

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, March 20, 2025

With meeting notice, Jodi called the Kremmling Memorial Hospital District board meeting to order at approximately 6:03 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 (late excused); Kim Cameron, Secretary/Treasurer ; Dawna Heller, Member.

Non-board attendees present: Jason Cleckler, CEO; Amy Binkley, CNO; Dr. Thomas Coburn, CMO; Mike Wilson, IT 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; Chris Penney, Artaic Group; Ray MacKendrick, Facilities Director; Liz Bauer, West Grand School District Superintendent; Karen Taft, West Grand Early Childhood Center Director; Martha Schake, Director of Finance and HR

Conflicts/Potential Conflicts of Interest

No Conflicts/Potential Conflicts of Interest were disclosed.

Agenda Approval

Motion: Dawna made a motion to approve the agenda and Chris seconded. **Motion adopted on a 4-0 vote.** Mike did not vote.

Public Comments No public comments were made.

Minutes Approval

Motion: Jodi made a motion to approve minutes from February 27, 2025 board meeting and Dawn seconded. **Motion adopted on a 4-0 vote.** Mike did not vote.

Reports of Good News

Sky Hi Articles (Jason Cleckler) Sky Hi newspaper ran an article about Fraser construction. Cliffview article is slated for publication soon, and MPH continues to receive many positive comments amid Grand County Board of County Commissioners survey on the topic. Multiple questions have been received from various entities such as Mountain Parks Electric and Town of Granby on how community can partner with and support Cliffview.

Longevity Project (Jason Cleckler) MPH also participates in the Longevity Project, related to

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head injuries. Dr. Stuerman was part of the Longevity Project panel yesterday and answered questions about concussions and traumatic brain injuries.

Health Events (Jason Cleckler) Blood Drive in Kremmling was a success, Walden Health Fair will be held Saturday, April 5th. Kremmling Health Fair will be held on April 19th. Fraser/Granby Health Fair will be held in the fall.

State of the West Grand School District (Liz Bauer, Karen Taft, Martha Schake) West Grand School District team provide an overview of the State of the West Grand School District. Liz stresses the need to connect and outreach with different partners within the community. Information on West Grand Early Childhood Center, Kremmling's only licensed center, was provided. West Grand ECC was begun to help with staff retention, but now serves the community as well as staff. New West Grand ECC Director, Karen Taft, was introduced. West Grand ECC has grown greatly, and efforts are in place to make it more self-sustainable through grants and a change to 501c status. Few other school districts run early childhood centers. An overview of the 5 year Strategic Plan was shared. Liz highlights the opportunities for high school students, especially those for training and internships with MPH. Martha Schake's retirement in May June 2025 was announced; as a long-time district employee she will be greatly missed. She is truly the heart of the community! Board expresses appreciation of the school district, the ability to gain college credits for high schoolers, and the Early Childhood Center. Board and school district officials express desire to continue partnering together in our small community.

Fraser Hospital: (Chris Penney) End of construction period is coming quickly. Chris explains our risk in this period isn't any single, known item, but just the fact that any issue could affect schedule due to the slim amount of time left. Glazing and masons are being wrapped up, and metal panels are being installed. Board and Chris discuss the delay of the masonry completion. Site hardscape is being finished up and last layer of asphalt will commence in the coming weeks. Some countertops were incorrect size and were returned. Mechanical, Electrical and Plumbing trim out will continue throughout the end of the project. Floors and doors will begin next week. Above ceiling re-inspection and construction clean will be next week. In April, rooftop units will be started up. Boiler and med gas will be started up in April as well. CT Scanner is also scheduled to install in the coming month.

Change orders had net \$20,000 increase, due to additional fire sprinklers needed. Owner Contingency was discussed; we were under-budget for commissioning agent, so will add \$74,500 to that line item. Chris and Dr. Coburn discuss some challenges with CDPHE comments and items which may hit our budget or timeline in a negative way. Several waivers have been applied for, and team is waiting for approval. Waiting room for imaging was created; shared soiled holding area have been submitted via waiver. Further interactions with legal

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team and CDPHE staff are planned. Other delays were discussed. HOA requirement for a specialty light pole is causing a delay as these items have been delayed. Streetlights were supposed to be received by end of March, and now they are expected by end of June. Temporary lighting will be required. Discussion of a more semi-permanent option vs temporary CDOT construction lighting ensued. HOA manager may be able to help expedite issues. Contractor contingency log was reviewed. Allowance log was also reviewed. Some contractor allowance saving is anticipated. Owner contingency remains at \$1.3 million, and COPs are projected to be expended by end of April.

IT Update(Mike Wilson) Mike shares information about IT team. Mike has led the IT department at Middle Park Health as the director since 2021. Mike's approach is providing employee support with a high level of accessibility. Service desk tickets are what are typically associated with IT positions, but software configuration, account provisioning, systems administration, network administrator, system building, project coordination and device setup are all other roles that MPH IT department fills. Mike describes importance of project coordination. As one example, capital projects are tracked from inception to completion to make sure all necessary steps are taken.

Mike has brought changes to much of the infrastructure and data centers at Middle Park Health. This allows for cost savings and in-house support, rather than hiring outside professionals and equipment. MPH is also protected by DUO Multi Factor Authentication and security systems such as enhanced firewalls. Priva Plan consulting is another partner who does email phishing tests. Silversky Security Operations Center is a Manage, Detect and Respond cybersecurity team that overlooks MPH data .

Standardization of nurse call system was recently undertaken. Impravata Single Sign On project has allowed ease of logging in multiple systems for doctors and other staff. Project Thor Meet Me Center was described, which allows for increased redundancy and quality of local internet. Addition of 1 IT member is planned with addition of Fraser Hospital. Epic Build coordination is an important aspect of the new Hospital, as well as making sure all other IT components are correctly implemented and set up. Mike states, "We love running secure, highly available and high performing IT systems. Our desire is to have every IT component working properly as much as possible, so MPH has the necessary tools to deliver the highest quality healthcare to our community possible." Board discusses phone tree with Mike. Cost vs benefits of having a call center were discussed.

February 2025 Financials (Becca) Super Savers project was discussed with the board- MPH approach seeks to gamify expense savings amongst departments. Cost savings brainstorming are a proactive effort to manage expenses. Balance sheet was delayed because Fraser accounts were not mapping correctly on the balance sheet. This has now been fixed after

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discussion with Common Spirit accountants who mapped this. 4% revenue favorability was seen on the February Income statement. Unfortunately, contractuals remain high, bringing overall revenue in line with budget. Salaries and benefits were favorable to budget as employee health insurance costs remain low in the first quarter, an expected trend. Contract labor line item remains favorable as well. Changes to general surgery have caused decreased expense in professional services line item. Supplies were over budget due to higher surgical costs, vaccine supplies and Botox supplies. However, as a percentage of revenue, supplies are in line with expectation. Since February is a shorter month, interest expense was favorable to budget. Repairs and utility costs were both above budget. Advertising and community relations continue to remain above budget due to the physician recruiting falling into this category. RETAC Grant reimbursement for the fatal vision car was received this month. Total operating expenses are ahead of budget by 7% for the month. Net operating loss is much smaller than anticipated; 73% ahead of budget. Positive bottom line of \$358,068 beat anticipation by 863%.

Inpatient days were down except for extended days. February 2024 had 29 days, while February 2025 has 28 days, so volumes are slightly skewed. Granby ED was 7% ahead of budget and Urgent Care in Kremmling was 9% ahead of budget. Granby Clinic was above budget and Winter Park Clinic was 1% behind budget for the first time in a long time. Grand Lake Clinic was ahead of budget and prior year as well, reflecting schedule change. Imaging and Lab are ahead of budget but Rehab is behind by 6%. Sleep Studies and Infusions are both well above budget and prior year.

Payer mix was beneficial for February; commercial insurance was up to 52% from 42% in prior year, and self-pay did decrease slightly. Days cash on hand was up 3 days. This was due to the high cost of prior February now no longer affecting average daily expense. Becca emphasizes that this fluctuation in average daily expense will normalize in June.

Motion: A motion was made by Mike and seconded by Chris to approve February 2025 financials **Motion adopted on a 5-0 vote.**

Audit Update(Jason Cleckler) Auditors were onsite this week. Jodi, Mike, Jason and Becca met with auditors. Audit will be completed towards end of next month and will present it to the board in May. Jodi expresses appreciation for the team and auditors who are familiar with MPH financials. MPH has had some back and forth with auditors on liabilities. Auditors are interested in touring Fraser from an auditor's standpoint. Audit team will schedule a tour in the future, potentially in May. Audit team has given MPH a recommendation to hire a controller. Jason mentions that this could be a good idea, however, a decision on this should include our new CFO.

Board Education

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“Building Constructive Hospital Physician Relationships” was included in the board packet.

Consent Agenda

b. Credentials Committee- March 18, 2025

PURPOSE: To ensure quality patient care by providing a quality system of credentialing and privileging for physicians interested in providing services at Middle Park Health.

1. Review/discussion of approval of privileges for:
 - Andrew Crabill, DDS - Full Active Privileges in Orthodontics
 - Crysel Smith, MD - Full Active Privileges in Radiology
 - Gale Joslin, MD - Full Active Privileges in Radiology
 - ~~Marc Eustaquio, MD - Full Active Privileges in Podiatry~~
 - Patrick Murphy, PA - Full Active Privileges as Physician Assistant

2. Next Meeting: April 19, 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: 0 New, 2 Reviewed / Revised, 0 Archived
- c. Quality Report
- d. SDA Compliance Calendar
March 1 (60 days after end of fiscal year) Annual information report to the DLG with respect to any nonrated public securities of the district which were outstanding as of the end of the fiscal year (December 31).

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

Communication Report

Foundation Update (Jamie Jensen) Foundation is just under \$2 million in fundraising for Fraser with 2 additional donations coming in since last month. Mountain Parks Electric awarded us \$50,000 for the Fraser Hospital; this is on top of the amount given for the Wellness Center. MPMF is working on major gifts, and private community parties such as “cocktails and community” are a route for this. Donors have expressed appreciation of the tours of the hospital site, which is helping to spread awareness to the campaign. Community members who are important partners have been able to take these tours as well. This is helping us with

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community relationship building.

On March 5th, MPMF updated the Kremmling Town Board that we were still waiting for the DOLA contract; we received and signed the contract just following. Solar and lighting renovation will begin in April; bids for the construction for gym are being sought. The bid period is open until filled, but MPMF is looking to collect a few more bids. Ray MacKendrick, Rob Brinkley and Rose Gamblin are spearheading the construction planning.

Board member Robert Blay has left MPMF and board is looking to fill the seat with someone with finance background. MPMF Treasurer Neal Funk will be leaving the board at end of 2026 as well, so finding a member who has a strong understanding in finance is key.

BASH is coming up on June 7th. Past sponsors, guests and donors have already received mailings. Title sponsorship was taken by Common Spirit, other sponsorships are in the works.

Board Chair Report (Jodi Docheff) Amy Leaghty will serve as our deputy Designated Election Official and will help with election tasks, especially those in the Kremmling area. UOCAVA ballots have been mailed or emailed to those electors who are members of the military today. UOCAVA ballots can be mailed, faxed or emailed back. All other ballots have been received, and our marketing team has reached out to Sky Hi News requesting them to run an election story. David Buckley, Jennifer Harvey, William Clark, Mike Ritchard and Dawna Heller are the 5 candidates running for the board. Publication of notices, preparing absentee ballots, and election judge certification and training are the remaining tasks for the election. Election will be a polling place election and mail in ballots can be requested until April 29th.

CNO Report (Amy Binkley) Amy reviews the infection data, including surgical site infections and drug resistance organisms. One patient fell into this category, but it was determined to be community onset. Our team in ED and Med Surg are doing well with early identification. Secret shopper activity for handwashing did decrease, but new employee health and infection prevention nurse will be able to help this program grow. Employee Engagement activities were a big hit for March, with a whole week of activities. Hospital week and Nurses week will be held in May. Policy and procedures are being updated to be in line with best practices for Joint Commission.

Staffing in radiology continues to be a challenge. Haley Payne, a former radiology student, has joined our team. MPH will help her obtain her CT certification as well. Night shift nurses, radiology techs with lab experience and CCT with registration duties are all still needed for Fraser. Daytime Patient Registration Specialist will then follow up and check on night registrations for any missing components.

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Pastoral luncheon will be held to increase volunteer opportunities and communication. Case managers will host the luncheon. This will help develop our ability to utilize community volunteers.

Leadership Development Institute will continue with lunch and learns in April on developing financial knowledge, and May in conflict resolution. This is a training opportunity that our directors can use to develop as leaders.

CMO Report (Dr. Tom Coburn) Dr. Bevan has submitted a letter of resignation and will be leaving in July to Delta Hospital and a new community. An orthopedic physician is being recruited. General Surgeon interviews have been going well, with many quality candidates who have applied. Dr. Cloxton will start in the coming weeks in Kremmling Primary Care. Dr. Allison will be conducting his first surgical case since his return as well.

CEO Report (Jason Cleckler) 5 interviews have been conducted, and top candidates will be brought for an interview with the board and a tour with a team. Recruiter understands our area and that we would like a long term candidate.

Jason details recent happenings with Rural Futures Group. Information had been provided to the board. Town Halls with community partners are planned. Rural Futures is currently focused on the potential of state and federal level Medicaid cuts. Currently, federal funds backfill Medicaid for states that have expanded Medicaid. Cuts to this funding could further destabilize Medicaid funding. Provider/Chase fee is in jeopardy, because it helps reimburse hospitals who see more than a typical share of the Medicaid populations. 7-8 legislators are on the fence and Rural Futures group continues to try to convince these individuals. Board queries if there is a pattern for these legislators, whether rural or urban, House or Senate, but these legislators are a solid mix. Board members discuss 340B program; no new, specific threats are coming forward at this time.

Board Discussion

Board provides positive feedback on Quality meeting, with team's willingness to work together on solutions is notable.

Community Comments

Items for Next Agenda

Board Corner Items

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Adjournment of meeting

Motion: A motion was made by Dawna and seconded by Mike to adjourn the meeting at 9:21 pm. **Motion adopted on a 5-0 vote.**



Jodi Docheff, President



Kim Cameron, Secretary/Treasurer

Approval Date: _____

Minutes taken by: Rosalie Rust