

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, May 30, 2024

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; *Kim Cameron, Secretary/Treasurer [ABSENT EXCUSED]*; Dawna Heller, Member [Virtual- Arrived 6:56].

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; Tiffany Freitag, Director of Marketing and Med Staff Coordinator; 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]* Dave Studebaker, Eide Bailey Representative [Virtual]; Chris Dillon, Eide Baily Representative [Virtual]; Mikealena Horner, Senior Accountant [Virtual]

Conflicts/Potential Conflicts of Interest

No Conflicts/Potential Conflicts of Interest were disclosed.

Agenda Approval

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

Public Comments No public comments were made.

Minutes Approval

Motion: Jodi made a motion to approve minutes from April 25, 2024 board meeting and Mike seconded. **Motion adopted on a 3-0 vote.**

Reports of Good News

Hospital Week (Jason): Our Hospital celebrated Hospital week with lots of events every day including games, food. All staff recognition and gift provided to thank our staff.

Nurse's Week (Amy): Decorations and Recognition was placed throughout the hospitals with banners, candy and flowers. Annual Excellence in Nursing awards were handed out to MA, CNA as well as LPN and RN staff members and a display is up in the conference room.

Deb's Retirement Celebration (Tiffany): Following Nurse's awards ceremony, Deb's

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, May 30, 2024

retirement party was held; was well attended and went over very well. Next week is her official last week.

Employee Citizenship Celebration (Jason): ED employee from Turkey became a citizen of the United States and a celebration was held to recognize him. He is aspiring to go to Medical School as well, with some support from our Foundation.

Health Fairs (Tiffany): Granby Health Fair was last of the spring season with 100 participants; Health Fair participation is down across the nation. Discussion has been held between Fraser Lion's Club, Walden Lion's Club and Granby Rotary about the future of our health fairs. Fraser and Granby Health Fairs may potentially be combining. We are still planning on holding the fairs, but format may look a little different. Labs before the fair helps utilization, and we may expand this option. Health Fairs help people get lab work done, help connect participants with community organizations and resources, and provide free screenings.

Blood Drives (Tiffany): Granby Blood Drive was held last week; attracted 32 donors, despite the fact that EMS had a blood drive the next day. Both drives were successful and new donors were attracted. Many donors gave whole blood.

Sports Physicals (Tiffany): Clinic and Physical Therapy staff offered free sports physicals at West Grand several weeks ago to middle school and high school athletes, with over 90% participation. July will be the date of the East Grand Sports Physical day. Rehab services provides Scat 5 assessment which provides a baseline for any potential head injuries and concussions.

Career Fairs (Tiffany): East and West Grand Schools have combined their career fairs. West Grand hosted the Career Fair this year at Inn at Silvercreek. 40+ Businesses from the area attended; MPH had 8 tables showcasing various healthcare career choices.

Fraser Updates (Chris Penney, Owner's Rep): Chris refers to Board Report and requests any feedback on amount of information. Start date had been delayed due to weather, and an unexpected soil quality mitigation issue has changed the expected completion date still further, with a potential to claw back time as possible. Changes in cost due to this scope of work was further discussed from the Board Report as well as other items on the Change Order log. Changes are categorized and calculated as a percentage of the Contractor's GMP Goal is to have the Change Order be no more than 10% of the GMP. Board members provide feedback that they do prefer to see the detailed level of information provided on the Change Orders. CDPHE changes discussed, including food service heating/kitchen area. Budget overview was provided.

Eide Baily 2023 Audit(Dave Studebaker, Audit Partner; Chris Dillon, Audit Manager): Eide Bailey representatives reported to the board on the 2023 audit. Middle Park Health's audit

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, May 30, 2024

received an unmodified opinion, which is the highest level of assurance offered in the audit industry. It was noted that the prior year's audit was conducted by another firm.

Patient net accounts receivable increased year over year; Estimated third party payor settlements is a liability/payable this year and is an end of year "true up". Stop Loss was a receivable in 2022 but was not triggered in 2023. Assets held on behalf of others line item are the Cliffview assets. There has been an increase in net patient service revenue year over year, driven by both rate and volume increases. There has also been an increase in professional fees and purchased services, much of which was driven by Anesthesiology. Auditor remarks on how unusual it is to have a decrease in expense in supplies while still having increases in revenue; and he lauds our efforts in controlling supply costs. Operating Income is a positive number, which means that operations are sustaining the organization and allows the organization to operate strategically. Board members also discuss the favorability of our operating income. This number is also well above average across peer organizations throughout the country presently. In the footnote section of the audit, there is a calling out of the Fraser Campus construction project.

Since our hospital does receive funding from the federal government, our audit statement does contain 2 additional reports: First is a report indicating compliance with federal financial requirements as well as internal controls in place to ensure that organization complies with federal requirements. This document noted one deficiency regarding internal controls over financial preparation due to the fact that an exterior auditing firm is used to prepare the financial statements. This deficiency is very common amongst Critical Access Hospitals and is mainly procedural.

Board thanks entire team, especially with cost saving efforts that allowed supply costs to go down. Board discusses the fact that on several subsequent pages of the report, the property tax varies. This is due to one section being the property tax receivable (due next year); another section is the amount recorded as revenue (amount earned) and the third section is the actual amount received in cash (amount collected). Board member recommends an edit changing "Hospital" to "Hospital District" (because the hospital pre-existed the hospital district). An edit will be made in the final report to help clarify this.

Letter with audit provides a summary of the audit, which went well. There were no adjustments or past adjustments. Auditors thank our financial team for answering questions and their diligent work. Board thanks auditors for their professionalism and diligence. Comments were made that this audit was more straightforward and concise than previous years, but less comparison with other facilities. Next year, Auditors are hopeful that more comparisons will be available.

Motion: A motion was made by Mike and seconded by Chris to approve the 2023 Audit

**KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, May 30, 2024**

Report with amendment on page 9 as stated above. **Motion adopted on a 3-0 vote.**

Marketing Update: (Tiffany Freitag and Andy Radzavich) Overview of Middle Park Health Marketing provided by our marketing team. Main marketing campaigns this year have focused on Orthopaedic Services, Fraser Valley Reputation, and Emergency Services. Evolution of ad development was described, with an emphasis alluding to our beginnings as a historical hospital, expansion of service lines, Press Ganey emblem, and adding "your locally owned and governed healthcare system" as a tagline. Preferred placement of our ads and first right of refusal is available in the Sky Hi News newspaper. Ads have included some of our highly recognizable doctors and aim to let our community know we are accepting new patients. Advertisements of the new Fraser Campus have the enterprise zone contribution tax credit information, and "New Location Coming Soon" is also listed on our other ads.

Last year, Board graciously approved revamping of website; a 9 month process. Functionality has been improved and website has been improved to increase our "Search Engine Optimization", i.e. SEO. It is important that our website comes up at or near the top of the list during a web search, which is related to many different factors related to SEO. MPH contracts with an outside SEO management company and review SEO monthly. Click Through Rate has gone up 12.9% and keyword position has gone up 4.7% year-over-year, which is a high performance. Digital Display Ads are also used, and Ad Clicks have gone up 72.55% year-over-year. Building our brand is important and ad designs are recognizable, with brand colors throughout. Geofencing is a specific way to target where ads are served.

Social media presence has gained a lot of traction. Patient testimonials and staff recognition are both very popular and receive good engagement. Increased offerings and community partnerships are also highlighted. Sharing our story is our goal. Facebook, Instagram and Linked-In are the platforms used. Post Reach is up 486%, Contact Interactions up are 53% and Link Clicks up 138% year-over-year, despite slightly fewer posts

KFFR radio ads have been added as online listenership is growing. Over-the-air Community Forum and Interviews are also conducted. KFFR DJs will be at B.A.S.H. and will likely go live for the paddle raiser.

In 2023, we held 12 Community Education Events, 13 Community Outreach Events and attended 20+ Community Organizations, not including events like rodeo, farmer's markets, music events and parades.

April Financials(Emily Ebert): Emily details decline in cash due to increased interest expense as well as Change Healthcare Cyberattack. Line item was renamed 2024 COPs. April was a great volume month, driving favorability in gross revenue. Estimate on contractuals is higher

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, May 30, 2024

than budgeted. Salaries and benefits are slightly over budget while contract labor has declined. Other interest expense is favorable to budget due to interest rates. Leases had been understated in prior month as placed incorrectly, so this line item shows a true-up. Minor equipment line item is over budget but will be reimbursed by MPMF. Advertising is over budget due to physician recruiting costs, and miscellaneous expenses are up due to the timing of Hospital Week gifts. Net Operating income for the year is favorable to budget, but still a negative number. Interest revenue is strongly favorable due to the IBS account. For the year, we are hanging on to a slim positive net income number.

Record breaking surgical cases were up to budget and prior year; total in ER continues to grow. Clinic activity was surprising as numbers are up, despite the provider shortages. Self pay patient number is increasing, cash collections has collected more than last April. Significant catch up in this item, thanks to our team. Days cash on hand now reached 128.

Motion: A motion was made by Mike and seconded by Chris to approve the April 2024 financials. **Motion adopted on a 4-0 vote.**

Resolution 2024-05-01 Closing BMO Internal Savings Account (Emily Ebert) This account's funds were moved to the IBS account. This empty account will be closed as it serves no purpose presently.

Motion: A motion was made by Mike and seconded by Jodi to approve resolution 2024-05-01 closing BMO Internal Savings Account. **Motion adopted on a 4-0 vote.**

Board Education

Financial Basics for Trustees was the Board Education Item, which was noted to be timely.

Consent Agenda

1. Credentials Committee – May 23,2024

- a. **PURPOSE:** To ensure quality patient care by providing a quality system of credentialing and privileging for practitioners interested in providing services at Middle Park Health.
- b. **Review/discussion of approval of privileges for:**
 - Philippe Tirman, MD, Full Active Privileges in Radiology
 - Rebecca Jacobson, FNP – Full Active Privileges as a Family Nurse Practitioner
 - William Welpton, PA - Full Active Privileges as a Physician's Assistant
 - Julie Anderson, PA - Full Active Privileges as a Physician's Assistant
 - Nicholls Nelson, MD, Full Active Privileges in Emergency Medicine

**KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, May 30, 2024**

- Treve Henwood, DO, Full Active Privileges in Emergency Medicine
 - Elizabeth Casner, MD, Full Active Privileges in Emergency Medicine
 - Eliezer Hernandez-Linarte, DO, Full Active Privileges in Emergency Medicine
 - Lori Lynn Thorndike, DO, Full Active Privileges in Family Medicine
 - Thomas Jokerst, DO, Full Active Privileges in Family Medicine
- Next Meeting: June 20, 2024

c. 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.

2. Policy and Procedures Report: 22 Reviewed/Revised; 1 New; 7 Archived.
3. Quality Report
4. Annual CAH Review of Services 2023-2024
5. SDA Compliance Calendar
 - June 30: Auditor submits completed audit and audit report to district Board.12 File copy with State Auditor within 30 days after receipt.13
 - June 30: Submit audit report or application for exemption from audit to Board of County Commissioners or governing body of municipality that adopted a resolution of approval of the service plan if district has authorized but unissued general obligation debt as of the end of its fiscal year.

Motion: A motion was made by Jodi and seconded by Chris to approve consent agenda.
Motion adopted on a 4-0 vote.

Communication Report

Foundation Report (Jamie Jensen, Andy Radzavich) Andy provided an update on B.A.S.H. fundraiser. Outside coordinator was hired to help with preparations. Powerful video was also recorded that will be premiered at B.A.S.H.- but will also be used for other fundraising. Music, excellent auction items and re-imagined station-based food with more variety and better quality will also feature. Common Spirit team are bringing a large group and tickets sold out very quickly. Close follow up following B.A.S.H. is also planned; including thank yous, fundraising results, and survey.

Kremmling Community event is June 5th, which is a thank you to our community members for support. DOLA grant deadline is June 7th and MPMF will determine whether it is better to submit the grant now or wait until the next grant cycle, which would provide matching funds. MPMF also presented to Town of Kremmling and are waiting to hear back.

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, May 30, 2024

Grant writer was interviewed that may help with researching and writing grants for MPMF. Fraser fundraising will have a salon on June 20th; prior donors are inviting neighbors to also contribute. Several other large donors and foundations were discussed. Jamie notes that granting organizations do look to see 100% board financial support, but stresses that the size of the donation does not matter.

Board Chair Report (Jodi Docheff) Board pledge was discussed, board determines that this is redundant. Board determined that emphasis is more on orientation and expectations ahead of election. Board discusses commitment to serve/guidelines laid out for potential candidates in lieu of a pledge. Jodi asks for input to be sent to her on what to include on a FAQ sheet. Board discusses rounding schedule. Jodi asked about whether Senior Leadership was aware of potential funding from state and we have received this with our Psychiatric Nurse Practitioner grant. Senator McClusky and Senator Roberts held a meet and greet at our local library and Senior Leadership and Board Chair were in attendance. Jason mentions that our elected officials do a lot of outreach in our communities. Lastly, Board positively discuss potential of article, newsletter item or Social Media posts from the board perspective.

CNO Report (Amy Binkley) Amy brings a few minor changes to the board in updated Nurse Staffing Plans for Granby and Kremmling. Nurse staffing changes need to be brought to the Nurse staffing committee and to the board of directions; employee wellness is included

Motion: A motion was made by Mike and seconded by Chris to approve updated nurse staffing plans for Granby and Kremmling. **Motion adopted on a 4-0 vote**

Amy discusses Nurse's week. Nurses expressed appreciation at the recognition, more awards such as daisy or bee awards may be forthcoming to recognize staff.

CMO Report (Dr. Coburn) Dr. Coburn provided more information on prior soils testing, which missed the soil condition that needed mediation during the initial months of Fraser Hospital construction, just a matter of luck.

A slight decrease in the size of our Fraser parking area may alleviate the need to move power and utility wires; three islands may also be removed. Town Officials are supportive.

Dr. Coburn provides an update on provider recruitment for Kremmling Clinic and Emergency Department.

CEO Report (Jason Cleckler) Directors are meeting with staff and making department specific Strategic Plans. Those plans will be presented to our Leadership Team next Tuesday. They will then be compiled and come back to the Board of Directors for approval. Jason calls attention to the Rural Futures update inside of the packet. Jason is planning to attend the annual CEO Forum in several week, and sequestration and Medicaid payment rate may be discussed. A group of our leaders gave a presentation to the Lion's Club, which was well

**KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, May 30, 2024**

received. Questions and discussion were focused on Fraser, Cliffview and Service Lines. Pet Therapy program has also been positive. Winter Park Chamber put on a speed dating of different services in the area. 70 people were in attendance, and you each have 30 seconds to provide information.

Old Business /New Business/Items for Next Agenda

Board Discussion/Community Comments Dawna details a positive comment received about the MPMF presentation to the Town of Kremmling. Trustees also spoke of a conversation around office space in the Wellness Center.

Executive Session Negotiations. §24-6-402(4)(e), C.R.S. Funding Sources

Motion: Mike made a motion to move to executive session at 8:41. Jodi seconded.
Motion adopted on a 4-0 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, Dr. Tom Coburn, Amy Binkley.

Motion: A motion was made by Mike and seconded by Jodi to adjourn the executive session at 9:29. **Motion adopted on a 4-0 vote.**

Resumption of Open Session

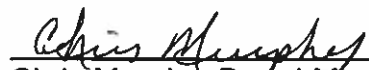
1. No decision was made. Board gave CEO direction to speak with Foundation regarding project's funds.

Adjournment of meeting

Motion: A motion was made by Jodi and seconded by Chris to adjourn the meeting at 9:30 pm. **Motion adopted on a 4-0 vote.**



Jodi Docheff, Board President



Chris Murphy, Board Member

Approval Date: 6/27/2024

Minutes taken by: Rosalie Rust