

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, January 30, 2024 2025

With meeting notice, Jodi called the Kremmling Memorial Hospital District board meeting to order at approximately 6:08 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 [Absent Excused]; Kim Cameron, Secretary/Treasurer [Late 6:15]; Dawna Heller, Member.

Non-board attendees present: Jason Cleckler, CEO; Amy Binkley, CNO; Dr. Thomas Coburn, CMO; Karrie Sellke, Cliffview Director; Becca Norman, Financial Analyst; Rosalie Rust; Executive Assistant; Jamie Jensen, Chair of Middle Park Medical Foundation; Andy Radzavich, Director of Middle Park Medical Foundation.

Conflicts/Potential Conflicts of Interest

No Conflicts/Potential Conflicts of Interest were disclosed.

Agenda Approval

Motion: Chris made a motion to approve the agenda and Dawna seconded. **Motion adopted on a 3-0 vote.** Kim did not vote.

Public Comments No public comments were made.

Minutes Approval

Motion: Jodi made a motion to approve minutes from December 12, 2024 board meeting and Dawna seconded. **Motion adopted on a 3-0 vote.** Kim did not vote.

Reports of Good News

Winter Wonderland Party (Jason Cleckler) After skipping an all-staff party in 2023, we held a very successful Christmas Party in early December. Over 200 guests enjoyed the evening. It was very meaningful for the staff; a win for employee engagement and morale. Thank you to the board members who were able to attend

Press Ganey Guardians of Excellence Award (Jason Cleckler) Jason shares excitement at Emergency Department win for the prestigious Press Ganey Guardians of Excellence award.

Emergency Nurse Association Award (Amy Binkley) Kendra Harder, RN, received a "Rising Star" award by the Emergency Nurse Association, which is a statewide award. Amy shares that Emergency Nurse Association president was able to join the ED staff meeting and offered her services of mentorship to Kendra. Laura recognized her team member and

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nominated her, which allows for this wider recognition.

Common Spirit Donation Announcement (Jodi Docheff) Jodi details an email received from Josh Neff revealing a donation of \$100,000 for our new Fraser Hospital Campus. A Thank you letter is planned and was shared during the meeting.

Fraser Hospital: (Chris Penney) External masonry, glazing and external panel installation is underway. East wing MEP (Mechanical, Electrical and Plumbing) work continues, with drywall, paint, ceiling tile and bathroom tile progressing in areas where MEP allows. Rooftop units are being installed soon, which will allow us to switch to permanent systems. Elevators are being installed with a completion date at the end of February. CT and X ray machines will deliver and install on March 17th. Master task lists are being organized up to occupancy date in order to make sure all necessary startup tasks are accomplished. This will include IT startup tasks, licensing and equipment installation. On February 10th, Senior Leadership and Davis Partnership will meet with CDPHE. Signage is ordered and will be installed during the last week of March. Furniture will be ordered very soon. Final equipment selections are in progress.

New potential change orders totaling \$142,300 have been received since the time of the last board report. Chris comments that some of the prior change orders are still under negotiation and he has sent them back with his comments and expectation of some cost savings. Our claim with Builder's Risk insurance which was related to water intrusion and freezing was denied and a rebuttal is planned. If denial remains, this cost will come out of builder contingency. Soil testing costs and new potential change orders have used \$147,000 of owner contingency.

Fire sprinkler system may be expanded to exterior mechanical area and interior electrical room. Board discusses various types of fire suppression systems; our system will be water.

Potential utility savings were described. Potential savings to equipment costs were described. Cash will begin flowing out and COPs are projected to be exhausted in April.

Cliffview Update(Karrie Sellke) Karrie provided insight on Cliffview Assisted Living Center's operations. Cliffview has been helping our community for 30 years, and recent memorabilia was found. The founding of Cliffview was challenging and a current resident wrote a letter 30 years ago supporting it. Activity program is a big part of the Cliffview community. From visits with a Para-Olympian, Patrick Halgren, to a visiting camel, these activities enrich and enhance the wellness of the residents.

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MPH's Fall prevention and intervention program focuses on mitigation and elimination of falls. Since this is an assisted living facility, residents are free to move around on their own. However as health and strength change over time, a resident may increase in mobility risk and take a fall. Task force follows up on every fall, and a re-assessment of health by our clinic providers after a fall are both a part of the process. Environmental factors are also monitored for potential risks.

Accounts Payable update was given. Karrie details challenges of receiving paperwork from the state that is required for billing Medicaid, which has already been approved for those 2 residents. This has resulted in their accounts being in arrears through no fault of their own. Other residents with balances have been added to a payment plan. A waiting list has been created to fill any new vacancies.

Cliffview Strategic Plan has focused on staff retention. Turnover rate is currently 7.7%, but 5 of 13 employees have been at Cliffview 5 years or more. Building a culture of "We Care About You, Too" with our staff has been part of the strategy. New position of EVS / Aide will allow more directed attention from other staff to the residents. Karrie shares that staff have appreciated Years of Service pins and other recognition opportunities.

Resident satisfaction surveys revealed a high level of satisfaction, and family surveys are also going out. New activities director is helping with new ideas. Karrie is actively talking to her staff about goals and where their career is heading, which is encouraging growth and development. Goal of 100% occupancy rate is supported by waiting list, and most residents have lived here in the county for a long time. Upgrades to facility and capital improvements will help keep Cliffview running into the future. Local business iFurnish has also given Cliffview discounts for new furnishings. Advocacy for Cliffview and community engagement is a great way board can help. Karrie invites board to join activities at Cliffview.

End of 2025 Financials (Becca) November balance sheet was included in packet. December and Year to Date Financials were reviewed by Becca. Cash from November to December remained steady. Board designated funds for MRI were set aside to total \$500,000 for the year. For the first time in history, MPH broke \$100 M in gross revenue. Overall contractual adjustments were behind budget, putting our net revenue 3% behind year to date. Plans for turning bad debt are in place and has been budgeted to new trend for 2025. Salaries, Wages and Benefits were very close to target. At year end, total labor spend was within 1% when considering Contract Labor favorability. Contract labor spend is still being monitored very closely. Supplies came in a little high for 2024, but when considered as a percentage of revenue, was close to target. Bond issuance cost (change in accounting) and a more favorable interest rate both contributed to a large amount of expense favorability for the year. Maintenance and repair costs were higher than budgeted. Granby scoreboard cost was invoiced later than expected and did cause a rise in the advertising and community relations

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line item. Additionally, higher than expected physician recruiting fees also flow out of the advertising and community relations line item. Total operating expenses were 5% favorable to budget for the year; while our net operating income was a smaller loss than anticipated at \$4.6M. Other revenue and expenses helped MPH's financial picture for end of year. Unanticipated grant revenue, such as a Rural Sustainability Grant and some long awaited FEMA funds, helped MPH's bottom line. Interest on ICS account, tax revenue, other revenue, and provider fee were all favorable at year end. Tax revenue will be less this year because of overcollection when compared with new law requiring restricting tax revenue increase. Net income came in strongly at \$3.7M. Board expresses appreciation of finance's approach of spreading expenses across the year so there is less variability at year end.

Throughout the year, inpatient admissions were down 20% from last year and 35% from budget. Trends were seen of decrease in acute days, with swing and extended days up from last year. Per past discussion, surgical cases were down year to date 4% to prior year and 13% to budget. GI procedures were down 10% compared to prior year and 17% to budget. Volumes being down may involve a new baseline as prior years may have been inflated from catch-up of procedures post pandemic. Pain cases were 14% favorable to prior year and 10% to budget. In the ED, Kremmling volumes have been down from last year and budget, while urgent care in Kremmling saw an increase. Granby Emergency Department volumes were ahead of prior year by 8% and 3% from budget. Certain clinic volumes were affected by loss of providers but far less than anticipated. Some clinics, such as Granby and Winter Park, were ahead of prior year and budget. Overall, clinics were flat to prior year and 8% ahead of budget. Imaging was 5% ahead of last year and flat to budget. Lab was up 8% from prior year and budget. Rehab services were up from prior year and budget as well. Sleep studies were up from prior year substantially but under budget due a pretty aggressive prediction in volumes that were not realize. Infusions were down slightly from last year and budget. Seasonal volume shifts are visualized with summer ED volumes as a peak on our graphs. Erratic surgical cases graph reveals some big highs and deep lows.

Payer mix year over year did not change in regard to commercial insurance (46%). MPH saw a slight rise in Medicare from 32% to 34%. Medicaid patients dropped from 16% to 13%. Slight increase was seen in self-pay from 6% to 7%. Finance team will be monitoring this mix closely in 2025. It is worth celebrating in that Revenue Cycle team was able to collect \$7.3M more this year than prior year! Days cash on hand is at 160 days, with a typical year end dip each year taking place between October and December. MPH is at \$150,000 per day of average daily expense. This is a strong place to be, going into the next year. Board congratulates team on remarkable job done this prior year.

Jason cautions that many of our other revenue and expenses may decline or disappear in 2025 due to a changing political climate. Potential funding cuts to Medicaid have been discussed, as well as the possible discontinuation of the 340B program and provider fee. Jason offers to share new data on this topic as it comes out for those interested in the updates.

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DOLA grant for Wellness Center grant is not in jeopardy.

Resolution 2025-01-01(Jodi) Board briefly discusses the resolution to remove Emily Ebert, former CFO, as signer to our bank accounts.

Motion: A motion was made by Kim and seconded by Dawna to approve Resolution 2025-01-0. **Motion adopted on a 4-0 vote.**

Board Education

"The Board's Role in CEO Compensation and Performance Evaluation" was included in the board packet.

Consent Agenda

a. Credentials Committee: January 23.2025

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:

1. Review/discussion of approval of privileges for:

- Corinne Reed, PA-C - Full Active Privileges as a Physician Assistant in Ortho
- Alejandro Miranda, MD - Full Active Privileges in Orthopedic Surgery
- Robert Ratcliff, MD - Full Active Privileges in General Surgery
- Jessica Dill, MD - Full Active Privileges in Family Practice Medicine
- Robert Layser, MD - Full Active Privileges in Radiology
- Lenaya Martin, NP – Full Active Privileges as Nurse Practitioner
- Maximilian Cho, MD - Full Active Privileges in Radiology
- Forrester Lensing, MD - Full Active Privileges in Radiology

Next Meeting: February 20, 2025

With the consideration and approval by the Credentialing Committee, we recommend that the Board of Directors approve the above named physicians for privileges at Middle Park Health

- b. Policy and Procedures 8 Reviewed/Revised, 1 Archived
- c. Quality Report

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d. SDA Compliance Calendar

- a. At the first regular Board meeting of the new calendar year, designate the "official" posting place for 24-hour (agenda) notice of district meetings.² The posting location may be the public website of the district or the physical location(s) within the district boundaries designated by the district at the first regular Board meeting of the new calendar year. In order to comply with the posting of notice on the public website of the district or at the physical location, the notice must contain the specific agenda information, if available, and posted not less than 24 hours prior to the holding of the meeting. A district that posts notices on a website shall provide the address of the website to the Department of Local Affairs. The district must still designate one physical location within the district boundaries for posting in the event of an exigent or emergency circumstance which prevents posting or public access to the online webpage.
- b. Pursuant to Section 32-1-809, C.R.S., an annual "transparency" notice must be provided to eligible electors between November 16 and January 15
- c. File with DLG a certified copy of adopted budget, including budget message and any resolutions adopting the budget, appropriating money, and fixing the rate of any mill levy

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

Communication Report

Foundation Update (Andy Radzavich, Jamie Jensen) With new \$100,000 donation from Common Spirit and grant of \$30,000 from Board of County Commissioners; MPMF has raised \$1.665 M in funds for Fraser. Mountain Parks Electric grant is in the pipeline for an ask of \$250,000; Andy will present in March. Copic grant for \$100,000 is also been submitted. Search for a major donor of \$1M or more is still underway. Several community and cocktail events will be coming up to help solicit donations. \$50,000 gift came in from a couple who were interested in aviation, and they sponsored the helipad. Board expresses appreciation for all of the fundraising efforts as well as time and passion donated by the Middle Park Medical Foundation.

Andy addresses rumors in the community around Kremmling Gym Project. Board provides feedback that the Kremmling community is not being apprised of the Gym progress. Perception is that some of the funds from Kremmling are being funneled to the Fraser Hospital construction. MPMF team reiterates this is certainly not the case and asks board members to

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dispel these rumors immediately. Several members of the town board have shared concerns with the hospital board members. As a reminder, DOLA grant contract has to be signed before any work can begin for the Gym project. This information has been shared with all of the donors, and Andy states a plan to provide this information directly to the town board as well, including attending a town board meeting in person. More information going to the town should help. Newsletter from Kremmling Chamber or Confluence Connections newsletter may be able to help give information for people who mainly get information by word of mouth through the community. Additional graphic showing construction progress on the side of the building could be an option as well once construction begins.

Bids are coming in for the Kremmling Gym. Rose Gamblin will handle the reporting requirements and reimbursement process. Rob Brinkley will handle the construction management side. Donor wall graphic was shared.

Tax receipts have gone out to donors, including enterprise zone donors. Strong push is in progress between now and ribbon cutting for Fraser Hospital for additional fundraising. New walkthrough video is planned so community can see the progress unfold. Strategic planning session was held to give direction to Middle Park Medical Foundation's efforts. Bash will be held on June 7th at Headwaters Center.

Board Chair Report (Jodi Docheff) Election timeline, FAQs and details shared with the board. We are in the "Call for Nominations" period between 1/26/2025 and 2/20/2025. As self-nominations come in, we will check them for sufficiency. February 28th is the last day we can receive the self-nomination forms. March 3rd is the last day to receive an Affidavit of Intent to be a Write-In Candidate, and March 4th is the date we determine if an election will be held or not. Election will be canceled if 3 or fewer candidates are running; election will be held if 4 or more candidates are running.

Board chair shares how interesting the Fraser Hospital tour is. Potential for the upper floor space is amazing. Potential repeat donors were also part of the tour. Keeping care local and providing service with less disruption is a major talking point. Board calls out appreciation for Layton construction company and our Owner's rep, Chris Penney for their amazing work and progress.

Board timeline in November and December 2025 briefly discussed, with potential shifts to November 20th from November 27th for Thanksgiving, and to December 11th because of Special District budget requirements. Other dates besides November 20th would be a potential option, such as a different day of the week. Topic was tabled until next month so members can check their schedules and we can receive feedback from absent member.

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CNO Report (Amy Binkley) Infection prevention numbers were shared. Surgical Site Infections were zero for November. One case was seen which was likely due to soaking affected body part before recommended period was over. 1 C-diff case was noted and was caused by community onset. Joanna April is recognized for excellent hand hygiene and monitoring. Infection Preventionist and Employee Health Nurse Kim McKowan has been hired which will allow for many improvements. Newly implemented interdisciplinary huddles, devised by Laura Wooldridge, allow for discussion of inpatient unit needs. Surgeons, Rehab providers, case management and nursing meet together and can help identify any needs early in the day. Additionally, this may help us discharge the patient sooner.

Leadership Lunch and Learn was held to give more training on Strategic Planning. Survey to our Leaders was sent out to find out what topics they were interested in for future learning opportunities. New program has been approved for CPR, PALS and ALS. This will allow people to train more frequently and will be possible to complete during down time. Question arose whether CPR is taught to community; and this is a potential option for community wide classes or employers that have not been tapped into yet.

Professional development ladder is being developed which will allow staff to accrue points for activities, such as community outreach or education. This would broaden their skills. Committee would determine point structures and bonus amounts for program, which could be implemented in 2026 once it is finalized.

Covered Dish cookoff was held for January Birthday Bash. Spirit committee is putting a lot of efforts into their efforts and several activities are planned in February.

Amy describes a new strategy to hire X ray techs and then help them attain their education and training to become CT technicians, as radiology is still a challenge for staffing. This is a nationwide problem. Identifying students who come through school programs who may want to come back to work for us is another strategy. CT scanner in Fraser does have a remote option. Board expresses appreciation of the out of the box thinking.

CMO Report (Dr. Tom Coburn) Walden has a new nurse practitioner, Lenaya Marten, who was formerly employed here as a nurse. ED physician recruitment is wrapping up, as 3 providers have been hired. 2 other offers will be made tomorrow. Many of the new providers will be living here, at least some of the time. Potential Kremmling Clinic Physician will also receive an offer tomorrow. Psychiatric Nurse Practitioner, Marcie Beroske, is now working with our teams. Shared position between MPH and Common Spirit has been offered to an OB/GYN, who is local to our area. MPH is now recruiting for a general surgeon, as Dr. Ratcliff is retiring.

CEO Report (Jason Cleckler) Leadership team from Common Spirit came up to Middle Park Health Granby Campus to discuss successes and opportunities with our relationship. Common

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Spirit reiterated that they want this to be a strong relationship into the future. Open communication was discussed to areas that are challenges.

Dr. Coburn and Jason met with the COO of Winter Park Resort. He expresses support of MPH and understands the importance of local care. This was a good relationship-building meeting.

Jason recently met with team at Metro State University. This relationship can help with recruitment of medical staff as well as potential local education opportunities that are being explored. Opportunity for our nurses to go down to Metro State University to train in Sim Lab, including labor and delivery training. Devil's Thumb is also another local partner because of Metro State's culinary arts program and hospitality management degrees.

Donors who sponsored helipad are also very interested in attainable housing. Jason and Andy met with them this week to discuss their vision and where the hospital fits into it. They were very encouraged. Price points discussed are much more reasonable than past conversations with other entities. Multipronged approach is most likely necessary to help with this area of challenge.

Second Access to Care meeting was held with community entities. Conversation is around how we as a team fill some gaps in care. Conversation around community's dental needs, especially dental coverage for people with Medicaid, continues. Mental Health and Behavioral Health was another main topic of discussion. This meeting will be held every 3 months.

Jason discusses schedule of Strategic Planning session for after new board is oriented. Potential of mid-to-late June is an option, or after July 4th. Date will be revisited during the next board meeting.

CFO recruiting was reviewed. Several virtual interviews and one on-site interviews. Candidate with on-site interviews withdrew as he no longer wants to be part of the medical field. We will be working with a recruiter to gain access to more candidates. We remain a very appealing place for a CFO as a rural hospital that is still expanding. 80 applications have been received, and 10 were qualified candidates. Three virtual interviews were conducted. Many folks who do not have rural experience, have been focused on short term or interim roles, or who don't have hospital experience are among those applicants who don't fit. Board discusses need for an interim, but we are more interested in finding the right candidate for us as a long term solution.

Board Discussion Board designates website as official posting place for 2025, and Human Resources office at Kremmling Hospital campus as alternative posting site in case of exigent or emergency circumstances. Board discusses Board Meeting schedule for year and will continue discussions during next board meeting.

Board discusses Casy Pond, another facility that is an assisted living facility that was recently bought. Board asks if there are any other ways to help support Cliffview over Medicaid reimbursement. Sharing concerns with state elected officials was given as a response.

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Community Comments Dr. Coburn shares receiving positive comments during a recent trip to Steamboat Springs, particularly Emergency Room and Surgical Team.

Board member shares community frustrations with reaching someone via telephone. Community member did express appreciation of getting in sooner at another location, and enjoyed the Kremmling clinic experience. Recommendation is given that when people call to schedule that they be given an option for a different location if that is quicker. Another board member shares appreciation of care received by relative, particularly by nursing staff. Positive comments were received in the community surrounding excitement of a community member when finding out about our Fraser Hospital Campus. Several gentlemen are interested in attending BASH as well.

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

Motion: A motion was made by Chris and seconded by Dawna to enter the executive session at 9:00 pm. **Motion adopted on a 4-0 vote.**

Board Members Present: Jodi Docheff, President; Chris Murphy, Vice President; Kim Cameron, Secretary/Treasurer; Dawna Heller, Board Member.

Non-Board Members Present: Jason Cleckler, Josh Neff

Motion: A motion was made by Jodi and seconded by Chris to adjourn the executive session at 9:40 **Motion adopted on a 4-0 vote.**

Upon brief discussion, Board voted to approve 2025 CEO At Risk Metrics as presented.

Motion: A motion was made by Kim and seconded by Dawna to approve 2025 CEO At Risk Metrics. **Motion adopted on a 4-0 vote.**

Adjournment of meeting

Motion: A motion was made by Dawna and seconded by Chris to adjourn the meeting at 9:41 pm. **Motion adopted on a 4-0 vote.**



Jodi Docheff, President



Kim Cameron, Secretary/Treasurer

Approval Date: 2/27/25

Minutes taken by: Rosalie Rust