



**MIDDLE PARK HEALTH**

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*Keeping Life Grand*

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

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January 1-December 31, 2023

## 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 include but are not limited to outpatient intravenous therapies, inpatient, surgical services, pain therapy, emergency department/trauma, swing bed including extended care services. We offer state of the art diagnostic and laboratory testing. Our Rural Health Clinics are located in Kremmling, Granby, Winter Park, Walden and Grand Lake. 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 that should be revised or implemented.

## 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 the 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  
Sleep Studies

### 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  
Wound Care  
Orthopedic Medicine  
Pain Clinic

### 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 2023 COMPARED TO 2022

Inpatient days ↓23%	Kremmling Urgent Care Visits ↑ 30 %
Swing Care Days ↓ 8%	Rehabilitation procedures ↑ 12%
Extended care days ↑ 30%	Winter Park Clinic ↑ 10%
Surgery cases ↑ 24 %	Granby Clinic ↑ 16 %
Gastrointestinal (GI) Cases ↑ 3%	Kremmling Clinic ↑ 12%
Emergency Room visits no change in %	North Park (Walden) Clinic ↓ 6%
Lab procedures ↑ 4%	X Ray Procedures ↑ 6%
CT procedures ↑ 6%	MRI Procedures ↑ 9 %

Average length of stay for inpatients: 2.6 days (63 hours) in 2023 compared to 2.75 days (66 hours) in 2022. The length of stay by hours continues to meet the 96 hours annual average CMS regulatory requirement for CAH status.

### Emergency Department and Inpatient

- Participated in State of Colorado Recertification Review
- Passed Trauma Level 4 Recertification Review at both locations
- Held annual skills & competency day for all clinical staff in ED/Inpatient/Clinic and beyond
- Continued hires of Charge RN for Kremmling and Granby ED/Inpatient Departments
- Promotion of Clinical Nurse Manager to Director of ED and Inpatient Services
- Promoted two RN's to Nurse Supervisor role, one for each location
- Promoted two RN's to Trauma Nurse Coordinators, one for each location
- Promoted Lead to MPH educator who largely serves the ED/Inpatient units
- Trained and promoted RN to be PICC line certified to serve departments
- Purchased new 4 Phillips Intellivue monitors and upgraded existing central monitoring platform
- Achieved the Press Ganey Guardian of Excellence Award for patient experience in the Granby and Kremmling ED's
- Purchased two new Stryker defibrillators for Granby and Kremmling Trauma Bays.
- Saw a record number of patients in the ED in July

- Implemented new TNKase protocol for Stroke response
- Implemented Stroke Alert protocol to decrease DTI times
- Implemented HALO's and monthly Drills
- Remodel of Kremmling Specialty Care Unit

## **Surgical Services**

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For the year of 2023, 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. In addition, we have started communication with Dr. Hasan to start a reconstructive surgery program with plastic surgery services in 2024. We have also added Dr. Allison to Middle Park Health clinics with his first surgery case to be completed on February 16, 2024. 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 support the community with new surgical service lines that allows local residents and visitors to have surgery without having to leave the county. The Spine Program will offer Grand County and the surrounding areas Minimally Invasive Spine procedure options. Dr. Ratcliff, Dr. Dorf, Dr. Pfeiffer, Dr. Bevan, Dr. Qureshi, Dr. Eckermann, and Dr. Allison are seeing patients in different clinics throughout the community. This extended coverage allows existing and new patients an additional option to seek their health care closer to home.

### **Cases in 2023:**

1. General Surgery- 175 cases
2. Endoscopy cases- 601 cases
3. Orthopedics- 308
4. Pain Management- 208

**2023 total encounters= 1,292**

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 2024. Thanks to administration and providers for the continuous support they offer daily.

## 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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- The process for patients seen in Granby to get a fresh meal (Lunch and Dinner) delivered from Kremmling continues to go well.
- Weekly menus at Cliffview have been modified so that residents at Cliffview can fill out and indicate likes and dislikes each week. This has helped with moral and waste over time as this was implemented late in the year.,
- 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.
- (Bed Bugs) Had to set up at a different location to cook and serve meals 4 times while the building was being sprayed.
- Adjusted our menu with food supply shortages/delivery difficulties.
- Short staffed most of the year.
- Celebrated Birthdays with special meal and dessert for our residents at Cliffview and Hospital.
- Cliffview Dietary Department. Received 2 locally donated 4-H Side of Beef and 1 pig: (This happens every year). In August, approximately 800 pounds of donated meat (a cost savings estimated at \$4,500.00). This is high quality meat 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.
- New stove, Hand washing sink and refrigerator purchased for Cliffview Kitchen.
- New storage area at hospital now all dietary supplies are in the department and not being stored off sit at wellness center or in shed.

- **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. Started snack cart for winter months.
- 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.

### **Employee Satisfaction**

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

### **New Service Lines**

- Through the generosity of the MPH Foundation Granby Clinic received a specialized Wound Care Chair allowing us to treat a variety of patients.
  - Wound Care/General Surgery in both Kremmling and Granby now have the ability to utilize a nitrous machine for our patients experiencing anxiety and to help with pain. The machines in both Kremmling and Granby were donated by the MPH Foundation and will be utilized in both the clinics and the Emergency Rooms.
  - Orthopedics continue to expand throughout all locations within the county. Our Ortho practitioners also attend most of the home varsity games in both Granby and Kremmling, the community has loved having their support and expertise at these events.
  - Spine services have been implemented through once-a-month clinics starting this last fall and Dr. Allison will begin surgeries in early 2024.
  - Pain Management with both interventions and injections continue to grow and expand, going from 4 days a month to 5.
  - Cardiology has expanded their services to Kremmling once a month and Granby twice a month.
- 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; we continue to pass out our Vaccine confidence gift card to those patients who receive a vaccine.
  - Received Rural Provider Access and Affordability Stimulus Grant; through these funds we will be bringing on a Psychiatric Nurse Practitioner to readily address the needs of our community.
  - Donated over \$20,000.00 in free sports physicals across Grand and Jackson County.
  - Our Kremmling RN is trained and places PICC lines not only for MPH patients but also for St. Anthony Summit patients as well.
  - Our Clinic Care Coordinators have expanded their roles to include Behavioral Health Navigation to address the Social Determinants of Health and promote greater health outcomes across all the locations we serve.
  - Kremmling, Granby, and Winter Park RHC completed and passed with surveys with flying colors, two of them were “perfect” no suggestions made!
  - Through adjustments made to scheduling templates, we’ve been able to see the same number of patients, while reducing overtime by 60%.

## Diagnostic Imaging

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- In 2023, the Diagnostic Imaging department at Middle Park health provided the following services and achieved the following successes:
  - Provided and performed almost 16,000 imaging exams compared to 14,000 in 2022
  - Re-instated our screening mammography program in November 2022 and performed 373 mammograms in 2023
  - Increase in imaging procedures from 2022 to 2023
  - MRI increase 8.5%
  - CT increase 7.5% in Granby and 3% in Kremmling
  - US increase 12% with an increase in echoes of 14%
  - Overall increase across all modalities and all locations (hospitals and clinics) 8.9%
  - Did not run out of I.V. contrast or need to reduce dosage during contrast shortage.

## Rehabilitation

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- Likelihood to recommend: 95%
- Odezza Patient satisfaction: 4.9/5 stars
- Best of Grand – PT clinic: 1st place
- >200 hours of community service/volunteering in 2023
- Donated over \$25,000 in Sports med coverage to high school sports programs.
- NSCD Adaptive Riding Program- All staff volunteer day summer 2023
- Emergency Scenario with EMS for high school sports
- Hosted 1 Doctoral student (CU and Regis), 11 high school students interns
- Staff Certifications/education:
  - Neuro/Concussion Specialist in Fraser
  - Advanced Pelvic Floor treatment
  - Additional Dry Needling Certifications
  - Advanced Hand Therapy capabilities
  - Annual Inpatient competency Training
  - Held monthly Journal article review of Ortho topics
- Completed installation of custom storage cabinetry in Granby Clinic

## Facilities/Plant Operations

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- Began original Kremmling Remodel
- Opened inpatient Rehab in Kremmling Original Hospital
- Installed HVAC in original building including air handlers and condensing units.
- Cliffview eradicate of Bed Bugs
- Installed new heat tape at Cliffview.

- New carpet in common areas in Cliffview
- Coordinate with Project Cure to donate two box trucks of equipment which cleaned our Wellness Center Gym as funding continues to progress.
- Installed custom cabinets in Granby PT in old window wells.
- Passed Life Safety for all facilities.
- Replaced some key components on RTUs in Granby.
- Continue with the day-to-day maintenance for 7 sites.
- Staffing continues to be challenging as we lost 3.5 FTEs and replaced them with 2 FTEs.
- Began preconstruction legwork on Middle Park Health Fraser.
- Continue to work with MEP in Kremmling to work out issues with the new expansion.
- Implemented a new software program Maintain X to track Preventative Maintenance and Maintenance Requests.

## Medical Staff Changes Since the 2020 Annual Review

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The following providers are no longer with MPH:

- Mark Wisner, DO
- Viktoriya Street, PA

The following providers joined the MPH team:

- Jason Zhang, MD

## 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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| <ul style="list-style-type: none"> <li>• Hospital deaths</li> <li>• Cases involving patient and/or staff complaints</li> <li>• Readmissions</li> <li>• Transfers</li> <li>• Adverse drug events</li> <li>• Trauma cases</li> </ul> | <ul style="list-style-type: none"> <li>• Hospital acquired conditions</li> <li>• Codes</li> <li>• Clinical quality measures</li> <li>• Against Medical Advice (AMA)</li> <li>• Left Without Being Seen (LWBS)</li> <li>• Sepsis</li> </ul> |
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## 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 attested 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)
- MPH reports data annually for the Small Rural Hospital Improvement Grant Program (SHIP)

## 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: 365      \* Retired: 127      \* New: 30**

# PERFORMANCE IMPROVEMENT AND QUALITY ASSURANCE

## Clinical Quality Measures

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

### Preventable Harm Rates: Hospital Acquired

- Blood Stream Infections: 0
- Catheter Associated Urinary Tract Infections: 0
- 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 and KREMMLING BLOOD BANK DATA	
# Patients transfused	27
# Crossmatched units	80
Crossmatch-Transfusion Ratio (CTR)	2.96
# Total number of transfusion	27
# of Antibody screens	171
# of ABO/RH tests	248

## SUMMARIES AND OTHER NOTABLE IMPROVEMENTS

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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 2023:

- Granby and Kremmling Emergency Departments were awarded the Press Ganey Guardian of Excellence for patient experience.
- Successfully completed several State and Federal surveys including Health Safety, Life Safety, Pharmacy DEA, Assisted Living Facility, RHC (Granby, Winter Park and Kremmling), CLIA for the lab in Kremmling and Mammography in Granby.
- Granby Physical Therapy won first place in Best of Grand.
- Completed the Statement of Work for the Fraser project.
- Hired Owner Representative for Fraser Project.