

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, October 18, 2024

With meeting notice, Jodi called the Kremmling Memorial Hospital District board meeting to order at approximately 10:08 am. The meeting was held in the Wellness Center Conference Room and virtually via Teams.

Board members present: Jodi Docheff, President; *Chris Murphy, Vice President [absent-excused]*; Mike Ritschard, Member; Kim Cameron, Secretary/Treasurer [Virtual]; Dawna Heller, Member

Non-board attendees present: Jason Cleckler, CEO; Amy Binkley, CNO; Emily Ebert, CFO; Becca Norman, Senior Financial Analyst; Rosalie Rust, Executive Assistant

Board Discussion/Community Comments

Emily describes in more detail the proposed budget for 2025. Additional materials were sent out by Becca that include sub-account level detail for each of the categories. These details provide better line of sight into where Middle Park Health has been trending historically. District Expansion costs have been removed from the budget and contractual allowances have been increased in order to reflect the board's preference for a conservative methodology. With increases in self-pay patients due to Colorado's disenrollment in Medicaid following the public health emergency with Covid, the budget has been adjusted to reflect a rising self-pay patient population. Board discusses potential to collect funds from insurance companies due to lawsuits and settlements. Emily shares that little is known about the size and timing of any potential settlements. Board discusses MPH strategy to continue recruitment efforts and shrink contract labor needs. Board asks for clarifications of some of the terminology in the prepared materials. Finance team describes assumptions made surrounding Fraser Hospital opening and details the 2025 budget's connection to the Feasibility study.

Board shares appreciation for the conservative approach to the budget. Discussion ensued around 2026 budget for Fraser, because budget process will begin very close to the Fraser Hospital's opening. Finance team provided additional information on the process used to forecast our volumes, which utilizes trends over the last 5 years as well as conversations with each department's director. Budget aims to be both conservative and realistic. Discretionary spend tracking and eyeing non-critical expenses are ways to help keep costs in check, and MPH will adjust spending accordingly, if not performing.

Board discusses salaries and wages as well as transparency. Board stresses the importance of being an employee-centric organization. Board requests to be able to understand pay structures better so they can share with the community more about MPH's fair and equitable pay practices. More information on MPH's pay practices as well as our processes for salary survey adjustments will be presented to the board in our next board meeting. Information on employee benefits were shared as well, as MPH is outperforming similar organizations in quality of benefits. Competitive wages and pricing were also discussed.


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Further discussion ensued around statewide and nationwide challenges with increasing self-pay patients. Board commends Becca and Emily for their improvements to the budgeting process, which has become far more rigorous. Board queries what services are included in consulting line item, which includes equipment service contracts, Common Spirit contracts and other annual fees. Comprehensive processes for allowing interdepartmental communications, ownership and decision-making over new projects were described. Efforts to optimize strategic thinking and planning ahead to 2025 and beyond were emphasized throughout the budgetary process.

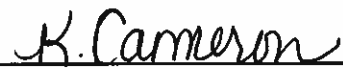
Board queries about the potential needs for budget amendments. Emily shares MPH does not amend the budget mid-cycle. Financials are provided to board each month, providing Board oversight to position with budget. Variance workshops are conducted within the departments to help understand variation as well. Board also discusses concerns and issues surrounding Medicare Advantage Plans, as well as the upcoming 2024 Board of County Commissioners election and local health insurance plans. Board also thanks attendees for taking the time to discuss the 2025 Budget more thoroughly.

Adjournment of meeting

Motion: A motion was made by Jodi and seconded by Chris to adjourn the meeting at 11:49. **Motion was adopted on a 4-0 vote.**



Jodi Docheff, President
Approval Date: 11/21/2024



Kim Cameron, Secretary/Treasurer

Minutes taken by: Rosalie Rust