

Health District
OF NORTHERN LARIMER COUNTY
BOARD OF DIRECTORS
REGULAR MEETING
September 28, 2021

Health District Office Building
120 Bristlecone Drive, Fort Collins
Remote Meeting

MINUTES

BOARD MEMBERS PRESENT: Michael D. Liggett, Esq., Board President
Joseph Prows, MD MPH, Board Treasurer
Celeste Kling, J.D., Liaison to UCH-North/PVH
Molly Gutilla, MS DrPH, Board Vice President
Johanna Ulloa Giron, Psy.M., MSW, Board Secretary

Staff Present:

Carol Plock, Executive Director
Chris Sheafor, Support Services Director
James Stewart, Medical Director
Karen Spink, Assistant Director
Richard Cox, Communications Director
Kristen Cochran-Ward, MH/SU Director
Lorraine Haywood, Finance Director
Dana Turner, Dental Services Director
Laura Mai, Assistant Finance Director

Staff Present:

MJ Jorgensen, Project Implementation Coord.
Anita Benavidez, Executive Assistant

Public Present:

June Hyman-Cismosky

Guest Speakers:

Daniel Cummings, EFL Associates
Cindy Krebs, Alliance Resource Consulting
Heather Gantz, Raftelis (formerly known as the
Novak: Consulting Group)

CALL TO ORDER: INTRODUCTIONS & APPROVAL OF AGENDA

Director Michael Liggett called the meeting to order at 4:00 p.m.

The July 27, 2021 Board of Directors Meeting Minutes were removed from the Consent Agenda.

MOTION: To approve the agenda as amended
Moved/Seconded/Carried Unanimously

PUBLIC COMMENT

None

EXECUTIVE SEARCH FIRM INTERVIEWS

Grounding: Karen Spink, Assistant Director, provided a review of the process taken to get to the three firms being presented for consideration for running the Executive Director search for the Health District. All shared a strongly stated value for diversity. Each firm will have a total of 50 minutes: 40 minutes to present, responding to the questions sent to them prior to the Board meeting; and 10 minutes for follow-up questions/discussion.

Interview #1 EFL Associates: Karen Spink introduced Daniel (Dan) Cummings, Senior VP and Managing Director for EFL's Denver office. EFL's approach to recruiting is consult first, search second. They are a national firm with broad reach and have provided executive talent solutions to the nonprofit and public sectors, locally and nationally, since 1978. Mr. Cummings gave a presentation responding to the questions sent in advance, added detail, and responded to Board questions.

Interview #2 Alliance Resource Consulting: Ms. Spink introduced Cindy Krebs, National Director for

Alliance, based in California. Their firm has experience with public service organizations and specializes in public sector recruitments. They are an Asian American Pacific Islander woman- owned business that started in 2004. Ms. Krebs gave a brief presentation and responded to Board questions.

Interview #3 Raftelis (previously TheNovak Consulting Group): Ms. Spink introduced Heather Gantz. The firm has extensive experience recruiting for health and human services and have been recruiting in the public sector for nearly 15 years. They have performed many searches in Colorado and are currently working with the cities of Fort Collins, Boulder, and Westminster. Ms. Gantz reviewed their answers to each question sent in advance, added detail, and responded to Board questions.

Following the interviews, the Board went into executive session to discuss the presentations and give negotiating instructions.

EXECUTIVE SESSION

A motion was made to go into Executive Session.

**MOTION: For the purpose of determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and instructing negotiators pursuant to §24-6-402(4)(e) of the C.R.S.
*Moved/Seconded/Carried Unanimously***

The Board retired to Executive Session at 6:33 p.m.

The Board came out of Executive Session at 6:53 p.m.

UPDATES AND REPORTS

Brief Status Update, COVID and the Health District, Carol Plock

COVID: Ms. Plock reported that COVID continues to be a concern. The case rate in September is the highest it's been with the exception of November/December last year. The 7-day rate at its current high was 278/100k, compared to the 30's and 40's in June and early July. In the last three days, new cases have dipped under 200 but experts are unsure whether the case rate will settle into a valley or if it will rise again.

ICUs in Larimer County have been at or over capacity for about three weeks; yesterday, there were 71 COVID cases in the ICUs, they were at 102% of usual care levels, and 47% of the patients in ICUs were COVID patients. Ninety percent of COVID patients in the ICU are unvaccinated. While Larimer County had only two COVID deaths in July, there were 13 in August and 16 so far in September, including several people in their 50's and 60's. Outbreaks are mostly in schools and senior living residences, and a significant outbreak at one of the shelters for those experiencing homelessness. Pfizer filed for approval of their vaccine for ages 5 - 11.

Impact on the Health District: The Larimer County Health Department is having challenges keeping up with contact tracing, and asked for assistance, so we currently have two staff dedicating a total of 32 hours/week to help, and two more of our staff are in training and will provide some part time assistance if needed.

The plan for isolation/recovery and quarantine for those experiencing homelessness was working before the outbreak, but was not adequate to meet the needs during the outbreak. Homeward Alliance had funding and space in hotels for a few individuals, but doesn't currently have the time or the staff to meet the need. We are still gathering information, and everything is very fluid at this point. There is a chance that the Fort Collins Rescue Mission could, with FEMA or stimulus funding from the county/city, and some help from us to understand the process and help with health care coordination, re-open the IRQ at the Myrtle houses. The City is working very hard to try to find a larger space for more distanced shelter over the winter months. With the pandemic at its current high levels, it's important that the community not keep people experiencing homelessness in the current packed situation throughout the winter.

The Health District announced in early September that would be requiring COVID vaccinations; staff

have until this Friday (September 30) to have had their first shot, and October 30 for the second. It's a complicated process due to the law regarding possible accommodations. The decision followed Gov. Polis' requirement that health care workers in Colorado be vaccinated – though the law is for licensed facilities and doesn't include us, we strive to follow the same safety standards as health facilities. By complete coincidence, the decision was announced to staff on the same day that President Biden announced that employers over 100, and those accepting Medicaid and Medicare, would also be expected to require vaccination for their employees.

The high levels of COVID cases has been discouraging to many clients and staff, and led to increased stress and frustration.

Other Executive Director Updates

Leadership is deep into the budget, which is more complicated than usual as we are just receiving the results from our biennial salary survey. Ms. Plock welcomed the new Finance Director: Laura Mai, who has been serving as the Assistant Finance Director for the last five years. Laura has been with the Health District for 15 years and has performed nearly all of the finance functions. Lorraine will provide extensive focused training now, as well as periodic training as the year evolves.

Liaison to PVHS/UCHealth North Report, Celeste Kling

Ms. Kling reported that a key focus is on finances and contracts. While income is up locally, it is not at the same level as 2019. UCHealth has just signed a new contract to take over 911EMS emergency medical services for the City of Greeley. The PVH ambulance system has a much higher than national rate of saving lives in cardiac events. Gillette, Wyoming just joined the UCHealth network. Work has begun on the Master Plan for PVH - certain departments are moving around, improving internal resources. A recent USNews "Best Hospitals in Colorado" ranking listed UCHealth University of Colorado first, MCR second, and PVH fourth. UCHealth is the only hospital currently compliant with the hospital price transparency requirement.

ED and Urgent Care volume is up, and ICUs are exceeding their capacity. Due to COVID, the ICUs have had to move to triaging requests for transfers from other localities, and denying transfers. They had a day of accepting no patients - a first. They are seeing a lot of RSV showing up in kids. With the Delta variant of COVID, patients are sicker, staying longer, more often vented, and it is leading to higher mortality rates.

The new trial hospice program at UCH is going well; patients are transferred to hospice care within the hospital, and it is in high demand. Pathways Hospice is also building a new hospice facility; it is anticipated that there will be enough demand for both.

The biggest challenge continues to be staffing. Staff are exhausted and report that the last three weeks felt like a full year. They also report that some patients are on edge as well – which can manifest in rude and demanding behavior, making it even more difficult for staff. They are working on trying to increase salaries. On the mental health front, it has been determined that Mountain Crest Behavioral Health Center is not an adequate physical plant for current needs; it needs expansion and significant repairs. After looking carefully at four options, it looks like that they may move it back into PVH, which is better able to handle both physical and mental health issues, and where there may be less stigma and more access. PVH's co-responder program in the community is going well.

Board discussion after reports: A Board member expressed their concern about COVID and how it is affecting staff – it's been hard on everybody - teachers, nurses, and more, and other places are experiencing massive exodus of staff. They noted their concern about whether the Health District should be involved in an IRQ at the level that we were before, and whether the county and city could take on that role. They also asked whether there might be a state or local mask mandate, with rates going as high as they are.

Ms. Plock acknowledged that the Health District is likely to experience some staff turnover in these unusual times - most employers are experiencing higher than normal turnover. So far, however, turnover has been at about 17% between when COVID hit in 2020 and now, which is not much higher than a normal year at

16%. In terms of internal adjustments to the higher COVID rates, we are again adjusting our approaches. We have required masks in our offices since August, and have moved back to 6' distancing (except in programs like dental and certain mental health services where it is impossible). It is true that COVID uncertainties, the ED's retirement, and other COVID-related impacts like tighter job markets can cause stress. Getting people hired and in place is taking time, which can impact services. We may start working with search firms to help with some of the difficult-to-hire positions.

The City and the County are both involved in trying to develop solutions for people experiencing homelessness; the city working on overflow shelter space, and the county on funding for a stable IRQ solution. If the Health District needs to become involved with the IRQ, we would seek funding and hire new staff. Finally, as cases keep rising, we may see a local mask requirement again in Larimer County.

DISCUSSION AND POTENTIAL ACTION

Possible Change in Policy 99-5

There is a proposed change in a policy that formerly allowed small expenditures of funding for attendance at nonprofit funding events, to also allow small amounts of funding for nonprofit events when important health messaging opportunities exist. There was a request for funding to support the community Dia de Muertos (Day of the Dead) celebration, which honors ancestors. Staff thought that the opportunity to both support an important cultural event and also to share an important health message (in this case, the importance of vaccination) was appropriate. Ms. Ulloa Giron, who originally presented the request, noted that while she did not believe that she has a direct conflict of interest, there may be a perception of conflict, so she would abstain from voting.

MOTION: To approve revised Policy 99-5: District Sponsored Attendance at Nonprofit Fundraising Events or District Sponsorship of Nonprofit Events When Important Health Messaging Opportunity Exists
Moved/Seconded/Carried 4 - 0 with Director Ulloa Giron abstaining

CONSENT AGENDA

- June 2021 Financials and July 2021 Financials
- Approval of Amendment to Policy 99-01: Contract Signature Policy
- Approval of Amendment to Policy 10-01: Financial Accounts Signature Policy
- Approval of Resolutions 2021-04 through 2021-15 updating signature authority

MOTION: To approve the consent agenda as amended
Moved/Seconded/Carried Unanimously

PUBLIC COMMENT (2nd opportunity)

None

ANNOUNCEMENTS

- October 13, 2021, 5:00 pm-Board of Directors Special Meeting
- October 28, 2021, 4:00 pm- Board of Directors Regular Meeting
- November 9, 2021, 4:00 pm-Board of Directors Regular Meeting and Budget Hearing

ADJOURN

MOTION: To Adjourn the Meeting
Moved/Seconded/Carried Unanimously

The meeting was adjourned at 7:15 p.m.

Respectfully submitted:

Anita K. Benavidez

Anita Benavidez, Assistant to the Board of Directors

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Michael D. Liggett

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Michael D. Liggett, Esq., Board President

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Molly Gutilla

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Molly Gutilla, MS DrPH, Board Vice President

DocuSigned by:

Celeste King

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Celeste King, J.D., Liaison to UCH-North and PVHS Board

DocuSigned by:

Joseph Prows

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Joseph Prows, MD MPH, Board Treasurer

DocuSigned by:

Johanna Ulloa Giron

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Johanna Ulloa Giron, Psy.M., MSW, Board Secretary