

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, October 24, 2024

With meeting notice, Jodi 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 [Virtual]; Kim Cameron, Secretary/Treasurer [Late- 6:10]; Dawna Heller, Member

Non-board attendees present: Jason Cleckler, CEO; Amy Binkley, CNO; Emily Ebert, CFO; Dr. Jason Stuerman [Virtual], ED Medical Director; Anette Morrow, Director of Human Resources; Lucinda Carpenter, Middle Park Health Recruiter; 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; Ray MacKendrick Director of Plant Operations [Virtual];

Conflicts/Potential Conflicts of Interest

No Conflicts/Potential Conflicts of Interest were disclosed.

Agenda Approval

Motion: Dawna made a motion to approve the agenda with a change to the date of notice to electors (should read 2025) and Chris seconded. **Motion adopted on a 4-0 vote** (Kim not present).

Public Comments No public comments were made.

Human Resources Update (Anette Morrow, Lucinda Carpenter) Anette introduces Lucinda, our recruiter. Lucinda explains how recruiting is all about relationship building, in all settings. Different options for outreach include job boards (such as Indeed), direct outreach, traveler conversions, campus recruiting and newspaper ads. She details the strategies and pitfalls of convincing travelers to become full-time employees. She notes the positive impact that housing stipend, competitive pay, sign-on and relocation bonuses, as well as positive impressions during the interview process, to the success of recruiting. Potential of calling the sign-on bonuses by different names, such as tuition reimbursement, may attract different candidates. Information on number of hires as well as decreases in traveler staff (32 in October 2023 to 18 present) were reviewed, which has yielded a \$1.3 million savings year over year. Lucinda also reviews the challenges of recruitment such as location, affordable housing shortage, required call and work visas for any international candidates. Presently, assistance with work visas is outside of MPH's abilities, but team will do more research on this angle. Amy discusses new Grad program for nursing as well.

**KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, October 24, 2024**

Anette provides HR updates. Middle Park Health employees will have \$0 health insurance premium increase, with a new insurer offering better coverage and lower rates. Dental insurance has lowered costs by 10%. Wellness app and expanded Employee Assistance Program both provide more health resources for our team members, particularly mental health care. Board encourages emphasizing the \$0 premium increase with staff and potential candidates.

Human Resources review all pay scales annually. Salary surveys are conducted every 2 years, and we do want to remain competitive, more discussion of total compensation helps. Middle Park Health is at 95% for our benefit quality. Salary survey looked specifically at mountain communities for an apples-to-apples comparison and was conducted in May 2024. A few adjustments were made but overall, MPH was quite competitive, particularly for our range maximums. Anette also discusses turnover, and reasons given in exit interviews for leaving have not included comments about pay. Ranges of 3 different positions were provided. Jason provides information on MPH's decision to set our entry rate at \$18.00, well over Colorado minimum wage of \$14. Discussion ensued around MPH benefits, total compensation calculator and benefit enrollment. A question arose around whether employees who start are paid more than those who have been with the organization, and that issue has been resolved. MPH does compensate on scale with consideration of both years of service as well as credentials.

Minutes Approval

Motion: Chris made a motion to approve minutes from September 26, 2024 board meeting with the note that Dawna was present for executive session (page 10) and Jodi seconded. **Motion adopted on a 5-0 vote.**

Motion: Dawna made a motion to approve minutes from October 3, 2024 board meeting and Kim seconded. **Motion adopted on a 5-0 vote**

Reports of Good News

Annual Taking Steps for Cancer Walk(Jason Cleckler) Several weeks ago, staff gathered for the annual fundraising walk. Middle Park Health had largest number of participants for the 4th year in a row.

Annual Thanksgiving Food Drive(Jason Cleckler) Food and donation drive is being conducted annually. In prior years, EMS and MPH have competed to collect the most donations. This year, Mountain Parks Electric and Sheriff's Department will also join the competition. Drop offs are in all locations.

Best in Grand: Dr. Mont and Dr. Paulsen were Best of Grand winner and runner up for Physicians. Best Clinic was Middle Park Health Granby and Best Rehab Clinic was Middle

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, October 24, 2024

Park Health- Granby Rehab. Although we did not win Best Place to Work 20+ employees, we were runner up to Mountain Family Center. Lyndsey Stuerman and Abbie Steinbrueck tied in the NP/PA category for Best of Grand. Board offers congratulations to all.

Revenue Cycle Advancement: Board congratulates the Revenue Cycle team for studying for and obtaining their CRCS (Certified Revenue Cycle Specialist Certifications). All 15 staff members passed the exam to receive their designation of CRCS.

Fraser Hospital: (Dr. Tom Coburn): Roof, Asphalt, curb, and gutter work will be completed within days. Waterproofing, brick, stonework and ironwork are all underway. Inspection on Monday will encompass headwalls, gas, data and electrical, which will mean drywall work will then be possible. Natural gas meter will be installed next week, which allows crews to pivot to natural gas for heating at significant savings. Paperwork on the CDPHE kitchen waiver has been delayed; Dr. Coburn and Jason detail efforts to get this item complete. Some equipment for Fraser has been ordered and is being stored for us but will not require payment until it is put into use. Change orders were reviewed as well as changes to contractor and owner contingency. Dr. Coburn discusses the negotiations between our Owner's rep and the construction company regarding change orders. Dr. Coburn expects that we would begin paying our portion around April 2025, however, some spending for supplies has begun. Fraser Cash Outlays line item will be added to the financial reporting.

September Financials(Emily) Cash collections were strong in September due to strong summer months. Volumes were off target, causing budget misses in both inpatient and outpatient volumes. Bad debt and increasing self-pay patients have caused a miss in the Total Contractual Adjustments line item. Net revenue missed by \$1 million for the month, only 1% behind year to date. Total Salaries and benefits were just slightly favorable to budget. Outstanding improvement has been made in the contract labor line item. Professional services were slightly over budget due to busy summer volumes and the need to staff up. Clean up on invoicing has resulted in improvement to Supplies line item; partially offset by flu shot purchase. Total operating expenses were 3% favorable for the month; however net operating income still came in under budget for the month. Grant revenue was received, which included FEMA Covid relief funds. This had been under negotiation for several years. Net income line item was at a -103% for the month but is still ahead year to date.

Emily shares that volumes in all inpatient activity were generally down, swing was an exception. Surgical and GI cases were down, though pain injections were up. ER activity was behind prior year and budget as well. Winter Park Clinic is still ahead of last year and target, but otherwise clinics were a little slower this month. Accounts receivable review shows a large number in the self-pay accounts, which will begin being written off. Emily stresses this is a national trend with self-pay being at 8% while last year we were at 5% self-pay. Cash collections is up \$6.2 million year to date. Average daily expense is at \$145,360 and MPH

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, October 24, 2024

is 168 days cash on hand (165 when excluding the MRI funds).

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

Board Education

“Elevating Community Partnerships to Make a Lasting Impact” was included in the board packet.

Consent Agenda

a. Credentials Committee October 17, 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:

- Gregory Labenz, MD - Full Active Privileges in Radiology
- Richard Lucio, MD - Full Active Privileges in Radiology
- Todd Lessie, MD - Full Active Privileges in Radiology
- Marcin Turecki, MD - Full Active Privileges in Radiology
- Emi Masuda, MD - Full Active Privileges in Radiology
- Lisa Floyd, DO - Full Active Privileges in Emergency Medicine
- Nicole O’Malley, MD – Full Active Privileges in Sleep
- Ryan Kennard, NP – Full Active Privileges as a Nurse Practitioner

ii. Next Meeting: November 17, 2024

iii. 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.

- b. Policy and Procedures Report: 10 Reviewed/Revised; 0 New; 0 Archived.
- c. Quality Report
- d. 2025 Nurse Staffing Plan- Granby and Kremmling
- e. SDA Compliance Calendar
 - i. **November 16** Begin 60-day window to provide annual “transparency” notice to electors for **2025**. Section 32-1-809, C.R.S

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, October 24, 2024

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

Communication Report

Foundation Update (Jamie Jensen, Andy Radzavich) Country BASH was hugely successful; thank you to Chris and Bernie Murphy as well as Rose Gamblin. Board members were all present, which was impactful. MPMF hopes to make this an annual event. \$110,000 to \$115,000 was the net proceeds for the event. Board shares that only good comments have been heard in the community and folks are eager to repeat the event next year. Andy shares his appreciation of community support and positive upswing.

Upcoming DOLA grant presentation will be presented in front of committee in Wray on the Eastern Plains of Colorado. Presentation has already been submitted and requires a very tight timeline of 7 minutes with additional time for a question and answer session. Jamie also shares that MPH is eligible for another grant type; a Community Resilience Challenge Grant. If we receive this grant, our match would be 75%/25% rather than 50%/50%. Jamie shares cautious optimism, and MPH will receive an answer around Thanksgiving. Board asks if it would be possible to listen in virtually, and more information will be provided if this is an option.

Fraser Hospital Campaign received a \$100,000 donation from an oil and gas group. Other tours have been provided and donations are forthcoming.

Board Chair Report (Jodi Docheff) Jodi thanks other board members for coming to Country Bash. Attendance was close to 230.

In November, at risk metrics will be discussed for CEO and CFO for 2025. Goal of completing this item by end of year so it is ready for the new year. Those serving on the compensation committee, please review and bring feedback for discussion to the next board meeting.

Board discusses board laptops and MPH emails/communications. Rosalie provides an overview of the election timeline in January and February 2025. Election resolution should be voted on in December 2024 in order to prepare for 2025 needs. If 3 or fewer incumbents or new candidates come forward, MPH can cancel the election unless there is a ballot question or ballot resolution also being asked. If 4 or more candidates are running, election will be held in May 2025. Board orientation was discussed as well, and an FAQ sheet will be circulated for the next board meeting.

CNO Report (Amy Binkley) Locally based Imaging Director is starting next week. Amy discusses the potential of purchasing a new Mammography machine with the recent repairs.

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, October 24, 2024

Jason details the benefits of 3D mammography, and \$300,000 is a rough estimate. Discussion with the new Imaging Direction is planned. Board discusses the budgeting timeline and potential sources of funding.

MPH Skills Fair was a great success; with employee education, employee health, competency checks, and lots of fun! MPH Skills Fair will be in Granby for one week and Kremmling for one week. Overtime reports have helped cut down on our overtime utilization; leaders are asked to justify the use of overtime. Pharmacist candidate is interviewing soon. MLT candidate had a positive interview as well. Staffing and Recruitment for Fraser is currently underway, and we have new "Now Hiring" banner ordered for the site. SSI infection levels were still 0%. Hand Hygiene is monitored by secret shoppers. Board provides positive feedback on all of the employee engagement and regulatory pieces.

CMO Report (Dr. Tom Coburn) Locations for signage for Fraser Hospital have been identified. Signage installer will submit permits. Dr. Bhat begins with us tomorrow and will have a huge impact on people in community with chronic GI issues. OBGYN candidate has been interviewed who is a local high school graduate. Spine Surgery is scheduled for next Month. First bid for building redesign and relocation of the Granby MRI has been received; several other bids are underway. Another potential Kremmling physician with local connections will be interviewing soon.

CEO Report (Jason Cleckler) Peer networking groups with WHA are very beneficial for our leaders. Jubil, our Rehab Director, is now chair of peer group. Board shares perspectives on the value of the opportunities through the Board peer group as well. Mountain Park Electric's team donated to us in the past and may donate to Fraser. They have received a tour of the Fraser site and have been very supportive community partners. Real Estate of Winter Park meeting will help keep our presence in the community at the forefront of information provided to new folks moving here.

Jason discusses meeting on Public Healthcare with multiple community entities to discuss the future of healthcare in Grand County. Access to mental healthcare, medical care, and dental care were all discussed. Federally Qualified Health Clinics (FQHC) or School Based Clinics (SBC) in the community were discussed, but our perspective is that our 5 RHCs in the community already meet those needs. Dental needs were identified as one of the biggest challenges in our area; MPH is investigating the possibility of providing dental services. Mental health services at MPH have been expanded, including Behavioral Health Navigator programs as well as our new Psych Nurse Practitioner. Mindsprings is a major partner for us, and their future is uncertain as group may be sold. Hospitalizations for psychiatric issues were discussed. Citadel is our secure transport for these patients; timeline leads to longer waits.

Board asks for clarification about the process for getting an uninsured patient qualified for Medicaid or other forms of assistance. Jason details the assistance we provide as well as the potential to sign up for insurance with Rural Health Network as well. Expansion of Medicaid for

**KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, October 24, 2024**

all children in Colorado was discussed.

Old Business /New Business/Items for Next Agenda

Board Discussion Board discusses concern about IV fluid shortage as news reports indicate this may be an issue. Amy reassures the board that additional fluids have been obtained, and fluids have a long shelf life so they can be stored. Factory in Western North Carolina was affected by the recent hurricane.

Board queries about lack of advertisements seen regarding breast cancer awareness month. Amy provides background that mammography machine had been out of service and extra days of mammography have been added to compensate; team had been hesitant to advertise as it was uncertain if MPH would be able to supply this service in a timely manner. Pink Press Ganey shirts, pink gloves and pink bouffants are a presence in our facilities. Board requests that more advertisements be done at the beginning of October next year.

Board discusses information in quality report about falls in SCU. Amy shares information about task force, an interdisciplinary team, that has created a multipronged strategy. Fall prevention and staff engagement were discussed. Board commends team on increasing education in this area of concern.

Board asks for information on a credentialing item for Sleep Studies, and information was provided that MPH is contracted with an offsite group in order to read completed sleep studies. It was noted several other physicians were included on the list for renewal of active privileges.

It was also noted that the annual transparency notice to electors is for 2025 rather than 2024.

Community Comments

Kim shares that a community member was able to reach out to her and get some help to sit down with our billing team. SLT was able to facilitate this through Bethany Heeney, manager of our Business Office. She is certainly available to our community members to help with billing issues. Front desk staff can communicate directly with her as well.

Signage needs for the hospital and clinic in Kremmling from the outside of the building were discussed.

Board Corner Items Board identified mention of the 15 new certified Revenue Cycle Specialists for Board Corner posts.

**KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, October 24, 2024**

Adjournment of meeting

Motion: A motion was made by Chris and seconded by Kim to adjourn the meeting at 8:28 pm. **Motion adopted on a 5-0 vote.**



Jodi Docheff, President



Kim Cameron, Secretary/Treasurer

Approval Date: 11/21/2024

Minutes taken by: Rosalie Rust