

**KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, June 27, 2024**

With meeting notice, Jodi Docheff called the Kremmling Memorial Hospital District board meeting to order at approximately 6:02 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 [Virtual]; Dawna Heller.

Non-board attendees present: Jason Cleckler, CEO; Amy Binkley, CNO; Emily Ebert, CFO; Becca Norman, Financial Analyst; Rosalie Rust; Executive Assistant; Dani Kloepper, Director of Quality and Risk Management; Andy Radzavich, Executive Director of Middle Park Medical Foundation [Virtual]; Jamie Jensen, Board Chair of Middle Park Medical Foundation [Virtual]; Chris Penney, Owner's Rep [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; noting the updated version of agenda has removal of 1 provider from the Consent Agenda.
Motion adopted on a 5-0 vote.

Public Comments No public comments were made.

Minutes Approval

Motion: Jodi made a motion to approve minutes from May 30, 2024 board meeting and Dawna seconded. **Motion adopted on a 5-0 vote.**

Reports of Good News (Jason Cleckler) Last night, Forum held with KFFR radio show. Members of Middle Park Health leadership team worked to heighten awareness in our community of the Fraser hospital build and answer general questions from the community. Jason expresses appreciation of team helping to keep the buzz going on hospital-related topics.

Wellness Center Open House (Andy Radzavich) Pizza, activities and games were provided during Kremmling Wellness Center outreach party. Since that event, \$28,000 additional dollars have been fundraised. Kremmling Days, Mustang Mile and KowTown Gravel race all are upcoming opportunities to raise funds for the gym.

Middle Park Health Summer Events (Andy Radzavich) KowTown Gravel is next weekend, and over 500 riders have been registered. Granby and Kremmling Farmer's Markets are

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weekly affairs. Many other events, such as Blues from the Top, will be attended throughout the summer.

B.A.S.H Fundraiser (Andy Radzavich) New record hit with B.A.S.H. this year, which netted \$280,000. Jamie adds the comment that fundraising for Fraser surpassed \$1 million mark during B.A.S.H.

Fraser Updates (Chris Penney, Owner's Rep): Chris Penney overviews changes to timing and costs since last month's report. Design changes to parking lot will provide cost savings, negating the need to move power lines. CDPHE kitchen requirements are being worked through with legal team and senior leadership. Jason shares some concerns on the kitchen design that came up in conversation with CDPHE, regarding the scope of the kitchen and dining area. In the new hospital, as in Granby and Kremmling, a small food-holding and prep area is planned without a dining area. If a waiver is required, then the waiver process could cause a delay. Our legal team feels like our kitchen design meets the CMS guideline, which should circumvent any state rule. Jason details multiple options regarding the regulatory aspects of the Fraser kitchen design. A letter will be drafted by our legal team, and we will send this to CDPHE, and we are hopeful for a rapid resolution. Jason will share this letter with the board.

Chris Penney details the movement towards utilities on site. He describes changes to the construction schedule due to the soils work mentioned last month; an error in footer location did not impact the schedule. More oversight from architect is planned due to this error. More slab on grade concrete work and vertical steel installation will be anticipated in early July.

Contractor buy-out is close to completion, and Chris Penney is projecting a buy-out savings, which will provide a larger contractor contingency. Change orders in water loop design and in Nurse Call were described. Changes in the Telecomm Service line item and Electrical Service line item are anticipated to reflect cost savings as well. Nurse call had originally been budgeted as an owner direct cost, but now it will be part of the GMP. Board expresses appreciation of construction team looking for cost savings and working to stick to the schedule. It was also expressed that the Board appreciates the detail and flow of the board summary.

Quality Department Update: (Dani Kloepper) Quality department has 2 dedicated staff Members; director and quality manager. However, all employees play a role in Quality. Dani has served as our director of quality for a little over a year, but has 10 years experience prior to this role in Emergency and Disaster Nursing, with 5 years in Nursing Administration. Amy L., our Quality Manager, has served Middle Park Health for 9 years. Her revenue cycle background is a good counterpoint to Dani's medical experience. Amy has a Certified Healthcare Access Associate (CHAA) certification and has 20 years of experience in healthcare. Career development has involved certification in Just Culture, COPIC risk and

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liability webinars, peer networks, and conferences.

Quality involves monitoring data, analyzing that data and improving hospital practices, in turn impacting patients and staff. Monthly quality committee meetings are held, and board reports are submitted for review. Quarterly and Monthly metrics are included. Process Improvement items impact how we actively take care of patients. Directors and Quality team work together on these programs. Metrics are then submitted for federal and state programs, such as Hospital Transformation Program and Medicare Beneficiary Quality Improvement Project. These programs impact us as we get incentives for meeting milestones, as well as, can decrease payments to us if we don't meet the benchmarks. Dani also thanks the board for presence at the Quality meetings. Zero Suicide committee meetings will resume soon; this meeting had paused when Behavioral Health Navigator left MPH.

Risk management has launched new occurrence reporting software through Press Ganey. Essentials of Aggression Management course has been implemented and all employees will receive this training. Ethics committee will be launched soon, and a more robust Root Cause Analysis process will be implemented.

Emergency Management has focused on interdepartmental drills including changes to plain language codes in our overhead pages. Drills include interdepartmental trainings with community partners. Dani describes a clear positive effect of overhead paging on our ability to speedily get patients into imaging during a stroke alert. Community engagement efforts will be relaunched and soon we will have a new Emergency Alert System (Everbridge). Dani answers questions about the Quality Report; providing information on differences between Odessa and Press Ganey. Additionally, small sample size can cause fluctuations in the results from one time-period to the next. Amy Binkley offers the Essentials of Aggression Management course to the Board Members as they are community advocates.

May Financials(Emily Ebert) Chris M. provides a synopsis of the May financials. Daily expenses are down and days cash on hand are up. May cash collections were extremely high. Bond issuance cost was reclassified by Eide Baily and so our monthly statement reflects this change. The bond issuance cost will be amortized over the life of the loan. Upon attending a cost report training, a new approach to the cost report settlements will have net revenue and expenses both reflected. Emily shares that this training allowed us to go through our cost report line by line with changes to allocate costs in better way. Board mentions that change to Eide Baily has been positive.

Emily notes that the budget timeline will begin sooner. Our preliminary budget as a result should be more robust and more accurate. There may be a call for a special meeting to go

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over the preliminary budget with more room for board feedback. Board discusses the unknowns of budgeting for Fraser, with our Forecast as our guide.

Emily notes volume misses which drove a miss in total revenue. Contractual adjustments are 3% over budget, leading to net revenue 8% behind budget. Salaries and wages are over budget but still offset by contract labor savings. Benefits are high due to higher claims in health insurance. Changes to the bond issuance cost treatment mentioned above as well as massive cash collections lead to marked improvement on days cash on hand. Board discusses impact of strategic plan and process improvements in Materials Management department as related to overall cost savings. Emily mentions that more complex surgical cases will cause overall supply costs to rise, which is offset by increases in collections. Interest expense continues to be favorable. These changes caused total operating expenses to be 28% favorable to budget. Net income was \$1.1 million for the month.

OR activity was just slightly down when compared to budget and prior year. ER volumes were flat. Clinic exceeded budget expectations but trailed prior year. Emily highlights cash collections on the AR summary, as in May, over \$7 million was collected, which is a record. A celebration is planned for the Revenue Cycle during their upcoming meeting. Days cash on hand excluding the restricted funds is now at 149 days.

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

Cliffview Capital Request Proposal(Jason Cleckler) Because of our relationship with Grand County Housing Authority, capital process differs for Cliffview. As such, we are waiting for a response from the county and will not need a vote on this today, but information was provided for board oversight of Cliffview management. We are proposing either all new washers and dryers, or approval of replacement of half. Jason provided an overview of our laundry processes. A new local vender for laundry services was also discussed. Amy mentions that laundry process is highly regulated in healthcare.

Board Education

The Strategic Triangle: Vision, Mission and Values Graphic was included in the board packet.

Consent Agenda

1. Credentials Committee: June 20, 2024

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- **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.
- Review/discussion of approval of privileges for:
 - Patrick Johnston, DO - Full Active Privileges in Orthopedics
 - Todd Odegaard, DO – Full Active Privileges in Family Medicine
 - Peter Fitzpatrick, CRNA - Full Active Privileges in Anesthesiology
 - Alexi Perkins, PA - Full Active Privileges as a Physician Assistant in Family Medicine
 - David Norman, CRNA - Full Active Privileges in Anesthesiology
 - Stephen Humpal, MD – Full Active Privileges in Family Medicine
 - Whitney Juselius, MD - Full Active Privileges in Cardiology
 - Jordan Ryan, MD - Full Active Privileges in Emergency Medicine
 - Ryan Lucas, DO - Full Active Privileges in Emergency Medicine
 - ~~Michelle Disher, MD – Full Active Privileges in Emergency Medicine~~
 - Adam Yeagley, PA - Full Active Privileges as a Physician Assistant
 - Bret Merritt, CRNA - Full Active Privileges in Anesthesiology
 - Christopher Oudekerk, CRNA - Full Active Privileges in Anesthesiology

Next Meeting: July 18, 2024

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: 3 Reviewed/Revised; 1 New; 1 Archived.
3. Quality Report
4. SDA Compliance Calendar
 - June 30: Auditor submits completed audit and audit report to district Board. File copy with State Auditor within 30 days after receipt.
 - 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 Dawna to approve consent agenda.
Motion adopted on a 5-0 vote.

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Communication Report

Foundation Report (Jamie Jensen, Andy Radzavich) Finance committee of the Middle Park Medical Foundation will recommend to the full board a donation to support the Plank by Plank campaign. MPMF full board will vote on this in early July and amount will be dependent on amount of funds raised in future months.

Upon recommendation by DOLA, MPMF board has decided to hold off on DOLA application until the next application cycle. This will give us more time to raise funds and examine the scope of the project. In the future, MPMF and Plant Ops will examine the construction budget for cost savings and prioritizations.

Andy describes a conversation with the Town of Kremmling on support, with a decision date in July. Andy mentions that any pledge, even those with a parameter or stipulation, will meet the requirements of DOLA for matching funds.

B.A.S.H. fundraiser raised around ~\$280,000; much coming in during the paddle raiser, which was matched. Thank yous were given to all employees and organizers who helped make the event successful. This fundraiser also heightened the profile of the Fraser Campus construction project. B.L.A.S.T golf tournament is slated for August 27th. Board gave positive feedback on the B.A.S.H. fundraiser and a hearty congratulations on the success of the Fraser Fundraising reaching \$1 million. B.A.S.H. is becoming well known outside of our area and is popular with Common Spirit team as well.

Board Chair Report (Jodi Docheff) Board Chair seeks feedback on the draft document regarding expectations for incoming board members. Board discusses word choices throughout the document as well as addressing pertinent changes in the board bylaws. Conversation ensued about attendance of additional meetings, such as finance and quality meetings. Board also discusses possibility of using an electronic version of the packet. Other board members appreciate a paper version. Jason will bring this to IT to see if there are repurposed electronic devices that could be used for this purpose.

Jason invites board members to round during upcoming Revenue Cycle meeting to recognize their recent success with massive cash collections.

CNO Report (Amy Binkley) Staffing waiver has been approved by the State. Employee Engagement is a top priority; currently asking employees to take the "Favorites" survey. Kim, Dawna and Amy were able to round together, and employees really enjoyed that intentional rounding. Amy provides a few quick updates on items that came up during rounding. Copy

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machine was ordered for the staff that reported a broken one. Additionally, exit interviews are conducted for all full time employees, but not for PRN, traveler or part time staff. Our HR director is developing an email to send out to these individuals to be able to collect information. A new approach to imaging came out of information received in the intentional rounding. We will remove the call requirement and have this radiology employee cross-trained to lab and work over a night shift. Daisy and Bee awards will be implemented to be able to recognize staff throughout the hospital. Engagement and retention are a key focus on our leadership team and our strategic plan. Staffing plan for Fraser is being developed. Our new grad program currently has 2 individuals, with 1 more incoming. Ties to local high schools also are a source of potential new employees in a variety of positions. CNA and MA program is embedded in the East Grand school; provides introduction to health care. Board discusses that there is good room to grow into a new career here, as well.

CEO Report (Jason Cleckler) New GI doctor is anticipated to start in August. Dr. Humpal is rejoining our team, and will be in Kremmling for 3 days, Granby 1 day, and rotate through Winter Park weekend walk-in clinic. Dianne Wettersten is retiring soon and a new Physician Assistant, Adam Yeagley, has been hired for that role. He also will be filling in the ED this summer. Grand Lake Clinic will regain a day and Saturday Clinic in Granby is reopening as a result. Full time CRNA will begin in August; and we will also have our own CRNA PRN pool. Dr. Eckerman will be able to do more pain management, due to more CRNA coverage. Orthopedic NP, another former employee, will be rejoining our team in August as well. Upon weighing our priorities and due to challenges, we are no longer considering contracting with the plastics physician at this time.

Jason provided a presentation on Middle Park Health to Mountain Shadows HOA in Grand Lake. If you have a local group you would like us to come and talk to, let us know.

Full strategic plan with departmental information has been provided in the board packet. Four pillars within the strategic plan have metrics and goals we discussed during Strategic Plan meeting in April. Each director met with their department and created a department specific strategic plan. These department specific plans then feed back into the main strategic plan. Engagement is a key component of the plan, especially staff input. Jason notes that this is not a new strategic plan, rather it is a renovated version of the plan originally created several years ago. A view of the plan as a living document that is constantly being added to, continued, completed and changed as needed is encouraged. Overall strategic plan is at the beginning, and then each department is highlighted in a new section. Every department is involved in and has their voices included in the strategic plan. Late fall timeline for revisiting the plan with a deep dive was discussed, though each board meeting and leadership meeting does tie into the Strategic Plan to some degree. Jason seeks any feedback the board has on the full plan, and board members can reach out with questions or comments. Kim asks for clarification on a portion of the strategic plan discussing a potential new wellness center in the former Granby

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Elementary School. Jason explains that this is included in the plan as informational, but we are not currently in a place to pursue this possibility.

Jason will be meeting with Kremmling Town Manager soon to discuss the support of the gym as well as increase engagement with the hospital. Office space issue seems to be resolved.

Common Spirit leadership is undergoing changes. Josh Neff, our liaison and VP of Rural Outreach, has accepted the CEO position at Mercy Hospital in Durango. He is staying with Common Spirit and will remain over the Rural Outreach, with renewed focus on supporting the affiliate and managed hospitals. Additional support will be provided, and Sarah Kay will remain main contact person. Additional education, legislative support and purchasing are key areas we will receive more support. Board discussed increased Common Spirit media presence. Emily explains the branding and unification of the Common Spirit entity nationally.

Old Business /New Business/Items for Next Agenda EMS update has been requested by the board for July. Board requests upcoming reports from Team Innovate and Plant Ops as well. Jason will reach out to EMS leadership to request an update.

Board Discussion/Community Comments Board discusses recent town meeting in which considerable rate increases in utilities were planned. Dawna and Kim described a successful rounding with Amy at the Kremmling location in June. Dawna requests clarification on providing feedback through the rounding and mentions how receptive and open employees were to sharing. Jason stresses how important employee feedback is within our organization. Board members can reach out to the Senior Leadership team in the future, who may refer to a specific teammate to work on any issues.

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

Motion: Mike made a motion to move to executive session at 9:07. 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, 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 5-0 vote.**

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Resumption of Open Session

1. No decision was made. Board gave CEO direction to speak to the landowner.

Adjournment of meeting

Motion: A motion was made by Jodi and seconded by Chris to adjourn the meeting at 10:05 pm. **Motion adopted on a 5-0 vote.**



Jodi Docheff, Board President



Kim Cameron, Secretary/Treasurer

Approval Date: 7/25/2024

Minutes taken by: Rosalie Rust

