

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

With meeting notice, Jodi Docheff called the Kremmling Memorial Hospital District board meeting to order at approximately 6:03 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; Kim Cameron, Secretary/Treasurer (late- 6:11 arrival); Dawna Heller, Member.

Non-board attendees present: Jason Cleckler, CEO; Deb Plemmons, CNO; Amy Binkley, incoming CNO; Emily Ebert, CFO; Becca Norman, Financial Analyst; Rosalie Rust, Executive Assistant; Anette Morrow, Human Resource Director; Tiffany Freitag, Director of Marketing and Med Staff Coordinator; Dr. Michelle Lupica, ED Doctor; Andy Radzavich, Executive Director of Middle Park Medical Foundation [Virtual]; Jamie Jensen, Board Chair of Middle Park Medical Foundation; Chris Penney, Owner's Rep [Virtual]; Jason Stuerman, ED Medical Director [Virtual]; Mike Wilson, IT Director [Virtual]; Jubil Young, Director of Rehab Services [Virtual].

**Conflicts/Potential Conflicts of Interest**

No Conflicts/Potential Conflicts of Interest were disclosed.

**Agenda Approval**

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

**Public Comments**

No public comments were made.

**Minutes Approval**

**Motion:** Correction noted on page 9 that "Kremmling Preschool" had been changed from a draft copy of the minutes to "West Grand Early Childhood Center" in the corrected copy of the minutes signed today. Chris made a motion to approve the March 28, 2024 minutes; Mike seconded. **Motion adopted on a 4-0 vote.**

**Reports of Good News**

**Introduction of Incoming CNO Amy Binkley (Jason):** Introductions were conducted amongst the board members and staff present. Amy joined Middle Park Health two weeks ago and this is her first board meeting. Amy has moved from Texas to Colorado. She has 4 children; 2 still in high school. She has a background in nursing for 20 years in Med/Surg, PACU, Employee

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Health and Infection Prevention. Amy has been on the CNO career track for around 10 years. She has taken part in opening a new surgical hospital.

**Administrative Assistant's Day (Jason):** Thank yous were expressed and gifts were given to Rosalie for supporting the administrative, board and director teams.

**Health Fairs (Tiffany):** Kremmling Health Fair brought in 70 participants as well as some who obtained lab draws through the Fair the week before. 5-6 community organizations were present. "Ask the Doc" station with Dr. Coburn was popular. CNA students from the high school took vitals. Though the numbers are declining, our community really appreciates the Health Fairs. For the Walden Health Fair, 50 people participated. Granby Health Fair is planned for May 11<sup>th</sup> with the Granby Rotary. Blood Drive will be held at the end of May in Granby.

**Bike Rodeo (Jason):** Kremmling held its Bike Rodeo today, which is a great opportunity to teach kids bike safety and provide helmets. This ties in with our injury prevention portion of our Trauma program. Dr. Lupica is part of the Trauma program, which does many activities out in the community.

**Teddy Bear Clinic (Tiffany):** Tradition started by Mary Jo Hargadine. Children bring their Teddy Bears and get to "fix up" their teddy bear, using expired bandages and pretend X ray machine. This event is always really fun.

**Weight Room (Jason):** Second weight room is now available due to the generous contributions from Middle Park Medical Foundation. Kids' playroom is also complete with the installation of a rock wall, mural and play equipment. It was tested during the health fair and found to be very enjoyable and difficult to leave. Kids using the playroom do need to be supervised by a parent. Plaques will be hung thanking the Foundation.

**Groundbreaking in Fraser (Jason):** Ground breaking in Fraser earlier today was a success, with more than 80 people in attendance. It is noticed and very appreciated that all board members were able to attend. Thank you for taking part in and engaging in this event. Middle Park Medical Foundation Board membership was also well represented and this is appreciated.

**Fraser Updates (Chris Penney, Owner's Rep):** Kudos were given on the success of today's community-oriented groundbreaking. GPS total station / site survey work is wrapping up and earth moving equipment is being deployed. Equipment selections are being wrapped up; Imaging selections are being worked through. Emily and Chris will work together next week to make sure Chris' budget reporting is reconciled to our overall budgetary processes. Monthly budget reports will be shared with the Board, beginning next month. COP disclosure report will be released next week, and we will do our first draw of funds from UMB Bank.

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**Staffing Report** (Anette Morrow): Anette began with us in July 2023 as Human Resources Director. One of her key goals has been to cut reliance on Travelers, reduce vacancy rates and convert those positions to Full Time Employees (FTEs). Highlights of this process are provided in the Board Packet; Anette calls out recent success in converting 7 Travelers to permanent employees in Quarter 1 of 2024. Applicants and Recruiter have noticed the effect of our housing stipend, and we are receiving more applications due to it. Vacancy rate has gone down nearly 2% in this quarter as well. New CRNA, who is expected to begin in early August, will help us continue to reduce costs. Board expresses appreciation of Recruiter and Human Resource staff efforts. As a whole, they are working very diligently on this initiative. Former student in Physical Therapy being hired is another example of our recent success. Discussion ensued of a "Grow Your Own" approach that may help employees move up into a more technical position; there is support through Foundation scholarships and in other ways. Home Town Initiative (HTI) high school program places interns in our hospital that may also be interested in pursuing healthcare careers. Capstones and Nurse Graduate programs are also potential sources of employees, and success in this area may expand to different fields. Number of Travelers has decreased sharply from a number in the 30s one year ago.

**March Financials**(Emily Ebert /Chris Murphy): Chris provides an overview from Finance Committee meeting Tuesday. ICS account is paying back over 4%. Supply costs are up due to more complicated surgical cases. Cash collections are down due to the Change Healthcare cyberattack previously discussed. Becca has indicated that cash is flowing in now and cash collections for April are projected to be closer to February's cash collections.

Emily describes several changes to the balance sheet. MRI Board Designated funds are now at \$125,001, which are also held in the interest bearing ICS account. Non-Current Assets line items include Fraser Funding reserves. Line item that is labeled 2024 Fraser COPs will be relabeled because this also includes the refinanced USDA loans. Emily clarifies that although we are paying interest on the construction loans, any as-yet unused portions of the funds are bearing interest, which is part of the Interest-Other line item.

On this month's income statement, Emily describes a difficulty with mapping incoming funds to the correct claim which required making an estimate to the size of contractual adjustments, which will true up as we move forward. Contract Labor favorability continues for another month. Net income 142% favorable to budget for the month.

Admissions had a slight rise after being down to budget and prior year for several months. Observations and Extended care numbers were also up compared to budget and last year. Surgical cases came out ahead of budget and target, but GI procedures were still trailing both budget and target. Pain procedures were higher than prior year but missed target by a couple of cases. ER/Urgent Care activity was essentially flat to budget. Declines in clinic volumes due

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to physician turnover continue, apart from higher Winter Park volumes.

AR review does indicate that cash collections are dramatically down as mentioned above. Days cash on hand are around 131 days. Average daily expense is up to \$141,000 per day. We will continue to see average daily expense reflecting the additional costs associated with the closing of Fraser financing for a 12 month period. Eide Baily has provided different guidance regarding a portion of the loan which may be amortized. This is different than the guidance we had received from DZA, which could be beneficial. Board again expressed appreciation for our quick pivot from Change Healthcare to FinThrive, as some other hospitals have yet to make a decision.

**Motion:** A motion was made by Jodi and seconded by Chris to approve the March 2024 financials. **Motion adopted on a 5-0 vote.**

**Capital Request: Pharmacy Refrigerator** (Deb Plemmons)

Growth in new hospital has caused original pharmacy refrigerator to be undersized. Additional features of a medication refrigerator allow for better temperature monitoring. Pharmacy fridge is also integrated with the Pyxis medication dispensing system.

**Motion:** A motion was made by Kim and seconded by Mike to approve the capital request for the Pharmacy Refrigerator for the amount of \$7629.95 **Motion adopted on a 5-0 vote.**

**Board Education**

Board Education article provides insights on becoming a Community-Centered Board.

**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:

- Douglas Bourgon, MD, Full Active Privileges in Radiology

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- Irfan Qureshi, MD, Full Active Privileges in General Surgery
  - Travis Brown, DO, Full Active Privileges in Emergency Medicine
  - Suzanne Masias, CRNA, Full Active Privileges in Anesthesiology
  - Robert Lowe, CRNA, Full Active Privileges in Anesthesiology
- ii. Next Meeting: May 23 , 2024
- iii. **With the consideration and approval by the Credentialing Committee, we recommend that the Board of Directors approve the above named practitioners for privileges at Middle Park Health.**
- b. Policy and Procedures Report: 21 Reviewed/Revised; 1 New; 0 Archived.
- c. SDA Compliance Calendar
- i. If any new property included in district by 100% owner petition, deadline to record court order of inclusion with County Clerk and Recorder to enable district to levy tax against newly included property for the year in which the inclusion occurred. Sections 39-1-110(1.5) and 32-1-105, C.R.S.
  - ii. File a recorded copy of the certified court order of inclusion with the DLG and the County Clerk and Recorder. Section 32-1-105, C.R.S
  - iii. Record a special district public disclosure document and a map of the new boundaries of the district at the same time as recording the order of inclusion. Section 32-1-104.8, C.R.S.

**Motion:** A motion was made by Jodi and seconded by Kim to approve consent agenda.  
**Motion adopted on a 5-0 vote.**

**Communication Report**

**Foundation Report** (Jamie Jensen, Andy Radzavich) Jamie provides updates on two capital campaigns as well as B.A.S.H. fundraiser. Fraser campaign had received a large donation of \$250,000 in the form of stock. Total fundraising for Fraser is now at \$800,000. Foundation is looking at many grant opportunities and has seen great momentum community-wide. Fraser Committee continues to meet weekly on the capital campaign.

Kremmling Committee meets biweekly. Three grants are in motion as well. Foundation is also continuing to seek grant opportunities and community support, with the change collections around the area raising awareness.

B.A.S.H fundraiser is coming up June 1<sup>st</sup> at Headwaters Center. Foundation has sold half of

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the available tickets and sponsorships and expect to sell out. KFFR recorded a radio commercial for B.A.S.H. KFFR has also offered to DJ and MC the event. Kelsie is a project coordinator for B.A.S.H. Andy echoes appreciation of fundraising momentum and recent success. Jamie mentions that departments can submit unexpected capital requests through the Foundation as well. Mountain Rep for Joe Neguse, Julie Sutor, was also able to attend groundbreaking, showing support at a state level. Julie Sutor emphasized possible funding opportunities for Fraser Construction process.

Andy tells the story of the couple who donated the above stocks to Fraser Campaign. Couple met with Andy and Jason to discuss a donation for the Fraser Project. Following this meeting, our Facilities Director went above and beyond to assist the couple when he saw them on the side of the road with a flat tire. A few days later, the stock donation came in.

### **Board Chair Report**

Jodi reminds the group that we will be meeting for Strategic Planning tomorrow in the Wellness Center. Each of the pillars will be looked over, updated, discussed, and changed if needed. Jason discusses how individual department plans and overall hospital strategic plan fit together. A follow-up work session to discuss the action items will be determined at a future date. Revised, updated Strategic Plan will likely be presented to the board in June.

### **CNO Report**

Deb updates the Board on activities for Nurses' Week May 6-10. Awards for Nursing Staff will be given on May 9, and Board is encouraged to come. Deb's retirement party will follow the Nursing Awards Ceremony. Hospital Week is May 13—17. Different dress up days, "Get to Know Your Coworker" Bingo as well as multiple meals at different sites are planned. Drawings of participants will be done for prizes. All-employee gifts will also be distributed. Last week was Lab week and Lab Staff had additional activities and prizes.

A meeting will be done between Middle Park Health, CDPHE, and the attorney general of Colorado around the Staffing Plan waiver. Staffing Law was passed in September of 2022; required certain staffing levels for nurses in ED and inpatient units. Law requires 2 nursing staff per unit if there are any inpatients, even though our departments are very close in proximity. Additional staffing requirement costs our hospital an estimated additional \$250,000. Initially, we had been granted a waiver for 3 months, but were denied an extension. We have appealed the denial and now we will have to complete a hearing in order to continue the waiver. This hearing was scheduled for next week, however, it has been rescheduled to October. We may be able to resolve this matter with the state before October through documentation and re-

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writing of the plan. If we get the waiver, we will be able to go back to our normal staffing pattern. Until the waiver is received, we will have to maintain the higher level of staffing to meet the requirements of the law. During the budget season, we will need to make sure we are budgeting appropriately to whatever staffing scenario we face. Reason for the initial denial was discussed and leadership is confident that our likelihood of obtaining the waiver is good upon some clarification and additional documentation. Licensure is up-to-date, and CDPHE acknowledges we have completed all licensure requirements, but new licensure will not be released until this staffing case is resolved. It looks like we are expired and non-compliant, but we are not.

**CMO Report**

Work on Fraser Hospital's state license, billing processes, and Trauma certification has begun. Epic medical records software will need to have a new build as well. Fraser will be a "Meet Me" center for the Thor project, which is a hub supplying highly reliable, high speed fiber internet to our community (similar to what we have in Granby and Kremmling). There is a large expense getting the fiber to the "Meet Me" center. Town councils are very interested in this aspect of the project, especially due to the high speed, reliability, and redundancy of the project. Since many local businesses rely on internet for business purposes, this helps with economic development as well. Board discusses Special District Association's infrastructure grants that may be helpful for this project.

Dr. Coburn provides a service line update. Three cervical spine cases were completed last Monday. Plastics provider has completed credentialing and we are currently working on contracting and billing/cash pay model. New GI physician may also provide services to patients with chronic conditions. CRNA Brett Merritt has signed a contract with MPH; he fit in very well with our staff during his interview. Conversations with 1 potential Kremmling physician for primary care continue. Dr. Coburn discusses plans to increase Granby ED coverage and physician support during the busy summer season.

Dr. Lupica discusses the advantages and logistics of the Whole Blood program coming to Grand County. Clear Creek and Grand County will be the pilot programs for the state. Blood Drive will have option to donate Whole Blood. Dr. Coburn provides background on Whole Blood research, which began through military.

**CEO Report**

Jason highlighted the excellent team of physicians and providers we have as we recently celebrated Doctor's Day. They are engaged, focused on quality, patient care, up-to-date, making sure we are staying state-of-the-art in our care efforts. It is a real honor to work with this team.

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Change Healthcare is a national billing platform under Optum/United Healthcare. Ransomware attack previously discussed has led to ongoing concerns on whether there has been a breach in Protected Health Information (PHI). United Healthcare did pay the ransom to a first group of hackers, but a second group of hackers did not get payment, and are now threatening to release the PHI. This potential PHI breach is the responsibility of Change Healthcare / United Healthcare. For our hospital, none of the bills from that time period are tied up with Change Healthcare and their platform, and hospital has submitted those bills through an alternate system (such as manual claims processes). FinThrive was able to speed up our start day to 30 days instead of 90 days. Cash is beginning to come in through FinThrive. Bills held in Epic will now be put through FinThrive. Medicare is taking more set up, but now top 10 payers are now flowing through FinThrive. Kudos were given to our amazing revenue cycle team, and billing is starting to flow as it should. Jason emphasizes that other rural hospitals have not yet made a decision to move to a new platform and are now hard-pressed with billing needs. Dr. Coburn mentions that just a few days before the hack, Congress began an investigation into United Healthcare as being too large and vertically integrated.

Jason discusses employee engagement. Two town halls were held last week to provide employees with information on our Fraser Hospital: providing insight into the decision-making behind the project, answering questions and sharing plans. Employees were also introduced to our new CNO, Amy Binkley.

Jason provides an update on the Rural Futures group, which he has presented about to the board in the previous months. Graduate Student collaborator from Duke University is completing his portion of the project and will be graduating soon. Data collection is being completed and soon the group will present to the Polis administration. Progress is being made, and each hospital in Colorado has provided support. Jason asks the board to consider providing financial support to the group in the amount of \$5,000. Board discusses potential of involving the Foundation. Board determines to provide financial support and then ask the Foundation to match. Jason will present on Rural Futures to the MPMF board for consideration as well.

**Motion:** A motion was made by Kim and seconded by Mike to approve donation to Rural futures in the amount of \$5,000. **Motion adopted on a 5-0 vote.**

**Old Business**

**New Business**

**Board Discussion**

Board discusses the possibilities of enhancing and building our collaborative relationships with

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EMS in light of a transition in leadership. Dr. Stuerman is on the interview panel for the EMS director.

Dr. Coburn also shares the good news that one of our Critical Care Techs, originally from Turkey, has just passed his citizenship test to become a United States citizen. Celebration will be held for him tomorrow. Deb shares that he started as a unit secretary, then became a paramedic, a Critical Care Tech, and is now going to medical school.

**Items for Next Agenda**

**Executive Session**

Discussion of CEO/CFO evaluation metrics for at-risk pay. §24-6-402(4)(f), C.R.S.

**Motion:** Mike made a motion to move to executive session at 7:58 pm. Jodi seconded.  
**Motion adopted on a 5-0 vote.**

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

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

**Motion:** A motion was made by Mike and seconded by Jodi to adjourn the executive session at 8:11. **Motion adopted on a 5-0 vote.**

**Executive Session**

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 Granby Land

**Motion:** Mike made a motion to move to executive session at 7:58 pm. Jodi seconded.  
[Second topic of Executive Session discussed at 8:11 am] **Motion adopted on a 5-0 vote.**

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

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

**Motion:** A motion was made by Mike and seconded by Jodi to adjourn the executive session at 8:45. **Motion adopted on a 5-0 vote.**

**Resumption of Open Session**

1. Discussion of change of metric for CEO/CFO at-risk from EBITDA to net income measure.

**Motion:** A motion was made by Kim and seconded by Mike to change the at risk measurement from EBITDA measure to Net Income measure. **Motion adopted on a 5-0 vote.**

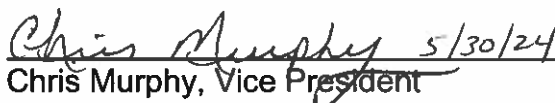
2. Direction given Senior Leadership regarding Granby land.
3. Direction given Senior Leadership regarding Cliffview.
4. Review of consent agenda item with Dawna's request.

**Adjournment of meeting**

**Motion:** A motion was made by Jodi and seconded by Chris to adjourn the meeting at 8:49 pm. **Motion adopted on a 5-0 vote.**



\_\_\_\_\_  
Jodi Docheff, Board President



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Chris Murphy, Vice President

Approval Date: 5/30/2024

Minutes taken by: Rosalie Rust