

**Ute Pass Regional Health Service District
Board of Directors Meeting Minutes as Amended
March 19, 2026
1017 U.S. Highway 24 Training Room**

1. Roll Call, Determination of Quorum, and Disclosures:

- Board Members Present: President Gentzel, Vice President Erickson, Secretary/Treasurer Bickford, Director Gautreaux, Director Rosado – Online.
- Determination of Quorum: Established
- Disclosures: Director Gentzel and Director Gautreaux disclosed having a son and daughter, respectively, working for the organization, and Director Bickford disclosed that her husband works for the District.

2. Meeting called to order 1:02 PM

3. Pledge of Allegiance

Opening Comments from President Gentzel:

- All board meetings will now be recorded.
- A more formal process for addressing the board will be implemented, requiring speakers to raise their hand or wait for acknowledgement. This was later discussed as "Board 2.0" to balance formality with encouraging participation from all attendees, including online crew members using chat or the "raise hand" function.
- A suggestion was made to rearrange the meeting room layout to improve comfort and visibility due to afternoon sun glare.

4. Approval of previous months' minutes

- A motion to approve last month's meeting minutes was made by Director Gautreaux and seconded by Director Bickford. The motion was passed unanimously.

5. Public/Guest(s) comment period: None

6. Financials & Collection Write-Offs

January Financial Report Review:

- Jason from JFS presented the January financials.
- Cash and cash equivalents increased to \$6.6 million, with total assets at \$12.1 million. Total equity was \$8.4 million.
- Net patient revenue was \$130,000. A high contractual adjustment of \$313,000 was noted, attributed to over 80% of patients being on Medicare, Medicaid, or uninsured.
- Total operating expenses were \$647,000.
- The month ended with a favorable net income of \$8,222.

Financial Report Improvements:

- A request was made to include budget-to-actual comparisons and graphical KPIs in future financial reports to track trends. Jason (JFS) agreed to implement this.
- The finance team will work to provide more current monthly reports, which have been delayed by waiting on quad reports.
- Payer Mix Trends: It was noted that there has been a gradual increase in "challenged payers" (Medicare, Medicaid) over the last 10 years. Chief Dienst will resume reporting on the payer mix breakdown, and Jason (JFS) will analyze the general ledger for trends.
- Commitment to KPI visualizations and pay mix impact tracking. Jason to include MoM/YoY percent changes; analyze pay mix shifts and bad debt impacts and to prepare KPI graphs and analysis.
- Approval of Financials: A motion to approve the financials was made by Director Bickford, seconded by Director Erickson, and passed unanimously.

7. Board Member Reports

Paid Time Off Policy Committee: The committee has not met. The new policy was sent back from the attorneys with HR notes on February 26th, but some committee members did not receive the email. It was requested that the email be resent for review. Ms. Fox to confirm receipt/notify committee; Miss Fox to resend Feb 26 comments to Director Rosado and policy committee.

Chief Search Committee: The committee has not met. Director Bickford has spoken with Andrea Matthews, who may join to provide guidance.

Directors' Workshop: A meeting with Aaron Reinhardt has not been scheduled due to conflicting schedules. **Director Gautreaux** will be more persistent in scheduling.

8. Administrative Reports

Chief's Report:

- President confirmed receipt of Chief Dienst's report
- The Colorado Springs Health Foundation approved a grant request for over \$200,000.
- The organization will now pursue funding from the rural health transformation fund.
- An interim deputy chief will be appointed before the end of the month.

Operations Captain's Report:

- President confirmed receipt of operations captain's report
- Three trucks are currently out of service with significant issues: Med 11 (cooling system), Med 10 (engine turbo or DPF system), and Red 14 (ABS and four-wheel drive systems).
- A truck remount is scheduled for the end of April or early May, which will take 90 days.

Community Paramedic Vehicle Replacement: The board accepted the report justifying the need for a total of six vehicles to support community paramedics, a nurse practitioner, overflow calls, and to account for a 20% out-of-service rate for maintenance.

Chief Administrative Officer:

- President confirmed receipt of CAO Fox's report.
- HR Compensation Study:
 - A market analysis study found eight employees were below the market rate. The plan is to increase their pay to the appropriate level.
 - The study's consideration of the local competitive market was questioned, but it was clarified that comparing a government entity to private services is complex. The study did account for recent cost of living increases at other agencies.

9. Old Business

Plaque recognitions

Plaques and Badges:

- Plaques for former board members Joe Watson, Jeremy Dewall, and Dale Schmitker will be delivered. Mr. Smith's service length will be checked to confirm his eligibility for a plaque.
- Director badges will be ordered for current members who need them (Directors Bickford, Rosado, and Gautreaux).

Salary Survey and Cost of Living

- HR Compensation Study:
 - A market analysis study found eight employees were below the market rate. The plan is to increase their pay to the appropriate level.
 - The study's consideration of the local competitive market was questioned, but it was clarified that comparing a government entity to private services is complex. The study did account for recent cost of living increases at other agencies.
- Cost of Living Adjustment (COLA):
 - A 2.3% COLA, retroactive to January 1st, was discussed, as it was in the budget but had not been applied.
 - Concerns were raised about future cost creep and providing a COLA to employees already paid above the market rate ("red-circled").
 - It was decided that for morale, the COLA was essential. A request to include part-time employees was approved.
 - A motion to provide a 2.3% COLA for all employees, retroactive to January 1st, was passed.
 - Employee Retention: It was noted that the organization has a waiting list of 80 potential interviewees, and retention is strong due to a positive culture, high standards, and a comprehensive benefits package, including a \$2,000 wellness benefit and a \$2,000 health benefit.

Leadership team: Finding and reorganization (UPRHSD)

Leadership is actively transitioning from an ad hoc operational model to a structured, system-based approach, with a strong emphasis on clarifying job ownership, reducing overlap, and improving accountability. This includes a comprehensive rewrite of job descriptions and

alignment of roles into clearly defined “lanes,” addressing prior inefficiencies and captain-level overload driven by turnover and unclear responsibilities.

A revised organizational framework was presented using color coding:

- **Blue:** Current roles (with some title standardization)
 - **Purple:** Future growth roles (post-2026)
 - **Yellow:** Committees and specialized functions
- This structure reflects both immediate operational needs and long-term strategic expansion.

Key Leadership and Structural Changes

- Proposed elevation and realignment of leadership roles:
 - Deputy Chief of Clinical Services
 - Deputy Chief of Strategic Innovation, focused on funding, innovation, and agency-wide initiatives
- Ongoing effort to standardize titles (avoiding unnecessary “Chief” designations and incorporating “Chief Executive Officer” where appropriate)
- Job descriptions are in progress and being refined to eliminate duplication and enforce clear chain-of-command accountability

Chief Hiring Strategy and Timeline

- Leadership recommends initiating the Chief search by June at the latest to allow for proper transition and backfilling
- Strong preference for an internal-first hiring approach:
 - A board member proposed starting an internal search immediately, while another preferred to wait until after a work session on the new organizational structure.
 - Immediate internal posting recommended
 - If there are no viable candidates, proceed to external search (potentially with a headhunter)
- Recognition that external recruitment could take up to one year, reinforcing urgency

Governance, Process, and Work Session Planning

- The Board emphasized:
 - Chain-of-command adherence for job description approval
 - Its authority over budget decisions, reserves, and compensation

Organizational Concerns and Strategic Direction

- A significant concern was raised regarding **organizational structure**, specifically:
 - Approximately 11 executive-level roles across 21 personnel, prompting discussion about administrative balance and span of control
- Leadership acknowledged the need to:
 - Align structure with a sustainable service delivery model
 - Evaluate expansion beyond traditional EMS (e.g., MIH, blood delivery, future technologies like drones)

- An all-staff team meeting is scheduled for April third.

10. New Business

UPRHSD Board 2.0

- A special work session is scheduled for **March 31 at 1:00 PM**, with:
 - Board questions due **March 27 at noon**
 - Pre-read materials to be distributed to support informed discussion

Board Minutes

- A motion was made by President Gentzel and seconded by Director Bickford to delegate the responsibility of recording and preparing meeting minutes to staff, using AI tools for transcription in an ADA-compliant text format. The motion was approved unanimously.

11 Adjournment

- Meeting was adjourned at 1:32.

These minutes were properly moved and seconded as amended, and approved by the Board of Directors of the Ute Pass Regional Health Service District during a duly noticed public meeting.

Respectfully submitted,

Miranda Bickford

Secretary/Treasurer

Ute Pass Regional Health Service District Board of Directors

Date: _____

