

**KREMMLING MEMORIAL HOSPITAL DISTRICT**  
**d/b/a Middle Park Health**  
**Board of Directors Meeting Minutes**  
**Thursday, September 26, 2024**

With meeting notice, Jodi called the Kremmling Memorial Hospital District board meeting to order at approximately 6:00 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 [Late- 6:15]; Dawna Heller, Member

Non-board attendees present: Jason Cleckler, CEO; Amy Binkley, CNO; Emily Ebert, CFO; Dr. Jason Stuerman, ED Medical Director; Tiffany Freitag, Director of Business Development; Jubil Young, Director of Rehabilitation Services [Virtual]; Richard Quincy, Team Innovate Member and Physical Therapist; Dr. Thomas Coburn, CMO; Becca Norman, Financial Analyst [Virtual]; Rosalie Rust; Executive Assistant; Jamie Jensen, Board Chair of Middle Park Medical Foundation [Virtual]; Andy Radzavich, Director of Middle Park Medical Foundation; Chris Penney, Owner's Rep [Virtual]

**Conflicts/Potential Conflicts of Interest**

No Conflicts/Potential Conflicts of Interest were disclosed.

**Agenda Approval**

**Motion:** Jodi 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:** Chris made a motion to approve minutes from August 29, 2024 board meeting and Mike seconded. Jodi abstained from the vote due to prior meeting absence. **Motion adopted on a 3-0 vote.**

**Reports of Good News**

**Cliffview 30 Year Gala** (Jason Cleckler) Cliffview anniversary dinner was a success. Monies raised will help residents, and provide activities. Residents really enjoyed the social activities.

**Country BASH Donation Announcement** (Jason Cleckler/Andrew Radzavich) Town of Kremmling is pledging donation now for Plank-to-Plank project, and mayor will ceremoniously deliver the check during Country BASH.

**Wellness Center Update** (Tiffany Freitag) Rose Gamblin has noted an increased usage of the children's play area. Anticipated usage will continue to rise with poor winter weather. Thank

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you to MPMF for providing funds for this and second weight room. Movement with Mo is a new class, which our seniors enjoy. Intro to soccer was taught to enthusiastic 3 and 4 year olds by Rose Gamblin, and future intro to sports classes are planned.

**Excellence in Healthcare Service Award** Jessica Jimenez, Medical Assistant in Granby, received this award from the Grand County Rural Health Network. Jessica has been with Middle Park Health for over 10 years. She was recognized at a community event with KFFR radio station.

**Best in Grand Event** Middle Park Health is well represented with finalists at the Best of Grand community event. Final rankings will be released mid-October and board members are welcome to attend the event. Final results will be shared at the October board meeting. Board expresses excitement that we were nominated as "Best Place to Work: 20+ Employees", as it shows our hard work on workplace culture and engagement is paying off. It is our first year to be nominated in this category.

**Fraser Updates** (Chris Penney, Owner's Rep) Chris shares that DFPPC permit has been received, however CDPHE kitchen design is still up in the air. Exterior signage design is ongoing. Equipment selections are still ongoing, but is wrapping up. Steel superstructure has been completed and generator has been set, concrete slabs have been completed and site utility relocates were completed. Exterior framing, sheeting and waterproofing are currently underway, and much interior, exterior and site work is planned for the next month. Envelope dry in activities are slightly ahead of contract schedule, so that is good news as it may reduce temp heat costs. Parking lot asphalt is anticipated in October.

Nearly \$95,000 in Change Orders has been added to the log from last month. The largest portion of this amount is due to the parking lot redesign, which offsets utility relocate expense of nearly 2-3 times as much. Costs relating to the change will be evaluated since less materials will be used.

Chris discusses owner contingency and contractor contingency. Contractor contingency actually increased this month due to buy-out savings. Several additional service authorizations have brought our contingency down by \$106,125. Budget report was presented. A drafted version of a monthly cashflow will be discussed with Senior Leadership before presentation. Current Projections are that equity will begin flowing out in March of 2025.

**Team Innovate Update:** (Richard Quincy): Team Innovate was formed 4 years ago as a opportunity to have employees come together and express themselves about the hospital and its future. Most departments send representatives to bimonthly meetings, and co-chairs are Dr. Jason Stuerman and Holly Peck. Team Innovate's goals are to improve Middle Park Health for patients, employees and the community of Grand County. Information flows to Senior

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Leadership so they can address concerns. Several departments are not yet represented. Employees can email any challenges or discuss them with any representatives. This employee driven change committee has brainstorming sessions monthly. Team identifies and prioritizes topics and potential projects, contribute pillars for change, create action plans with leadership and add additional content for surveys. Housing Stipend helped dispel rumor that employees were not valued. Pillars for change in 2024-25 include culture improvement, education for employees and patients and increasing communication, particularly interdepartmental communication. Innovators of the Month Awards are given out to any employees who create innovative changes for Middle Park Health. Team Innovate will look at the next survey results from the employees' perspective. Team innovate is also brainstorming opportunities for certification-based pay. Board expresses appreciation of how much Team Innovate has developed since its inception, and all its efforts. Team Innovate's biggest challenges remain communication and staffing. Another opportunity is the streamlining of the data from the Employee Satisfaction Survey, so employees receive results in a timely manner.

**August Financials**(Emily) This month, cash did stabilize, and we anticipate good collections in coming months due to high volumes. Total Revenue was down by 1% due to misses in surgery, these were partially offset by higher ED visits and pharmacy. Bad debt is on the rise, partially due to Colorado-wide issues getting Medicaid patients re-enrolled post public health emergency. Net revenue is essentially on target for the month.

Salaries, wages and benefits line items indicate we're doing better than projected at hiring and onboarding staff. This expense still offsets our traveler usage, so it is favorable. CRNA coverage means costs are no longer in the more expensive professional services line item, as those costs are now reflected in the salaries and wages. We have made great progress in the Contract Labor line item, but we are feeling challenges reducing this line item still further. Board discusses some of the pitfalls and opportunities in further reducing Contract Labor, including employee development. Board also discusses new social media recruiter. Supplies were favorable, offset by misses in revenue. Purchase of some items created some noise as these were items paid for by Foundation. Net operating income was unfavorable for the month and net income was 20% favorable for the month.

Admissions were below budget, but observation cases were up. Surgical cases and GI procedures drove gross revenue misses. Volumes in the ED were strong for the second month in a row. Overall payer mix show a continued rise in self-pay. August cash collections have now stabilized from the Change healthcare issue. Days cash on hand have increased to 162 and average daily expense has increased slightly as well. Board discusses how equity draws will affect days cash on hand. Team is hoping to stay above 100 days cash on hand, but there are many unknowns. Dr. Coburn discusses opportunities for potential savings in Fraser but other potential liabilities that may come as we go forward with Fraser. Board discusses surgical

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volume misses.

**Motion:** A motion was made by Jodi and seconded by Chris to approve the August 2024 financials. **Motion adopted on a 4-0 vote.** *Dawna abstained from the vote as she was absent.*

**2025 Budget** Becca explains that 2025 Preliminary Budget does have the expectation that Fraser Hospital will be open about 7 months in 2025. Preliminary Total Revenue is projected higher due to Fraser and charge master increases. Salaries and Benefits line item has increased, with a 9% vacancy rate. This reflects our continued pattern of more employed people and less contract labor, which is budgeted lower in 2025. New positions as well as housing stipend are included. Increases in IT are due to cybersecurity and redundancy needs.

Supply spend is estimated as a percentage of gross revenue as volumes drive supplies. Depreciation increases due to bringing more supplies on-board. Budget increases are anticipated for all utilities. Travel and Education is very similar to 2024 budget, which frequently are realized later in the year. Advertising and Community Relations expenses were increased because of potential for expanding the tax district. Additional cost increases are due to specific ad campaigns related to Fraser. Miscellaneous budget increased due to board direction to have money set aside for non-anticipated requests (scoreboard sponsorships, livestock purchases, etc). Total Operating Expenses are projected to be close to \$65 million, and Net Operating Income would be close to a loss of \$3.8 million, due to some of the startup costs associated with a new facility. Total Other Revenue is expected to be close to \$5 million, which leads to a projected net income of \$1.3 million. Interest revenue will dry up rapidly next year due to using Fraser funds in the building process.

Emily thanks Becca for her extra work on the more robust preliminary budget. Board would need to provide confirmation that they anticipate payment of the COP costs. Board expresses appreciation of the more robust budget and recognizes Becca and director team for their work on the budget as well. Jason echoes appreciation of improvements in the budget process; increasing awareness amongst departments.

Becca went through the 2025 Capital Budget total. Comparisons between years were discussed.

**Motion:** Board provided direction to proceed with 2025 Budget with Middle Park Health, including funding of the COP debt payment. **Round Table: Yes- Jodi, Mike, Kim and Chris.** *Dawna abstained from the vote as she was absent.*

**Board Education**

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“The Board’s Fiduciary Responsibility” was included in the board packet.

**Consent Agenda**

Credentials Committee- September 19, 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:

- Erik Dorf, MD - Full Active Privileges in Orthopedic Surgery
- Virginia Scroggins Young, MD – Full Active Privileges in Radiology
- Bridget Lauro, MD – Full Active Privileges in Radiology
- Toko Morimoto, MD – Full Active Privileges in Emergency Medicine
- Khristin Degli, PA – Full Active Privileges in Orthopedic Surgery
- Chelsea Dymond, MD - Full Active Privileges in Emergency Medicine
- Roger Liu, MD – Full Active Privileges in Radiology
- Courtney Bhat, MD - Full Active Privileges in Gastroenterology
- Steve Motarjeme, MD – Full Active Privileges in Emergency Medicine
- Jay Thompson, MD – Full Active Privileges in Orthopedic Surgery
- Rohan Trivedi, MD - Full Active Privileges in Cardiology

Next Meeting: October 17, 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: 5 Reviewed/Revised; 0 New; 0 Archived.
3. SDA Compliance Calendar
  - i. October 15 Qualified person prepares and submits proposed budget to Board. Section 29-1-105, C.R.S
  - ii. Publish / post notice of budget and hearing. Section 29-1-106(3), C.R.S.

**Motion:** A motion was made by Jodi and seconded by Mike to approve consent agenda. Dawna abstained from the vote as she was absent.. **Motion adopted on a 4-0 vote.**

**Communication Report**

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**Foundation Update** (Jamie Jensen, Andy Radzavich) Fraser Campaign has \$1 million raised, with a focus on major donors presently. Committee is meeting weekly to discuss potential donors and strategies. Presentations to oil and gas industry donors have been underway. Jason and Andy also presented to a developer group. Another foundation has shown interest in donating. A new grant writer is working on determining which grants would be applicable to our Fraser Hospital.

Kremmling Plank-to-Plank campaign has raised \$325,000, with several large donations being planned for announcement at Country BASH. Funds were placed in certificates of deposit, so they are earning interest. Next step for the DOLA grant is early October. Solar and energy efficiency proposals have been received. Andy describes several scenarios based on the result of the DOLA grant. Board discusses the potential of investing into the project. Discussion ensued around pledging dollar amounts that would come out of the 2025 budget. Conversation on this topic led into Dr. Coburn's presentation on Energy Efficiency, see CMO below.

Country BASH is generating a lot of buzz. Andy encourages board members to get tickets now. George Rojas, Surgical Director, will be smoking brisket, along with a wide range of other meats. Foundation has already sold many tickets and is very hopeful with the fundraising prospects of Country BASH.

**Board Chair Report** Jodi shared information from the SDA conference regarding property tax cap, which could impact our tax revenue. Dr. Brooks was voted as the SDA Board Member of the Year, as he has served 30 years on the Fire Protection District. Jodi believes we may have potential to win District of the Year next year. Meeting on September 30<sup>th</sup> will be held with Kremmling mayor and other entities. Conversation ensued around scheduling our Fraser site tour, which was scheduled for Friday, October 18<sup>th</sup>. Board rounding for Winter Park clinic will be the first stop, followed by the Fraser Hospital tour.

**CNO Report** (Amy Binkley) Zero percent infection rate continues. One positive patient for C. Diff, but it was determined to be community onset so does not affect our rate. Hand hygiene secret shopper form has been going well. Interim Imaging Director is no longer with us; new local candidate will be meeting with staff next week. Nurse New Grad program is going well. We held a recent onboarding with a record breaking number of new employees. Slight uptick in traveler positions has been seen due to some full time staff leaving. Jen Lisenby has accepted Nurse Manager position for Kremmling, and will continue Trauma Coordinator duties. Pharmacist position has been opened, with a potential candidate.

Kudos to George Rojas for barbeque-ing for Birthday Bash. Board encourages inviting all emergency responders to one of our future barbeques. Quality report was missing this month

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due to a family emergency for the Quality Director; it will be included in the next month's board packet.

**CMO Report** (Dr. Tom Coburn) Dr. Coburn reiterates that DOLA grant is more likely to be successful if energy efficiencies are added to our plans. This includes upgrading all lighting in the Wellness Center, as well as adding solar panels to our roof. Proposed energy project costs \$219,000. If we use this as our pledge, we've already reached our fundraising needs for the DOLA match. Discussion ensues between leasing the materials or purchasing the materials, rather than a loan, because a loan is not an option due to Fraser COPs. Dr. Coburn breaks down upfront expenses, as well as rebates from adding energy efficiencies. Even if the DOLA grant is not successful, Dr. Coburn stresses that the lighting upgrade and solar panels will pay for themselves within 10 years, due to lowering energy costs. Board decides to consider this option at a special meeting, with more information on costs and feasibility.

Dr. Coburn and Ray MacKendrick are providing oversight to the Fraser Hospital construction daily. Exterior finishes are going onto outside of the building; roofing will be going on soon.

Dr. Allison, spine surgeon, had been coming up to see patients and has done surgeries here. However, Dr. Allison's group is now no longer with Common Spirit, so more brainstorming and discussion is underway to get him back up here for our patients with this change. This is being actively worked on. Dr. Eckerman and Dr. Allison have a good relationship, and the majority of the patients Dr. Allison sees here are surgical candidates.

**CEO Report** (Jason Cleckler) New gastroenterologist, Dr. Bhat, has been credentialed and we are excited for her to begin providing her expertise in our hospital. Staffing in Fraser has been questioned, however, there has been quite a bit of interest, particularly with ED physicians. There is an offer out to a potential Kremmling Physician. Walden Nurse Practitioner or Physician Assistant position has also had quite a bit of movement. Hybrid role is being discussed. We are checking references on our Psych Nurse Practitioner candidate and expect to make an offer soon. This will help us provide more access to mental health services.

Community Outreach has been provided to multiple groups and local governmental entities. We invited 4 County Commissioner Candidates running for 2 open seats to join us individually; our staff was very engaged and we appreciated the opportunity to share more about Middle Park Health to those candidates. Jason describes taking part in CEO panel during a recent HMFA conference for hospital finance leaders, which Becca and Emily were able to attend.

Employee Engagement Survey was sent out on September 16, and we are extending it to next Friday to get as much feedback as possible. Once results are received, we will review those with the board, then to Team Innovate. Town Halls will then be set to share results to all staff members. Town Hall recordings are available on our intranet page to review.

Board asks about any developments with Rural Futures group. Rural Futures will be presenting at Rural Health Conference and has also participated in a legislative push this fall.

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Next January, more action will be expected due to legislature coming back into session.

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

Board Meeting schedule has been altered for the final 3 months of the year.

**Board Discussion/Community Comments** Alexi Perkins, PA, was able to provide life-saving assistance to a child choking during lunch.

**Board Corner Items** Tiffany and Jodi met and have planned items to publish through the end of the year. Please note items that you would like us to share, please mention those for the Board Corner items.

**Executive Session: Negotiations:** District Expansion §24-6-402(4)(e), C.R.S.

**Motion:** Mike made a motion to move to executive session at 8:38 pm. Chris seconded. ~~Dawna abstained from the vote as she was absent~~ **Motion adopted on a 4-0 vote.** S-0  
*(PMP)*

Board Members Present: Jodi Docheff, President; Mike Ritschard, Member; Chris Murphy, Vice President; Kim Cameron, Secretary/Treasurer. *DAWNA HELLER*

Non-Board Members Present: Jason Cleckler, Dr. Tom Coburn, Amy Binkley, Emily Ebert

**Executive Session: Personnel Matters:** CEO/CFO performance metrics/at-risk. §24-6-402(4)(f), C.R.S.

Board Members Present: Jodi Docheff, President; Mike Ritschard, Member; Chris Murphy, Vice President; Kim Cameron, Secretary/Treasurer. *DAWNA HELLER*

Non-Board Members Present: Jason Cleckler, Emily Ebert

**Motion:** A motion was made by Mike and seconded by Jodi to adjourn the executive session at 10:25. **Motion adopted on a 4-0 vote.**

S-0 vote *(PMP)*

**Resumption of Open Session**

1. **Negotiations:** No decision was made. Board provided CEO feedback on performance objectives.
2. **Personnel Matters:** Performance metrics were provided. 3% COLA will be retro to January 1, 2024.

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**Adjournment of meeting**

**Motion:** A motion was made by Jodi and seconded by Chris to adjourn the meeting at 10:25 pm. **Motion adopted on a 4-0 vote.** 5.-0 vote (Rust)

  
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Jodi Docheff, President

  
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Kim Cameron, Secretary/Treasurer

Approval Date: 10/24/2024

Minutes taken by: Rosalie Rust

