

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, January 25, 2023-2024

CORRECTED DATE
NOTED
IN
BOARD
MEETING

With meeting notice, Jodi Docheff called the Kremmling Memorial Hospital District board meeting to order at approximately 6:04 pm. The meeting was held in the Wellness Center Conference Room and virtually via Teams.

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

Non-board attendees present: Jason Cleckler, CEO; Deb Plemmons, CNO; Emily Ebert, CFO; Dr. Thomas Coburn, CMO [Virtual]; Becca Norman, Financial Analyst [Virtual]; Tiffany Freitag, Med Staff Coordinator/Marketing Director; Rosalie Rust; Executive Assistant; Christina Lockhart, Clinic Operations Director [Virtual]; Jubil Young, Rehabilitation Services Director; Andy Radzavich, Executive Director of Middle Park Medical Foundation; Jamie Jensen, Board Chair of Middle Park Medical Foundation; Bernie Murphy, Board Member of Middle Park Medical Foundation; Jason Stuerman, ED Medical Director [virtual].

Conflicts/Potential Conflicts of Interest

Chris Murphy mentioned that she has a potential conflict of interest with an item to be discussed during executive session. This potential conflict will be brought up during executive session.

Agenda Approval

Motion: Kim made a motion to approve the agenda and Chris seconded. **Motion adopted on a 4-0 vote.**

Public Comments

Kremmling couple spoke about difficulties experienced in calling Middle Park Health via telephone. They expressed frustration at the inability to reach a live person via telephone, a phone tree with too many options, and voicemails stating someone would return their call within 24-48 hours. Because their concerns were time-sensitive, they opted to come into the Kremmling hospital location to speak to a front desk staff person. Board members echoed that other community members had mentioned this difficulty. A summary of the phone tree committee's work on this issue was discussed and suggestions for looking at phone call volumes as well as improving response times were provided. Potential of a dedicated phone staff member as a strategic planning item was discussed as well.

Minutes Approval

Motion: Jodi made a motion to approve the 12/14/2023 minutes; Chris seconded. **Motion**

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adopted on a 4-0 vote.

Reports of Good News

Guardian of Excellence Press Ganey Award (Deb): Emergency Department has won Press Ganey award for 3rd time in 4 years. Satisfaction scores must be above 95% for 4 quarters to be eligible. Clinical and non-clinical support staff are recognized as part of this success. Two staff members will be going to national conference to be recognized for this award.

Clinic Quality Updates (Christina Lockhart): Odezza is a text messaging service which solicits reviews after clinic appointments. This is an instant results platform that gauges patient satisfaction in real time. Since 2020, clinics have maintained a 4.9 out of 5 rating. 3 Rural Health Clinic Surveys were passed (2 without deficiencies) last month.

Rehab Services Quality Updates (Jubil Young): Since last year, Rehab has done 10% more visits in their clinics. "Likelihood to Recommend" question on feedback tool is 96.2%. Rehab services have won "Best in Grand" awards (either winner or runner up) in multiple rehab locations for multiple years. Board provides feedback that more community recognition of the caliber of our therapy team is warranted.

Middle Park Medical Foundation Yearly Update (Andy Radzavich): Ad campaign and newspaper article around Press Ganey award will be launching soon. Highlights from MPMF Annual Report include transition in leadership as Jamie Jensen becomes MPMF President and Anne Hagar Gibson has become MPMF vice president. Finance committee aims to answer question; "How much do we keep and grow and how much do we give back to our community?" Last year, MPMF was able to impact our community by donating \$247,000 for various projects, including improvements to the Kremmling Hospital Extended Care unit, other hospital improvements and equipment, Kremmling Wellness Center improvements, scholarships, and our Employee Assistance Program. B.A.S.H., B.L.A.S.T., KowTown Gravel and Mustang Mile were successful events for MPMF. Over \$100,000 in grants were awarded towards Kremmling Wellness Center renovation project "Plank by Plank". During 2024, MPMF will focus on fundraising for Fraser Campus, as well as the "Plank by Plank" campaign. B.A.S.H. will be held June 1, 2024 and B.L.A.S.T. will be held August 27, 2024. Board members discussed impact of the MPMF donations within our community as well as MPMF growth.

Middle Park Health Board Meeting Schedule(Jodi): Board meetings are slated for last Thursday of each month. However, October, November and December 2024 will have modified meeting schedules. Board discussion ensued around meeting dates. Board will meet on 10/24/2024; 11/21/2024 and 12/12/2024 to avoid holidays and meet budgetary requirements.

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Motion: A motion was made by Jodi and seconded by Chris to approve the amended board meeting schedule for October, November, and December 2024. **Motion adopted on a 4-0 vote.**

November / December Financials (Emily Ebert): November and December Financials were presented now due to early December Board Meeting for budget. Drop in cash at year end is a trend seen recently due to increasing employee health insurance claims at year end. Larger accumulating amounts will begin being collected due to resolution of a credentialing issue with Medicare and Medicaid for our outlying locations. Cost report adjustment may also help our bottom line. Gross revenue came in 1% higher than budget; however net revenue came in behind budget due to volume misses, bad debt and charity care. Salaries, wages, and benefits were favorable to budget; this favorability was offset by higher cost contract labor. Human resources and recruiting team are already reporting positive movement with hiring due to the housing stipend. Bond Issuance costs and other interest expenses are greatly favorable to end of year budget due to timing of Fraser. Discretionary spending process has helped direct MPH's spending in a meaningful way, and this was discussed by board. Net Income for the year around 2.7 million dollars was very favorable to budget, much of it due to timing of Fraser. Admissions were down by 33% in 2023 from prior year. As such, patient days were also trailing, except for extended days which rose 30% from prior year. Overall, surgical cases grew compared to prior year but fell short of aggressive budget targets. Clinic visits were well ahead of both prior year and budget, despite some cuts to number of days open to outlying clinic in Grand Lake, which was due to staffing. Imaging, lab, sleep studies and rehab services were also all up to prior year. Combined payor mix has remained stable. Overall cash collections for the year grew by 2.7 million. Days cash on hand is currently at 135 days. 2023 Audit is underway and preliminary field work began late last year. Board expressed appreciation of finance team's hard work.

Motion: A motion was made by Kim and seconded by Chris to approve the November 2023 financials. **Motion adopted on a 4-0 vote.**

Motion: A motion was made by Chris and seconded by Kim to approve the December 2023 financials. **Motion adopted on a 4-0 vote.**

Board Education

Articles on various board topics are available through Governwell. We will be sharing one of these articles prior to each meeting to continue our board education. We are open to suggestions and there are a variety of articles. Goal is to keep our monthly board education article both concise and consistent.

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Consent Agenda

a. 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 Stuerman, ED Medical Director

Review/discussion of approval of privileges for:

- Nima Aghili, MD, Full Active Privileges in Cardiology
- Timothy Hsu, MD, Full Active Privileges in Family Medicine
- Dustin Kruse, DPM, Full Active Privileges in Podiatry
- Shawna Langstaff, Full Active Privileges in Emergency Medicine
- Bartholomew Paull, MD, Full Active Privileges in Emergency Medicine
- Abbie Steinbrueck, PA, Full Active Privileges as a Physician Assistant
- Lyndsey Stuerman, NP-C, Full Active Privileges in Family Practice-Adult
- Jamie VanOveren, DO, Full Active Privileges in Urology
- Jeffrey Alpert, MD, Full Active Privileges in Family Medicine
- Katie Wolfe, PA, Full Active Privileges as a Physician Assistant

Next Meeting: February 15, 2024

With the consideration and approval by the Credentialing Committee, we recommend that the Board of Directors approve the above-named physicians for privileges at Middle Park Health

b. Policies – Reviewed/Revised 32; New 5; Archived 8

c. Quality Report

d. SDA Compliance Calendar

- i. At the first regular Board meeting of the new calendar year, designate the "official" posting place for 24-hour (agenda) notice of district meetings. 2 The posting location may be the public website of the district, or the physical location(s) designated by the district at the first regular Board meeting of the new calendar year. In order to comply with the posting of notice on the public website of the district, the notice must contain the specific agenda information, if available, not later than 24 hours prior to

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the holding of the meeting. A district that posts notices on a website shall provide the address of the website to the Department of Local Affairs. The district must still designate one physical location within the district boundaries for posting in the event of an exigent or emergency circumstance which prevents posting or public access to the online webpage.

- ii. File with DLG a certified copy of adopted budget, including budget message and any resolutions adopting the budget, appropriating money, and fixing the rate of any mill levy.

Motion: Jodi made a motion to approve the consent agenda and Chris seconded. It was noted that the "official" posting place would remain the MPH website and we would continue to post meeting notices in the same 3 physical locations as last year. **Motion adopted on a 4-0 vote.**

Communication Report

Board Chair Report

- a. MPH/MPMF Board-to-Board Dinner February 9th was decided upon for the Board-to-Board gathering and invitations will be forwarded to both boards.
- b. Board Self Evaluation Board self-evaluations have been sent to all board members. Board discussion ensued around soliciting senior leadership feedback in board performance as well. It was decided that this feedback would be given separately to the self-evaluation process while results were being reviewed.
- c. Western Healthcare Alliance Board Member Peer Network Board members are encouraged to become involved in this group as strategies that have worked in other hospitals are discussed. This network allows the hospital to be preventative and preemptive. Brief group sessions allow for further discussion; this group is only a 1 hour quarterly time commitment and is included in our existing membership.

CNO Report

- a. 340B audit Deb discusses 340B audit and has not received anything back from National Institute of Health or Pharmacy Affairs other than confirmation of receipt. This indicates that all is going well with audit.
- b. Nurse Staffing Plans Nurse staffing plan has already been approved by the board, and

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copies of those plans are included in the licensure process for our facilities.

- c. Whole Blood Initiative Grand County EMS and Middle Park Health are working collaboratively on a new whole blood process. Grand County is a beta site for the program and this process requires a lot of work to develop a plan. Any unused blood would be returned to a larger, Level 1 Trauma hospital before expiration so none would be wasted. Upcoming blood drive in Kremmling has option to donate whole blood as well. Coordination of supplies will ensure that changeovers will not result in a loss of blood products. Dr. Jason Stuerman is also working with the team on this initiative.

CMO Report

- a. Fraser Updates Board has received several updates. PLOM was sent to potential investors and offering is on the market until February 6th. Tentative closing date is February 14th and money is dispersed on the 15th. Several documents will need to be signed and notarized for Board President and Secretary. Jason, Dr. Coburn, and Emily will also be available for interviews with potential investors. Gratitude is expressed towards all team members who helped with this process. Ongoing conversations continue with Layton, our construction company as well as Ryan, our owner's rep. Once financing is complete, Ryan will begin joining our board meetings to provide updates once construction begins. A board committee for construction communications may be warranted in addition to the construction reports provided at the board meeting. Groundbreaking will be planned for 1st week of April.
- b. Physician Recruiting Dr. Shane Tong is resigning from our Emergency Department as of April 2024, and recruitment for this position is underway. Several former colleagues of Dr. Shawna Langstaff are interested. Additionally, former ED residents are being considered. Multiple candidates are also being considered for Dr. Wisner's position.

CEO Report

- a. Strategic Planning Meeting April 26th 10am-2pm Recently, the board reviewed the Strategic Plan in detail in December. Date has been set for upcoming strategic planning meeting.
- b. Employee Communications A big part of our strategic plan is employee engagement and continuing to keep our employees informed. Town hall meetings help us relay results of employee satisfaction survey, strategic information, financial picture, and other hospital updates to Middle Park Health staff. Employee newsletter also communicates information in time between our Town Halls.
- c. CNO Recruiting Virtual interviews of 4 candidates have been conducted by Senior

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Leadership Team and Human Resources. Candidates will move onto virtual interviews with director team; site visits will be planned for promising candidates. Human Resources has screened 50 candidates, not all have applicable experience or move past screening process.

- d. CRNA Update CRNA coverage through LOCUM company is expensive, but coverage is necessary for surgery/anesthesia. Recruitment of a full-time employed CRNA was a strategic goal for last year. Minor success was seen towards this goal with coverage by Dr. Eckermann on Monday, Thursday, and Friday. Dr. Eckermann has also brought pain management back to MPH. Middle Park Health has also entered into a direct contract with Mark Baller, CRNA, with nearly 30 years of experience, for Tuesday and Wednesday coverage. We are still searching for a full-time Monday-Friday CRNA to complement this coverage and allow Dr. Eckermann to grow the pain management program. Middle Park Health has contracted with a new, local CRNA to fill shifts as needed. This will decrease the number of shifts to be covered by CPR (LOCUM) company at significant savings. Also, a second CRNA has expressed interest in filling shifts for us as well. We are continuing to recruit for the full-time CRNA position. From November to present, we will be down 9 travelers, so significant progress has been made to reduce contract labor costs.
- e. CHA Rural Conference This conference is held every year in Westminster and includes a "Board Track". This year's conference will be held on March 6-7th. There is potential that board members may be able to attend this conference free of charge, as in years past. Communication will be sent out once we know if this is the case for this year. Second day of conference incorporates "Health Care Day" at the capital, an eye-opening opportunity to interact with Colorado lawmakers. Handouts can be utilized to highlight discussion topics for the interaction with lawmakers. Board will let MPH team know of their interest by end of February.
- f. Discussion on Cliffview Middle Park Health operates Cliffview Assisted Living Facility under a contract with Grand County, who owns it. Our last meeting regarding this contract with Grand County Board of County Commissioners was over a year ago. Costs of running Cliffview continue to be a concern to the county. Potential discussion of Middle Park Health taking over ownership of Cliffview is anticipated in an upcoming meeting with the county. Middle Park Health board will meet beforehand to understand the implications of ownership of Cliffview for our hospital system. Value of Cliffview to our community and high quality of care provided were both noted in the discussion.

Old Business

New Business

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Executive Session

1. Executive Session for Purchase, acquisition, lease, transfer, or sale of any property interest. (Note: Not available where a member of the Board has a personal interest in the transaction.) §24-6-402(4)(a), C.R.S. regarding Kremmling Land Purchase Offer.

Motion: Chris made a motion to move to executive session at 8:29 pm. Jodi seconded.
Motion adopted on a 4-0 vote.

Board Members Present: Jodi Docheff, President; Chris Murphy, Vice President; Kim Cameron, Secretary/Treasurer; Dawna Heller, Member.

Non-Board Members Present: Jason Cleckler, Emily Ebert, Deb Plemmons, Dr. Thomas Coburn.

Motion: A motion was made by Jodi and seconded by Kim to adjourn the executive session at 8:50. **Motion adopted on a 4-0 vote.**

Resumption of open meeting at 8:51 pm

Board considered the contract presented and the board rejects the offer and no counter-offer will be considered.

Motion: A motion was made to reject offer on land by Dawna and seconded by Kim.
Motion adopted on a 4-0 vote.

Adjournment of meeting at 8:51 pm

Motion: A motion was made by Jodi and seconded by Chris to adjourn the meeting at 8:51 pm. **Motion adopted on a 4-0 vote.**



Jodi Docheff, Board President



Mike Ritschard, Board Member

Approval Date: 2/29/2024

Minutes taken by: Rosalie Rust