



**Minutes of the Regular Meeting of the Board of Directors  
March 18, 2021**

The Regular Meeting of the Eagle County Health Service District occurred on March 18, 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

**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  
Graham Kane, Clinical Specialist  
Kevin Creek, Community Health Specialist  
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  
Chris Marsh, Fleet Coordinator & 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 March 18, 2021 at 08:00 a.m. noting a quorum was present.

### **Consent Agenda**

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

Ms. Gnojek discussed the format of the monthly expenditures report and that how it is currently presented takes a considerable amount of staff time to put together. She would like to use a report which is generated directly from the accounting software. The two options are either a 4-page report that is a very summarized check register or a 45-page report that is a much more detailed invoice register. Mr. Smith asked if both include electronic funds transfers and Ms. Gnojek answered that they do. Ms. Gnojek stated that the export of the current report does not come out in a way that is easily formattable. Staff makes the 45-page document into a 12-page report that is currently presented to the Board, which is a process that takes upwards of three hours. Mr. Bergman requested that both formats of the report be sent to the Board to review before a decision is made and to include Mr. Woodland's opinion.

RESOLVED to approve the February 21, 2021 Board Meeting Minutes and Monthly Expenditures.

### **OLD BUSINESS:**

#### **ET3 Update -**

Mr. Bradford updated the Board on the delayed rollout of the ET3 program. It was initially slated to begin on March 2nd, however staff decided to push back the rollout until after the ski season ends in mid April. This will give staff enough time to compile all necessary documents, work with partner organizations, and not overburden field staff during the busiest month of the year. Mr. Creek plans to have a small test group try out the program before the full rollout to all field staff.

### **NEW BUSINESS:**

#### **Vail Health Leased Space -**

Mr. Bradford stated that he is working with Todd Goulding to come up with a remedy for the poor drainage in the ambulance bays in the Vail station. Ms. Gnojek stated that the District moved into the Vail Health Hospital ambulance station on November 20, 2020 and under the terms of the lease, Vail Health was to submit to the District any excess costs for the station area. A few weeks ago, Ms. Gnojek received a bill from Vail Health for \$660,000 when there was only one agreed upon expenditure for \$1,800. Staff is in the process of reviewing each expense and has a call scheduled on Monday afternoon with Molly Morales and Craig Kohn of Vail Health. The District has initiated conversation with Vail Health and will keep the Board apprised of their discussions. Mr. Bergman had many questions regarding the lease agreement and Ms. Gnojek stated she would send it to the Board for their review. Mr. Smith feels like the relationship with Vail Health is still a strained one. Mr. Babb believes that Craig Kohn may not be aware of the particulars of the bill and District staff is now working through the expenditure with him.

### **Leadership Update & Discussion -**

Mr. Bradford and Ms. Gnojek have had many discussions after the leadership and management retreat last month. They have been in their co-CEO roles for six months and they have been taking stock of how they have done thus far and where they want their roles to go in the future. At the Board retreat in April, they would like to have the Board evaluate the co-CEO “experiment.” Both agreed that they took on the role of CEO as reluctant leaders which the staff viewed as reticent. Mr. Bradford and Ms. Gnojek have been trying to keep things running smoothly through so many staffing changes and the covid pandemic and they are struggling with how to manage a significant workload. Former CEO Chris Montera had the advantage of having the day to day operations taken care of by the management team, whereas Mr. Bradford and Ms. Gnojek have to manage both the CEO role and daily operations. Mr. Bradford is excited about the future, moving the organization forward, being able to start focusing forward, and looking at big picture items.

Ms. Gnojek hopes the leadership model is a part of the Board retreat discussion. Mr. Bradford and herself are more comfortable in their positions and honored to fill the roles of co-CEO moving forward. They have gone through quite a bit of growth, both together and individually. Ms. Gnojek feels they still need continued support and development, so they have enrolled in an SDA leadership academy. Mr. Babb is working on bringing in a leadership coach to help Mr. Bradford and Ms. Gnojek, as well as the Board, in developing their roles and bringing the leadership team together with focused goals. Ms. Gnojek appreciates the opportunity to be able to serve as the co-CEO with Mr. Bradford.

Mr. Babb understands that the CEO role is not easy and he appreciates the acknowledgement of reluctant leadership, however Mr. Bradford and Ms. Gnojek have the ability to lead leaders which is critical to the organization’s success. Ms. Bartnik commented that reluctant leadership should not be viewed as a negative, only that Mr. Bradford and Ms. Gnojek have been cautious and methodical in their filling of the newly created role of co-CEO. Mr. Babb plans to have leadership of the District be a heavy focus at the Board retreat. Mr. Dunn stated that he has never felt better about the District’s leadership than he does now and he has full confidence in Mr. Bradford and Ms. Gnojek. Ms. Ross commented that Mr. Bradford and Ms. Gnojek bring together the district as a whole and they are more centric in their values of the organization. She feels the strong level of trust in leadership is now present and their “One ECPS” concept will only build and instill more confidence in the organization.

### **UPDATES:**

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

Mr. Bradford spoke about the revision of CDC guidelines regarding safety protocols for people who are fully vaccinated and around others who are as well. The field crews were hopeful that mask requirements in the station might be relaxed a bit, however the District is choosing not to do so at the moment. There are visitors in the valley from around the world with differing levels of personal protection. The District will reevaluate the covid personal protective equipment policy after the ski season concludes.

The number of covid calls is declining and the last covid transfer to Denver was in mid February. The number of covid cases in the county is on a downward trend, however it is still about twice the number of cases per capita as is on the front range. The covid numbers are similar in the Aspen and Crested Butte areas as well. The field crews are experiencing a normal call volume and the District is on track to have the busiest March for transfers. Mr. Bradford will include 2019 numbers for his Board reports for the rest of the year to compare what a normal year might look like, instead of the extremely abnormal year of 2020.

#### **Executive/Finance Report –**

Ms. Gnojek wanted to praise Ms. Coakley and Ms. Braucht for their work to overhaul the format of the Board report and make it a more cohesive presentation. The District is starting to realize the benefits of using outside billing and collections agencies. The majority of accounts receivables are in the 0-30 days range and the cash on hand is trending in the right direction. It is difficult to pull out major trends from the first quarter financials, so she is not putting much weight on the story the financial reports tell.

The District is moving forward in posting the Human Resources Manager position, with hopefully a new hire by the end of April and transition out Ms. Byers by the end of May. Ms. Gnojek appreciates the knowledge and stability Ms. Byers has provided over the last few months. Mr. Lindquist is back in town and is working with contractor Bob Kippola to provide IT support to the organization. Ms. Gnojek is scheduling the audit for April and she is anxiously awaiting news regarding grant awards. Ms. Bartnik commented that she greatly appreciates the Board packet format changes.

#### **Staff Reports -**

There were no comments on the Staff Reports.

#### **EXECUTIVE SESSION-**

The Board convened into Executive Session at 8:50am for 24-6-402(4)(f), C.R.S., Personnel matters regarding the Hawthorne loan process and 24-6-402(4)(g), C.R.S., Consideration of any documents protected by the mandatory nondisclosure provisions of the Open Records Act.

#### **The Board reconvened at 9:07 a.m.**

In the executive session, two patient accounts were presented to the Board for consideration. The total amount of write-offs presented was \$5,195.15. A motion to approve write-offs was made by Mr. Bergman. Mr. Smith seconded the motion. Motion passed unanimously.

RESOLVED to accept the staff recommendations for write-offs as presented.

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**Eagle County Health Service District Regular Meeting Minutes**  
**March 18, 2021**

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**Board Discussion -**

The Board discussed whether to have the April Board meeting in person or virtually. The decision will be made at the time of the packet creation/distribution, taking into consideration COVID safety concerns.

The Board also discussed the date of the Board retreat since the ski season has been extended. The Board agreed to change the date to Tuesday, April 20th from 8am to 12pm, in order to have all members of the Board, Ms. Gnojek, and Mr. Bradford present and in person.

**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 March 18, 2021 at 9:14 a.m.

Respectfully submitted,  
Secretary for the Meeting  
Sarah Braucht

Approved: Board of Directors

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