

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, August 29, 2024

With meeting notice, Chris Murphy called the Kremmling Memorial Hospital District board meeting to order at approximately 6:05 pm. The meeting was held in the Wellness Center Conference Room and virtually via Teams.

Board members present: *Jodi Docheff, President (Absent Excused);* Chris Murphy, Vice President; Mike Ritschard, Member; Kim Cameron, Secretary/Treasurer; Dawna Heller, Member [Virtual].

Non-board attendees present: Jason Cleckler, CEO; Amy Binkley, CNO; Austin Wingate; Jessica Binkley, Director of Dietary [Virtual]; Karrie Sellke, Director of Cliffview; Mike Wilson; Director of IT; Dr. Thomas Coburn, CMO; Becca Norman, Financial Analyst [Virtual]; Rosalie Rust; Executive Assistant; Ray MacKendrick, Director of Facilities; Jamie Jensen, Board Chair of Middle Park Medical Foundation; Andy Radzavich, Director 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 Chris seconded. **Motion adopted on a 4-0 vote.**

Public Comments No public comments were made.

Minutes Approval

Motion: Kim made a motion to approve minutes from July 25, 2024 board meeting and Mike seconded. **Motion adopted on a 4-0 vote.**

Reports of Good News (Jason Cleckler) Dianne Wettersten's retirement party was held last Friday. She has been employed at Middle Park Health for 19 years and is relocating to Georgia. We appreciate all she has done.

Best of Grand (Jason Cleckler) Our community has voted and the top 3 places in each category in Best of Grand have been released. At Middle Park Health, 2 physicians, 4 APPs, one clinic, and one rehab department all fall into the top 3. For the first time, Middle Park Health has also been recognized as a Best Place to Work (over 50 employees). In October, the final rankings will be announced.

Middle Park Fair (Jason Cleckler) Jason thanks Board Members and Middle Park Medical Foundation members for representation at the fair. Dawna was a bidder on a steer; Mike

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helped with Fair as well. 4-H thank yous were shared with the board.

Fraser Updates (Chris Penney, Owner's Rep): Chris begins with an overview of design and schedule. On design elements, review is ongoing with fire protection and CDPHE. Equipment, furniture and interior/exterior signage selections are underway. Major milestones are tracking well with utility relocation coordinated and executed. Steel Erection and fireproofing are progressing. Envelope, roof and sheathing are scheduled to start mid-September. Parking lot asphalt will be planned for installation in October.

Chris discusses potential change orders that adjust the schedule component and substantial completion date, to June 10th, but this date is still being negotiated. Owner Change Orders have been approved for \$350,000 and some pending change orders are being processed. Owner contingency actually increased by \$34,000 because of a re-negotiation. Chris provides additional information on the change order summary, which is 1.2% of the GMP. To reach this point of the project with this level of contingency is a very good indicator. Chris summaries new change orders received in the last month, including site lighting and low volt infrastructure.

Chris reviews the budget summary. He is still anticipating savings in the Telecomm line item. Nurse call was reallocated. Owner contingency is now at \$1.84 million.

A modification to Layton's contract is recommended, as discussed last month. Chris provides a proposal for this modification, providing a further incentive for cost management and schedule performance. Firstly, contractor's fee is fixed in lieu of 4% of the final cost. Shared savings is only paid out if contractual substantial completion date is met, and contractor would get the lesser of 20% or \$300,000 of the realized savings, with the balance going to the owner. Several other updates to the contract include clarifying owner's rep name and the necessity to demonstrate delay to critical path activities for date changes. Chris describes the critical path in the schedule and demonstrates how some activities can be delayed without causing a change to the schedule while others are part of the critical path so would cause a delay, since many different activities are linked in the timeline. If Board approves contract amendment, it will go to Layton for approval.

Proposed Layton Contract Amendment (Chris Penney, Owner's Rep): Board reviews and discusses the amendment. Kristen Edgar, the attorney who wrote the original contract, wrote the amendment, and was very supportive of the amendment. Board scrutinizes the changes and discusses any potential pros or cons of the amendment.

Motion: Mike made a motion to approve the Contract Amendment and Kim seconded.
Motion adopted on a 4-0 vote

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Plant Operations Update: (Ray MacKendrick): Ray has been Facilities Director for over 8 years. Four team members work in Kremmling and 2 in Granby. Team members bring many skills to the table with combined experience of many years in construction, heavy equipment operation, flooring, heating and cooling, low volt, and drilling/explosives. 155,000 interior square footage covers 9 different facilities, including Fraser. Facilities budget is \$1 million per year. Cliffview is a challenge to the facilities team due to the age of the building.

Completing projects in-house allows the facilities team to keep costs down. Installation of CT, Xray, heaters and boilers are all items installed in-house. Relationships are maintained with general contractors, subcontractors, state and local authorities as well as hospital staff. Compliance is a big part of the team's work. Upcoming projects include installation of MRI in Granby. Heat coils and boiler work for Kremmling are being planned, as well as asphalt and landscaping work. Other potential projects being considered are OR Chillers, OR room entrance, Kremmling kitchen improvements and original hospital continued improvements and upper level of the Fraser facility. Department is fully staffed, and employees share on-call responsibilities 24/7. Jason and Ray highlight the customer service and lighthearted spirit of the team. Snow removal was discussed and Kremmling snow removal is completed by the team, but other facility parking lots are contracted with other companies. Sidewalks and entryways are cleared by the facilities team, however.

June Financials(Emily) Board discusses current financial presentation provided to the board. While curtailing the presentation and focusing on answering board questions was discussed, board members present expressed desire to keep same level of information provided.

Cash collection was up in the final month of clean-up post Change Healthcare cyber-attack. Income statement shows a miss on inpatient gross revenue, but outpatient revenue was up by 4%. MPH's total revenue is up 1.3 million on a year-to-date basis. We been over-reserved to the contractual adjustments, and revenue cycle team had not been turning accounts to bad debt, so both line items have been trued up this month. Overall, total contractual adjustments were 4% favorable for the month. Salaries and wages are 2% over budget for the month. Miss with contract labor this month is due to quarterly budget decrease. Senior Leadership continues to review contract labor and staffing with Human Resources weekly. New CRNA has onboarded, and we should see improvements to this line item for the remainder of the year. Timing of several other line items was discussed. Total operating expenses were 1% over budget for the month, but 7% favorable year to date. Net Operating income was ahead of budget for the month and year to date basis.

Inpatient admissions were up compared to last year. Transfers out are discussed by Senior Leadership on a weekly basis. Surgical cases were lower than expected, But GI procedures were ahead of target. ER Activity hit a record high and Urgent Care was also up. Increased

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clinic PA staffing will allow the resumption of more clinic days.

Changes in Medicare collections were described. July cash collections came in at \$5.5 million, over the \$3.9 million collected last year. Days cash on hand jumped to 161 days, with \$143,053 average daily expense. As we begin paying cash out for Fraser Construction, this picture will change.

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

Budget Contingency

Board discusses potential of placing a reserved amount for significant, unexpected requests, such as last month's scoreboard request. Budget contingency could be estimated by looking at prior years. Board discusses budgeting for Fraser; feasibility study is guiding our decisions.

Board Education

"Infusing Quality Throughout the Board Agenda" was included in the board packet.

Consent Agenda

Credentials Committee

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:

- Michelle Lupica, DO - Full Active Privileges in Family Practice
- Elden Iverson, MD – Full Active Privileges in Radiology
- Brett Sachs, DPM – Full Active Privileges in Podiatry
- Matthew Paden, DPM – Full Active Privileges in Podiatry
- Patrick Bevan, DO - Full Active Privileges in Orthopedic Surgery
- Caroline Perry, PA- Full Active as a Physician's Assistant
- McHale Anderson, MD -Full Active Privileges in Cardiology
- Cathy Pachocha, PA-C – Full Active Privileges as a Physician's Assistant
- Jennifer Merten, NP - Full Active Privileges as a Nurse Practitioner
- Daniel Frush, MD - Full Active Privileges in Radiology

Next Meeting: September 19, 2024

With the consideration and approval by the Credentialing Committee, we recommend

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that the Board of Directors approve the above named practitioners for privileges at Middle Park Health

2. Policy and Procedures Report: 4 Reviewed/Revised; 0 New; 0 Archived.
3. Quality Report
4. SDA Compliance Calendar
 - i. **August 25:** County Assessor certifies district's valuation for assessment (preliminary).
 - ii. **September 30:** If the State Auditor has granted extension of time to file audit, this is the final date an audit may be filed. Failure to file the audit may result in the State Auditor authorizing the County Treasurer to prohibit the release of any monies which were generated pursuant to the taxing authority of the district until the district submits an audit report to the State Auditor.

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

Communication Report

Foundation Update (Jamie Jensen, Andy Radzavich) Jamie provides a fundraising update. Wellness Center fundraising is currently at \$325,000; Town of Kremmling contribution is pending. DOLA deadline is first week of October for the match. Donor has agreed to contribute last \$50,000, so Country BASH success will be key in our efforts to reach goal of \$450,000. Fraser Fundraising funds have decreased due to the declining of a stock price of a contribution. With other donations coming in, \$994,000 is the current fundraising balance. Conversations with potential donors for Fraser have been underway. Grant writer for MPMF has been hired and this will help outline options.

Country BASH is a new fundraiser for the Plank-by-Plank campaign. Rose Gamblin has been vital in the planning of this new event. Many aspects of the event are through donations and are no cost to us. Country BASH has generated lots of buzz and excitement in our community.

Annual BLAST golf tournament was held Tuesday at Pole Creek Golf Course. Jamie thanks the board members and staff for participating and supporting this event. BLAST is a fundraiser used to support the structure of the Middle Park Medical Foundation. BLAST was able to net around \$30,000. Attendees provided lots of good feedback was given about the approach of this fundraiser.

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Board Chair Report Jason provides a brief update on a few talking points as Jodi is absent. Property tax propositions were being discussed at a special session of the state legislature. Jason will send additional information to the Board of Directors when it is received.

Jason and Jodi both met with Kremmling officials, and Kremmling organizations expressed interest in partnering and budgeting considerations.

Other agenda topics will be discussed upon Jodi's return.

CNO Report (Amy Binkley) Surgical Site Infections have remained zero for the year, which is excellent. Traveler rates are in flux and may be as low as 10 by the next board meeting. Interviews are being conducted for the radiology director position. Lab director is going out on maternity leave; laboratory supervisor will be covering for her. Senior Financial and Operations Analyst Becca Norman got married recently. Tiffany Freitag, Director of Business Development, has completed her master's degree. Surgeons met with Amy recently and they had some conversations about contract goals as well as other OR processes. Compromises in our surgical service contracts were discussed in order to meet the minimum purchasing requirements. Nurse Manager for Fraser has been hired, and she has good connections to the mountain, so this should be beneficial to our relations. Skills fairs will be held in October; education, competencies, flu shots and fit testing are planned. Team met with county housing authority for a preliminary budget meeting for Cliffview. Jason shares that Amy is now a county resident. Board discusses growth within the organization and within the county.

CMO Report (Dr. Tom Coburn) Adam Yeagley, PA, will be filling the vacancy left by Dianne Wettersten. Job offer has been made to Dr. Summer for the Kremmling position; we are waiting on acceptance. Senior Leadership is weighing adding a pharmacist position; husband of Dr. Summer is a pharmacist. We have been conducting many interviews for Psychiatric Nurse Practitioner, an Imaging Director, Walden APP, and EP providers for Fraser.

CEO Report (Jason Cleckler) Next Pulse Survey of Employee Engagement will be conducted mid-September and results will be shared with the board in October or November. MPH Team presented to the local REMAX realtors about the Fraser Hospital project. Jason also presented to Granby Rotary Club recently. Jason and Senator Roberts are penning an Op-Ed about how the legislature can support rural hospitals in Colorado. Ten rural hospitals in Colorado are vulnerable and 7 are in imminent danger of closure. New orthopedic APP is beginning soon to provide support to our ortho team and outreach to our community.

Jason and Karrie invite the community to Cliffview's 30 year anniversary Gala and Open House conducted tomorrow, 5-7 pm. Many updates have been made to the facility; particularly carpet and paint, and installation of new washers and dryers. Recent fundraiser of spaghetti dinner was able to raise \$2400 for the residents prior to the KowTown Gravel Race.

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Old Business /New Business/Items for Next Agenda

Board discusses a visit to the Fraser Hospital construction site, follow up will be sent via email. Coordination of board rounding at the Winter Park Clinic could be possible as well. Jason reminds the board that an impromptu tour could be set up as well.

Board discusses invitation to directors and teams to present to the board. Direction was given to invite Clinics, ED team, Recruiter/ HR Team, and Cliffview teams to the upcoming board meetings for updates.

Board Discussion/Community Comments


Stuart Thompson, local community member, spoke to Chris to share appreciation of Dr. Coburn. Board members second the appreciation. Dr. Coburn shares that the gift of time helps our local ED doctors make a big impact.

Board Meetings in October, November and December have changes in dates. Board discusses budget timeline and upcoming budget hearing.

Stay of Executive Session until next meeting as CEO/CFO metrics not available.

Adjournment of meeting

Motion: A motion was made by Mike and seconded by Chris to adjourn the meeting at 8:11 pm. **Motion adopted on a 4-0 vote.**



Chris Murphy, Vice President



Kim Cameron, Secretary/Treasurer

Approval Date: 9/26/24

Minutes taken by: Rosalie Rust

