

**KREMMLING MEMORIAL HOSPITAL DISTRICT**  
**d/b/a Middle Park Health**  
**Board of Directors Meeting Minutes**  
**Thursday, July 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 [Virtual]; Dawna Heller, Member.

Non-board attendees present: Jason Cleckler, CEO; Amy Binkley, CNO; Austin Wingate, Chief of Grand County EMS; Dr. Thomas Coburn, CMO; Becca Norman, Financial Analyst; Rosalie Rust, Executive Assistant; Tiffany Freitag, Director of Business Development; Dr. Jason Stuerman, ED Medical Director; 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:** Mike made a motion to approve the agenda and Dawna seconded. **Motion adopted on a 5-0 vote.**

**Public Comments** No public comments were made.

**Minutes Approval**

**Motion:** Chris made a motion to approve minutes from June 27, 2024 board meeting and Mike seconded. **Motion adopted on a 5-0 vote.**

**Reports of Good News** (Jason Cleckler) Jason thanks team for volunteering for Jazz Fest! The team answered a lot of questions about our services, our Fraser location, and held dynamic discussions. EMS was able to help our team to break down the event tent.

**Sports Physicals** (Tiffany Freitag) MPH hosts Free Sports Physical Days for high school students in Walden and Granby this week. Walden completed 35 sports physicals and Granby had 93 students attend. Back in Spring, West Grand had 92 middle school and high school student athletes attend, (both schools are accommodated due to volume differences).

**Kow Town Gravel Race** (Tiffany Freitag) Tiffany thanks our 65 volunteers for this event, from MPH, MPMF, and EMS. A total of 660 riders participated, and part of the proceeds from this race will be donated back to the Plank-by-Plank Kremmling Gym campaign. Cliffview held a Spaghetti Dinner fundraiser and was able to raise \$2,400.

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**Fraser Updates** (Chris Penney, Owner's Rep): CDPHE has inspected and approved our underground components. The construction team has accommodated for the expanded kitchen in case it becomes a requirement. Canon has created some challenges in the field, but we are hoping to get their final requirements soon. Signage is being planned for presently. Furniture layouts are being worked on. Comcast and Century Link have been on site, Xcel will be moving the gas line out of the way of the helipad in the next few weeks. Steel on the west wing has been underway, and second deck concrete will be poured soon. East wing concrete pour will be happening in the coming weeks. Sanitary sewer and water main have been completed, and storm sewer is underway. Board queried about an outstanding State Fire permit and resubmission is eminent, and we anticipate being fully permitted by end of August.

Change orders increased by \$120,000. Contractor has not yet spent their contingency, and we will spend \$103,000 of our contingency if those change orders are approved. Soil remediation costs have come in lower than projected. Electrical and Telecom services were over-budgeted for, so owner may realize some significant savings in our budget from these line items.

Chris details a plan to potentially protect and incentivize both schedule and budget performance; as the buyout savings have been significant for the contractor. Existing contract with Layton is very favorable for our market. A shared savings addition to the contract could become a performance bonus and split savings between MPH and Layton, which would be paid out only if building is completed on time. Chris details removing penalties for generating savings to the budget as well. Further discussion with our legal team will be part of the decision making process. Board discusses potential of incentivizing early and on time completion. Concerns were raised that early completion might result in the contractor cutting corners, and so a quality component was emphasized as also important. Board expressed support of efforts to incentivize schedule, budget and quality performance and fixing the rate.

**EMS Update:** (Austin Wingate): Austin is the new chief of Grand County EMS, and details his career path, including work in other parts of the state. He has been in Grand County for 3 years. Safety, quality, accountability, collaboration, service and sustainability are key focus points he emphasizes while leading his team. He expresses appreciation in how much collaboration there is amongst the external stakeholders as well. Other EMS services around the state are not doing as well financially as our local services, and overall EMS services largely is only paid if transports are made. Thus, new models of funding are being considered. Grand County EMS would like to be the premier employer of the Mountain West for EMS employees. EMS crews are out in our community at community events and mass gatherings; working with other safety providers in the county.

Austin describes the timeline of building new facilities in Granby and Fraser. In 2020, local voters approved a mill levy increase which would allow for this construction. Land for the

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Granby project is near the MPH Granby campus, and groundbreaking should happen next spring. Fraser Valley land is scarce and expensive, but facilities could potentially be rebuilt on the current site, but this facility would be undersized to the community needs. Teamwork between EMS and MPH has been great, and new projects such as Pulsara should continue to help with collaboration. New facility in Granby will have training space that may be used for multiple agencies. Board discusses high school EMT program, and would like to share the information on "Where are they now?" on prior graduates of the program. This program has been running for 19 years. Board and Senior Leadership share their thanks and excitement about the collaboration between EMS and MPH, as well as Austin's leadership.

Austin details challenges and issues with the launch of the Whole Blood program. GC EMS has been ready for the launch, however, continue to run into barriers with Vitalant, the company which provides the whole blood, who continues to issue delays. Austin feels we may be nearing the end of the challenges but does not want to ignore the fact that more hurdles may appear. Board asks what we can do to help support these efforts. Austin describes a potential for pivoting from the pilot program and moving to a different vendor if we do not make a path forward.

**June Financials**(Becca) Cash and Cash Equivalent were up on the balance sheet from May over \$300,000. June Income Statement shows a 2% miss in June due to weakness in surgical volumes and continued inpatient volumes. Contractual adjustments were favorable due to true up from prior months over-reserving. Net revenue was 7% ahead of target for the month. Exciting trend of salaries and wages being over budget due to over-estimating our vacancy rate and is offset by the savings to the Contract Labor line item. High health insurance costs have also driven an overage in that line item. Total operating expenses were 6% favorable for the month, and 8% favorable for the year mostly due to the bond issuance reporting changes. Net income was 232% favorable on a monthly basis. Board discusses some of the drivers to the favorability in the decline of contract labor, which includes our recruiter, housing stipend, and change to staffing in the OR from 3 teams to 2 teams.

Stats show misses to budget in inpatient, patient days and swing volumes. June was a weaker month for the OR volume-wise. ER volumes were up in both Kremmling and Granby. Granby and Winter Park Clinic volumes surged ahead, while other clinic levels continue to be lower. Board discusses decreases in the OR, which have largely been due to lower demand. Imaging, lab and rehab all show strong volumes for the month.

Cash collections came in \$1 million ahead of last June. Strong payer mix was 45% commercial in June, which is favorable. We have 151 days cash on hand and \$141,000 average daily expense. Team thanks board for coming to the Revenue Cycle Boot Camp for the celebration of the team; this was impactful to the team. Jason describes the quarterly luncheon of the

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Revenue Cycle staff.

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

**MPHS Scoreboard Capital Request** (Tiffany) East Grand School District has approached us to sponsor a new scoreboard. The school district are redoing all three of the sports fields. MPH received a request to sponsor the largest field, which is a mixed use field including football, track, and lacrosse. Price of the scoreboard is \$55,000, including all installation costs. Splitting the sponsorship was discussed, but concerns with splitting the sponsorship was discussed as a competitor might take the other slot. Middle Park Health would not have the option to choose who the co-sponsor would be. Sponsorship is for the life of the scoreboard and there is a lot of exposure for a long time. Board discusses the value and perceived reduced expense when considered a marketing strategy over the lifespan of the board. The board feels this purchase does align with our sports medicine goals and is in line with a similar purchase for West Grand High School several years prior, though amounts differ. Board discusses which is a more important donation at this point, the scoreboard or a contribution to the Kremmling Gym. Board also discusses adding advertising space on the back side of the equivalent Kremmling scoreboard, which would increase its profile. This consideration could be part of the 2025 budget. Board recommends requesting a call out during games, thanking the scoreboard sponsor.

**Motion:** Jodi made a motion to approve request for scoreboard sponsorship for \$55,363 and Mike seconded. **Motion adopted on a 5-0 vote.**

**Board Education**

Speaking Up for Your Hospital: Advocacy Basics for Trustees was included in the board packet.

**Consent Agenda**

1. Credentials Committee: July 18, 2024
  - **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:
    - Brian Cox, MD - Full Active Privileges in Radiology
    - Lloyd Kershen, MD - Full Active Privileges in Radiology

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- Alan Hise, MD - Full Active Privileges in Radiology
- Renato Ferreira Da Silva, MD - Full Active Privileges in Radiology
- Austin Starnes, MD - Full Active Privileges in Radiology
- James Tamas, MD - Full Active Privileges in Radiology
- Lynnette Telck, MD – Full Active Privileges in Family Medicine
- Meghan Mont, DO – Full Active Privileges in Family Medicine
- Rachel Scott, FNP – Full Active Privileges as Nurse Practitioner
- Eddie Lowe, MD – Full Active Privileges in Family Medicine
- Matthew Eckermann, MD - Full Active Privileges in Anesthesiology
- William Bowman, MD – Full Active Privileges in Dermatology
- Kristopher Matelic, CRNA - Full Active Privileges as a CRNA
- Stephen Bright, MD – Full Active Privileges in Emergency Medicine
- Michelle Disher, MD – Full Active Privileges in Emergency Medicine
- Mark Crane, MD – Full Active Privileges in General Surgery

Next Meeting: August 15, 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**

1. Policy and Procedures Report: 3 Reviewed/Revised; 4 New; 4 Archived.
2. Quality Report
3. SDA Compliance Calendar
  - i. File audit report with State Auditor within 30 days after the report is received, but not later than July 30, or file request for extension of time to file audit. Section 29-1-606, C.R.S
  - ii. Submit audit report 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 (December 31). Section 29-1-606(7), C.R.S.

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

**Communication Report**

**Foundation Update** (Jamie Jensen, Andy Radzavich) Kremmling Gym Plank-by-Plank

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campaign's current fundraising level is at \$292,000, with an addition of a preliminary net of \$14,000 from Kow-Town Gravel Race. Foundation is considering being a livestock sale sponsor. Other fundraising discussions will be discussed at next Monday's Foundation board meeting. October timeline for DOLA submission will allow us to continue to fundraise in August and September. Potential sponsors can be brought to the Foundation's attention so that they can make a personal ask.

Fraser Hospital campaign is currently \$1,050,000. Several smaller campaigns are upcoming, focusing on potential community donors.

B.L.A.S.T. Fundraiser: Annual golfing fundraiser is planned for August 27, 2024. 78% of golfers have registered, we are still looking for sponsors. The board is cordially invited to register or volunteer for this fundraiser.

Jamie details our community outreach and shares topics of conversation during local events, including interest in Fraser Hospital and many positive comments.

**Board Chair Report** (Jodi Docheff) Board bios have been requested; these will go out in Social Media postings. Other content will include opportunities for things to amplify on social media. Board discusses the launch of hospital-based email for board members and key Foundation board members. Additionally, iPad or laptop launch for the board members to utilize for board purposes was also discussed and is underway.

Dawna was able to round at the Granby location with Dr. Lupica. Security mirror is requested for Granby as there is a blind spot with people entering. Employees have been very open to talking to board. Enhanced training options and stress test space utilization were other suggestions given by employees.

**CNO Report** (Amy Binkley) Amy provides a staffing update. Currently there are 34 open positions and 18 travelers, but 5 of those travelers will be replaced with permanent staff. MPH has hired an OR circulator, a scrub tech that was PRN accepted a full time position, and a full time Physical Therapist was hired. Staff have been very involved in recruiting as well. Surgical Services has had 0 Surgical Site Infections this year, which is much better than the national average. New OR autoclave is being installed with a large crew.

**CMO Report** (Dr. Tom Coburn) Jodi asks about a Board Work Session to tour the new building. Dr. Coburn comments that in the Fraser building, if CT room specs are not received by Canon soon, concrete for this room may be poured later. Dr. Coburn mentions that the Town of Fraser has been easy to work with, have approved changes to parking area, and are conducting inspections without delay.

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Dr. Shawna Langstaff is our new Chief of Staff, and Dr. Bevan is Vice Chief of Staff. Potential Kremmling physician is interviewing in August. She is not available until summer of 2025; however it might be a good long-term option. GI doctor is going through credentialing as well. CRNA provider is starting August 5, and we have coverage set up through November. Adam Yeagley, our new clinic PA, will enable us to open in Grand Lake 1 more day a week and bring Granby Saturday Clinics back as well.

**CEO Report** (Jason Cleckler) Jason details the conversations he's had talking to Kremmling, Granby and Grand Lake town managers. During the Kremmling meeting, Jason discussed workforce housing and Kremmling Gym project. Jason was invited to present at the Kremmling town council meeting. During the Grand Lake meeting, Jason was invited to speak at the Grand Lake town council meeting in August as well. MPH is also being asked to collaborate with a medical tent at some new community events that the town manager is planning. During the Granby meeting, there was discussions of housing and transportation. The Lift bus does not go through Granby as frequently as the Fraser Valley. Additionally, Middle Park Health's stop is right on Highway 40, which is challenging for patients. A new stop closer to the hospital is planned with a new bus turnaround. A park-and-ride is another potential near the hospital. The Town of Granby will be breaking ground on affordable housing near the rodeo grounds this fall. Efforts are being made to make the housing both affordable as well as a good investment when the owner goes to sell their starter home. Jason reiterates that no single entity or development will fix the housing issue, so a multipronged approach is warranted. Jason received positive feedback from a local town trustee on their spouse's successful surgery.

Next all-employee survey is planned for September. An update on Rural Futures was sent out to our board members. As a part of the Rural Futures, Jason has been reviewing legislative materials from multiple surrounding states. Jason noted that many legislative bills die before reaching the vote. States have considered tax credit or direct payment initiatives to attract healthcare providers to rural areas. Telehealth is not sustainable because it is not reimbursed to the same level as direct care. Specialists who come in-person periodically are a better approach for local communities and hospitals. Kansas, Texas, and Tennessee are all highest on rural hospital closures. Hospitals continue to see a negative impact of increasing Medicare Advantage plan participation, in part because these plans are treated differently than Medicare on the cost report.

**Old Business /New Business/Items for Next Agenda**

**Board Discussion/Community Comments** Jason discusses negative social media and its potential effects on fundraising. Hospital policy is not to respond to negative social media posts, as others in the community likely offer the appropriate channels and responses. Many community members do post what we would post. Negative social media attacks are likely to be amplified and legitimized by attention. Press Ganey Guardian of Excellence awards speak volumes to the quality of care and the public perception of that care in our Emergency Rooms.

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**Executive Session** Mid-year CEO evaluation

**Motion:** Mike made a motion to move to executive session at 9:00 pm. Dawna 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

**Motion:** A motion was made by Mike and seconded by Jodi to adjourn the executive session at 9:51. **Motion adopted on a 5-0 vote.**

**Resumption of Open Session**

1. No decision was made. Board provided CEO feedback on performance objectives.

**Adjournment of meeting**

**Motion:** A motion was made by Chris and seconded by Dawna to adjourn the meeting at 9:53 pm. **Motion adopted on a 5-0 vote.**

  
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Jodi Docheff, Board President

  
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Kim Cameron, Secretary/Treasurer

Approval Date: \_\_\_\_\_

Minutes taken by: Rosalie Rust