

**KREMMLING MEMORIAL HOSPITAL DISTRICT  
d/b/a Middle Park Health  
Board of Directors Meeting Minutes  
Thursday, April 24, 2025**

With meeting notice, Jodi called the Kremmling Memorial Hospital District board meeting to order at approximately 6:07 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 ; Dawna Heller, Member [Virtual].

**Non-board attendees present:** Jason Cleckler, CEO; Amy Binkley, CNO; Dr. Jason Stuerman, ED Medical Director; Becca Norman, Financial Analyst; Rosalie Rust; Executive Assistant; Jamie Jensen, Chair of Middle Park Medical Foundation [Virtual]; Andy Radzavich, Director of Middle Park Medical Foundation [Virtual]; Chris Penney, Artaic Group [Virtual]; Jessica Brinkley, Dietary Director; Jean Anderson, Nutritionist; Ray MacKendrick, Director of Plant Operations [Virtual]; Bill Clark

**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 Mike seconded. **Motion adopted on a 5-0 vote.**

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

**Minutes Approval**

**Motion:** Jodi made a motion to approve minutes from March 20, 2025 board meeting and Kim seconded. **Motion adopted on a 5-0 vote.**

**Reports of Good News**

**Administrative Assistant's Day** (Jason Cleckler) Jason thanks Rosalie for her help with administration, board and overall hospital support.

**Health Fairs** (Jason Cleckler) 37 people attended Walden Health Fair, slightly down from prior year. Health Fair attendance has been trending downward nationwide. 94 people attended Kremmling Health Fair, which was an increase year over year.

**Middle Park High School Scoreboard** (Jason Cleckler) Installation had been delayed, but scoreboard MPH supported last summer is in place.

**Longevity Project** (Jason Cleckler) Traumatic Brain Injury was the topic of the Longevity

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Project. TBIs are common in our sporting and ranching communities. More is known now and better treatments are available. Thank you to Dr. Stuerman, who was on the panel, and Andy for assisting with marketing. Article in Sky High summarized the information. Dr. Stuerman stated that the audience was very engaged. Dr. Stuerman was able to share that the new Fraser Hospital will be able to provide CT scans to those with head injuries in the Fraser area.

**Kremmling Primary Care** (Jason Cleckler) Dr. Cloxton is seeing patients in Kremmling Primary Care. Dr. Humpal will be transitioning out of Kremmling but will remain one day a week.

**Cliffview Assisted Living Center** (Jason Cleckler) Cliffview Survey has been completed and presented to the county commissioners, who received a strong message that this is something our community believes we should continue to invest in. Cliffview Easter Egg Hunt was a great success with community. Sky Hi had a news article interviewing residents and staff as well.

**Wellness Center Project** (Jason Cleckler) Wellness Center Project has begun. Lighting has already been upgraded, and asbestos removal is underway. Solar equipment has been delivered and will be installed soon. Project Cure removed all old equipment from the gym to be repurposed. New classes are available in the Wellness Center and there has been heavy usage.

**Upcoming Kremmling Events** (Jason Cleckler). Blood Drive will be held on May 8<sup>th</sup>. West Grand Sports Physicals will be held the following week. East Grand Sports Physicals will be held later in the summer. Board queries about the timing of Walden Sports Physicals, which will be later in the summer.

**Spirit Committee Events** (Amy Binkley) Amy shares pictures of winning peeps diorama. Several other employee engagement events were held, including an egg hunt and carrot cake/egg dyeing. More events are planned for Nurses Week and Hospital Week; and Board is invited to join us for our Destination Themed events.

**Fraser Hospital:** (Chris Penney) Chris provides a warning on the timeline; due to the 2 CDPHE waivers still outstanding. Jason details efforts to wrap these items up. Finishes are nearly complete. Punch walks are scheduled for May 6<sup>th</sup> and May 13<sup>th</sup>. Temporary Exterior Pole Lights will be necessary. A change in requirements for generator exhaust has delayed our generator startup as well. There is a delay in lab casework, but a temporary sink and counter will be installed for CDPHE final licensing inspections. CT/Xray equipment is being installed this week. Chris reiterates that risks to the project at this point are generator changes, licensure contingent on successful inspections, but any other issues could cause problems because of how little time we have left. Asphalt paving final completions is also weather dependent.

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Month over month, the Fraser project had \$37,000 in new potential change orders, which matches the monthly increase to the owner's contingency spend. Chris anticipates savings in owner-furnished equipment as well as allowance savings. Budget risks involve masonry additions at helipad wall, generator scopes of work and unanticipated scopes. Over the course of the project, change orders are at ~3% of the GMP, which is a very healthy project. Overall, it is anticipated that contractor will have savings under the GMP. There is a shared savings clause between MPH and Layton; they will receive 25% of the savings up to \$300,000. Board expresses appreciation to Chris for his efforts on budget management and to keep schedule moving forward.

**Dietary Update**(Jessica Brinkley, Jean Anderson) Board thanks Dietary team for delicious meal served to board this evening. Dietary Lead and 6 dietary assistants work with Jessica in Dietary in Granby, Kremmling, Cliffview, and soon to be Fraser. 2 Nutritionists (1 full time, 1 PRN) round out the team. Pre-prepped food is sent to Granby and soon to be Fraser based on patient order. Main production kitchen in Kremmling Hospital; another production kitchen is at Cliffview. Main menu and Cliffview menu were shared. Board was impressed with the menus.

Jessica relays several quality measures, including food waste. Addition of a new staff member in Granby will help lower food waste for Granby. Meal temperatures and patient satisfaction surveys are other metrics being collected. Grease trap capital project was completed. A makeshift kitchen was set up during renovation for around a week.

Jessica describes the dietary department's primary vendors; Sysco and US Foods. Sysco HealthTrust GPO can be utilized with preferred pricing on contracted food items; while a street account can be used for a wider variety of products. US Foods is mostly utilized for Cliffview's needs. Jessica explains how having various vendors is a cost saving measure and ensures high quality. Beverage machines have been changed to Coca Cola, and emergency water has been purchased that does not need to be rotated.

MPH Dietitians work with inpatients and outpatients. They have worked on increasing awareness of nutrition services to our providers and public. The dietitians provide nutrition education, as well. Jean discusses challenges with reimbursement for nutrition services. Presentation on weight loss drugs, nutritional effects, and potential side effects is planned for this year. Jessica says, "In this kitchen, we laugh loud, learn lots and serve with love." SLT team expresses appreciation for this team and pushing the dietary department to the next level.

**March 2025 Financials** (Becca) Middle Park Health financials for March 2025 were reviewed. Gross Revenue missed target by 4% for the month. Contractual adjustments were 2% over for the month, which brought MPH's net revenue in at a 10% miss. Becca details an error that

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caused employee health insurance claims for services at Middle Park Health not to be recorded for the first 2 months of the year. These costs have been caught up, bringing the benefit costs well over budget for the month. Contract Labor also had some clean up due to a change from one contract provider to another. Delays on HWL and Common Spirit's side meant that labor costs accrued in January and February were not coming through until March financials. Estimated accrual for contract labor does help predict where spend is, but it is still an impact. Soon, Contract Labor employees will be clocking in and out on ADP as well. Supply costs were under budget as they typically trend with volumes. Minor Equipment was high due to the timing of some IT equipment but is still favorable year to date. Advertising category is inflated due to annual sponsorships, support of Longevity Project and provider recruiting costs. Total operating expenses were 5% overbudget for the month but are still 5% ahead of target for the year. Net operating loss is 9% unfavorable for the year to date. Grant revenue and other interest were both ahead of target, helping to bring our net loss up to around \$500,000 for the month, and we remain 72% ahead of target for the year to date for the net income.

Inpatient volumes were below target except for extended care. Surgical cases and GI procedures were down this month, partially due to provider gaps. ER volumes were really strong in March, 5% ahead of target. Clinics had another strong month with Kremmling and Granby carrying a lot of the favorability. Winter Park Clinic missed budget for first time in quite a while. Other services were trending up from target and prior year. Cash collections are up significantly from last March; a reminder of the Change Healthcare issue from March 2024 was given. Payer mix shows good news- Combined commercial and Medicare were up. Medicaid and self pay both went down. MPH is up to 167 days cash on hand; noise due to the changes in accounting standards that affected the Fraser loan.

Board expresses concern about layoffs in the Optum network, a branch of United Healthcare. These layoffs may affect the peer-to-peer review process and a recommendation is given to communicate closely with Revenue Cycle to determine what effects are being seen. Board discusses profitability of surgery. Becca provides insight that revenue misses do not mean that surgery is operating at a loss but simply means that the revenues budgeted for were not realized. Board requests departmental breakup of revenues quarterly.

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

**RTU Chiller Replacement**(Jason Cleckler) Temperatures and Humidity in OR are highly regulated. MPH has faced some challenges with this, and chiller has been identified as not functioning properly. This pre-emptive replacement will prevent a further breakdown of equipment or the need to shut down surgical services unexpectedly.

**Motion:** A motion was made by Kim and seconded by Chris to approve costs of RTU Chiller purchase and replacement costs in the amount of \$16,000 **Motion**

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adopted on a 5-0 vote.

**Board Education**

“Cultivating a Vibrant Governance Culture” was included in the board packet.

**Consent Agenda**

- a. Additions and removals to consent agenda since first release of packet were called out.
- b. Credentials Committee- April 19, 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:
  - Blaze Cook, MD – Full Active Privileges in Radiology
  - ~~Patrick Brighton, MD – Full Active Privileges in General Surgery~~
  - Richard Pfeiffer – Full Active Privileges in Orthopedic Surgery
  - Randall Allison, MD – Full Active Privileges in Neurosurgery
  - Marc Eustaquio, MD – Full Active Privileges in Podiatry
  - Stephen Thompson, CRNA – Full Active Privileges in Certified Registered Anesthesiology
  - Monika Koehler, PA – Full Active Privileges as a Physician Assistant
  - Radhika Ratnabalasuriar, MD – Full Active Privileges in Emergency Medicine
  - Samuel Grossman, MD – Full Active Privileges in Emergency Medicine
  - Michael FitzGerald, MD - Full Active Privileges in Emergency Medicine
  - Jack Spartz, MD - Full Active Privileges in Emergency Medicine
  - *Michael Pentaleri, MD - Full Active Privileges in Radiology (Late Addition)*
2. Next Meeting: May 22, 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: 1 New, 12 Reviewed
- c. Quality Report

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- d. *Fraser Nurse Staffing Plan Annual Report (Late Addition)*
- e. SDA Compliance Calendar
  - i. Regular Election (election for members of board of directors) must be held in odd-numbered years; TABOR ballot issues may be posed at a regular odd-year election. Special Elections that do not involve TABOR ballot issues may be held in even-numbered years. - C.R.S. § 32-1-103(17),(21)

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

**Communication Report**

**Foundation Update** (Jamie Jensen/Andy Radzavich) Donations to date for the Fraser Campus are at \$1.96 million. Contract grant writer has applied for over \$600,000 in grants. Around \$300,000 are still outstanding, so we are hoping to obtain some of these grants. Annual report will be going out to donors soon. Donations were held in CDs to earn interest, but will be freed up to allow for flow to the Fraser building expenses.

Andy shares information about Kremmling Wellness Center. Lighting has been completed, and asbestos mitigation is underway. Board discusses community concerns that a large contractor has not stepped forward to move this project along quickly. Board also provides feedback about visibility of the bidding process, and more information on placing a bid and the scope of bid to the community through the website would be helpful. Andy and Ray explain the rationale of tackling what is possible as the single General Contracting bid would not have completed all necessary work and expenditures within the budget. Point is to give the most bang for the buck. Subcontractors for many of the projects have been and will be selected, and a general contractor can still be selected if an advantageous bid comes through. Board expresses appreciation to the MPMF team and the maintenance team for all their support.

Andy discusses BASH sponsorships and tickets. Marketing for BASH is ramping up for BASH, which will be held on June 7<sup>th</sup> at Headwaters Event Center.

**Board Chair Report** (Jodi Docheff) Jodi discusses CEO At Risk review. Board Members will receive a survey from GovernWell. Josh will attend May meeting to be part of the at-risk review. Market Analysis of the CEO position will be completed as well.

Rosalie discusses election timeline. Amy Leaghty and Rosalie will set up the polling booths on May 5<sup>th</sup> and polling will be open from 7 am to 7 pm on May 6<sup>th</sup>. Ballots will be counted, and unofficial abstract will be posted. This is the unofficial count because military voters have an

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additional week to have their UOCAVA ballots received. Once the military ballot deadline arrives, the Canvass Board will meet to review and certify the final results of the election. May board meeting will also have election of Officer positions, as well as opportunities for Board Members to step into Finance Committee and attend Quality meetings. Timing of swearing-in of new members was discussed.

Discussion of board preferences for communications was discussed. Board expresses appreciation of texts and will continue to use MPH emails with forwarding if needed. IT support is available if needed for password support or forwarding as well.

**CNO Report** (Amy Binkley) Amy briefly touches on the Nurse Staffing Plan for Fraser. For Fraser hiring, MPH is still needing night nurses and CCT who will do registration. Safety survey response was good at 176 surveys returned, over double the number of respondents from last time. MPH is beginning to review the information from the survey. One surgical site infection is being researched right now. Other infections were identified as community onset. Measles tabletop process allowed multiple agencies to discuss processes in case of an outbreak. Air exchange rates in our negative pressure rooms are being tested, as Measles can remain in the air for up to 2 hours. New Case Manager, Bethany Reynolds, will take over when Cindy Callahan does retire this summer. RQI CPR system is up and running and every staff member needs to complete the training every quarter. Employee Health/Infection Preventionist Kim McCowan joins Kim Campbell in efforts to get the Immuware Software fully launched to staff.

Jason shares that Amy had her birthday and 1 year anniversary at Middle Park Health this week.

**CMO Report** (Dr. Tom Coburn) Dr. Coburn gives more insight into the generator changes for Fraser Hospital as ventilation and exhaust requirements are massive. Additional costs for helipad stonework are anticipated. Dr. Coburn explains that if money is saved on construction costs, that will be used to offset our cash portion of the construction costs. Becky will train nurses May 11 and May 18. ED providers will be brought in for training and orientation. First ever scheduling of ED providers was smooth. MPH does maintain its own pool of providers that fill in. Dr. Burrows signed her contract.

Dr. Stuerman gives an update on General Surgeon candidate Dr. Maendel. He will be spending time in the area over the next days to determine if the move is feasible for his family. Community integration is a big priority for him.

**CEO Report** (Jason Cleckler) Dr. Glancey will be closing her primary care clinic, which she carried on from her father. She is moving on for family and relationship reasons to the front range area. She will be closing her practice at the end of July. MPH leadership is doing some strategic planning about MPH primary care in conjunction with this. Since we now have our full time physician for Kremmling, Dr. Humpal has a lot of capacity to move over to the east side of

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the county. Making sure the Fraser Valley has good primary care coverage is a big part of the discussion. MPH may be requested to help archive Dr. Glancey's medical records for our community as well. Orthopedics planning is well underway as Dr. Bevan is leaving this summer as well. This is a good opportunity to look at all our options. Maintaining full time orthopedics coverage in our community is MPH's main goal.

Rural Futures group met with HCPF, the state entity that manages Medicaid. Conversation involved how HCPF can help rural hospitals negotiate contracts with commercial insurers. The conversation had challenges but was a good starting point.

For community outreach, Andy and Jason met with Lions Club, presenting service line updates, Fraser Hospital, PRP and Pain Management program.

Jason provides an overview of the CFO recruitment process to date. Next board interview is set for the following week, onsite in Kremmling. CFO hiring process is coming to its close. Audit will be presented in the May meeting as well.

Jason announces the retirement of our Senior Director of Revenue Cycle, Kelly Clasen. Phillip Wharton, a senior member of her team and a former revenue cycle director, has been hired to fill the position, with a significant period of overlap for onboarding. Phil is willing to travel onsite when needed as well and is familiar with a remote team.

**Board Discussion** Board gives kudos to literacy night and health and wellness fair activities, which involved our Trauma team. Teddy Bear Hospital and Impaired Driving Simulator were both a big success.

Board discusses the Super Savers initiative, which will wrap up at end of May. Board is requesting an update on this initiative once the data has been compiled.

Board expresses appreciation of the "Stop the Line" Policy, which empowers anyone at any level who thinks there might be an error to call a time out and verify that team is proceeding correctly.

Board queries that with staff moving from Granby to Fraser, will there be staffing holes in Granby? Temporary holes may need to be filled by travelers while MPH is getting Fraser up and running, but having established employees at Fraser will be a benefit as they will know our processes and culture.

**Community Comments**

Appreciation for Kremmling's new Primary Care Physician, Dr. Cloxton, was voiced.

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**Adjournment of meeting**

**Motion:** A motion was made by Chris and seconded by Mike to adjourn the meeting at 8:47 pm. **Motion adopted on a 5-0 vote.**

  
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Chris Murphy, Vice President

  
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Kim Cameron, Secretary/Treasurer

Approval Date: 5/29/25

Minutes taken by: Rosalie Rust

