

**KREMMLING MEMORIAL HOSPITAL DISTRICT**  
**d/b/a Middle Park Health**  
**Board of Directors Meeting Minutes**  
**Thursday, November 21, 2024**

With meeting notice, Jodi called the Kremmling Memorial Hospital District board meeting to order at approximately 6:04 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- 6:06]; Dawna Heller, Member [Virtual]

**Non-board attendees present:** Jason Cleckler, CEO; Amy Binkley, CNO; Emily Ebert, CFO; Dr. Thomas Coburn, CMO; Sarah Kay, Common Spirit System Director of Rural Health, Colorado/Utah/Kansas Division; Tiffany Freitag, Director of Business Development; Christina Lockhart, Clinic Operations Director; 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

**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 Mike seconded. **Motion adopted on a 4-0 vote** (Kim not present).

**Public Comments** No public comments were made.

**Minutes Approval**

**Motion:** Chris made a motion to approve minutes from October 18, 2024 Special board meeting and Mike seconded. **Motion adopted on a 4-0 vote** (Kim not present).

**Motion:** Jodi made a motion to approve minutes from October 24, 2024 board meeting and Chris seconded. **Motion adopted on a 5-0 vote**

**Reports of Good News**

**Employee Chili Cookoff**(Jason Cleckler) Employee Feedback was very positive on our Chili Cookoff conducted today. Seven entrants participated in Kremmling, 13 in Granby and 1 from Winter Park to celebrate the November Birthdays. Thank you to Dietary for supporting this event with bread pudding and sides.

**Years of Service Employee Recognition Luncheon**(Jason Cleckler) Employees who had reached a milestone year of 5, 10,15, 20 or 25 years of employment at Middle Park Health in

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2024 were recognized at a luncheon last Friday. Deb Plemmons, former CNO, catered the event. Jason stresses that in today's labor market, long term employees are rare. Board expressed appreciation of relationships between employees in different departments and amongst director team.

**Food Drive (Tiffany Freitag):** Food drive has been conducted for many years. This year, Mountain Parks Electric, Sheriff's Department, EMS, and Middle Park Health participated in a friendly competition to collect the most food. 17,000 items and/or dollars were donated by all departments. Mountain Family Center will be providing many community members with food baskets in advance of the Thanksgiving Holiday, so food drive is well timed.

**National Rural Health Day (Jason):** Materials were sent to the board on the state of rural healthcare. Letter from legislators to the governor's office on the issue of Medicaid Re-enrollment in response to interaction with the Rural Futures group.

**Walden Rural Health Clinic Survey (Jason Cleckler/Christina Lockhart):** Walden Rural Health Clinic passed the survey with 0 deficiencies, was conducted over several days. Christina thanks her team for collecting all of the items and remaining survey ready.

**DOLA Grant (Jason Cleckler, Andy Radzavich):** DOLA grant was awarded for our Kremmling Gym Plank-by-Plank campaign. Jason stresses the benefit to our community for the long term focus on wellness. Jason thanks Andy Radzavich and Rose Gamblin for their success throughout the entire fundraising process. Jason emphasizes the need to educate the community in the fact that Middle Park Health has both built a new hospital as well as successfully fundraised \$1.6 million dollars for the Wellness Center renovation.

**New Baby (Amy Binkley):** A new baby was born to Dani Kloepper, our Quality Director. Welcome, Dottie Elaine! Mom and baby are both well.

**Fraser Hospital: (Dr. Tom Coburn):** Dr. Coburn states that most potential changes have already occurred, so fewer potential for changes going forward. Waiver for Kitchen requirement has been received. This will be an annual requirement although new regulations for Critical Access Hospitals have been passed. Furniture and signage has been approved, solid countertops have been chosen. Schedule is on track except for roofing. Exterior and interior framing is completed, hardscapes and masonry going quickly. Mechanical, Electrical and Plumbing are underway. Requirement for a larger air conditioning need for CT was not actually required; instead, more robust ductwork will suit this purpose.

Dr. Coburn details schedule issues with the roof, has changed timelines for other trades. Late October was slated as substantial completion date, and water infiltration is still occurring in late November. Dr. Coburn describes contentious meeting with the Roofing Company. Result was

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agreement to split additional overtime this week in order to get building dried-in. Builder's Risk claim was filed to help with water damage from water intrusion, inspectors will be looking at this to see what will need to be done. Board discusses concern over quality; Jason reiterates work will be inspected. Board requests another tour of the construction site. Dr. Coburn details monthly budget report.

**Employee Engagement Survey Results** (Sarah Kay): Pulse survey was conducted in September 2024. Jason thanks employees and providers for providing feedback. Employee engagement affects employee retention and customer satisfaction. Our confidentiality commitment means survey results are conducted carefully to ensure no data can be linked to individuals. Participation rate was 66% for this survey. State of Engagement is at 77%, and has increased 10 percentage points since the initial March 2021 survey. Engagement Index is a composite of several questions, such as "I feel valued as an employee at MPH" and "I intend to stay with MPH for at least the next two years". We would like to make our dissatisfied employees a little less dissatisfied as neutrals will move into the positive over time. It was noted that neutral isn't bad. Sarah Kay discusses the biggest changes from prior and first surveys, including a 30 point increase in support and collaboration across the organization. Reasons for a decline in the question "The results of our last employee engagement survey were shared with me" were discussed. Sarah discusses our remarkable results compared to other employers. For instance, all employers across the US have an 33% positive engagement.

Six survey items were rated as 80% favorable or higher, which is a high benchmark to set. Item such as "I have trust in my direct supervisor" and "I feel physically safe while I'm at work" were within our strongest survey items. Culture improvements have been seen since survey process began in 2021. Sarah emphasizes that while we have opportunities to grow, only 4 survey items were less than 70% favorable. Communication between departments is the lowest scoring item, which is common throughout all different employers, not just Middle Park Health. Deeper dives into Feeling Valued or Not Feeling Valued survey items were discussed. Comments from employees were included in the report which was requested from Team Innovate. Board discusses types of recognition and ways to help employees feel valued.

Provider perspectives were discussed. 70% engagement was reported for providers. Drivers of engagement are things like "MPH supports my well-being" and "I am confident I can follow my career goals at MPH". Responses to open-ended questions were detailed on ways to improve MPH's culture. Tools and Resources needed were discussed as well. Jason will provide this information to the Leadership Team; Team Innovate and Town Halls to all employees. Action plans will be developed through discussion with Team Innovate. Senior Leadership will regularly report progress, celebrate wins and continue to listen for ways to make progress on

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employee engagement. Board discusses ways to get the survey results out to the staff and ways to improve communication and education. It was noted that many new employees joined the organization in 2024, so they wouldn't have access to prior year survey materials. Board recognizes Team Innovate for their contributions to the culture change. Board queries around the anonymity of the survey, which is ensured by the process of the outside vendors, Govern Well and New Measures. Sarah explains that the changes have been remarkable, especially in a larger organization.

**Clinics Update**(Christina Lockhart) Christina presented a Clinic Update on each of the pillars on the Strategic Plan. For the Growth Pillar, Increasing Practitioner Presence was a focus and Christina details either achieving or working towards a number of increases to Primary Care and Specialty Clinic Practitioner presence. For the Experience Pillar, Christina details improvements to employee experience as well as patient and community experience. Empowerment of clinic employees to take ownership of projects and follow passions is key to this pillar. Well engaged and validated employees produce superior health outcomes for our patients and communities Patient experience is monitored through the "Odeza Rating" system. Community experience is addressed through free sports physicals, "Changing Bodies" talks at schools, "Home Grown Talent Initiative" program and, coming this summer, "Reach out and Read" program. Performance Improvement Pillar focused on timely rooming by shifting staff schedules, anticipating patient and practitioner needs through daily schedule review, improvements to in-clinic procedures, and improvements to the prescription refill process. Financial Sustainability pillar addressed through Rural Stimulus Grant allowing for addition for Psychiatric Nurse Practitioner, as well as Rural Connectivity Program funds. Board expresses appreciation for the growth of the clinics and satisfaction of their employees. Board also expresses appreciation for Christina's 15 years of service.

**October Financials** (Emily) Board thanks Emily's stewardship during her tenure. She has certainly set up the MPH team for success. Finance Team is well oriented to move forward in her absence. Total Cash did go down due to an increase in cash outflow. MRI project will likely begin generating expense in the planning/architecture. Construction funds are being drawn down, so interest earned will begin waning as this fund is spent.

Inpatient revenue was down, but Outpatient revenue was quite good this month. Bad debt has been increasing and some older accounts are being caught up. Continued shift from Medicaid to self-pay is also increasing MPH bad debt. Trend of lower bookings in local areas was discussed, with more bookings later in the ski seasons. Number of visitors does have a likely impact on MPH revenues.

Salaries and wages slightly unfavorable due to successes of HR team. Emily details how favorability in the professional services line items offsets the miss in salaries and wages as the

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employed CRNA is now flowing through that line item. Increased expense in employee healthcare costs was reflected in a budget miss to benefits line item. Contract labor budget shows a miss due to the fourth quarter budget dropping further. Emily details favorability in several line items under operating expenses due to timing and clean-up, as well as no longer needing an interim cost report due to a monthly estimator tool provided by auditors. Advantages are seen with small adjustments throughout the course of the year, rather than only at the end of year. An exception was repairs and maintenance, due to several unexpected urgent repairs need. Another exception was advertising and community relations, due to physician recruiting costs, and some of these will be reimbursed by grants. Net operating income was 13% ahead of target for the month. Non-operating line items continue to show the same favorability with the interest from the ICS account and provider fee right in line with budget. Bottom line is still favorable year to date because of that change in accounting standards previously discussed.

MPH volumes in the OR were up to budget and prior year. Kremmling ED and Urgent care were a little under budget, while Granby ED was ahead of budget. All clinics saw favorability except Walden, with Granby Saturday services and second Grand Lake day now up and running. Ancillary services were also favorable.

Cash collections were over 5 million, over a million increase from October 2023. Unfortunately, Medicaid has dropped from 16% to 12% and a corresponding rise in self-pay from 5% to 8%. Jason reiterates that this is a statewide and nationwide problem, and letters to the government officials have urged they take appropriate action. Board queries how budgeting is created for Salaries and Benefits, and expected vacancy rate is used to generate this budget. If vacancy rate is less than expected, our organization does benefit. Board thanks Kelly Clasen's team for continuing to excel at cash collections. Itemized billing is also discussed.

Average daily expense has been rising, which results in a slight dip in days cash on hand to 165 days. Emily emphasizes discretionary spend review and position control processes as a strategy to control spending and maintain cash on hand.

**Motion:** A motion was made by Chris and seconded by Mike to approve the October 2024 financials. **Motion adopted on a 4-0 vote.** (Dawna not present).

**Sidewalk Heating Boiler Capital Request** (Jason) Capital project had been completed in 2024 to fix sidewalks on east side of Kremmling hospital. During that process, plumbing was added to make this a heated sidewalk, aiding in snow and ice removal. Final part of process needs completion, which is to add a boiler to heat the sidewalk. Jason emphasizes the need to push this forward to our colder season for staff and patient safety. Board expresses their support of the project.

**Motion:** A motion was made by Kim and seconded by Chris to approve the capital

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request for a new boiler in the amount of \$63,185. **Motion adopted on a 4-0 vote.** (Dawna not present).

**Board Education**

"Building Leadership Resiliency and Restoring Joy to the Workforce" was included in the board packet.

**Consent Agenda**

a. Credentials Committee November 14, 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:

1. Review/discussion of approval of privileges for:

- Katarina Nelson, MD - Full Active Privileges in Cardiology
- Robert Anderson - Full Active Privileges in Family Practice Medicine
- David Maurer, DO - Full Active Privileges in Family Practice Medicine
- Jason Stuerman, MD - Full Active Privileges in Family Practice Medicine
- Kevin Kelly, MD - Full Active Privileges in Radiology
- Guy Borders, MD - Full Active Privileges in Radiology
- Ria May, DO – Full Active Privileges in Obstetrics and Gynecology
- Marcie Beroske, APN – Full Active Privileges in Psychiatric Mental Health
- Hardy Schwartz, MD - Full Active Privileges in Cardiology

2. *Correction to September report to board -*

- *Rohan Trivedi, MD - Full Active Privileges in Cardiology*

ii. Next Meeting: December 12, 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: 0 Reviewed/Revised; 1 New; 0 Archived.
- c. Quality Report
- d. SDA Compliance Calendar

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- a. December 10 County Assessor certifies district's valuation for assessment (final).  
Section 39-1-111(5), C.R.S
- b. December 15 Adopt budget and appropriate moneys, if certifying a mill levy.  
Section 29-1-108(2), C.R.S
- c. Certify Mill Levy to Board of County Commissioners. Sections 39-5-128(1) and 32-1-1201, C.R.S.
- d. File notice of inactive status, if applicable, with:
  - Board(s) of County Commissioners or governing body of municipality that approved district service plan;
  - County Treasurer;
  - County Assessor;
  - County Clerk and Recorder;
  - District Court;
  - State Auditor
  - DLGSection 32-1-104(3), C.R.S.
- e. File notice of intent to continue in inactive status, if applicable, with:
  - State Auditor
  - DLGSection 32-1-104(4), C.R.S

**Motion:** A motion was made by Mike and seconded by Kim to approve consent agenda.  
**Motion adopted on a 4-0 vote.** (Dawna not present).

**Communication Report**

**Foundation Update** (Jamie Jensen, Andy Radzavich) Jamie shares excitement of the MPMF board on receipt of the DOLA grant. Gratitude was expressed to Andy Radzavich and Rose Gamblin, as well as to Jodi Docheff, for traveling to present and show support. David Duba was also recognized, due to providing expertise to allow us to compete for the Community Resilience Grant, a 75%/25% match. Between the end of 2023 and present, upwards of \$3,000,000 has been raised between campaigns, with the majority in recent months.

Andy reiterates appreciation for fundraising and support within the Kremmling community and Boards. DOLA representatives had expressed appreciation of the support and fundraising efforts as well. Addition of solar power and microgrid to the application increased our odds for success. Board had designated funds for the project, but a smaller amount of \$25,000 will be possible due to the new Grant structure.

Andy details the DOLA process, which includes reimbursement. Contract with DOLA will need

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to be finalized before any work can begin. However, bidding for the project has begun. Board reviews how intense the process was and how well prepared our team was. Board discusses potential of a project manager for the project and that is a consideration.

Weekly tours of Fraser Hospital are being conducted with potential donors. Andy details additional \$300,000 raised for Fraser capital campaign. Video is being developed that compares the animation to the progress presently and will be released soon. Colorado Gives day is also fast approaching and is an opportunity to generate more donations. Board reiterates appreciation for Foundation and asks if any support is needed.

**Board Chair Report** (Jodi Docheff) Jodi provides board perspective on intensity of DOLA presentation. Board has also been working on a set of FAQs to send to interested incoming Board candidates to be included with the self-nomination form. Any additional revisions should be sent to Jodi.

**CNO Report** (Amy Binkley) Amy provides an update on our new Radiology Director, Sarah Kusterer. She does have experience in planning a radiology suite, so will help our team with Fraser Hospital project. Overall, she has over 16 years of experience. Amy also mentions that additional mammography days have been added to the schedule to help address some days mammography had been closed due to machine repair. New 3D mammogram machine was discussed as well. Radiology Tech week was a success, with a traveling skeleton named Earl for staff to interact with. Amy expresses appreciation with all that she sees happening in our Imaging department.

Infection prevention committee was recently held. A surgical site infection was noted, from a patient who was 5 weeks post-surgery and had submerged the wound. This brings our infection rate up to 0.29%. We remain in a very low range. There were also 2 patients with C. Diff, but they were both determined to be community onset. Hand hygiene secret shopper is at 99%.

Rebecca Manley will be our Trauma Coordinator and Nurse Manager for the new Fraser Hospital. Jennifer Lisenby is filling the same role for our Kremmling location. Rebecca is part of a committee that has begun to discuss staffing for Fraser. Current employees have been queried to see who is interested in working in Fraser, and their spots in Granby will then be backfilled, giving us staff there that are experienced and familiar with MPH culture and expectations. Discussion ensued around strategies to bring staff on board ahead of time but not so soon that it impacts the budget.

Pharmacy is happy to announce that a new Pharmacist in Charge has been added with former hospital experience.

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**CMO Report** (Dr. Tom Coburn) Physician recruitment was discussed. Many provider interviews have been conducted for Fraser ED, Walden, and Kremmling.

**CEO Report** (Jason Cleckler) Jason details a recent opportunity to meet with local veterans for Veteran's Day. The intention of the Community Connect or VA choice program was to allow rural veterans an opportunity to see local providers instead of needing to travel to Denver Metro. Education was provided to access our care navigators when challenges arise with the program. Dr. Coburn was also honored as a veteran.

Additional signage is being planned for the Kremmling campus to address issues mentioned in the previous board meeting.

CFO recruiting was discussed. Many applications have been received, but few of these have relevant hospital experience. Emily's last day will be 12/1/2024, but will remain connected to the MPH team for some time during the transition period and for questions.

Jason describes a recent tour of Lutheran hospital with leaders from Middle Park Health. This tour represents an effort to know our various partners throughout the state, and also to gain perspective about opening a new facility and networking between leaders. Saint Anthony Lakewood and Saint Anthony Summit will remain major partners and a tour of Saint Anthony Summit was also recently done. Saint Anthony Lakewood tour is slated for later in December. This helps our staff provide insight to transferring patients, reassuring them as they know the facility and staff behind the transfer. Senior Leaders discussed the benefits with collaborating with our nearby hospitals.

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

**Board Discussion** Email from Dawna with several questions regarding the budget was discussed. More detail on the consulting line item was requested. Additional discussion over the salary survey and ranges for positions ensued. Board expressed various levels of interest on employee salaries, in order to ensure we are competitive. Becca Norman will supply additional detail on consulting line item and additional salary survey information broken up by job class will be provided.

Board expresses interest in conducting an exit interview with Emily. Date for interview will likely be before the next board meeting. Board again expressed appreciation for Emily's leadership and will miss her.

Board expressed appreciation for Amy's leadership and how quickly she has gotten to know her team, as was evidenced at the Years of Service luncheon.

**Community Comments**

**Board Corner Items** Board is on the lookout for additional board corner items.

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

**Motion:** A motion was made by Mike and seconded by Jodi to enter the executive session at 9:15. **Motion adopted on a 4-0 vote.**

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

Non-Board Members Present: Jason Cleckler

**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.** (Dawna not present).

No decisions made.

**Adjournment of meeting**

**Motion:** A motion was made by Mike and seconded by Jodi to adjourn the meeting at 10:25 pm. **Motion adopted on a 4-0 vote.** (Dawna not present).



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Jodi Docheff, President



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Chris Murphy, Vice President

Approval Date: 12/2/24

Minutes taken by: Rosalie Rust