



Board of Directors Regular Meeting MINUTES

Location: 120 Bristlecone Dr., Fort Collins, CO 80524 or Zoom

Date: Thursday, February 27, 2025

Time: 5:30 PM

Board Members Present:

Molly Gutilla, MS DrPH, Board President
Julie Kunce Field, JD, Board Vice President
Joseph Prows, MD MPH, Treasurer
Erin Hottenstein, Assistant Treasurer
John McKay, Secretary

Also Present:

Elizabeth Lebuhn, Associate Attorney, Hoffman,
Parker, Wilson & Carberry, P.C.
Ragini Acharya, Partner, Husch Blackwell

I. Call to Order

a. Roll Call Board of Directors

With a quorum present, Board President Molly Gutilla called the meeting to order at 5:37 p.m.

b. Welcome Guests & Attendees

c. Conflict of Interest Statement

Director McKay disclosed a conflict with the Consent Agenda item: SummitStone Health Partners Contract.

Motion: To move the SummitStone Health Partners Contract to Action Items.

Moved by Erin Hottenstein; seconded by Joseph Prows; John McKay abstains; passed unanimously.

d. Approval of Agenda

Motion: To approve the agenda with the amendment.

Moved by Julie Kunce Field; seconded by Joseph Prows; passed unanimously.

II. Presentations

a. Urban Renewal Authority Updates

Andy Smith, the city of Fort Collins' Redevelopment Manager, presented an update for the North College Urban Renewal Plan Area.

Director McKay inquired about demographic requirements for an Urban Renewal Authority (URA) housing project. Mr. Smith stated that 77% of units would be for those at 80% Area Median Income (AMI)

or less and that the remaining units would be up to 100% AMI and were based on household and income criteria released by the U.S. Department of Housing and Urban Development (HUD).

b. Health Equity Definition

Cassi Niedziela, Health Equity Strategist, presented a report on the creation of a Health Equity Definition for the Health District, Health Equity Surveys for staff, leadership, and board members, and the status of the development of the Health Equity Strategic Plan.

Director McKay asked about including new board members in the health equity survey and understanding how "community" is defined for specific populations, and staff training. Cassi Niedziela explained that the health equity definition was intentionally comprehensive, with the Strategic Plan translating this into concrete actions. The plan will reflect district residents, include targeted efforts for specific populations and contain clear accountability metrics. Initial training to promote health equity is being integrated into existing leadership and management meetings.

Director Gutilla stated that the health equity position had been passed in multiple budgets and had gone unfilled and expressed excitement on the progress of the definition and strategic plan.

c. Connections Electronic Health Records Implementation

Dana Turner, Health Services Director and Katie Matus, Health Services Coordinator provided an update on the Mental Health Connections program electronic health record (EHR) implementation. The new EHR system was launched on January 29, 2025. They also clarified that Connections/CAYAC programs have not been closed and that no significant changes have been made to services.

Staff highlighted that all roles intersecting with the EHR, including staff from IT, Human, Resources, Compliance, and Finance were represented through a collaborative advisory committee.

Accomplishments included the successful implementation of the new EHR, enhanced patient care through standardized service definitions, Medicaid contracting with Rocky Mountain Health Plans, and data collection/infrastructure development. Challenges to implementation included unclear staff roles and service definitions, complex workflows, lack of standardized intake processes and underutilization of provider capacity.

Next steps in 2025 include developing a Client Campus, formalizing key metrics, and collecting meaningful data to improve access and quality of care. The team will continue to use change management efforts and apply lessons learned.

Director Prows thanked the staff for their time in answering his data questions during a meeting prior to the board meeting and shared that he better understood the District's data processes. He emphasized that the Board cannot meet its strategic plan of great governance, operational excellence, and equity by maintaining status quo and highlighted that documentation and data collection historically have not met minimum standards. And Dr. Prows shared examples of wait times up to nine months for patients that he personally had referred to CAYAC, expressing concern about underutilization of provider time when community need for services is high.

Director Prows expressed support for using data in the future to provide a roadmap for taxpayers to access quality services with attention to fiduciary stewardship and best practices. He also noted the significant change from prior documented clinical workflows to current streamlined workflows and expressed his appreciation for staff for undertaking the difficult but necessary transformational progress.

Director Field expressed appreciation for the presentation and agreed that the reduction of the prior multi-page works flows to one page was a staggering transformation. She also addressed disinformation around the Health District's behavioral health services and stated that the District is keeping behavioral health programs open. She also stated that the District must rely on evidence-based outcomes as it focuses on the future challenges to public health. Director Field also acknowledged that change management challenges and moving from historical practices and standards, and turnover is not necessarily in itself a problem when staff do not align with the strategic plan.

Director McKay reported feeling conflicted about the different narratives surrounding the changes and thanked staff for the presentation, praising the clarity of the new workflows. He expressed the need to understand process improvement impact on client access. While commending the team's commitment to quality and fiscal responsibility, he shared concerns about staff retention and the impact vacancies have on client care and rebuilding the team's culture and requested further Board discussion. Director McKay also shared the commitment to quality and responsibility to the community and taxpayers and the importance of clear internal and external communications about the program's future.

Director Hottenstein shared appreciation for the presentation and recognized the significant work involved in the implementation. She also acknowledged change management challenges and emphasized the importance of maintaining quality services while improving systems and processes.

Executive Director Jollon emphasized the EHR's implementation importance for patient care, better data, access, and compliance. Executive Director Jollon shared that there is a pause in filling positions in order to ensure the organization adequately assesses community needs and options without over-committing resources. She also shared that resources would be committed to support staff through change management and communications to address misinformation around program closures.

III. Public Comment

- a. Lee Thielen - District Resident
Recognized the Health District nurses.
- b. Douglas Whitman - Salud Staff
Submitted a letter of public comment regarding the Child Adolescent Young Adult Connections (CAYAC) program.
- c. Averil Strand - District Resident
Recognized the Health District nurses.
- d. Katie McKee – District Resident
Commented on leadership and the strategic plan.
- e. Mark Cipher - Salud Staff
Commented on the CAYAC program.
- f. Andrea Nichols – District Resident
Commented on the Heart Health Promotion Program.
- g. Jake Lindas – District Resident
Commented on leadership and strategic plan.

IV. Consent Agenda

- a. January 23, 2025 – Regular Meeting Minutes.
- b. Partnership Agreement – Salud Family Health, Inc. Contract
- c. Colorado Health Institute Contract – Colorado Health Access Survey

- d. Information Technology Services – ICC Contract
- e. Board Public Policy Committee Position Ratification
 - l. HB25-1002: Medical Necessity Determination Insurance Coverage
 - ll. SB25-045: Health-Care Payment System Analysis

Motion: To approve the Consent Agenda.

Moved by Erin Hottenstein; seconded by Joseph Prows; passed unanimously.

V. Action Items

a. Partnership Agreement - SummitStone Health Partners Contract

Motion: To approve the Partnership Agreement.

Moved by Julie Kunce Field; seconded by Erin Hottenstein; John McKay recused himself; passed unanimously.

b. December 2024 Financial Statements – Unaudited

Misty Manchester, Interim Finance Director and Human Resources Director, provided an overview of the December 2024 financial statements. Executive Director Jollon shared that numerous practices were changed in the 2025 budget to foster greater transparency. The presented financial reports are formatted to align with the new budget processes, enabling improved forecasting for the coming year and continued refinement of how the organization tracks administrative costs.

Motion: To approve the December 2024 Financial Statements as unaudited.

Moved by Joseph Prows; seconded by Erin Hottenstein; passed unanimously.

c. Board Public Policy Committee – Advocacy Items

Director Erin Hottenstein provided an overview of two dental programs in the state budget, including the Medicaid Adult Dental Benefit and Colorado Senior Dental program. Given the significant budget cuts the state is facing, it was recommended that the Board strongly support the protection of these dental programs as they align with Health District priority areas.

Director Hottenstein and Deputy Director of Operations Abby Worthen shared that the Protect Our Care Colorado Coalition offers the opportunity to join a group, led by the Colorado Consumer Health Initiative, to advocate for the Affordable Care Act, Medicaid, and other health coverage programs at the federal level.

Deputy Director Worthen also shared about an advocacy opportunity, through the Colorado Children's Campaign, to protect the Cover All Coloradans program in the state budget process. Staff recommended that the Board of Directors support joining the Protect our Care Colorado Coalition, adding the Health District as a member and participating in their sign-on and engagement options.

Motion: To strongly support the protection of the Medicaid Adult Benefit and the Senior Dental program within the state budget and support to join the Protect our Care Colorado Coalition and to add the Health District as a member and support sign on and engagement options. To support signing on to the letter to protect the Cover All Coloradans program.

Moved by Joseph Prows; seconded by John McKay; passed unanimously.

d. 2025 Board of Directors Election Update

Deputy Director of Operations Abby Worthen provided 2025 Board Election updates, noting information available on the website, the upcoming candidate orientation, polling locations, and thanked staff for their contributions to support the election. She also outlined the election communications plan and the opportunity for a Board of Director to serve as liaison.

Director Hottenstein asked about completing Absentee Ballot Request Forms online. Deputy Director Worthen explained that special districts require signatures, making fully online completion challenging, but forms could be signed, scanned, and emailed to election@healthdistrict.org.

Director McKay requested election information to share regarding the upcoming election.

Executive Director Jollon noted candidate information would be available on a sample ballot on the District's website, and that the League of Women Voters typically holds a candidate forum. Executive Director Jollon also explained the Health District would follow recommendations that governments shouldn't promote candidate's information and platforms, as candidates are responsible for their own promotion. Director Prows agreed, citing liability concerns and prior missteps.

No action taken.

e. Information Technology Services – ICC Contract

Motion: To approve the Information Technology Services - ICC Contract.

Moved by Julie Kunce Field; seconded by John McKay; passed unanimously.

VI. Reports and Discussions

a. Immigration Enforcement Protocol

Abby Worthen, Deputy Director of Operations, reported on steps taken and guidance developed for Health District staff to maintain privacy and safety for clients. She shared that Health District leadership collaborated with legal counsel and managers to develop organizational guidance and resources for potential legal immigration enforcement actions at facilities.

Director McKay inquired about signage in our facilities. Deputy Director Worthen explained that legal counsel recommended first creating a private areas policy, then developing the aligned signage.

b. Board of Directors Reports

- Molly Gutilla:
 - Supported the executive committee's role in working with the HR consultant in board self-evaluation and the Executive Director review.
 - Expressed gratitude for the strategic focus on health equity and community partner support amid federal policy and funding developments.
 - Shared enthusiasm for infrastructure improvements and the health campus and continued commitment to those items.
 - Will attend Public Health Association event in the coming week.

- Julie Kunce Field:
 - Made in-person visits to Senator Michael Bennet's and Congressman Joe Neguse's offices. Met with Rep. Neguse's Legislative Aide assigned to healthcare issues and found the in-person interaction valuable.
 - Oversaw the process with the HR consultant for the Executive Director review and the board self-evaluations.
 - Consulted with legal counsel about Board of Director training opportunities.
- Erin Hottenstein:
 - Attended the City of Fort Collins' State of the City meeting.
 - Discussed concerns about the Medicaid funding for District's dental program with State Senator Janice Marchman.
 - Received multiple communications regarding concerns around the CAYAC program and the strategic direction of the District, plus positive feedback about Larimer Health Connect.
- John McKay - No report
- Joseph Prows - No report

c. Liaison to PVHS/UCHealth North Report

John McKay - No Report

d. Board Committee Updates

- I. Executive Committee – Director Gutilla shared that there were no additional items to report.
- II. Governance Committee – Director Field thanked the staff for starting work to assess policies and the big lift to update policies and acknowledged this effort may be delayed due to a shift in priorities.
- III. Public Policy Committee – Director Hottenstein reported that the committee met to work through the recommendations presented for action.

e. Executive Director Staff Report

Liane Jollon, Executive Director, highlighted the written report and department updates within the board meeting packet, including key community meetings attended. She also highlighted meetings and planning regarding the Red Feather area community health assessment commitments to better understand their specific community health needs. She shared that recent focus has remained on internal foundation building, and in the coming months will shift externally to strengthening community partnerships. Executive Director Jollon also shared that the executive leadership team will be restructured to provide role clarity, accountability and to best align with the needs of the strategic plan. Additionally, the executive leadership team changes will be budget neutral.

Director Julie Kunce Field shared appreciation that the changes to the leadership team would prioritize customer experience, community partnerships, and organizational growth.

VII. Executive Session

At 8:26 p.m., the board went into Executive Session to consider personnel matters, pursuant to C.R.S. § 24-6-402(4)(f) and not involving: any specific employees who have requested discussion of the matter in open session; any member of this body or any elected official; the appointment of any person to fill an office of this body or of an elected official; or personnel policies that do not require the discussion of matters personal to particular employees, concerning the Executive Director's evaluation; An executive

session for legal advice, the specific nature of which cannot be disclosed without comprising the purpose for which the executive session is authorized, pursuant to C.R.S. § 24-6-402(4)(b).

VIII. Announcements

- a. March 12, 2025 - Joint Board Meeting with UCHHealth
- b. Thursday, April 24, 2025 - Next Regular Board of Directors Meeting

IX. Adjourn

Motion: To adjourn the meeting at 9:35 p.m.

Moved by Julie Kunce Field; seconded by Erin Hottenstein; passed unanimously.