

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, December 12, 2024

With meeting notice, Jodi called the Kremmling Memorial Hospital District board meeting to order at approximately 6:11 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 [Absent Excused]; Dawna Heller, Member.

Non-board attendees present: Jason Cleckler, CEO; Amy Binkley, CNO; Dr. Thomas Coburn, CMO; Laura Wooldridge, ED-Inpatient Director; Becca Norman, Financial Analyst [Virtual]; Rosalie Rust; Executive Assistant; Andy Radzavich, Director of Middle Park Medical Foundation [virtual]; Jubil Young, Director of Rehab Services.

Conflicts/Potential Conflicts of Interest

No Conflicts/Potential Conflicts of Interest were disclosed.

Agenda Approval

Motion: Mike 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 November 21, 2024 Special board meeting and Mike seconded. **Motion adopted on a 4-0 vote**

Reports of Good News

Winter Wonderland Party (Jason Cleckler) MPH held a Christmas Party last week with around 250 people in attendance. Employees were excited about this, especially since we did not hold one in 2023. Lots of people worked hard putting it together. Thank you to the board members who were able to come.

Town Halls (Amy Binkley) Jason led the Town Halls and provided the results of the Employee Engagement Survey. Amy shared information on the Engagement Pillar of our Strategic Plan. The meeting was staged in an interactive way, with multiple options to react, share emojis and win hearts (including actual, physical emojis). Information will be provided to the employees in a variety of formats. Feedback was requested about the Town Hall itself as well.

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, December 12, 2024

Fraser Hospital: (Chris Penney): Board packet did not include Fraser Hospital Update, but has been emailed separately to include in meeting minutes. East wing in-wall Mechanical, Electrical and Plumbing inspection was passed recently, and drywall will begin in the east wing next week. Windows will be installed soon. Masonry, roofing and hardscapes will continue. West wing painting will begin next week. June 6th is anticipated completion date. Builder's risk claim is still open from the water intrusion in past months. Documentation is being processed and repair work will begin next week. \$66,000 in direct damages are expected, and some potential liquidated damages could be above this amount. Nearly half of the cost is scaffolding, tent and heat. Repair process should be 2-3 weeks and should not disrupt the interior critical path activities. Dr. Coburn details a meeting regarding roofing issues. Improvement has been noted with a new on-site supervisor. Interior and exterior signage are now underway. Log for equipment is slated for completion by end of year. Total cost of equipment and lead times will be monitored to manage cash flow. All directors will be meeting with Victor to complete spreadsheet. Furniture selections were finalized, but over budget. Team is looking to VE options or different vendors.

Budget wise, plan revisions have been caught up administratively, generating fewer change orders. Contingency in December is lower than previous months in relation to this. \$7,500 for new Contractor Potential Change Orders, \$7,900 for final exterior signage proposal, and \$11,800 estimated for future material testing. This leaves our contingency total remaining at 1.29 million. Less risk is expected budget-wise at this point.

Chris details how in-wall inspections allow team to begin drywall and painting while ceiling mechanical, electrical and plumbing work can be continued.

Emergency Department Update(Laura Wooldridge) Laura shares insight as director of ED and Inpatient for the last 18 months. Her background is non-healthcare, and she began with Middle Park Health in the registration role in 2013. She pursued a degree at Regis University in Nursing and then returned to MPH as a nurse in 2018.

Laura details her "Why" behind her role. She shares a letter from a patient who was seen with a heart attack in our ED. ED Inpatient strategic plan aligns with the global MPH plan. Growth pillar will be addressed through the opening of Fraser and 9 additional nurses will be added to the staff for Fraser. Day shift nurses have already been identified amongst existing staff. Laura details efforts for various employee recognition opportunities such as pin awards. Communication is addressed through a weekly Huddle doc, and there is a Kudos section in the huddle doc as well. Press Ganey comments are shared with charge nurses and staff.

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, December 12, 2024

Emergency Department does report on a wide array of Quality Improvement Metrics. Laura shares her results on Bar Code Med Administration and the positive effect of Single Sign On to this metric. Other metrics were reviewed as well, including Blood Culture Contamination Rates. Specialty Care Unit in Kremmling saw an increase in falls in September. Fall prevention committee put many solutions in place. On January 6th, it will be 100 days from any falls in the SCU. Board expresses appreciation on the approach of troubleshooting rather than blame or shame on these reportable incidents. This strategy helps with compliance and morale.

Financial Sustainability is addressed by a frugal approach. Department is lean on staff and supplies. Budget and variance meetings are part of the strategy. Nurse leadership is also actively involved in equipment cost savings for Fraser Facility.

2024 held several record setting ED Census months. Number of travelers was reduced from 13 to 2, while employee engagement and satisfaction also increased. Our new Fraser Nurse Manager, Rebecca Manly, was hired. Forthcoming announcement of a prestigious award will occur on January 7th. Congratulations and appreciation were voiced by leadership and board.

Budget Hearing (Becca) Becca focuses on any changes made between preliminary and final 2025 budgets. No revenue changes were made, and the revenue does include a 3% charge master increase as well as including forecast for the new Fraser Hospital.

A few minor shifts in positions and vacancy rate have affected the salaries, wages and benefit line items. The changes to an employed CFO and pharmacist are reflected in the change. Contract labor had no changes from preliminary budget, but professional services did increase due to the potential of bringing in a new OB/GYN visiting provider. Purchased services line item also reflects a shift from Common Spirit CFO to employed CFO. Additionally, Workiva platform shifted this line item, as well. Purchased services line item had been discussed at a prior meeting, including a question about consulting. Becca details the wide range of items that actually fall under Purchased Services. This line item contains any service contracts to all of our equipment, hospital-wide. It also contains our Common Spirit contracts, Thor internet services, Single Sign On, Cyber Security and many other IT related items. Even things like our AlSCO laundry service is included in this line item. Depreciation does see a large jump from 2024 to 2025 budget because of the opening of Fraser.

The budget for interest revenue has been increased as a result of the updated cash flows provided by Chris Penney. Tax revenue has been trued up after final mills were received. Net income does reflect this improvement of interest but that is not included in the coverage calculations for our debt covenants.

Capital Budget increased from \$1.1 million presented in preliminary budget to \$1.3 million in final budget. A mammography machine was added to the capital budget, and a few items were moved to 2024, or came in under the capital budget threshold. Additionally, the budgeted

**KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, December 12, 2024**

amount for the Kremmling Gym project was adjusted down as we were awarded a more favorable matching component with a differing type of DOLA grant. Board discusses mill levy adjustment, part of the legislative action regarding property tax.

Motion: A motion was made by Mike and seconded by Chris to approve the Resolution #2024-12-01 To Adopt 2025 Budget. **Motion adopted on a 4-0 vote.**

Motion: A motion was made by Jodi and seconded by Dawna to approve the Resolution #2024-12-02 to Adopt Mill Levy. **Motion adopted on a 4-0 vote**

2025 Election Resolutions(Jodi) Board briefly discusses the two election resolutions to appoint Rosalie Rust, executive assistant as the Designated Election Official and prepare for a polling place election.

Motion: A motion was made by Jodi and seconded by Chris to approve the Resolution 2024-12-03 Appointing a Designated Election Official and authorizing Designated Election Official to cancel Election. **Motion adopted on a 4-0 vote.**

Motion: A motion was made by Mike and seconded by Dawna to approve the Resolution 2024-12-04 Election Resolution for 2025 Regular District Election Kremmling Memorial Hospital District **Motion adopted on a 4-0 vote.**

Board Education

"The Plan Following the Plan" was included in the board packet.

Consent Agenda

a. Credentials Committee: December 5, 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:

- Jason McKown, PA-C - Full Active Privileges as a Physician Assistant
- Mark Paulsen, MD - Full Active Privileges in Family Practice Medicine
- Whitney Morgan, MD - Full Active Privileges in Radiology
- Bryan Wood, NP - Full Active Privileges in Emergency Medicine
- Brian Carrier, MD – Full Active Privileges in Radiology

**KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, December 12, 2024**

Next Meeting: January 23, 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

2. Quality Report

3. SDA Compliance Calendar

- i. December 10th: County Assessor certifies district's valuation for assessment (final). Section 39-1-111(5), C.R.S.
- ii. December 15th: Adopt budget and appropriate moneys, if certifying a mill levy. Section 29-1-108(2), C.R.S.
- iii. December 15th: Certify mill levy to Board of County Commissioners. Sections 39-5-128(1) and 32-1-1201, C.R.S
- iv. December 31st: Calculate (as of the end of the fiscal year) district's authorized but unissued general obligation debt. Specify amount, if any, and any current or anticipated plan to issue the debt in district's audit report. Sections 29-1-605(2) and 29-1-606(7), C.R.S.
- v. December 31st: At least annually, publish information about land development charges, if applicable, on district's official website. Section 29-1-803(1), C.R.S.
- vi. December 31st: An annual inventory of real and personal property having an original cost that equals or exceeds an amount established by the district, unless the amount is established by the State. Section 29-1-506(1), C.R.S

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

Communication Report

Foundation Update (Andy Radzavich) Andy shared appreciation of Employee Christmas Party and ED accomplishments. Andy called out Chylena Cosper and the Spirit Team for decorating the Middle Park Medical Foundation Tree, which raised around \$500 dollars. Fraser fundraising has come to 1.37 million to this point. Colorado Gives day brought in about \$10,000 for Fraser, our best yet. Andy shares the information about the Flyover video which came out for Colorado Gives day, showing the virtual presentation alongside where the construction is presently in each section of the hospital. Middle Park Medical Foundation is holding a Strategic Planning session to prepare for the future. Board expresses enthusiasm

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, December 12, 2024

and appreciation of the MPMF fundraising efforts; \$3 million dollars has been raised for Fraser and the Wellness center projects.

We are waiting for the final contract with DOLA prior to beginning construction. Rose Gamblin will serve as the main liaison between DOLA and MPH. Rob Brinkley from facilities will be organizing things from the construction side. Tiffany and Andy will also remain involved.

Board Chair Report (Jodi Docheff) Jodi discusses scheduling of Board Tour of the construction of the Fraser Hospital. Date was picked for early January. Board rounding is planned for the Fraser Rehab site concurrently.

Jodi expresses appreciation of our staff's de-escalation / aggression management training, citing recent CHA article on this topic. Changes for the 340B program are being discussed, with a proposal of the program being a discount program to being a rebate program. This change places more control with the pharmaceutical companies. Board discusses AI implementation in the insurance industry with automatic denial generation. Medicare Advantage plans were discussed as they have high denial rates. Physician to Physician Peer Review does still happen, however, it is not easy or efficient. Insurance company physicians are paid to generate denials as well. Dr. Coburn details insurer practice of adding additional diagnoses to the patients as more acute cases are reimbursed at a higher rate by the federal government. BCBS had been focusing on limiting payment for anesthesia, however, it appears to be changing course.

CNO Report (Amy Binkley) Amy reports out on Traveler staff, currently at 17 travelers. MPH is at a bit of a plateau. One laboratory position was open for over a year, and another radiology position has received no applicants. Team has been troubleshooting other approaches like seasonal employees.

MQSA survey for the mammography program, with 2-3 areas of improvement. Clinical and Non-Clinical career ladder will be worked on in 2025, which provides staff with opportunities to grow and engage with our facility. Fun Holiday activities, including tree decorating competitions, Hot Cocoa Bars and Ugly Sweater contests, will be held week before Christmas. Board is welcome to join festivities in Kremmling or Granby.

CMO Report (Dr. Tom Coburn) 10-12 Emergency Physician Candidates have had initial interviews; 8 will be brought on-site and job offers will be extended in January to 4-5 of them in advance of Fraser Opening. MPH is narrowing in on a Walden Nurse Practitioner. Three interviews for Kremmling Family Medicine position have occurred or will be occurring soon. One of these candidates is from a small town and is from the front range. Psychiatric Nurse Practitioner Marcie Beroske began with Middle Park Health this week. GI physician Dr. Bhat has begun seeing patients and doing procedures here. Dr. Allison in Spine has returned as

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, December 12, 2024

well.

CEO Report (Jason Cleckler) OBGYN physician who grew up in Fraser area will likely begin rotating to our community in June or July, increasing our capacity to follow pregnant women and provide more services. Candidate will likely be at Summit for 50% of the time and 50% at Middle Park Health. Board queries if individual would be employed by Middle Park Health. This is under discussion, but it is likely. Additionally, if this plan comes to fruition, potential for some OBGYN care in Kremmling is also possible.

Team Innovate was approached with the possibility of choosing a metric from the Employee Engagement Survey to include on Jason's evaluation this year. They were enthusiastic about the possibility and expressed that it makes the engagement survey even more meaningful.

Senior Leadership and pertinent directors will be traveling Monday to Saint Anthony's Lakewood. This will help us connect with their team, facilitating transfers and training options for staff. New Intermountain facility was first in series of tours; followed by Saint Anthony's Summit and now Lakewood.

Two CFO interviews have been conducted virtually. One is a strong candidate that we'll look to bring on site. Leadership interviews and board interviews will be planned for any strong candidates MPH brings onsite. Emily Ebert continues to meet with team weekly to aid in transition and does engage in interviews as well.

Jason details a recent meeting with Common Spirit corporate office and encompassing leadership for the mountain region. Frank conversations were engaged in about the challenges that rural hospitals face and MPH's challenges with transfers and other issues. New Common Spirit CEO has an open leadership style that seems to be receptive to feedback.

Old Business /New Business/Items for Next Agenda

Exit interview for Emily Ebert, CFO, will be rescheduled to next week.

Board Discussion

Community Comments

Board member and shared interaction with a patient in a local grocery store who was pleased with care received, and noted he received excellent after-visit instructions. Jason shares a similar experience with a patient out in the community that was pleased that local care is available. Jubil shares a positive experience with comments regarding enthusiasm for our new hospital and its speedy construction at the Festival of Trees.

Board Corner Items

**KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, December 12, 2024**

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 Jodi to enter the executive session at 7:56. **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 Dawna and seconded by Chris to adjourn the executive session at 9:10 **Motion adopted on a 4-0 vote.**

No decisions made.

Adjournment of meeting

Motion: A motion was made by Mike and seconded by Jodi to adjourn the meeting at 9:11 pm. **Motion adopted on a 4-0 vote.**



Jodi Docheff, President



Chris Murphy, Vice President

Approval Date: 1-30-2025

Minutes taken by: Rosalie Rust