



**Minutes of the Regular Meeting of the Board of Directors  
August 19, 2021**

The Regular Meeting of the Eagle County Health Service District occurred on August 19, 2021 at 8:00 a.m.; at 1055 Edwards Village Blvd., Edwards, Eagle County, Colorado, in accordance with the applicable statutes of the State of Colorado.

**The following Directors were present and acting:**

**Attending In Person:**

Jeff Babb  
Dr. John "Chip" Woodland  
Mark Bergman  
Janet Bartnik  
Dan Smith

**Eagle County Health Service District Staff in Attendance:**

Amy Gnojek, CEO/CFO  
Jim Bradford, CEO/COO  
Steve Vardaman, Operations Manager  
Ryan Bush, Operations Specialist  
Will Dunn, Clinical Manager  
Graham Kane, Clinical Specialist  
Michelle Gennett, Human Resources Manager  
Kate Byers-Contractor, Interim HR  
Dana Query, IT Systems Administrator  
Katie Coakley, Communications & Marketing Coordinator  
Doug Krause, Paramedic Supervisor  
Scott Harmsen, Paramedic Supervisor  
Dave Diflumeri, Paramedic Supervisor  
David Miller, Community Paramedic  
John Farris, Community Paramedic  
Steve McGervey, Paramedic  
Grant Middlebrook, Paramedic  
Sam Aaronson, Paramedic  
Greg Sawyer, Paramedic  
Becky Cohen, Paramedic  
Kelly Lombardi, Paramedic  
Aaron Zinser, Paramedic

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Chris Marsh, Paramedic  
Jennifer Cooley Follett, Accounting Clerk  
Sarah Braucht, Office Coordinator

**Public**

Dr. Diana Hearne, ECPS EMS Medical Director  
Dr. Amelia Breyer, Visiting EMS Director Fellow

**Call to Order** The Regular Meeting of the Board of Directors of Eagle County Health Service District was called to order by Director Babb on August 19, 2021 at 8:03 a.m. noting a quorum was present.

**Welcome Public**

Mr. Dunn welcomed Dr. Amelia Breyre, a visiting EMS Director on fellowship from the University of California at San Francisco. She commented that the District is one of the most high functioning EMS systems she has seen.

**Consent Agenda**

A motion was made by Mr. Bergman to approve the Consent Agenda. Ms. Bartnik seconded the motion. Motion passed unanimously.

RESOLVED to approve the July 15, 2021 Board Meeting Minutes and Monthly Expenditures.

**BUSINESS & STRATEGY ITEMS:**

**Board Retreat -**

The Board Retreat has been scheduled for Monday, October 18 from 8:00am to 4:00pm with the location pending. Consultants will be brought in to help facilitate the retreat conversation. The Board would like at minimum the leadership staff to attend and the retreat is an open meeting to the public.

**Employee Housing -**

**Update on community wide "survey." Powerpoint presentation to be shared at the Board meeting.** Ms. Gennett has been researching and gathering information on employee housing in the valley. She has reached out to local partners and she presented the responses received from these agencies (presentation included in Board packet). The information presented included the participants who were polled and the types of housing assistance offered. Most plans are customized to the needs of the employee and a rental subsidy or housing allowance was common. Ms. Bartnik recently met with the Eagle County Housing Authority and there are some upcoming opportunities the District could get involved in. The Impact Development Fund is a Colorado-based organization who is focused on local community development and employee housing options. They help other organizations to build their employee housing programs, administer applications, and assist with financing and closing. They also offer gap financing for building employee housing. Their fees are around \$5000 to

build a program, then \$1500 per program to administer. Ms. Gnojek stated that several community partners in Eagle County and Colorado use Impact Development and they are widely known to help manage housing programs. It would be wise for the District to move in that direction as well and the District is excited to potentially partner with them. Impact Development can also help to tighten up language in our existing employee housing contracts. Mr. Babb noted that the Town of Vail is well known for their employee housing program with Impact Development.

#### **The Future of Eagle County Paramedics Leadership -**

**Open discussion including staff and board members.** Ms. Gnojek thanked the Board for allowing this time for staff to speak about this subject since this is a keystone moment in the District's future regarding the dyad model of leadership.

Ms. Coakley read a letter compiled from staff comments and will be included in the meeting minutes.

Dr. Hearne noted that she has been the EMS Medical Director for the District for the past 26 years. She was a little skeptical at the outset of the dyad model, but it has beneficially impacted the organization and has been a positive culture change. From a medical standpoint, there is much more even workflow and collaboration with the dyad co-CEOs.

Ms. Byers offered her outsider's view and perspective on how the dyad model was implemented and who is in the leadership roles. She believes it is a collaborative relationship that works well for the District.

Mr. Vardaman stated that Ms. Gnojek and Mr. Bradford are effective leaders and visionaries. There have been a lot of staffing changes over the past year and it has taken a toll on the organization. The dyad model and the people in the current co-CEO roles have helped to quell concern and uncertainty from the staff and they have led confidently.

Mr. Dunn noted that in his 15 years with the District, this is without question the most effective leadership team he has worked with, which he believes has more to do with Ms. Gnojek and Mr. Bradford's personalities more than the dyad model. It is an admirable job they have done with the co-CEO role with little job preparation. Mr. Dunn thinks the District has the best EMS management team in the country and he recommends keeping Ms. Gnojek and Mr. Bradford as co-CEOs.

Ms. Gnojek stated that the management team of the District has come together in solidarity to support the co-CEO leadership model. She knows that there have been some bumps along the road, but they are working together every day to get better. The dyad model has proved to be a positive model for the District and is the right pathway forward. Ms. Gnojek and Mr. Bradford are committed to leading the organization in the future and are committed to remaining as co-CEOs.

Mr. Bradford noted the successes of the District in the past year and co-CEO team has a goal of developing a five year strategic plan for the District, including establishing standardized measures and developing an infrastructure to support the "One ECPS" motto.

Mr. Babb stated that former CEO, Chris Montera, brought forth the idea of a co-CEO dyad leadership model upon his departure from the District and gave Ms. Gnojek and Mr. Bradford only a couple weeks to transition into this role. It's the Board's job to explore all options and ensure that the organization is being led properly. He has been in contact with the District's

legal team on proper procedure and the Board will further discuss this matter in executive session.

Mr. Bergman said the Board is discussing this matter in executive session to protect personnel matters. He came into the dyad model with an open mind, though he was a little hesitant. He couldn't be more proud to serve the District.

Mr. Smith appreciated the staff's courage in speaking freely on this topic.

Mr. Woodland said it's the Board's responsibility to keep an open mind.

Ms. Bartnik noted that Ms. Gnojek and Mr. Bradford were reluctant leaders at the start, but they have grown tremendously over the past year.

#### **ACTION ITEMS:**

##### **Special District Association Insurance Pool Resolution -**

**The SDA requires a signed resolution, drafted by the SDA, for participation in the insurance pool. Last month the Board signed the intergovernmental agreement and this is the followup resolution.**

Ms. Bartnik made a motion to approve the resolution as drafted designating Veronica Ross as the District's representative to the Colorado Special District Property and Liability Pool. Mr. Smith seconded the motion. Motion passed unanimously.

RESOLVED to approve the Special District Association Insurance Pool Resolution.

##### **County Health Pool Representative Designation -**

**CTSI requires a District designee as "Official Representative" for all business matters.**

Ms. Bartnik made a motion to approve Michelle Gennett as the Designated Representative at all County Health Pool meetings for Fiscal year 2022. Mr. Bergman seconded the motion.

Motion passed unanimously.

RESOLVED to approve Michelle Gennett as the "Official Representative" for all County Health Pool business matters.

#### **UPDATES:**

##### **Financial Statement Review & Update –**

Ms. Gnojek said there are no significant financial updates and there were no comments from the Board.

##### **Executive/Operations Report –**

Mr. Bradford is focusing on winter staffing and the appropriate budget implications. The EMS visioning retreat is taking place tomorrow with Eagle County fire chiefs. The update on the Vail station floor is that the engineering firm BC&E is working on a proposal and options to fix the faulty floor drains in the ambulance bays. Mr. Bergman would like to see culpability of Vail Health before a decision is made. Mr. Woodland asked about getting statistics regarding helicopter transfers at Vail Health and Mr. Dunn is working with the emergency department to get that information on a regular basis.

**Executive/Finance Report –**

Ms. Gnojek welcomed Mr. Query, the new IT Systems Administrator, to the team. Mr. Query said he is enjoying his time with the organization so far and is learning about the IT obstacles that the District is facing. Ms. Byer's last day is next Friday. She has completed the employee handbook update and has split off the policies and procedures manual into a separate document. Ms. Coakley has successfully launched a newly-designed website for the District which has a clean design, is user friendly, and is compliant with all ADA rules. She has also recently completed the first ever annual report for the District. Ms. Gnojek appreciated the opportunity to attend the Pinnacle EMS leadership conference last week. She is currently working on the 2022 budget and will have a draft ready to present to the Board at their October meeting.

Ms. Gnojek spoke about a "surprise billing" law that would affect EMS agencies nationwide. Transfer reimbursements may be at risk for not being funded and the District is looking at other funding streams which include partnering with hospitals and their needs. Mr. Bergman asked what would be the direct financial impact to the District and Ms. Gnojek answered that transfers would be out of network with all insurers besides Medicare and Medicaid. This bill would also severely impact flight transfer services and the District is exploring options with Vail Health administration. The opposition to this topic is being represented by national EMS lobbying groups.

**Staff Reports –**

Mr. Bergman spoke about the JMA hotel which is proposed to be built adjacent to the Avon station. He is concerned about the shared driveway and is looking at options with the developer and architect, including an easement with the Town of Avon. He will keep the Board and staff updated with any developments. Mr. Smith noted that a municipal park was originally proposed for the parcel next to the Avon station.

**EXECUTIVE SESSION –**

Mr. Babb made a motion for the Board to convene into Executive Session Pursuant to §24-6-402(4)(e) and (4)(f), C.R.S., discussion of personnel matters related to extension of Co-CEO employment contracts, which the Co-CEOs have agreed to have discussed in executive session and determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations; and instructing negotiators. Mr. Bergman seconded the motion. Motion passed unanimously. The Board entered into Executive Session at 9:27am.

**The Board reconvened at 11:06 a.m.**

**Discussion and Board Action Relating to Matters Discussed in Executive Session**

Mr. Babb made a motion to reunify the management structure of the District to a single CEO and to begin the search immediately to fill this position. Mr. Bergman seconded the motion. Mr. Babb commented that this is not a reflection on the current co-CEOs and it is more about the dyad model of leadership, not the people in these positions or any performance issues.

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He expects for either or both Ms. Gnojek and Mr. Bradford to apply for the CEO position.  
Motion passed unanimously.

RESOLVED to reunify the management structure of the District to a single CEO and to begin the search immediately to fill this position.

Mr. Babb made a motion to extend the current employment contracts of the co-CEOs, Ms. Gnojek and Mr. Bradford, to February 28, 2022. Mr. Bergman seconded the motion. Mr. Babb commented that he expects for the organization to move forward with business as usual in the interim. Motion passed unanimously.

RESOLVED to extend the current employment contracts of the co-CEOs, Ms. Gnojek and Mr. Bradford, to February 28, 2022.

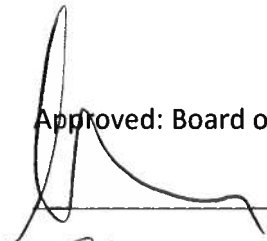


**Adjournment –**



There being no further business to come before the Board, Mr. Smith made a motion to adjourn the meeting. Ms. Bartnik seconded the motion. Motion passed unanimously.

RESOLVED to adjourn the Regular Meeting of August 19, 2021 at 11:11 a.m.

Respectfully submitted,  
Secretary for the Meeting  
Sarah Braucht

Approved: Board of Directors

  
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