



MIDDLE PARK HEALTH

*Keeping Life Grand*

**Kremmling Memorial Hospital District  
dba Middle Park Health  
Annual Review of Services**

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**January 1-December 31, 2022**

## ABOUT

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Located in the heart of the mountains, Kremmling Memorial Hospital District, dba, Middle Park Health, was established in 1933 and has been dedicated ever since to quality patient care. MPH is a 25-bed, Critical Access Hospital system serving patients in Grand, Jackson, and northern Summit Counties.

We have two hospitals: one in Kremmling and one in Granby. Hospital services provided range from outpatient intravenous therapies to extended care services. We offer state of the art diagnostic and laboratory testing. We have five family practice clinics: one located at the hospital in Kremmling, another at the hospital in Granby, one in Winter Park, one in Grand Lake which opened in June of 2019, and one in Walden—North Park Medical Center. Our practitioners provide an array of outpatient services ranging from general surgery, podiatry, orthopedics, gastrointestinal, women's health services, wound care, and rehabilitation.

## PURPOSE

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To document Middle Park Health's (MPH) compliance with Federal regulations and Critical Access Hospital (CAH) Conditions of Participations for CAH (CFR § 485.641): ***The CAH carries out or arranges for a periodic evaluation of its total program. The evaluation is performed at least once a year and includes a review of the utilization of CAH services, including at least the number of patients served and the volume of services; a representative sample of both active and closed clinical records; and an annual review of policy and procedures.***

As a Critical Access Hospital (CAH), Middle Park Health performance review process touches on volume of service, type of service, improvements, trends, concerns and department specific accomplishments. The Leadership team develops action plans for commented areas of concern and then determines what, if any policies or processes should be revised or implement

## DATA SOURCES

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Information used for this Annual Report was obtained through the following mechanisms:

1. Utilization review
2. Committee and department minutes
3. Incident and variance reports
4. Patient satisfaction and complaint data
5. Statistical reports
6. Other reports as applicable

## REVIEW PROCESS AND FOLLOW UP

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The Quality and Patient Safety Committee, under direction of the Quality Director, coordinates information gathering and develops an annual review report. The report is reviewed and discussed at the Quality and Patient Safety Council meeting. The report, which includes findings and recommendations, is then presented to Senior Leadership Team for review and identification of areas for improvement that align with MPH strategic goals and objectives. The report is presented to the Hospital Board for review and input. The Quality and Patient Safety Council uses the Board of Directors and Leadership feedback to guide the subsequent year's Quality Improvement Plan.

## CURRENT SCOPE OF SERVICES

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### Emergency Services

Trauma Level IV Designation  
24/7 Emergency Department (ED)  
Urgent Care

### Medical Services

Inpatient  
Outpatient  
Swing Bed  
Surgical Services  
Wound Care

### Diagnostic Services

Laboratory  
General x-ray  
Computerized Tomography (CT)  
Ultrasound  
Screening Mammography  
Magnetic Resonance Imaging (MRI)  
Bone density screening  
Echocardiography  
Sleep Studies

### Ambulatory Care

Granby Clinic  
Kremmling Clinic  
Grand Lake Clinic  
North Park (Walden) Clinic  
Winter Park Clinic  
Annual exams and preventative care  
Adult and pediatric immunization  
Telemedicine  
Physical therapy (PT)  
Speech therapy  
Occupational therapy (OT)  
Dietary services  
Cardiac rehabilitation

### Community Health Services

Behavioral health navigation  
Sports physicals  
Nutritional counseling  
Annual health fairs  
Discharge planning  
Certified application assistance

# UTILIZATION OF SERVICES

## NOTABLE SERVICE UTILIZATION TRENDS FOR 2022 COMPARED TO 2021

Inpatient days ↑ 9%	Kremmling Urgent Care Visits ↑ 153 %
Swing Care Days ↓ 3%	Rehabilitation procedures ↑ 1%
Extended care days ↑ 8%	Winter Park Clinic ↑ 20%
Surgery cases ↑ 25 %	Granby Clinic ↑ 23 %
Gastrointestinal (GI) Cases ↑ 4 %	Kremmling Clinic ↑ 3 %
Emergency Room visits ↑ 9%	North Park (Walden) Clinic ↓ 5%
Lab procedures ↑ 2%	X Ray Procedures ↑ 1%
CT procedures ↑ 15%	MRI Procedures ↑ 14 %

Average length of stay for inpatients: 2.1 days (66 hours) in 2022 compared to 3.1 days (75 hours) in 2021. The length of stay by hours continues to meet the 96 hours annual average CMS regulatory requirement for CAH status.

### Emergency Department and Inpatient

- First Full Year of Operations for New Kremmling ED
- First Full Year of Operations for New Granby Med Surg Department
- Held annual skills & competency day for all clinical staff in ED/Inpatient/Clinic and beyond
- Implemented Charge RN for Kremmling and Granby ED/Inpatient Departments
- Purchased new EKG machines for Granby and Kremmling ED's
- Achieved the Press Ganey Guardian of Excellence Award for patient experience in the Granby and Kremmling ED's
- Implemented overhead paging for medical, security, and facility alerts in the ED and hospital wide
- Saw a record number of patients in the ED in July
- Adjusted the call schedule to better serve the needs of the departments and staff preferences
- Implemented daily huddle lead by charge RN's
- Promoted RN Lead to Clinical Nurse Manager
- Expanded Tele-Neurology services

## Surgical Services

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For the year of 2022, Surgical Services experienced significant growth with the addition of Dr. PJ Bevan from Vail Summit Orthopedics, Dr. Matthew Eckermann, MD in Anesthesia/Pain Program, and Dr. Irfan Qureshi, MD in General Surgery. This additional coverage will support the Mission, Vision, and Values that Middle Park Health has committed to with staff, providers, and Grand County. MPH continues to prepare for the addition of a Spine surgeon to build the Program. The Spine Program will offer Grand County and the surrounding areas Minimally Invasive Spine procedure options. Dr. Ratcliff, Dr. Dorf, Dr. Pfeiffer, Mark McCaulley, and Abbie Steinbrueck, PA continue to have busy clinics and surgical days. The Orthopedic and General Surgery Program has started seeing patients in Walden, Kremmling, and Winter Park on a weekly basis. This extended coverage allows existing and new patients an additional option to seek their health care closer to home.

Here is a list of surgical cases done in 2022:

1. General Surgery- 141 surgical cases
2. Endoscopy cases- 576 procedures
3. Orthopedics- 248 surgical cases
4. Pain Management- 36 procedures

Surgical Services continues to provide Total Joint Classes to our patients that include surgical experience, physical therapy, and their inpatient stay. These classes offer education to help prepare for the next 3 months after their surgical experience. Surgical Services at MPH will continue to maintain a safe and positive environment for patients, visitors, and staff as we head into 2023. Thanks to administration and providers for the continuous support they offer on a daily basis.

## Lab

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- Introduced brand new Chemistry analyzers, Siemens Dimension EXL 200, to Granby and Kremmling locations. The current analyzers were nearing end of life (10+ years for Granby) causing multiple service calls monthly for both locations just due to wear and tear issues that needed to be fixed and/or would occur more often than usual creating delays in patient care. Chemistry analyzers are extremely important for the laboratory as they perform majority of the testing that we provide in house. This means we don't have to send to our reference lab Quest which in turn provides quicker results for our patients.
- Added on the ability to perform high sensitivity troponin testing on our Dimension EXL 200 which is crucial in high altitude emergency settings.
- Brought the Cepheid GeneXpert Xpress System into the Granby and Kremmling clinics, improving sensitivity with PCR methodology and quicker turnaround times for respiratory testing. The 4-Plex Plus (1 swab, 1 cartridge, 4 results) for respiratory season (FLU A/B, RSV, COVID) provides easier collection and a better experience for patients with results in 30 minutes. Also has an expanding test menu with the ability to bring on sexual health testing (MVP panel) for clinical setting in 2023
- Ran over 1,000 Respiratory Viral Panels and over 3,000 Covid Antigen tests throughout the year

## Dietary

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- New Dietary Director started October 2021.
- Created a new dietary menu for patients seen in Granby to order from.
- A new process for patients seen in Granby to get a fresh meal (Lunch and Dinner) delivered from Kremmling.
- Different Breakfast items available.
- Changed majority of grocery store shopping the Kremmling Mercantile versus City Market.
- COVID out Break at Cliffview, had to rearrange seating in dining room and set up disposable room trays to be sent to each resident's room.
- Adjusted our menu with food supply shortages/delivery difficulties.
- Became fully staffed for the first time in 2 years.
- Celebrated Birthdays with special meal and dessert for our residents at Cliffview and Hospital.
- Cliffview Dietary Department. Received locally donated 4-H Side of Beef: (This happens every year). In August, approximately 470 pounds of donated beef (a cost savings estimated at \$1,650.00). This is high quality beef that has enriched the Residents weekly diets and saved MPH money. Special Beef cuts were used to prepare a Prime Rib Christmas Party and New Year's Day meal for the Cliffview Residents.
- Planned and prepared special Thanksgiving Resident meal plus "TO GO meals" for the needed in the Kremmling Community. Well received and grateful community members.
- Jean Anderson, RD was able to focus on the Out- Patient and Resident/ In-patient nutritional assessments.

### **Employee Monthly Meal/ Celebrations:**

- Hospital Week in May had several days of food specialties.
- The Dietary Staff continued to combine efforts with the Leadership and Spirit Team to provide monthly Birthday Bash meals.
- Thanksgiving and Christmas Holiday Meals were also prepared.

## Rural Health Clinics

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### **Patient Satisfaction**

- Clinics have maintained a consistent 4.9 out of 5 on Odeza ratings; since May of 2020 the Primary Care clinics have been in the top 5% of all clinics in the nation (that participate in the Press Ganey program).

### **Employee Satisfaction**

- Clinics have maintained less than 3% turnover rate since 2018.

### **New Service Lines**

- Wound Care/General Surgery (Kremmling and Granby)
- Orthopedics (We added an additional practitioner and now have clinics in Granby, Kremmling, Winter Park, and Walden)
- Spine (had throughout the summer, working on getting another currently)
- Pain Management (interventions and injections)
- Applied for and received \$247,000 in Grant Funding through our RHC Vaccine Confidence Grant, partial funding was utilized to purchase a transport van, truck, and cargo trailer.
- Donated over \$20,000.00 in free sports physicals across Grand and Jackson County.
- Our Kremmling RN is trained and ready to place PICC lines for MPH patients.

- Hired and trained two Clinic Care Coordinators to address the Social Determinants of Health and promote greater health outcomes.

## Diagnostic Imaging

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- In 2022, the Diagnostic Imaging department at Middle Park health provided the following services and achieved the following successes:
  - Provided and performed almost 14,000 imaging exams
  - Installed a state of the art 64 slice Siemens go. All CT scanner in Kremmling
  - Installed a state of the art 128 slice Siemens Go.Top CT scanner in Granby
  - Installed a state of the art, fully digital, Siemens Ysio Max X-ray room in Granby
  - Re-instated our screening mammography program in November and performed 86 mammograms by year end
  - Passed MQSA inspection with no deficits
  - Increase in imaging procedures from 2021-2022
  - MRI increase 14%
  - CT increase 15%
  - US increase 8%
  - Overall increase across all modalities and all locations (hospitals and clinics) 6%
  - Did not run out of I.V. contrast or have to reduce dosage during contrast shortage.

## Rehabilitation

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### 2022 Awards and Recognition

- Grand County Rural Health Networks- 2022 Award for Excellence in Health Service- Honorable mention: MPH Physical Therapists
- Rehab Services Staff internal awards 2022- Presenting Nov 1st
- Best of Grand- PT Clinic: Fraser and Granby Clinics in top 3
- Jacob Bauer celebrated 10 (11 years) of Service
- Eric Forquer 5 (6 years) of Service
- Sarah Tey, named US Paralympic Ski and Snowboard Team Physio for 2022/2023 season
- Allison Maynes, Completed Level 3 coursework towards Certification in Pelvic Floor Therapy

### Community Involvement

- >200 hours of community service/volunteering in 2022
  - HS sport physicals in Kremmling and Granby, spring 2022
  - NSCD Adaptive Riding Program, All staff volunteer day summer 2022
  - High School Varsity sports medical coverage
  - C-spine injury Emergency Scenario with EMS for high school sports
  - Suicide Prevention Committee
  - Hosted 2 Doctoral students (CU and Regis), 4 high school students

## **Patient Satisfaction**

- 95.8% average in 2020
- 94.9% average in 2021
- 95.3% average in 2022

Overall we continue to deliver care worth coming back for, year after year!

## **Future Quality Metric Monitoring**

- 3NA- Third Next Available appointment (Goal: 14 days to get into treatment)
- Elapsed time from: Patient arrival to treatment (wait time- Goal under 5 min)
- FOTO- Functional Outcomes (Measures patient success compare against national benchmarks by diagnosis)

## **Efficiency and Utilization**

- 2022 Target: 2.8 units/visit                      Current: 2.9 units/visit
- Previous marks from 2018- 2.6 units/visit
- 3 units per visit is 100% efficient during a visit

Provider utilization is the percentage of their time spent directly in patient care, including times for cancelled appointments and no-shows. The goal is 75 %

## **No-Show Rate**

- Most significant in Granby >10%, equates to 36 hours of total schedule time lost per month
- Late cancels is bigger concern, 48 hours of lost time per month

## **Staffing**

- Additional external service line expansions
  - Pain management
  - Orthopedics
  - Spine Surgery
  - Speech and Language Pathology
- Adding 4 full-time positions
  - Hand therapist
  - Physical therapist for Granby and Fraser
  - Filled a position for occupational therapist in Kremmling
  - Rehab technician

## Facilities/Plant Operations

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- Completed the remodel of the original Kremmling Clinic and move staff into the new Admin wing
- Installed new CT in Kremmling
- Purchased 2 new fleet vehicles
- New boiler system for existing Kremmling Hospital
- Began the remodel of the new PT space in original Kremmling Hospital
- Installed new controls for the Wellness Center HVAC System
- Replaced two hot water heaters in Granby
- Replaced boiler for OR in Granby
- Install temp CT trailer in Granby and replaced/remodeled CT and Xray in Granby
- Installed new AC for IT room in Granby
- Began preconstruction legwork on Middle Park Health Fraser
- Added staff to complete the staffing needs for maintenance
- With completion of construction, we have been able to perform general maintenance and repairs, such as waxing, painting, lighting, and drywall repairs.
- Continue with the day-to-day maintenance for 7 sites

## Medical Staff Changes Since the 2020 Annual Review

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The following providers are no longer with MPH:

- Katie Hornbaker, CRNA
- Kelly Logue, CRNA
- Eric Lindholm, CSFA

The following providers joined the MPH team:

- Alexi Perkins, PA

## CLINICAL RECORD REVIEW

In compliance with CAH regulations CFR 485.641(a) (1) (ii), a representative sample (at least 10%) of both active and closed clinical records were reviewed in the past year. Included in the review were inpatient, emergency room, and ambulatory records. Both concurrent and retrospective reviews were conducted for completeness, accuracy, consent and advance directives, medical necessity, and adherence to protocols and standards of care.

### Indicators that Trigger Medical Record Review

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- Hospital deaths
- Cases involving patient and/or staff complaints
- Readmissions
- Transfers
- Adverse drug events
- Trauma cases
- Hospital acquired conditions
- Codes
- Clinical quality measures
- Against Medical Advice (AMA)
- Left Without Being Seen (LWBS)
- Sepsis

### Medical Case Review for Quality Improvement

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Concurrent and retrospective record reviews are conducted by department Directors for the following clinical measures:

- 100% Heart Attack (AMI)
- 100% Stroke Patients
- Surgical Site Infections
- Antibiotic Selection and Timing
- 100% Inpatient Flu Vaccine Screening and Administration
- 100% Inpatient Pneumonia
- 100% Heart Failure
- 100% Venous Blood Clot (VTE) Prophylaxis for Applicable Patients
- Trauma Team Activations
- Trauma Admissions

Other cases reviewed include those not meeting Meaningful Use criteria and cases representing quality or risk management issues.

## Quality Reporting

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- MPH has attested for Meaningful Use for the hospital and clinics
- MPH has attested for MIPS for clinic providers
- MPH has started attesting for the ongoing 5-year Hospital Transformation Program (HTP)
- MPH reports data to the Medicare Beneficiary Quality Improvement Project (MBQIP)
- MPH reports data to Hospital Quality Incentive Payment (HQIP) Program
- MPH reports data to Colorado Department Public Health and Environment's (CDPHE) Clinic Quality Improvement for Population Health
- MPH reports data to the CDC's National Healthcare Safety Network (NHSN)

## POLICY REVIEW

The Policy Committee reviews all policies submitted after Directors have created, reviewed, revised, and/or archived them. The Board has final approval of all policies. Policies are scheduled for review at least annually and whenever a need for modification is recognized.

\* Revised 315      \* Retired 144      \* New 27

## PERFORMANCE IMPROVEMENT AND QUALITY ASSURANCE

### Clinical Quality Measures

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MPH is compared to other reporting CAH/hospitals, and MPH is meeting the benchmark set for each measure.

#### Preventable Harm Rates: Hospital Acquired

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- Blood Stream Infections: 0
- Catheter Associated Urinary Tract Infections: 0
- Falls: 81
- Adverse Drug Reactions: 0
- Pressure Ulcers: 0
- Central Venous Catheter-Related Infection: 0

## Blood Utilization

Clinical research has shown that restrictive transfusion practices are generally associated with better patient outcomes as well as reduced health care resource utilization. This evidence has emerged as providers are increasingly being urged to implement evidence based clinical decision guidelines that improve the quality and efficiency of the care they deliver and measure patient outcomes. High CTR implies that crossmatches were performed unnecessarily when a Group-Screen and Hold (GSH) would have sufficed. Excessive cross matching, in addition to being wasteful of resources has adverse consequences on management of blood inventory and blood quality as blood is unduly held in reserve, oftentimes moved between fridges and may remain out of optimum storage temperatures while blood is crossmatched. The national blood quality indicator requires that CTR should be below 2.0

GRANBY BLOOD BANK				KREMMLING BLOOD BANK	
# Patients transfused	31			# Patients transfused	3
# Crossmatched units	81			# Crossmatched units	0
Crossmatch-Transfusion Ratio (CTR)	2.3			Crossmatch-Transfusion Ratio (CTR)	0
# single unit transfusion	10			# single unit transfusion	1
Total # transfusions	35			Total # transfusions	5

## SUMMARIES AND OTHER NOTABLE IMPROVEMENTS

Middle Park Health's leadership remains focused on providing safe, compassionate care to the communities of Grand, Jackson, and Northern Summit County by providing a broad range of health care services directed to their needs. The following milestones and goals have been achieved in 2022:

- Expansion of the orthopedic program, notably with Dr. PJ Bevan expanding to Walden and Kremmling and Abbie Steinbrueck PA-C in Winter Park
- Expansion of pain management services with Dr. Eckermann
- The Granby Clinic was awarded the title of "Best Medical Clinic" in the Best of Grand Contest. Granby Physical Therapy won Best of Grand in the Physical Therapy category with Fraser Physical Therapy close behind.
- Hired a Patient Financial Navigator to accommodate the HB21-1198 (Hospital Discount Care) regulation that went into effect September 1, 2022
- Middle Park Health completed a Community Health Needs Assessment (CHNA) that can be accessed on our website.