

**KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, October 26, 2023**

With meeting notice, Jodi Docheff called the Kremmling Memorial Hospital District board meeting to order at approximately 6:07 pm. The meeting was held in the Wellness Center Conference Room and virtually via Teams.

Board members: Jodi Docheff, President; Chris Murphy, Vice President; Mike Ritschard, Member; Kim Cameron (Absent Excused), Secretary/Treasurer; Dawna Heller (Absent Excused), Member.

Other Attendees: Tiffany Freitag (Med Staff Coordinator/Marketing Director), Rose Gamblin (Wellness Center Supervisor), Deb Plemmons (CNO), Jason Cleckler (CEO), Emily Ebert (CFO), Rosalie Rust (Board Liaison), Dr. Tom Coburn (CMO) [Virtual], Andrew Radzavich (MPMF Director) [Virtual], Mike Wilson (Director of IT) [Virtual].

There were no conflicts of interest disclosed at the beginning of the meeting.

Agenda Approval

Motion: Mike made a motion to approve the agenda and Chris seconded. **Motion adopted on a 3-0 vote.**

There were no public comments.

Minutes Approval

Motion: Jodi made a motion to approve the September 28, 2023 minutes; Mike seconded. **Motion adopted on a 3-0 vote.**

Reports of Good News

Best of Grand (Tiffany Freitag): Dr. Meghan Mont voted #1 doctor in Best of Grand competition. Best Medical Clinic or Doctor's Office went to Middle Park Health Granby. Lindsay Stuermer, NP-C, was voted #1 in Best Nurse Practitioner or Physician's Assistant category, with Dianne Wettersten, PA-C, and Rachel Scott, FNP, as finalists. Middle Park Health Granby was voted #1 Physical Therapy Office.

Halloween (Tiffany Freitag): Preschool classes will come and trick-or-treat at hospital and Cliffview. Residents always enjoy this activity. Andy Radzavich and his volunteers will hand out candy at Granby's Trick-or-Treat Main Street event. Andy Radzavich and Rose Gamblin participated in Kremmling's Scare-in-the-Square event this past weekend as well.

New Vice Chief of Staff Named (Jason Cleckler): Med Staff voted for Shawna Langstaff to be our new Vice Chief of Staff. She is a Board-Certified Emergency Room Physician and has been with our organization since 2017.

Wellness Center Fundraiser at Dean West (Andy Radzavich): John Harvey from Dean West ran a Non-Profit Night last Wednesday to contribute 10% of proceeds to the gym renovation. \$530 was raised. We are very appreciative.

Candidate Search for Primary Care Physician (Jason Cleckler): We have held 4 recent interviews with candidates for Dr. Wisner's opening; all 4 would be a good fit. One candidate has already self-eliminated. Leading candidate has an on-site interview on November 6th. Board engaged in discussion

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around hiring multiple candidates, but volumes may not yet justify this.

Wellness Center Update (Rose Gamblin): Rose details plans for improvements to Wellness Center, which is open 7 days a week with 385 members. There has been a doubling in the numbers of check-ins since last year. Silver Sneakers participation, as well as "Too Fit to Fall" and "Back in Action" classes, are aimed at meeting the health needs of our older population. Personal Training is at capacity but is expanding. Town of Kremmling is running both adult and youth sports, with Wellness Center in a supporting role. KowTown bike race will be expanded next year, with up to 650-700 riders. Town tradition of the Mustang Mile race will continue. In addition to gym floor renovation, Rose details other potential improvements to add additional weight room, indoor play space for toddlers-kindergarteners, recovery room, and game room/teen hangout space. Gates Family Foundation and Department of Local Affairs (DOLA) will tour on November 6th as part of the potential 50/50 grant process. Rose confirms we have received a BOCC grant for the gym already. Grants from Grand Foundation and Mountain Parks Electric are being explored. Many community partners have been stepping forward. Jason describes prior board's vision of making the Wellness Center a key place for the Kremmling community. Board and Senior Leadership thanks Rose for helping Middle Park Health expand focus onto Wellness.

September Financial Statement (Emily Ebert): MPH saw a rise in total cash and cash equivalent in September. However, revenue was disappointing. Contractual adjustments, bad debt and charity care continue to trend high. Common Spirit reports large increases in denials as well. Credentialing process with each insurance company can contribute to challenges and delays. Net revenue missed target by 12% in September and is behind 3% for the year. Some improvement was seen in contract labor line item. Board and Senior Leadership discussed contract labor. Board queries how much of the cost goes to the contract employee and how much goes to the travel company and the estimate is 60%/40%; there is a large housing stipend included. Largest utilizers of contract labor are Imaging, Surgery and Nursing. Jason shares that numbers of imaging students and nursing students are both down, but for differing reasons. MPH missed net income target by 12%. Inpatient volumes are slightly better than the last few months but still below both last year and budgeted amount. Dr. Coburn and Deb describe new software to help determine if patients will be more appropriate in observation or inpatient care. Patient days have been down except for extended days, which remain high. Surgical cases and pain injections were right on target, but GI procedures were under target and down slightly from last year. Overall, ER was close to target and urgent care over target. Clinic volumes above target slightly but slightly down from last year. Other services generally up. Cash collections are up 1 million year-over-year. Emergency Medicaid has ended so we anticipate seeing more self-pay patients as a result. True days cash on hand improved by 2 days to 147.

Motion: A motion was made by Jodi and seconded by Mike to approve the September 2023 financials. **Motion adopted on a 3-0 vote.**

IT BACKUP STORAGE COMMVAULT AZURE PROPOSAL(Mike Wilson): Capital request was planned for 2024. However, more storage is currently needed. Mike details increases to our storage capacities offsite and the benefits of offsite, "hot tier" and "cold tier" storage, which is immutable. He also received a significant savings opportunity of \$10,000 provided by COMMVAULT representative. He describes critical systems that are dependent on this technology and the large impacts to the organization if this data was lost. Jodi describes a historical data system failure that had long term fiscal implications for our hospital. Jason mentions that hospitals remain one of the top targets for cyber-attacks.

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Motion: A motion was made by Chris and seconded by Mike to approve the IT Backup Proposal for \$5248. **Motion adopted on a 3-0 vote.**

Budget Updates (Emily Ebert): Preliminary budget was presented last month, but now Becca will continue to refine projections. Revenue projections for next year are ahead of what was presented last month. Becca has continued to meet with directors. Further decision points remain on budgeting for a housing stipend, nurse fellowship program costs and cost savings. Overall, Emily anticipates that bottom line projected last month was low compared to where budget will wind up. Emily shares a goal during the budget process of balancing between being too conservative and too confident. Spencer Gunn will be our new project coordinator to make sure projects stay on track and get completed in the year they are budgeted for. Additional HVAC capital needs are the largest anticipated need for 2024. Overall, Capital Budget is anticipated to be around \$2 million. Beyond 2024, MRI and MRI related modifications to our facility will be a large requirement within the next 3 years. Deb and Jason detail the importance of the MRI as well as the problem solving involved in the MRI project. Emily discusses budgeting some of the architectural costs for the project in 2024 as well as the option for Board to designate a certain portion of funds to the MRI project in advance.

Consent Agenda

Credentialing Committee:

PURPOSE: To ensure quality patient care by providing a quality system of credentialing and privileging for physicians interested in providing services at Middle Park Health.

Members: Dr. Robert Ratcliff, Chief of Staff; Dr. Shawna Langstaff, Vice Chief of Staff; Dr. Shane Tong, Immediate Past Chief; Dr. Jason Stuermer, ED Medical Director

Review/discussion of approval of privileges for:

- David Goodbee MD, Full Active Privileges in Radiology
- Ryan Sydnor MD, Full Active Privileges in Radiology
- Sachin Talusani MD, Full Active Privileges in Radiology
- Fatemeh Kadivar MD, Full Active Privileges in Radiology
- Mark Baller CRNA, Full Active Privileges in Anesthesia
- Russell Plewinski CRNA, Full Active Privileges in Anesthesia
- Emily Rand MD, Full Active Privileges in Family Medicine

Policies – Reviewed/Revised 10; New 0; Archived 1

SDA Compliance Calendar

Begin 60-day window to provide annual “transparency” notice to electors for 2024.

Motion: Mike made a motion to approve the consent agenda and Jodi seconded. **Motion adopted on a 3-0 vote.**

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Communication Report

Board Chair Report (Jodi): Jodi looks to Senior Leadership for more direction on scheduling board rounding. Jason encourages board members to reach out at times that work for them. A tentative schedule of available dates and times will be developed as well. One potential time would be right before board meetings.

CNO Report (Deb): Multiple audits and surveys have been conducted this year. 340B audit will be conducted virtually November 29th. 340B is a program where MPH can purchase medications at a reduced cost. Program provides cost savings for both our hospital and our patients. Hundreds of pages of documents are being prepared.

Mammography survey was just completed. Recent staff turnover within Mammography has created challenges, particularly with meeting complex regulatory requirements. Middle Park Health has 3 less serious deficiencies, partially due to having outside radiologists reading our results. We will work with the offsite radiologists on an action plan that rectifies the deficiencies. Holly Peck, CT/Radiology Tech at Middle Park Health, was able to guide MPH through this survey.

Last week, nursing staff participated in Skills Days. Annual Skills Days are essential to help staff practice techniques and receive training, especially surrounding less common and higher risk procedures. Skills Days build confidence and competency in our nursing staff.

CEO Report (Jason): Jason provides details on service line updates. Mock run-through of a spine surgery was executed past Monday and surgeries will commence soon. Orthopedics program will continue to grow as we expect it to be a primary revenue producer. Local care can be provided at MPH for most orthopedics cases. Plastic surgery for both reconstructive and cosmetic cases is being considered. A plastic surgeon, Dr. Hasan, is looking to expand his practice to Middle Park Health in a mutually beneficial way. His goal is to do 4-6 surgical procedures at MPH each month. There is potential for OR/Clinic days on Fridays with follow-up Clinic slots on Mondays.

Rural Hospitals in Colorado have grown increasingly concerned with difficulties with staffing, housing, and challenges with payers such as Medicare Advantage plans. As a result, multiple hospitals have come together to form the Rural Futures Group. Five CEOs throughout the state meet to approach future challenges of healthcare and our rural communities from a uniquely rural perspective. Colorado Hospital Association (CHA), Western Healthcare Alliance (WHA), and Healthcare Policy and Finance (HCPF) all support the Rural Futures Group. Goal of the group is to present a sustainability plan for rural hospitals to the governor.

Fraser funding process continues to accelerate. A special meeting will be planned to focus directly on Fraser funding, likely in the second week of November. Please bring any questions to Jason or Emily as they arise.

Hospital owned land is attracting interest from investors. Beyonder is a camping-oriented multi-family-run business that is interested in purchasing our land. They want to create a campground that also includes some cabins, pool, shower facilities and other amenities. They stated that community members would be able to use the pool and facilities. Community would also benefit from an economic development standpoint, as investors are seeking connection with local outdoor recreation companies. Goal is to encourage folks to stay in the area, rather than just pass through. Investor group also described plans to help Middle Park Health employees with housing needs. Discussion ensued around

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surrounding parcels in the area, possibility of airport expansion, and potential hospital needs for the land.

District Expansion has not been discussed by the board for some time as it had been postponed until after the November 2023 election and we've had other focuses. Prior motion passed by the board to engage in an educational campaign regarding district expansion, including town halls, meeting with service groups. This campaign would run from Late November to March 2024; with a plan to put district on the May 2024 ballot. Educational Campaign cost is projected to be ~\$150,000, and requires a lot of man hours, and concern was voiced in doing this campaign if there isn't board commitment to put it on the May 2024 ballot. Discussion ensued timing a discussion about district expansion as well as property valuation factors. Board determined the needs for more strategic planning surrounding this topic.

Employee Satisfaction was gauged by recent Pulse Survey, in which 64% of employees responded. These results will be discussed at the November board meeting. Jodi notes that Team Innovate has new employee representatives. Team Innovate is interested in having board participation.

Old Business

Board votes on annual standard 3% increase for CEO, which is provided for all employees. This approval was not specifically discussed at a prior meeting discussing his at-risk pay.

Motion: Mike made a motion to approve the consent agenda and Chris seconded. **Motion adopted on a 3-0 vote.**

New Business

There was no new business.

Board Discussion

Board discusses Years of Service luncheon for employees who have been with Middle Park Health for 5, 10, 15 or 20 years.

Items for Next Agenda

District Expansion Educational Campaign; Pulse Employee Satisfaction Survey Results.

Adjournment of meeting at 8:25 pm

Motion: A motion was made by Jodi and seconded by Chris to adjourn the meeting at 8:25 pm.
Motion adopted on a 3-0 vote.



Jodi Docheff, Board President



Kim Cameron, Secretary/Treasurer

Approval Date: 11/30/2023

Minutes taken by: Rosalie Rust