

**Heart of the Rockies Regional Medical Center  
Board of Directors Meeting  
July 28, 2026**

**Attendance:** Mr. Dean Edwards, Ms. Stacy Osborne, Dan Wardrop, M.D., Lydia Segal M.D. and Mr. Bill Alderton. Also in attendance: Mr. John Tucker, CEO; Ms. Aysha Douglas, VP of Finance; Ms. Nika Starr, VP of Patient Services; Ms. Heather Roberts, VP of Provider Services; Ms. Desirae Westphal, VP of Operations; Taisa Wiedel, M.D., VP for Medical Affairs; Ms. Emily Powell, Ireland Stapleton Attorney at Law; Dr. Joshua Visitation, Chief of Staff. Guests: via Zoom, Taylor Juneau, Nick LaBonde, Allison Schneider, Teresa Sword, and Mar Movrich, Aspen Valley Health, Absent: Ms. Sarah McMahon, VP of Human Resources.

The meeting was called to order at 1:04 P.M.

**Public Comment:**

None Presented

**Board Approval of or Amendment to the Agenda:**

Director Wardrop moved to approve the July agenda as written. Director Alderton seconded the motion and the motion carried unanimously.

**Consent Agenda**

The Consent Agenda items, denoted on the agenda for this meeting, were presented to the Board in written form. Minutes of the meeting June 23<sup>rd</sup>, 2026. There were no Capital Approval Requests submitted.

Director Alderton moved to approve the Consent agenda. Director Wardrop seconded the motion and motion carried unanimously.

**Focus Topic: EPIC Platform Overview: Taylor Juneau, Next Project Director, Allison Schneider, Teresa Sword, and Marc Movrich**

Recording was paused for the Epic presentation due to proprietary concerns.

Taylor Juneau demonstrated MyChart's patient portal functionality, showing features like appointment scheduling, test results, medication management, and e-check-in capabilities. The team reviewed how patients can schedule appointments up to several months in advance and how the system handles provider availability and location selection. The demonstration highlighted how online check-in would streamline the current patient workflow by allowing patients to complete paperwork and verify information before arriving at the clinic, though specific implementation details for Aspen's locations still need to be determined through advisory councils and work groups.

The team also demonstrated features like text reminders, pre-charting capabilities, and AI-powered chart insights that provide providers with patient information before visits. The discussion revealed that clinic coordinators have observed a reduction in calls about refills and scheduling due to the portal's functionality.

Director Osborne asked about medication updates and referral processes. Taylor noted patients can manually enter medications and that specialty appointments are available based on the patient's care team, though new referrals typically require provider approval. Director Segal asked about the interoperability between local and UC Health systems, specifically regarding patient records, medications, and test results visibility. The team explained that Care Everywhere interface allows access to medications, problem lists, allergies, and immunizations, and that test results and images are available in the patient's chart, though clinical images like X-rays are not visible to patients in MyChart.

The discussion also covered direct access lab testing, with Taylor confirming that results from walk-in labs would be integrated into the Epic system and visible to patients in MyChart, though provider access to direct access testing is not currently available but is being set up. Taylor noted that while Care Everywhere improves data sharing between Epic systems, referrals to non-Epic organizations still require traditional communication methods like faxing, as patients must already be in the receiving system for seamless data transfer.

#### **Medical Staff Report: Joshua Visitacion, M.D., Chief of Staff**

Dr. Visitacion had no updates to share.

#### **Finance Report: Aysha Douglas**

Ms. Douglas reported that June financial results exceeded budget significantly, with net patient revenues of \$15.2 million against a budget of \$14.6 million, resulting in nearly \$1.7 million in net operating income. \$1 million above budget.

Strong performance was broad-based, not attributed to any single department or service line. The busy summer season, particularly in the ED and ancillary services, was a key driver.

Observation hours continue to trend down year-over-year, offset by a favorable shift toward higher-reimbursing acute inpatient days.

Surgeries were slightly below budget for June, though surgeons remained busy with a different case mix (pain procedures and GI procedures were notably high).

CHASE Program (Medicaid Supplemental): Represents approximately 78% of net operating income and 4% of net patient revenues. These dollars are considered at risk given pending federal legislation (HR 1), and the organization is monitoring potential future decreases.

Cash and investments are down 4.5% compared to December 2025, primarily due to significant construction payments and a cost report payable settlement. Days AR increased by one day to 55.2 (consistent with a high-volume month).

**CEO Report: John Tucker**

Mr. Tucker introduced a new performance scorecard system with metrics across people, service, quality, and finance areas for 2027. John explained that the system will track voluntary turnover rates, engagement scores, patient satisfaction, quality metrics like room turnover and readmission rates, and financial metrics including operating margin and inventory management.

The team will gather baseline data and update metrics monthly, with plans to potentially transition gain sharing to be based on meeting specific performance metrics rather than just budget completion.

**Committee Reports:****Finance Committee – Stacy Osborne**

Director Osborne updated the Board on the finance committee meeting. Jesse Kaisner presented the annual IT and cybersecurity report. Stacy highlighted strong focus on remote access controls, external threat management, and phishing prevention.

The Finance Committee is developing a forward-facing financial dashboard to help the board evaluate capital expenditure decisions in the context of future cash impact, moving beyond historical-only reporting. More to come in future meetings.

**Facilities and Strategic Planning Committee: Bill Alderton**

Director Alderton and Heather Roberts provided a detailed update on ongoing construction and space reorganization.

Space planning is active but not yet finalized on the first floor. General surgery will expand into the vacated oncology clinic and infusion space, accommodating existing surgeons, GI services including Marion Toll NP, and future GI physician growth. Cardiology and pulmonology will move into the new clinic space (combined with part of the oncology/infusion footprint to make it large enough). Internal medicine will shift down to allow urology to expand. If the rural health clinic is ever co-located, internal medicine joining that space is a longer-term option. The final costs cannot be confirmed until user group decisions on tenant finishes are complete, estimated to be August or September 2026.

The West End Expansion project is fully permitted. The PET/CT scanner pad is complete, and equipment installation is on track for mid-September. A brief downtime of approximately two weeks for the PET/CT scanner is anticipated during the transition. Regarding the EV Charging Stations, hardware is installed and ready, however power activation is pending Xcel Energy completing a transformer upgrade. HRRMC successfully pushed back against bearing the full upgrade cost. The outcome is still in negotiation and pricing for public charging has not yet been determined to date. Future large-scale construction projects will aim to finalize tenant finish plans simultaneously with core shell construction, avoiding the cost uncertainty and sequencing challenges experienced in the current project.

**Foundation Report: Dan Wardrop, M.D.**

Director Wardrop reviewed 2 current grant submissions, and three supporting grants. Other organizations cannot directly request funds therefore become a partner of the Foundation in order to request them.

The theme for the 2026 Jewel Ball is the Secret Garden. Sponsorships are sold out. There are no full tables available for purchase. Individual tickets go on sale to the public in mid-August. The cost is \$125.00 per person. Board members should contact Lezlie or Heather Eggleston now to reserve tickets before the public sale opens.

**Items Requiring Action:**

**Old Business: CAH and EOC Annual Reports**

The CAH and EOC annual report approvals submitted in the June Board of Directors meeting were tabled until July's meeting allowing the Board ample time to review the material.

Director Wardrop moved to approve the CAH and EOC annual reports. Director Alderton seconded the motion, and motion carried unanimously.

**New Business: Medical Staff Bylaws:**

Director Edwards noted approval of the bylaws had already taken place in a previous meeting, therefore any discussion is considered informational. Taisa Wiedel, VP for Medical Affairs, answered questions regarding the decision to have Advanced Practice Professional Council report to the Medical Staff Performance Improvement Committee, not to the Medical Executive Committee.

Director Alderton moved to adjourn to executive session for matters required to be kept confidential by federal or state law (including, but not limited to, Quality Issues and Physician Credentialing) – C.R.S. 24-6-402(4)(c); C.R.S. 12-36.6, et. seq., 4 C.R.S.; and U.S. Health Care Quality Improvement Act of 1986, 42 U.S.C., Section 11101, et. seq. Risk/Grievance reports to include John Tucker, VP's, Dr. Visitacion and Emily Powell at 2:38 P.M. Director Wardrop seconded the motion and the motion carried unanimously.

The Board took a short recess at 2:38 P.M. and reconvened at 2:47 P.M.

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The Board returned to regular session at 3:02 PM.

Director Alderton moved to approve the risk and grievance reports. Director Wardrop seconded the motion, and motion carried unanimously.

**Adjournment**

Director Segal moved to adjourn at 3:04 P.M. Director Wardrop seconded the motion and the motion carried unanimously.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Stacy Osborne", with a long horizontal flourish extending to the right.

Stacy Osborne,  
Secretary-Treasurer

