



**Minutes of the Regular Meeting of the Board of Directors
August 18, 2022**

The Regular Meeting of the Eagle County Health Service District occurred on August 18, 2022 at 3:00pm 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:

Janet Bartnik (virtual)
Dan Smith
Lynn Blake
Jack Eck
Scott McCorvey (virtual)

Eagle County Health Service District Staff in attendance in-person:

Brandon Daruna, Chief Executive Officer
Jim Bradford, Chief Operating Officer
Will Dunn, Chief Clinical Officer
Steve Vardaman, Operations Manager
Alice Harvey, Community Health Manager
Ryan Bush, Operations Specialist
Veronica Ross, Finance Manager
Michelle Gennett, Human Resources Manager
Katie Coakley, Communications Specialist
Sarah Braucht, Office Coordinator
Scott Homlar, Paramedic Supervisor
David Miller, Community Paramedic
John Farris, Community Paramedic
Steve Zuckerman, Paramedic
Brooks Bingman, Paramedic

Eagle County Health Service District Staff in attendance virtually:

Jenn Cooley-Follett, Accounting Clerk
Dr. Jason Zeller, Medical Director
Graham Kane, Clinical Specialist
Dave Diflumeri, Paramedic Supervisor
Dawn Vogeler, Paramedic Supervisor
John Mateer, Paramedic
Grant Middlebrook, Paramedic

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Nate Krehbiel, Paramedic
Chris Carr, Paramedic
Aaron Zinser, Paramedic
Grant Graves, Paramedic
Greg Sawyer, Paramedic
Keith Dudley, Paramedic
Christopher Ewart, Paramedic
Suzanne Ewing, Paramedic
Chris Marsh, Paramedic
Sam Aaronson, Paramedic
Ande Rasmussen, Paramedic
Sue Straub, Paramedic
Steve McGervey, Paramedic

Public in Attendance:

Kathryn Winn of Collins, Cole, Flynn, Winn & Ulmer (virtual)
Todd Goulding of Goulding Development Advisors

CALL TO ORDER

The Regular Meeting of the Board of Directors of Eagle County Health Service District was called to order by Mr. Smith on August 18, 2022 at 3:00pm noting a quorum was present.

CONSIDERATION OF CHANGES TO THE AGENDA

Mr. Bradford proposed adding agenda item number 8D to address an employee relocation allowance for employees who move to Eagle County.

GRATITUDE & POSITIVE PATIENT EXPERIENCE

Ms. Blake thanked Mr. Daruna for taking care of the CARES program during the interim transition of the program. Mr. Dunn noted a recent search and rescue call that Aaron Zinser helped with a critically injured patient on a challenging rope rescue. Mr. Daruna thanked Ms. Gennett for leading the new recruiting process with new hiring tactics.

CONSENT AGENDA:

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

RESOLVED to approve the July 21, 2022 Board Meeting Minutes and July Monthly Expenditures.

DISCUSSION ITEMS:

Daruna 90 Day Report -

Mr. Daruna reviewed his impressions of the first 90 days he has been with the District. He went over the District's mission, vision, and values and understanding who we are as an organization. He will have a bigger report in November at his 180 day mark.

Mr. Daruna presented his SOAR (Strengths, Opportunities, Aspirations, Results) analysis.

Strengths:

- People
- Community Support
- Clinical Quality
- Facilities & Equipment
- Relationships
- Innovative Services
- Management Team

Operational Opportunities:

- Communications
- Culture
- Education
- Employee Support
- Diversity & Inclusion
- Nimble & Flexible

Administrative Opportunities:

- Data
- Expertise
- Process Improvement
- Finance
- Billing

Aspirations:

- Employee Care
- Transparency
- Yes, and
- Celebration of Feedback and Failure
- Community Outreach
- Data Driven Process Improvement
- Creative Revenue Exploration

Results - Culture:

- Employee first
- Preoccupation with failure – full transparency
- Concentration on where and how value is provided
- Deference to Expertise
- Care without Judgment
- Reluctance to simplify interpretation – process improvement

Results - Finance:

- Expertise in financial planning and forecast
- Partnership and shared funding of community health services
- Development of sustainable employee housing support
- Creativity in income streams and opportunities
- Assure high quality billing system with focus on efficiency and customer experience

Results - Operations:

- Culture of continuous improvement
- Culture of open feedback
- Clearly communicated promotional process and roles

Results - Clinical/Educational:

- Division of responsibility that is clearly communicated
- Oversite and education across the entire EMS system
- Robust medical director involvement

Results - Political/Community:

- Regularly cultivated partner and stakeholder relationships
- EMS Council allowing venue for interdisciplinary collaboration
- Continued investment in external communications

Inflation Impact Bonus Discussion -

Mr. Daruna is concerned with inflation pressures on employees and would like to offer some kind of bonus to aid in financial relief. His question to the Board is whether to structure the bonus as a fixed amount or percentage? Ms. Bartnik felt that lower earners may have more need for financial relief. Mr. Daruna proposed a 3-5% bonus of each employee's salary or as a median salary number. This bonus does not overburden the financial standpoint of the organization. Ms. Winn said the District just needs to determine if this will push the organization into a budget amendment and Ms. Ross answered that it does not. Ms. Ross stated that a 3% bonus would total \$191,695, 4% would be \$255,595, and 5% would be \$319,493. The holiday bonus at the end of last year was from excess funds from covid in the amount of \$3,500 per employee. The Board recommended a flat bonus amount, not a percentage of each employee's salary.

ACTION ITEMS:

Vail Bay Floor Proposal Review & Approval –

Mr. Goulding explained that the Vail bay floor project went out to request for proposal (RFP) and only one response was submitted from the contractor who had bid on the project earlier, RA Nelson. Mr. Goulding and the District's team met with Vail Health and they want to get the project done this fall. There were no deal breakers, however Vail Health was interested in mitigation for noise, dust, and structural impacts. Mr. Goulding is working on the final project costs which will be around \$880,000, but he is looking for opportunities to reduce costs. The construction schedule will be about 8 to 10 weeks and start around September 20th. The

tentative completion date is around November 12 to 23. The District's team and Mr. Goulding will have weekly construction meetings with Vail Health throughout the project.

The next steps are to approve RA Nelson as the contractor, approve staff to sign the contract with the contractor, direct staff to continue coordination meetings with Vail Health and RA Nelson, and to submit the building permit documents.

Ms. Blake made a motion to select RA Nelson as the contractor for the Vail bay floor project. Mr. McCorvey seconded the motion. Motion passed unanimously.

Ms. Blake made a motion to authorize Mr. Daruna to sign the contract with RA Nelson after it has been reviewed by Todd Goulding and legal counsel. Mr. Eck seconded the motion. Motion passed unanimously.

RESOLVED to select RA Nelson as the contractor for the Vail bay floor project and to authorize Mr. Daruna to sign the contract with RA Nelson after it had been reviewed by Todd Goulding and legal counsel.

Billing Company & RFP –

Mr. Dunn and Ms. Ross recently met with the CEO of the District's outside billing company to address issues with billing discrepancies. The District has tried for many months to rectify these issues and at this time, the District has decided to put together an RFP to search for other medical billing companies to service the needs of the District. It is the hope to switch over to a new company on January 1, 2023.

Ms. Blake made a motion to approve the proposed RFP as presented and discussed and direct staff to send the RFP to billing service providers. Staff should also provide cost estimates for bringing billing back in house so that the board can review all options at a later date. Mr. McCorvey seconded the motion. Motion passed unanimously.

RESOLVED to approve the proposed RFP as presented and discussed and direct staff to send the RFP to billing service providers. Staff should also provide cost estimates for bringing billing back in house so that the board can review all options at a later date.

Financial Assistance Policy -

The Board requested that the District modify the existing Financial Assistance Policy to more or less mirror that of Vail Health. A draft of the policy was emailed to all members of the Board for review. The question posed to the Board is to limit financial assistance to only Eagle County residents or for any patient who asks for help. Ms. Ross noted that it may be difficult to prove resident status. All financial assistance requests will still go through the Board.

Ms. Blake made a motion to approve the proposed Financial Assistance Policy to be limited to Eagle County residents who are means qualified. There was no second, so the motion failed.

Mr. McCorvey made a motion to approve the proposed Financial Assistance Policy to be available to anyone who is means qualified regardless of residency. Ms. Blake seconded the motion. Motion passed unanimously.

RESOLVED to approve the proposed Financial Assistance Policy to be available to anyone who is means qualified regardless of residency.

Employee Relocation Allowance Reimbursement-

The Employee Housing Committee met on Monday with action items to complete by the end of the year. They came up with an employee relocation allowance reimbursement, for employees who move to Eagle County, up to \$5,000 and two weeks pay to help cover any deposits or other housing fees. The goal is to help with recruitment of new employees and retention of existing employees and to increase the number of employees who live in Eagle County so it is easier to staff special events and a mass casualty incident should one happen. Mr. McCorvey asked if this allowance would apply to all levels of staff and Mr. Daruna said that it does, minus himself. Ms. Blake suggested just a flat \$5,000, rather than up to \$5,000 and asking for receipts for reimbursement. Ms. Gennett anticipates that less than 10 employees will use this allowance over the next year.

Ms. Blake made a motion to approve the proposed relocation reimbursement and financial support as presented (up to \$5,000 of actual expenses and two weeks of pay) and direct staff to create a formal program and process to begin implementation as soon as possible. Mr. McCorvey seconded the motion. Motion passed unanimously.

RESOLVED to approve the proposed relocation reimbursement and financial support as presented (up to \$5,000 of actual expenses and two weeks of pay) and direct staff to create a formal program and process to begin implementation as soon as possible.

UPDATES:

Financial Report –

Ms. Ross is starting the budget process next week to meet with department heads and various employee groups to have a draft budget ready to present to the Board at the September meeting. The days in accounts receivable is significantly up at 211 days. There was a large bad debt expense and income is down. The District is still in a good financial situation despite issues with the billing company.

EXECUTIVE SESSION:

Mr. Smith made a motion to enter into Executive Session pursuant to Colorado Revised Statute §24-6-402(4)(c), C.R.S., Matters required to be kept confidential by the Health Insurance Portability and Accountability Act (HIPAA) and §24-6-402(4)(f)(I), C.R.S., Personnel

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matter regarding David Miller's home loan. Ms. Blake seconded the motion. Motion passed unanimously. The Board entered into Executive Session at 4:34pm.

The Board reconvened at 5:02pm

Mr. Smith made a motion to approve charitable write offs as recommended by staff. Ms. Blake seconded the motion. The motion passed unanimously.

ADJOURNMENT:

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

RESOLVED to adjourn the Regular Meeting of August 18, 2022 at 5:03pm.

Respectfully submitted,
Secretary for the Meeting
Sarah Braucht

Approved: Board of Directors









