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## RECORD OF PROCEEDINGS

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### Minutes of the Regular Meeting January 21, 2021

The Regular Meeting of the Eagle County Health Service District occurred on January 21, 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 Remotely:**

Jeff Babb  
Janet Bartnik  
Mark Bergman  
Dan Smith  
Dr. John "Chip" Woodland (arrived at 8:57am)

**Also in attendance:**

ECHSD Staff:  
Jim Bradford, CEO/COO  
Amy Gnojek, CEO/CFO  
Steve Vardaman, Operations Manager  
Ryan Bush, Operations Specialist  
Will Dunn, Senior Manager of Clinical Services  
Katie Coakley, Communications Coordinator/PIO  
Veronica Ross, Finance Manager  
Scott Lindquist, IT Manager  
Jennifer Cooley Follett, Accounting Clerk  
Kate Byers-Contractor, Interim HR  
Sarah Braucht, Office Coordinator  
Lauren Barza, Paramedic Supervisor  
Melissa Lambertus, Paramedic

**Public:**

None

**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 January 21, 2021 at 08:02 a.m. noting a quorum was present.

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#### **Consent Agenda**

A motion made by Ms. Bartnik to approve the December 17, 2020 Board Meeting Minutes and the Monthly Expenditures. Mr. Bergman seconded the motion. Motion passed unanimously.

RESOLVED to approve the December 17, 2020 Board Meeting Minutes and Monthly Expenditures.

#### **OLD BUSINESS:**

#### **COVID Update -**

Mr. Bradford stated that the current two week average for covid cases in Eagle County is around 890 per 100,000 people and County health officials would like to see it under 350. Comparatively Pitkin County is at 2,800 cases per 100,000 people. Mr. Bradford is surprised the District is not busier with calls concerning covid patients, but it seems more people are treating their symptoms at home. About 75% of District employees have received both doses of the covid vaccine, 83% have received at least their first dose, and 90% of field crew have had their first dose. Around 16% of employees are not eligible to receive the vaccine or have declined to get it (four employees). Vail Health had to cancel a clinic today because they did not have enough vaccines available. There are other clinics scheduled for this weekend and hopefully there will be enough vaccines to cover it. District employees are helping with most vaccine clinics put on by both Vail Health Hospital and Eagle County Public Health. So far the focus has been on vaccinating those who are age 70 and older, workers and patients in long term care, health providers, and first responders. The Colorado Classic, a large bike race held in the Vail area, has cancelled their event for this summer. The Aspen X Games are taking place this weekend without spectators and limited participant entourage. Mr. Babb stated that the government has instructed health partners to administer as many first doses as possible and hope that shipments of second doses come soon.

#### **ET3 Update -**

Ms. Gnojek stated that the District is doing a slow rollout of the ET3 program starting on February 8th. There are two phases starting with telehealth and treat in place. The District is not planning to implement the second phase of alternate destinations until possibly this fall, but it is required to use at some point. A training with CarePoint last week went well and the program looks to be user friendly and intuitive. Ms. Gnojek has asked Blue Cross/Blue Shield to help fund the ET3 program, however they are only interested in commercially insured patients and there is not enough data for them to support funding for a treat in place program. She also folded the community paramedic program into the conversation, but they want to see the outcomes of ET3 and how it will impact their population before considering funding. Mr. Babb asked if it is possible to have them fund the program to get the data they are looking for. Ms. Gnojek responded that they may not want to put money into an unproven program. Mr. Babb thinks that they may see the ET3 program as a threat to the insurance company's money

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making ability. Ms. Gnojek said that the Medicare/Medicaid population is different demographics than those who are commercially insured and the insurance companies are skeptical that ET3 would make them money. If people need to go to the emergency department, they will still be able to go and the patients will still pay for those services. The ET3 program may not be sustainable if insurance companies are not involved. The District is not widely publicizing the ET3 program, but there will be a small education campaign. The field crews can offer ET3 solutions to all patients as an option and they have the right to refuse and still go to the emergency department. The District is not sure how the public is going to accept this concept, however there has been more of a shift towards telehealth during the covid pandemic. The pilot program period is for three years and the District strongly believes this is the right thing to offer patients.

#### **NEW BUSINESS:**

##### **Vision 2021 -**

Ms. Gnojek and Mr. Bradford spent some time together this week to formulate a strategic plan, rather than a reactive one. They reflected on the challenges of this past year and made an outline for the year ahead:

- There were a lot of leadership and organizational changes last year which brings along with it lost history. The organization is feeling the effects of lost tenure and a stockpile of knowledge.
- With the loss of employees, there have been a lot of new positions filled and created with shifted job duties and responsibilities.
- It has been a challenge to manage staff changes and covid at the same time.
- There is a continued focus on staffing level needs and determining skill set, knowledge, and appropriate number of employees.
- Training and education will be used to bridge the gap between administrative and field staff. The District is considering an education specialist to support the organizational culture.
- The District is interested in bringing in a consultant to review and assess inefficiencies of processes and make a plan to remedy those.
- The performance review process and employee handbook are being revised.
- The District is finding their role in the advocacy community and is active with quality programs.
- Ms. Gnojek and Mr. Bradford are taking a look at the future leadership model of diad management and making sure that it is in the best interest of the District.
- The management and leadership team is having a retreat of their own before the Board retreat in February to help inform the vision of the organization.
- Focus is being placed on understanding the CEO role and how it fits in with the COO and CFO positions when it comes to advocacy and lobbying in particular.

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There will be a shortened Board meeting on February 18th from 8:00 to 9:00 a.m., with the Board retreat taking place immediately after from 9:00 a.m. to 12:00 p.m. Please email Mr. Babb for retreat ideas and topics to make it an engaged and interactive session.

#### **Vail Building Issues -**

Mr. Bradford stated that the issues with the Vail facility are punch list items that are typical things you would expect with a new building. However the largest item is that the ambulance bay floors are not draining and effectively the slope is not sufficient. The standing water could potentially cause future floor and cabinet damage, as well as slip concerns. The concrete slab is hard to reslope and the District is working on a solution that might be disruptive to operations, so it will most likely happen after ski season. Mr. Bradford will meet with an industrial concrete floor refinisher to come up with some ideas to remedy the situation. Otherwise, the space is functioning well and the District can probably start giving tours for Board members in February. Ms. Bartnik asked if the floor drain issue was a design flaw or error and omission. Mr. Bradford answered that he thinks the approved designs and specifications were based on general building principles. It has been a battle between the contractors and engineers to fix the problem and this is not the only parking area in the new building to have this issue.

#### **Notice of Regular Meetings 2021 -**

Mr. Babb will sign and return the Notice of Regular Meetings stating: The regular meeting of the Board of Directors of the Eagle County Health Service District, Eagle County, Colorado, will be held at the Eagle County Health Service District headquarters at 1055 Edwards Village Blvd. Edwards, Colorado, on the third Thursday each month starting at 8:00am at which the Board will discuss general business and any other matters as may come before the Board. This meeting is open to the public.

#### **Resolution Designating Posting Location - §24-6-402(2)(c), C.R.S. -**

Ms. Gnojek explained that the requirement of the Board meeting agenda to be posted in a physical location is antiquated and this resolution updates the District's posting location. It states that notices of regular or special meetings are required to be posted on the District website at least 24 hours prior to said meeting shall continue to be made pursuant to Section 32-1-903(2), C.R.S. Per meeting posting regulations, the District webpage is registered with the Colorado Department of Regulatory Agencies (DORA). Additionally, the Board of Directors' page on the District website has been significantly updated.

Ms. Bartnik made a motion to approve the resolution. Mr. Bergman seconded the motion. There was further discussion. Mr. Smith stated that traditionally the meeting agenda has been posted at the Edwards station and the Eagle County building in Eagle. He would still like to have a physical posting location in addition to the posting online. Ms. Gnojek said that it wouldn't be a problem to still post the meeting notice at the Edwards station. Mr. Bergman would rather post the meeting notice online than in the Eagle Valley Enterprise newspaper

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that does not have a large readership. Ms. Bartnik suggested posting the monthly meeting notice at the Eagle County building to serve the down valley residents. Discussion ended and the motion passed unanimously.

RESOLVED to approve the Meeting Notice Posting Location Resolution.

#### UPDATES:

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

Mr. Bradford stated that Mr. Bush has been promoted to the position of Operations Specialist due to Ms. Nelson's retirement. Ms. Nelson is helping until the end of January on a contract basis. Her retirement party is next Wednesday, January 27th at the Edwards station. Mr. Bush has been with the District for six years and has previous experience with the Navy. Over the last couple months, the District has lost three paramedics. Recently, the District has hired four paramedics to replace the loss as well as fill injury and maternity leave. Mr. Bradford is interested in creating a logistics specialist position. The District is down 20% on calls so far this ski season.

##### **Executive/Finance Report –**

Ms. Gnojek stated the District has a healthy surplus due to windfall payments from covid payments and Medicare supplements, though these are one-time revenues. The finance report included in the Board packet is a draft before reconciliations and the audit. Some items to note:

- The Board should not anticipate any large adjustments. The interim field work for the audit starts next week. Board members should expect to be contacted by the auditors to discuss organizational controls.
- The part time IT tech position has been pivoted to use a consultant rather than hire an employee. Jim Pike previously assisted the District with IT needs and is familiar with the organization. His company works with other first responder organizations in the valley, he requires less onboarding time than it would be to hire an employee, and he possesses a larger skill set than would be found elsewhere.
- The District is considering hiring a consultant to review the organization's processes and find inefficiencies. Ms. Gnojek is hoping this will make things more streamlined and to automate processes to make them less hands on.
- Operational policies, standard operating procedures, and the employee handbook are in the process of being revised. The focus is being placed on clinical, finance, administrative, and IT operations. These documents should be complete by the end of the first quarter or beginning of the second quarter of this year.
- The District is currently in the process of applying for two large grants with the Colorado Emergency Medical and Trauma Services (EMTS) and the Federal Emergency Management Administration (FEMA) Assistance to Firefighters Grant.

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The EMTS grant requires a 50% monetary match and the District has generally asked for funding from this grant in the past to purchase a new ambulance and equipment to furnish the ambulance. The District was awarded money through this grant last year, however they ran out of funds and the District did not receive any money. The FEMA AFG grant funds will help to expand the District's wildland fire support program. The District is asking for a dedicated four wheel drive wildland vehicle, safety equipment, and personal protective equipment. Mr. Bradford's wife, Caroline, is assisting with the grant writing process and offering advice on the application.

Ms. Bartnik asked about the long-term funding for the navigator program. Ms. Gnojek responded that the funding is secure for this year, however the District does not have funding to sustain these positions beyond the funds from Eagle Valley Behavioral Health (EVBH). The navigator program is in very high need in our community and the District is continuing to find and keep funding for this program. Ms. Bartnik also asked if the IT contract was sent out for requests for proposal or cost comparison. Ms. Gnojek responded that it was not because Jim Pike's company offers an IT niche in the local first responder community and previously had a long-term working relationship with the District. The part time IT tech position was budgeted for 2021 and the contract position will assist for about 8-16 hours per week with limited scope. The contract will be paid on an hourly basis for a six month period, at which point it will be reevaluated. It is expected to cost around \$72,000 per year. Ms. Bartnik suggested that any contracts over \$50,000 for goods and services be brought to the Board for approval. This is intended to protect staff and it can be discussed further at the Board retreat in February. Mr. Bergman asked if the final resolution at the county level for the tax levy has been signed. Mr. Bradford responded that he had signed the certification.

#### **Staff Reports -**

There were no comments on the Staff Reports.

#### **Adjournment -**

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

RESOLVED to adjourn the Regular Meeting of January 21, 2021 at 9:21 a.m.

Respectfully submitted,

Secretary for the Meeting

Sarah Braucht

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**Eagle County Health Service District Regular Meeting Minutes  
January 21, 2021**

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Approved: Board of Directors

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