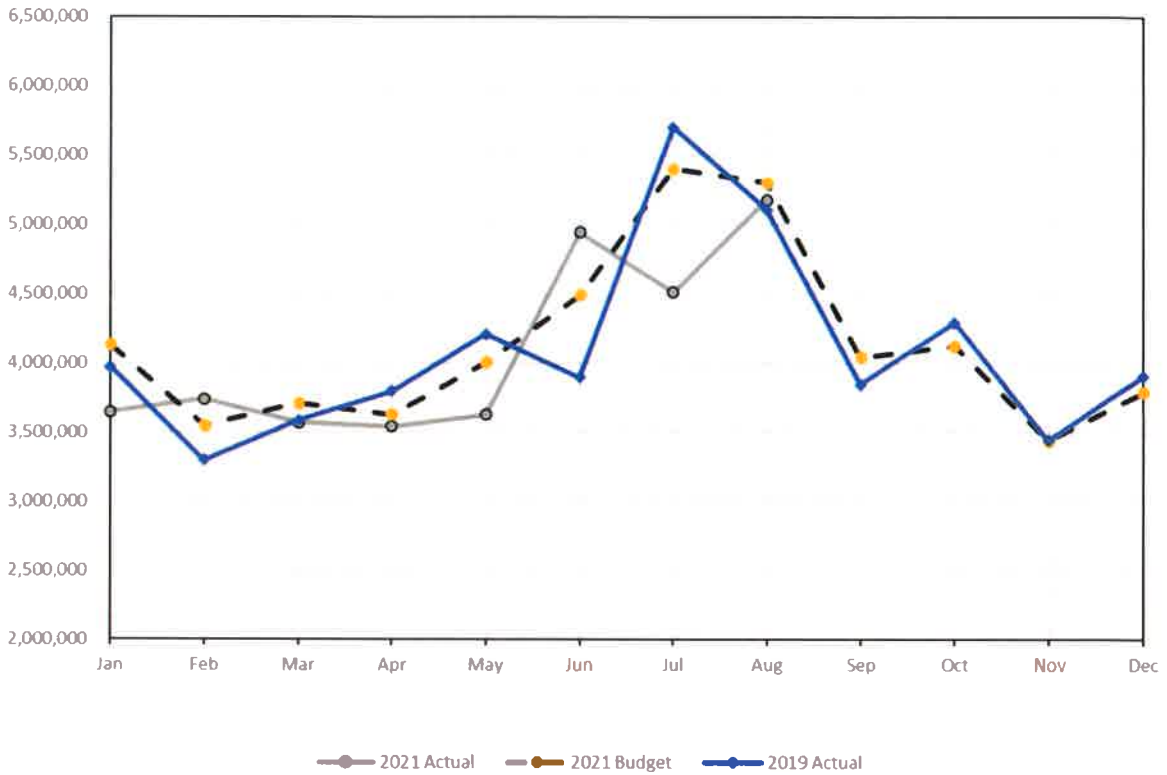
Key Statistics	Actual Aug '21	Budget Aug '21	YTD Aug 2021	Bud YTD Aug 2021	YTD Aug 2020	YTD Aug 2019
Inpatient Days	85	102	684	803	598	812
Observation Days	67	67	382	286	358	353
Births	4	10	29	58	38	58
ER Visits	640	621	3,652	3,386	2,992	4,175
Urgent Care	716	360	2,451	1,880	987	-
EMS	201	186	1,422	1,195	1,251	1,495
Surgeries	33	44	305	290	235	260
Clinic Visits	2,011	2,202	14,555	16,659	12,350	15,701
Radiology Exams	1,274	962	7,983	6,268	6,136	7,887
Lab Tests	7,948	6,745	51,688	45,188	46,376	52,602
Rehab Visits	709	805	5,562	5,624	4,841	7,280
Home Health	708	632	5,620	5,056	4,752	5,023
Hospice	161	171	1,212	1,368	1,689	1,478

**Total Operating Income (Loss) - Actual 2019, 2020, 2021 & Budget 2021**

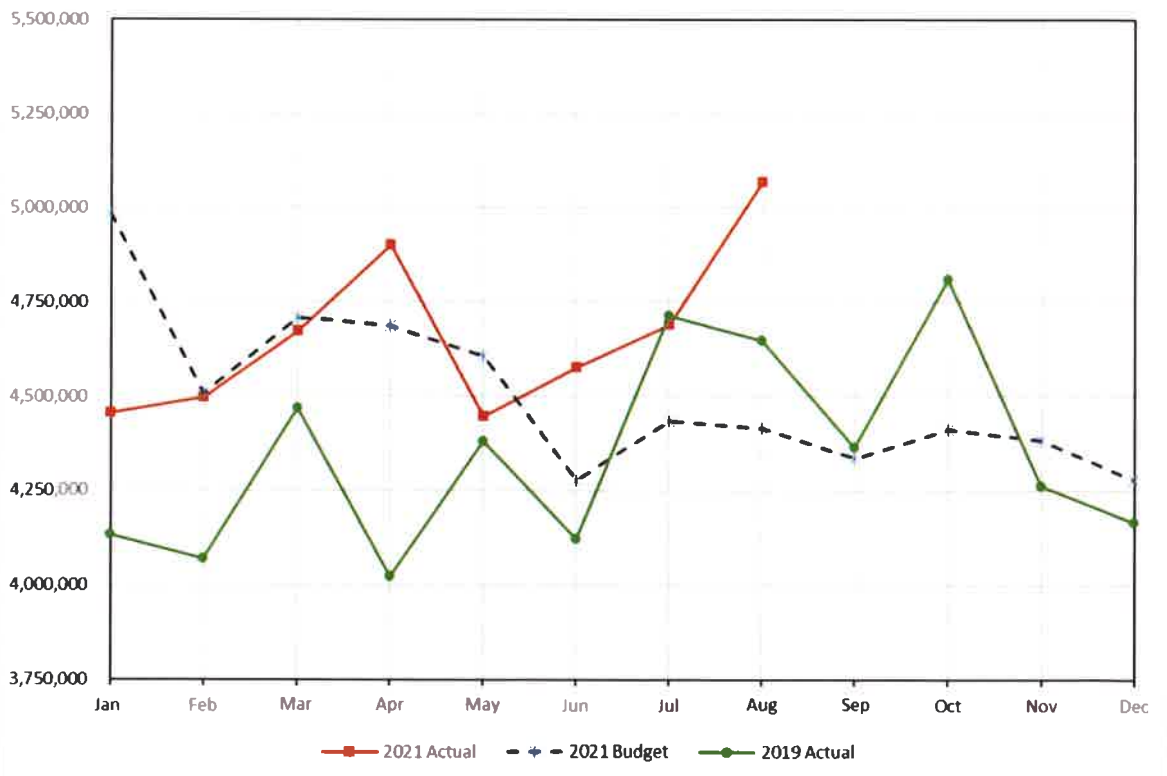




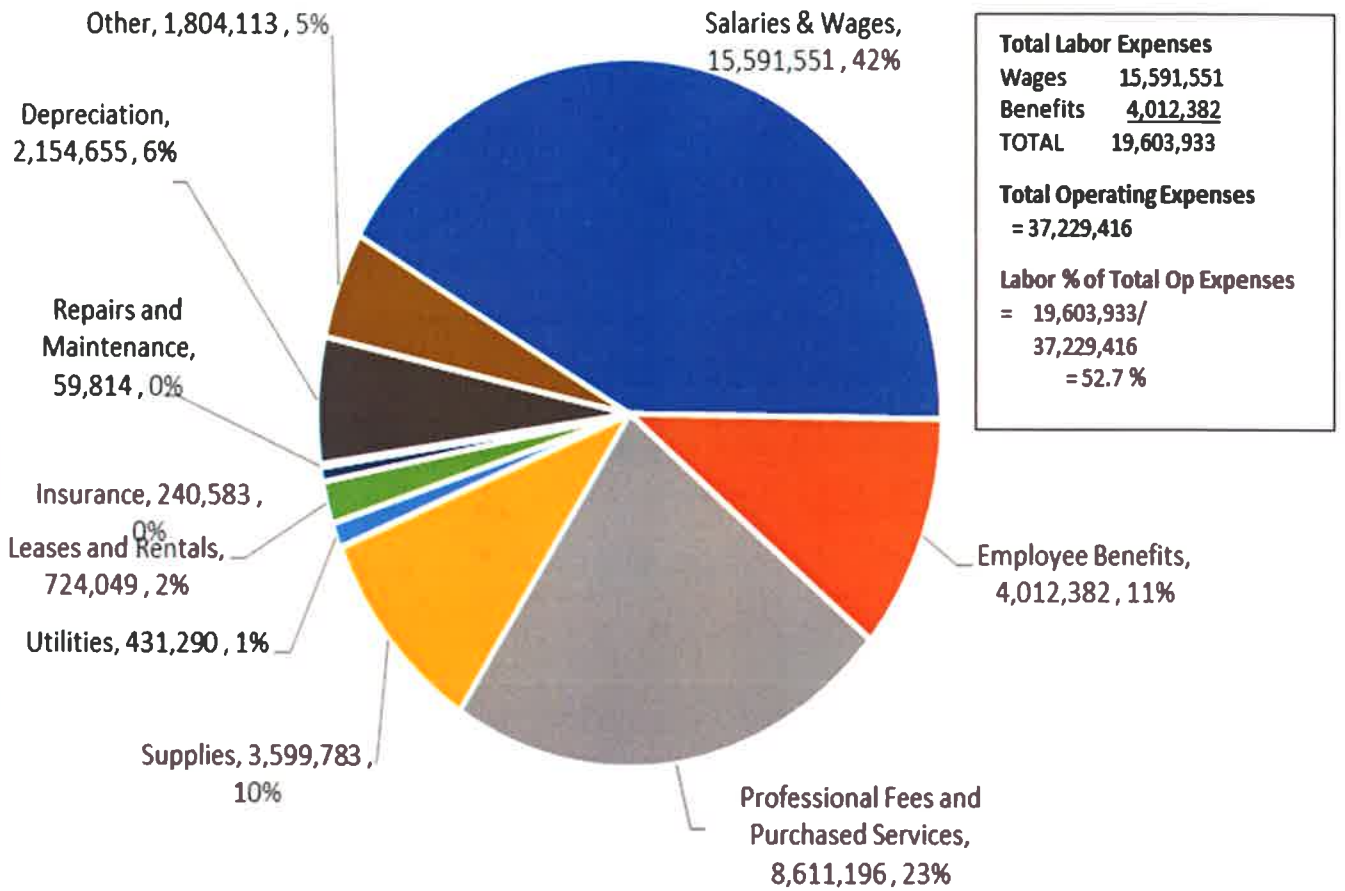
**Total Operating Revenues - Actual 2019 , 2021 & Budget 2021**



**Total Operating Expenses - Actual 2019 and 2021 & Budget 2021**



## Estes Park Health 2021 YTD Operating Expense Proportions



**Estes Park Health**  
 Financial Overview  
 Month Ended Aug 31, 2021

**FINANCIAL RATIOS**

	Jul	Aug	RED	YELLOW	GREEN
Days in Accounts Receivable	43.5	44.6	> 60	50 - 60	< 50
Days Cash on Hand	223	224	< 125	125 - 224	> 225
Debt Service Coverage Ratio	4.13	3.60	<1.25	1.25 - 2.0	> 2.0
Operating Margin (12 Mo. Rolling)	-11.2%	-12.3%	< 2.0%	2% - 4.99%	> 5%
Total Margin (12 Mo. Rolling)	7.2%	5.3%	< 5.0%	5% - 9.99%	> 10.0%

**OTHER INDICATORS**

	Jul	Aug	Budget	YTD	YTD Budget
Total Deductions from Revenue %	-45.8%	-44.3%	-43.6%	-46.3%	-43.4%
Operating Margin	(\$172,634)	\$147,055	\$918,457	(\$4,459,687)	(\$2,250,307)
Operating Margin %	-3.8%	2.8%	17.3%	-13.6%	-6.6%
Increase (decrease) in Net Assets	\$65,960	\$373,035	\$1,148,463	\$2,760,110	(\$222,780)
Total Margin %	1.5%	7.2%	21.7%	8.4%	-0.7%

**SUMMARY**

**Statistics:** IP Days are at 87 compared to 73 in July and 91 in August 2020.  
 Physicians Clinic Visits are at 2011 compared to 1861 in July and 1774 in August 2020.  
 Surgeries are at 33 compared to 30 in July and 34 in July 2020.

**Revenue:** August's Gross Patient Charges is \$9,204,138 compared to a budget level of \$9,342,073.

**Other Operating Revenue:** August's Other Revenues are \$51,289.

**Expenses:** Total Operating Expenses in August are \$5,031,599 which is \$647,767 over budget. Salaries and benefits are over budget by \$22,895.

**Excess Revenues (Expenses):** August's increase in Total Net Position is \$373,035 compared to a budget of \$1,148,463. August's Total Margin is 7.2% compared to a budgeted level of 21.7%.

**Ratio Analysis:** Day's in A/R is at 44.6 which is lower than the industry average of fifty.  
 Day's Cash on Hand is at 224 compared to July level of 223 and August 2020 of 242.

**Debt Coverage Ratio:** August's rolling 12 month debt ratio is 3.6. The loan end of year minimum required ratio is 1.25.

**ESTES PARK HEALTH**  
**Draft Statement of Revenues, Expenses, and Changes in Net Position (Unaudited)**  
**Month Ending August 31, 2021**

Row	MONTH Aug 2021			2021 YEAR TO DATE Jan through Aug			2020 YEAR TO DATE Jan through Aug			2019 YEAR TO DATE Jan through Aug		
	Actual (A)	Budget (B)	Percent (A-B)/B	Actual (A)	Budget (B)	Percent (A-B)/B	2020 Actual	2020 Actual	Percent (2020 Actual - 2019 Actual)	2019 Actual	2019 Actual	Percent (2020 Actual - 2019 Actual)
8	<b>OPERATING INCOME</b>											
9	<b>OPERATING REVENUES</b>											
10	<b>Charges for Patient Services</b>											
11	763,046	1,398,887	(45.5%)	6,555,494	10,587,697	(38.1%)	8,555,755	(2,000,261)	-23.4%	12,658,651	(6,103,157)	-48.2%
12	8,441,092	7,943,186	6.3%	53,626,438	49,387,013	8.0%	46,970,816	6,655,622	14.2%	49,773,562	3,852,876	7.7%
13	9,204,138	9,342,073	(1.5%)	60,181,932	59,974,710	0.3%	55,526,571	4,655,361	8.4%	62,432,213	(2,250,281)	-3.6%
14	<b>Deductions from Charges for Patient Services</b>											
15	(3,807,455)	(3,932,869)	3.2%	(26,439,449)	(25,151,305)	-5.1%	(23,714,665)	(2,724,784)	-11.5%	(28,113,815)	1,674,366	6.0%
16	(269,318)	(139,560)	(49.0%)	(1,452,256)	(901,988)	-61.0%	(953,506)	(458,750)	-48.2%	(1,264,189)	(188,067)	-14.9%
17	(4,076,773)	(4,072,429)	(4.3%)	(27,891,705)	(26,053,293)	-7.1%	(24,208,171)	(3,183,534)	-12.9%	(29,378,004)	1,486,299	5.1%
18	5,127,365	5,269,644	(2.7%)	32,290,227	33,921,417	(4.8%)	30,818,400	1,471,827	4.8%	33,054,209	(763,982)	-2.3%
19	<b>Net Patient and Resident Service Revenues, Net of Provision for Bad Debts of Approximately \$650,000 in 2020 and \$1,130,000 in 2019</b>											
20	55.7%	36.4%	53.7%	31.7%	36.6%	53.7%	31.7%	36.6%	53.7%	31.7%	36.6%	
21	51,289	32,645	18,644	479,502	293,470	186,032	322,644	156,858	48.6%	518,593	(39,091)	-7.5%
22	5,178,654	5,302,289	(2.3%)	32,769,729	34,214,887	(4.2%)	31,141,044	1,628,685	5.2%	33,572,802	(803,073)	-2.4%
23	<b>Operating Expenses</b>											
24	2,061,112	1,997,657	3.2%	15,391,551	16,189,153	(3.7%)	15,944,621	(853,070)	-2.2%	14,808,869	782,682	5.3%
25	532,439	572,999	(7.1%)	4,012,382	4,728,648	(15.1%)	4,372,825	(360,413)	-8.2%	4,328,319	(315,037)	-7.3%
26	1,204,451	735,038	63.9%	8,611,196	6,512,133	32.2%	7,891,488	797,228	9.1%	7,506,574	1,040,222	14.7%
27	600,158	451,820	32.8%	3,599,783	3,827,536	(6.0%)	3,946,003	(346,220)	-8.8%	3,899,441	(299,658)	-7.7%
28	43,728	50,575	(13.5%)	451,290	396,000	8.9%	375,821	55,469	14.8%	391,693	39,597	10.1%
29	95,861	92,584	3.2%	724,049	755,359	(4.1%)	446,158	277,891	62.3%	264,337	459,712	173.0%
30	46,249	25,916	78.5%	240,583	207,678	15.8%	243,431	(2,848)	-1.2%	202,790	37,793	18.6%
31	2,926	15,240	(12.3%)	59,814	115,177	(48.7%)	157,610	(57,796)	-49.1%	80,636	(20,822)	-25.8%
32	269,466	262,331	2.7%	2,154,655	2,098,626	2.7%	2,052,909	101,746	5.0%	1,347,193	807,462	59.9%
33	175,199	179,672	(4.7%)	1,804,113	1,634,884	10.4%	1,598,196	205,917	12.9%	1,658,306	(145,807)	8.8%
34	5,031,599	4,383,832	647,767	37,229,416	36,465,194	2.1%	36,989,042	240,374	0.6%	34,488,158	2,741,258	7.9%
35	147,055	918,457	(771,402)	(4,459,687)	(2,250,307)	(49.2%)	(5,847,998)	1,388,311	23.7%	(915,156)	(6,544,331)	-387.2%
36	<b>TOTAL OPERATING INCOME (LOSS) (Row 21 minus Row 40)</b>											
37	261,466	261,406	0.0%	2,091,731	2,091,732	(1)	2,053,684	38,047	1.9%	1,794,440	297,291	16.6%
38	(37,687)	(33,000)	(14.8%)	(282,524)	(264,000)	(6.7%)	(278,190)	(14,334)	-1.6%	(265,710)	(16,814)	-6.3%
39	2,201	1,140	93.1%	1,126	46,495	(97.6%)	79,710	(78,584)	-98.0%	237,203	(236,077)	-99.5%
40	0	0	0	0	0	0	0	0	0	8,500	(8,500)	-100.0%
41	0	0	0	24,735	50,000	(50.5%)	12,701	12,634	94.7%	23,021	(7,714)	7.4%
42	400	400	(0.0%)	5,328,841	3,300	161,380.0%	77,800	5,251,041	6749.4%	(4)	5,328,845	133,211.25.0%
43	225,980	230,006	(4.02%)	7,163,909	1,927,527	271.7%	1,945,705	5,218,204	268.2%	1,797,450	5,366,459	298.6%
44	373,035	1,148,463	(775,428)	2,704,222	(322,780)	3,027,002	6,606,515	169.3%	882,094	1,822,128	206.0%	
45	0.00	0.00	0	55,888.00	100,000.00	(44.1%)	523,769.00	467,881	-89.3%	102,095	(46,307)	-45.3%
46	373,035	1,148,463	(775,428)	2,769,110	(222,780)	2,982,890	6,138,634	181.7%	984,189	1,775,921	180.4%	
47	38,886,052	38,886,052	0	38,886,052	38,886,052	0	38,886,052	38,886,052	0	38,886,052	38,886,052	0
48	<b>NET POSITION - END OF YEAR</b>											

**ESTES PARK HEALTH**  
**Balance Sheet (Unaudited) Statements of Net Position**  
**Month Ending August 31, 2021**

Row		2021 Aug		2021 Jul		2020 Aug		
5.00		Actual	Actual	2021Aug minus 2021July	((2021Aug)- (2021Jul))+ ABS(2021Aug)	Actual	2021Aug minus 2020 Aug	((2021Aug)- (2020 Aug))+ ABS(2020 Aug)
6.00								
7.00	<b>ASSETS</b>							
8.00								
9.00	<b>CURRENT ASSETS</b>							
10.00	Cash and Cash Equivalents	16,871,977	16,112,457	759,520	4.7%	20,676,284	(3,804,307)	-18.40%
11.00	Restricted Cash Under Debt Agreements	3,919,444	3,919,320	124	0.0%	3,915,039	4,405	0.11%
12.00	Receivables							
	Patient and Resident, Net of Estimated Uncollectables of approximately \$1,301,000 in 2020 and \$1,784,000 in 2019	6,443,277	5,908,396	534,881	9.1%	6,131,312	311,965	5.09%
13.00								
14.00	Property Taxes and Other	2,314,096	2,111,671	202,425	9.6%	2,071,622	242,474	11.70%
15.00	Estimated Third-Party Payor Settlements	115,296	626,105	(510,809)	-81.6%	115,296	no ÷ 0	
16.00	Supplies	1,301,511	1,293,076	8,435	0.7%	1,080,086	221,425	20.50%
17.00	Prepaid Expenses	331,311	319,833	11,478	3.6%	394,954	(63,643)	-16.11%
18.00	<b>TOTAL CURRENT ASSETS (Sum Rows 10, 11, 13, 14, 15, 16, 17)</b>	<b>31,296,912</b>	<b>30,290,858</b>	<b>1,006,054</b>	<b>3.3%</b>	<b>34,269,297</b>	<b>(2,972,385)</b>	<b>-8.7%</b>
19.00								
20.00	<b>LONG-TERM ASSETS</b>							
21.00	Investments	11,910,829	11,910,829	0	0.0%	9,605,585	2,305,244	24.00%
22.00	Capital Assets							
23.00	Capital Assets Not Being Depreciated	521,472	521,472	0	0.0%	1,153,681	(632,209)	-54.80%
	Depreciable Capital Assets, Net of Accumulated Depreciation	29,849,467	30,118,933	(269,466)	-0.9%	32,046,184	(2,196,717)	-6.85%
24.00								
25.00	Total Capital Assets, Net	30,370,939	30,640,405	(269,466)		33,199,865	(2,828,926)	
26.00	Long Term Prepaid Lease							
27.00	<b>TOTAL LONG-TERM ASSETS</b>	<b>42,281,768</b>	<b>42,551,234</b>	<b>(269,466)</b>	<b>-0.6%</b>	<b>42,805,450</b>	<b>(523,682)</b>	<b>-1.22%</b>
28.00								
29.00	<b>TOTAL ASSETS (Sum Rows 18, 27)</b>	<b>73,578,681</b>	<b>72,842,093</b>	<b>736,588</b>	<b>1.01%</b>	<b>77,074,747</b>	<b>(3,496,066)</b>	<b>-4.54%</b>
30.00								
31.00	<b>LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND NET POSITION</b>							
32.00								
33.00	<b>CURRENT LIABILITIES</b>							
34.00	Current Portion of Long-Term Debt	1,328,711	1,328,711	0	0.0%	6,201,581	(4,872,870)	-78.57%
35.00	Accounts Payable	1,748,557	1,268,136	480,421	37.9%	561,597	1,186,960	211.35%
36.00	Estimated Third-Party Payor Settlements					1,430,484	(1,430,484)	-100.00%
37.00	Deferred Revenue	8,763,959	9,137,835	(373,876)	-4.1%	9,682,996	(919,037)	-9.49%
38.00	Accrued Expenses							
39.00	Salaries, Wages, and Related Liabilities	1,982,105	1,680,427	301,678	18.0%	1,710,262	271,843	15.89%
40.00	Compensated Absences	921,079	916,577	4,502	0.5%	1,028,279	(107,200)	-10.43%
41.00	Other	111,690	82,895	28,795	34.7%	227,459	(115,769)	-50.90%
42.00	<b>TOTAL CURRENT LIABILITIES</b>	<b>14,856,102</b>	<b>14,414,580</b>	<b>441,522</b>	<b>3.06%</b>	<b>20,842,658</b>	<b>(5,986,556)</b>	<b>-28.72%</b>
43.00								
44.00	<b>LONG-TERM LIABILITIES</b>							
45.00	Long-Term Debt, Net of Current Portion	13,713,096	13,759,147	(46,051)	-0.33%	15,426,208	(1,713,112)	-11.11%
46.00	Long-Term Portion of Accounts Payable	247,344	277,888	(30,544)	-10.99%	247,344	no ÷ 0	
47.00	<b>TOTAL LONG-TERM LIABILITIES</b>	<b>13,960,440</b>	<b>14,037,035</b>	<b>(76,595)</b>	<b>-0.55%</b>	<b>15,426,208</b>	<b>(1,465,768)</b>	<b>-9.50%</b>
48.00								
49.00	<b>TOTAL LIABILITIES (Sum Row 38, 43)</b>	<b>28,816,542</b>	<b>28,451,615</b>	<b>364,927</b>	<b>1.28%</b>	<b>36,268,866</b>	<b>(7,452,324)</b>	<b>-20.55%</b>
50.00								
51.00	<b>DEFERRED INFLOWS OF RESOURCES - PROPERTY TAXES</b>	<b>3,115,979</b>	<b>3,115,979</b>	<b>0</b>	<b>0.00%</b>	<b>3,120,340</b>	<b>(4,361)</b>	<b>-0.14%</b>
52.00								
53.00	<b>NET POSITION</b>							
54.00	Net Investment in Capital Assets	17,239,581	17,239,581	0	0.00%	18,261,460	(1,021,879)	-5.60%
55.00	Restricted, Expendable	3,915,919	3,915,919	0	0.00%	1,412,536	2,503,383	177.23%
56.00	Unrestricted	20,490,661	20,118,999	371,662	1.85%	18,011,545	2,479,116	13.76%
57.00	<b>TOTAL NET POSITION</b>	<b>41,646,161</b>	<b>41,274,499</b>	<b>371,662</b>	<b>0.90%</b>	<b>37,685,541</b>	<b>3,960,620</b>	<b>10.51%</b>
58.00								
59.00	<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND NET POSITION</b>	<b>73,578,681</b>	<b>72,842,093</b>	<b>736,588</b>	<b>1.01%</b>	<b>77,074,747</b>	<b>(3,496,066)</b>	<b>-4.54%</b>

**ESTES PARK HEALTH**  
**Statements of Cash Flows (Unaudited)**  
**YTD Ending August 31, 2021**

Row	2021 Aug	Dec 2020	
5.00	Actual	As-filed	
6.00			
7.00	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
8.00	Receipts from and on Behalf of Patients and Residents	31,533,555	50,960,878
9.00	Payments to Suppliers and Contractors	(15,365,428)	(22,641,734)
10.00	Payments for Employee Salaries and Benefits	(18,660,936)	(30,272,390)
11.00	Other Receipts and Payments	390,973	488,326
12.00	<b>NET CASH USED BY OPERATING ACTIVITIES</b>	<b>(2,101,836)</b>	<b>(1,464,920)</b>
13.00			
14.00	<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES</b>		
15.00	Property Taxes Supporting Operations	3,127,078	3,256,863
16.00	Issuance of Long-Term Debt	(4,800,000)	4,800,000
17.00	HHS Provider Relief Fund	-	5,370,111
18.00	Noncapital Grants and Contributions	24,735	26,206
19.00	<b>NET CASH PROVIDED BY NONCAPITAL FINANCING ACTIVITIES</b>	<b>(1,648,187)</b>	<b>13,453,180</b>
20.00			
21.00	<b>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>		
22.00	Purchase and Construction of Capital Assets	(683,776)	(3,959,139)
23.00	Proceeds from Disposal of Capital Assets	-	-
24.00	Issuance of Long-Term Debt	269,973	2,500,000
25.00	Principal Payments on Long-Term Debt	(128,166)	(1,085,000)
26.00	Interest Paid on Long-Term Debt	(282,524)	(417,841)
27.00	Capital Contributions	55,888	523,770
28.00	<b>NET CASH USED BY CAPITAL AND RELATED FINANCING ACTIVITIES</b>	<b>(768,605)</b>	<b>(2,438,210)</b>
29.00			
30.00	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
31.00	Sales (Purchases) of Investments	2,468,348	(12,364,836)
32.00	Investment Income and Other	5,329,967	210,618
33.00	<b>NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES</b>	<b>7,798,315</b>	<b>(12,154,218)</b>
34.00			
35.00	<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS (Sum Rows 12, 19, 28, 33)</b>	<b>3,279,686</b>	<b>(2,604,168)</b>
36.00			
37.00	Cash and Cash Equivalents - Beginning of Year	17,511,735	20,115,903
38.00			
39.00	<b>CASH AND CASH EQUIVALENTS - END OF YEAR (Sum Rows 35 and 37)</b>	<b>20,791,421</b>	<b>17,511,735</b>
40.00			
41.00	<b>RECONCILIATION OF CASH AND CASH EQUIVALENTS TO THE STATEMENTS OF NET POSITION</b>		
42.00	Cash and Cash Equivalents	16,871,977	13,595,816
43.00	Restricted Cash Under Debt Agreement	3,919,444	3,915,919
44.00	<b>TOTAL CASH AND CASH EQUIVALENTS</b>	<b>20,791,421</b>	<b>17,511,735</b>
45.00			
46.00	<b>RECONCILIATION OF OPERATING LOSS TO NET CASH USED BY OPERATING ACTIVITIES</b>		
47.00	Operating Loss	(4,459,687)	(7,085,820)
48.00	Adjustments to Reconcile Operating Loss to Net Cash Used by Operating Activities		
49.00	Depreciation	2,154,655	3,150,456
50.00	Provision for Bad Debts	1,064,236	650,166
51.00	(Increase) Decrease in Assets		
52.00	Patient and Resident Receivables	(1,572,572)	(129,425)
53.00	Other Receivables	(88,529)	21,923
54.00	Supplies	(24,684)	(180,421)
55.00	Prepaid Expenses	234,789	114,395
56.00	Long-Term Prepaid Lease	-	285,184
57.00	Increase (Decrease in Liabilities)		
58.00	Accounts Payable	(104,705)	(191,801)
59.00	Estimated Third-Party Payor Settlements	729,704	(1,674,000)
60.00	Deferred Revenue	(978,040)	4,371,888
61.00	Accrued Salaries, Compensated Absences, and Other	942,997	(797,465)
62.00	<b>NET CASH USED BY OPERATING ACTIVITIES (Sum Rows 47 to 61)</b>	<b>(2,101,836)</b>	<b>(1,464,920)</b>
63.00			
64.00	<b>SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION</b>		
65.00	Capital Assets Included in Accounts Payable	545,027	842,789

## 2021 FORECAST

These are the major changes I'm aware of for the last four months of 2021:

Cost savings on equipment preventative maintenance contract (3 months)	\$75,000*
Cost of employee payments to those who received COVID shots	\$(65,000)*
Raises and compensation adjustments in July (from Tim's May report) (4 months)	\$(300,000)*
Meditech dual computer system eliminated (4 months)	\$165,000*
Estimated contractual allowances on the above items	\$75,000*
Estimated fire evacuation insurance payment for business interruption	\$950,000
Estimated amounts due us for cost report reopenings	\$200,000*
Recognition of Provider Relief Fund proceeds (approved by auditors)	\$5,200,000
 NET TOTAL	 \$6,300,000

Operating	\$150,000*
Non operating	\$6,150,000
NET TOTAL	\$6,300,000

**I acknowledge that I've gone back and forth on the Provider Relief Fund revenue recognition in 2021 and just recently found out (from a healthcare Finance and Investment Committee I'm on) how their auditors recognized the revenue. I then contacted our auditors, gave them the information and they agreed that, based on our Provider Relief Fund filing, that we can and should recognize the revenue in 2021.**



**ESTES PARK**  
**HEALTH**  
FOUNDATION

# 2021 Fall Update, EPH Board of Directors

SEPTEMBER 27, 2021







# 2021 Fall Update

## Strategic Plan Implementation

1. Develop a system to maximize the contacts and reach of EPH Directors, for the benefit of the Foundation.
2. Improve Institutional Communication.
3. Assess and Improve Onboarding Program for new EPHF Directors.
4. Improve Donor Retention to 57% per year by Year 3.



# 2021 Fall Update

## Highlights of last quarter

1. Employee Training
2. Successful Paint Estes Pink campaign
3. Fully funded EMS Radio Mini campaign
4. New Legacy Society couple
5. Recruited two fantastic Director candidates for 2022
6. New donor resurrections, \$2,400
7. Current Priority: Working on the MRI Project



# 2021 Fall Update

## General Updates

- Financial
  - Currently performing as expected
  - Expect to meet annual financial targets
- Personnel
  - Staff
  - Board



# 2021 Fall Update

## Questions?



## Executive Update – September 2021

### Strategic Plan Implementation Update

1. **Develop a system to maximize the contacts and reach of EPH directors, for the benefit of the Foundation.**
  - Done
    - Board Development Committee has finalized strategy
2. **Improve Institutional Communication.**
  - Done
    - Will improve on an ongoing basis, based on organizational learning
3. **Assess and Improve Onboarding Program for new EPHF Directors.**
  - Ongoing Implementation, no issues
    - Director Survey done
    - Board Development Committee updated Director Orientation Curriculum
    - Additional improvement / tuning will continue as needed
      - EPHF Mentor Program in process
      - New Directors have been assigned Mentors effective January 2021
4. **Improve Donor Retention to 57% per year by Year 3**
  - In process, behind schedule thanks to Covid, no issues
    - Staff working on strategy

# Financial Dashboard Report

## ESTES PARK MEDICAL CENTER FOUNDATION MAY 2021 DASHBOARD

Operations Summary	Monthly				YTD			
	May-21	May-21	May-20	May-20	2021 YTD	2021 YTD	2020 YTD	2020 YTD
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Donation Revenue	27,291	37,083	55,415	12,450	159,128	185,419	237,200	91,300
PY Donation Revenue Refunded	-	-	-	-	-	-	-	-
<b>Total Donation Revenue</b>	<b>27,291</b>	<b>37,083</b>	<b>55,415</b>	<b>12,450</b>	<b>159,128</b>	<b>185,419</b>	<b>237,200</b>	<b>91,300</b>
Total Operating Expense	30,392	30,508	28,787	31,114	142,713	163,050	152,916	161,420
Net Operating Increase/(Loss)	(3,101)	6,575	26,628	(18,664)	16,415	22,369	84,284	(70,120)
Investment Revenue	29,717	11,250	135,605	(27,200)	348,157	56,250	(117,428)	57,600
Other Revenue	-	-	-	-	54,210	-	-	-
<b>Total Revenue</b>	<b>57,008</b>	<b>48,333</b>	<b>191,020</b>	<b>(14,750)</b>	<b>561,495</b>	<b>241,669</b>	<b>119,772</b>	<b>148,900</b>
Grant Disbursements	10,256	-	-	-	18,869	-	9,194	-
<b>Total Net Increase/(Loss)</b>	<b>16,360</b>	<b>17,825</b>	<b>162,233</b>	<b>(45,864)</b>	<b>399,913</b>	<b>78,619</b>	<b>(42,338)</b>	<b>(12,520)</b>

## ESTES PARK MEDICAL CENTER FOUNDATION JUN 2021 DASHBOARD

Operations Summary	Monthly				YTD			
	Jun-21	Jun-21	Jun-20	Jun-20	2021 YTD	2021 YTD	2020 YTD	2020 YTD
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Donation Revenue	38,518	37,083	23,602	28,350	197,646	222,502	260,802	199,200
PY Donation Revenue Refunded	-	-	-	-	-	-	-	-
<b>Total Donation Revenue</b>	<b>38,518</b>	<b>37,083</b>	<b>23,602</b>	<b>28,350</b>	<b>197,646</b>	<b>222,502</b>	<b>260,802</b>	<b>199,200</b>
Total Operating Expense	36,833	31,788	25,349	32,019	179,546	194,838	178,265	191,649
Net Operating Increase/(Loss)	1,685	5,295	(1,747)	(3,669)	18,100	27,664	82,537	7,551
Investment Revenue	68,893	11,250	57,289	10,780	417,049	67,500	(60,138)	92,800
Other Revenue	-	-	-	-	54,210	-	-	-
<b>Total Revenue</b>	<b>107,411</b>	<b>48,333</b>	<b>80,891</b>	<b>39,130</b>	<b>668,905</b>	<b>290,002</b>	<b>200,664</b>	<b>292,000</b>
Grant Disbursements	800	-	143,235	-	19,669	-	152,430	-
<b>Total Net Increase/(Loss)</b>	<b>69,778</b>	<b>16,545</b>	<b>(87,693)</b>	<b>7,111</b>	<b>469,690</b>	<b>95,164</b>	<b>(130,031)</b>	<b>100,351</b>

## ESTES PARK MEDICAL CENTER FOUNDATION JUL 2021 DASHBOARD

Operations Summary	Monthly				YTD			
	Jul-21	Jul-21	Jul-20	Jul-20	2021 YTD	2021 YTD	2020 YTD	2020 YTD
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Donation Revenue	86,983	37,083	5,198	99,600	284,629	259,585	266,000	298,800
PY Donation Revenue Refunded	-	-	-	-	-	-	-	-
<b>Total Donation Revenue</b>	<b>86,983</b>	<b>37,083</b>	<b>5,198</b>	<b>99,600</b>	<b>284,629</b>	<b>259,585</b>	<b>266,000</b>	<b>298,800</b>
Total Operating Expense	40,738	33,413	26,226	30,153	220,284	228,251	204,491	221,802
Net Operating Increase/(Loss)	46,245	3,670	(21,028)	69,447	64,345	31,334	61,509	76,998
Investment Revenue	54,361	11,250	140,013	9,600	471,411	78,750	79,875	102,400
Other Revenue	-	-	-	-	54,210	-	-	-
<b>Total Revenue</b>	<b>141,344</b>	<b>48,333</b>	<b>145,211</b>	<b>109,200</b>	<b>810,250</b>	<b>338,335</b>	<b>345,875</b>	<b>401,200</b>
Grant Disbursements	4,250	-	-	-	23,919	-	152,430	-
<b>Total Net Increase/(Loss)</b>	<b>96,356</b>	<b>14,920</b>	<b>118,985</b>	<b>79,047</b>	<b>566,047</b>	<b>110,084</b>	<b>(11,046)</b>	<b>179,398</b>

## **Highlights since last Board Meeting**


- Employee Training
- Successful Paint Estes Pink campaign
- Fully funded EMS Radio Mini campaign
- New Legacy Society couple
- Recruited two fantastic Director candidates for 2022
- New donor resurrections, \$2,400
- Currently working hard to fund the MRI Project



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### Highlights by Department

- **Pharmacy:** Very happy to have filled Pharmacy Director position with well-known prior director, Matt Makelky.
- **Laboratory:** New redundant chemistry analyzers online mid-October, continuing our move to redundancy for critical equipment (lab an elsewhere).
- **Diagnostic Imaging:** Foundation campaign to raise capital for a new MRI. Expect installation by 2Q 2022.
- **Marketing:** Increasing marketing efforts for general surgery: website, TV, elsewhere.
- **Facilities:** Searching for new manager. Support for inpatient capacity expansion. Remodeling medical records to make room for the "Patient Access Service Center" (One Call project). Protective glass in lobby.
- **Housing:** Aspen Hall on-call: Expect first on-call staff in there by 1Q 2022.



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## Highlights by Department, continued

- **Information Technology:** 24/7 support for our frontline patient-facing staff is always our top priority. Cybersecurity continues to require much effort.
- **Information Technology:** Strong Epic educational opportunities being generated for our physicians and others to help fluency. Metrics being developed to track improvement and identify areas for improvement.
- **Dietary:** Continue to excel. Larimer County surprise survey in mid-October, passed with flying colors.
- **Urgent Care:** The real summer showed where improvements needed.
- **Environmental Services (EVS):** Staff challenges due to economic pressures and staff shortages in town. Outsourcing some work to make ends meet.
- **Rehab Services:** Busy and popular.
- **Summer in Estes:** Hot town, summer in the city. High pressure but always working to improve and bring humanity to all of our work at EPH. We continue to encourage vaccination so that we can bring those unvaccinated ICU counts down in Colorado.

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**Park Hospital District Board  
Timberline Conference Room  
October 25, 2021**

**CREDENTIALING RECOMMENDATIONS**

**Credentials Committee approval:** September 29, 2021

Present: Drs. Dunn (Chair), Zehr, \*Steve Alper, Vern Carda, Bill Pinkham, and Andrea Thomas

**Medical Executive Committee approval:** October 6, 2021

**Appointment**

Grove, Narina, M.D.

Courtesy, Pathology

**Reappointments**

Lee, Marvin, M.D.

Courtesy, Internal Medicine

Libby, Arlene, M.D.

Courtesy, Pathology

McLellan, Jennifer, M.D.

Active, General Surgery

Ross, Megan, M.D.

Active, Pediatrics

Smith, Michael, M.D.

Courtesy, Pathology