

**KREMMLING MEMORIAL HOSPITAL DISTRICT**  
**d/b/a Middle Park Health**  
**Board of Directors Meeting Minutes**  
**Thursday, February 27, 2025**

With meeting notice, Jodi called the Kremmling Memorial Hospital District board meeting to order at approximately 6:02 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 6:16]; 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, Jessica Pierce

**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.** Kim did not vote.

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

**Minutes Approval**

**Motion:** Jodi made a motion to approve minutes from January 30, 2025 board meeting and Chris seconded. **Motion adopted on a 3-0 vote.** Mike abstained from the vote as he was absent from the January 2025 board meeting. Kim did not vote.

**Reports of Good News**

**Blood Drive** (Jason Cleckler) Middle Park Health and Future Business Leaders of America (FBLA) ran a successful blood drive in Kremmling. It was estimated that enough blood was collected to help up to 80 people.

**Employee Advancement** (Jason Cleckler) Brayden, our Wellness Center Attendant, passed his personal training exam and now will offer personal training and classes in the Wellness Center.

**Cliffview Paralympic ski race** (Amy Binkley) Karrie was able to take residents on a field trip to watch Paralympian, Patrick Halgren, who visits Cliffview regularly in the Winter Park Resort racing event. Board thanks the Cliffview team for facilitating this event and making great memories.

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**Fraser Hospital:** (Chris Penney) Budget saw an increase in owner contingency, and the project continues to de-risk as finishes are completed. However, design section indicates some new challenges with CDPHE 3<sup>rd</sup> round comments that were just received and will require additional waivers and some nominal costs. A wall will be added to block a door by the stairwell, and several other rearrangements. CDPHE has promised a fast turn-around time on the waivers. Exterior signage, Interior signage, furniture and other purchases are being completed rapidly to de-risk potential supply chain challenges. Permanent power, gas and heating/cooling startup are being started up. Flooring will be completed the second half of March. Exterior glazing, stone and metal panels are being wrapped up, while lobby stone has been completed indoors. Mechanical, Electrical and Plumbing trim out will be happening soon as well as above ceiling inspection and ceiling completion. Canon field operations installer met with Chris and installation is slated for April. Builder's risk claim for the water event was initially denied, and we are challenging that, but in the interim, those costs come from contractor's contingency. Savings on Utilities and Telecom services has resulted in an increase in our owner contingency.

Equipment is tracking under budget and some savings on our allowance log are opportunities to the budget. Additional fire sprinklers have cost an additional \$35,000; as well as commissioning costs being over budget. However, some change order costs have come down. Contingency is at \$1.4 million and COPs will be exhausted in April.

**Lab Update**(Jessica Pierce) Jessica has been lab director for 3 years and has prior experience as a laboratory tech. She share information about three major projects going on in the laboratory. Siemens (Chemistry Analyser for bloodwork like Hemoglobin A1C) project is wrapping up, as analysers have been in place since around 2022, but data manager software to allow results flowing from the analyser over to Epic system. This has streamlined the process and speeds up the results getting to providers and patients. Quality control component has also been streamlined. Sysmex analysers are for hematology testing and gives blood cell counts of various types as well as body fluid cell counts. The Sysmex are new as the old analysers were end of line in 2025. Connections between the analyser and Epic are being finished up within a month. As a final project, the Cepheid analyser allows us to expand more in house testing for PCR testing, such as covid, flu, and RSV testing. More testing can be done at the same time, there is less risk of cross contamination, and the process is more streamlined. Again, flow of information between analyser and epic system is underway.

Jessica shares the news that by mid-April, MPH will be fully staffed in the lab, including nights that have relied more heavily on travelers. Skills fair poster and employee engagement events were shared. Board expresses appreciation of the simplifications and development for the laboratory. Jessica shares plans for the Fraser facility. Point of Care analysers will allow staff

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in the emergency department to run most tests in Fraser, while more complex testing will be sent over to Granby. Fraser Hospital won't initially have the ability to do outpatient labs right away, but that may be available in the future when volumes increase. Winter Park Clinic would be able to handle this type of testing, though.

**January 2025 Financials** (Becca) Board members shares from the finance committee meeting that MPH's financial team feels supported in their roles even though MPH is without a CFO presently. Cash was flat from end of year through January. Board designated funds reflect 2024 total with 1 month from 2025. Revenue missed target by 5%. Net revenue was an 8% miss to budget. Salaries were very close to target. Health insurance expenses for employees was quite low which is a typical trend. Contract labor was over budget by 22%. Timing and cleanup of voided checks lead to favorability to Purchased Services. Supplies were under budget due to revenue miss. Leases are slightly over budget due to a lease for a scope for a new provider that was added after the budget process was complete and revenue is expected to cover that cost. We are over in our miscellaneous spend because we purchased a fatal vision car, which will be reimbursed by a grant from RETAC. Total operating expenses were 12% favorable to budget. Revenue was more than offset by expense savings for a net operating income of 50% for the month. Other revenue was 3% ahead of budget which brings our net income well ahead of budget at \$272,000 for the month.

MPH saw a rise in inpatient admissions from last year and budget in January. Acute days were also up from prior year and budget as well, while other patient days were down. Surgical cases were missed by 10 from prior year and 11 from budget, a driver of missing our revenue budget. GI procedures and pain injections were favorable, however. Jason notes that a general surgeon was out for part of the time, which was part of the surgery volume issue.

ER activity was down slightly from prior year and budget in Kremmling. Granby was ahead of budget but 5% behind prior year. Urgent care was up from budget but did miss prior year. Clinic volumes beat both prior year and budget in all clinics except for Walden. Though our Nurse Practitioner for Walden has started, she will be taking patients on her own very soon. All other services were ahead of both target and prior year except lab, which missed prior year for lab by 2%.

Combined payor mix for 2025 is ahead of last year for commercial insurance (52% vs 46% last year) but saw a rise in self-pay (from 7% to 10%) related to a drop in Medicaid (from 12% to 4%).

Days cash on hand dropped one day to 159. We are heading into 2025 in a good cash position. We will be monitoring and controlling average daily expense as this is our best chance to control the financial picture. We do expect cash to drop and hope that the floor will not go below 100 days. Travel and Education is interfacility travel, travel for education, conferences, and educational software. Some check cleanup of reimbursement checks which

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were never cashed lead to strong favorability in this category. Board discusses covenants for our lenders and when we will be reporting those values.

**Motion:** A motion was made by Chris and seconded by Jodi to approve November and December Financials for 2024. **Motion adopted on a 5-0 vote.**

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

**Capital Request**

Jason reviews the Plant Op request for a new heating unit for the Kremmling Oxygen Storage Area. Heat is required for the area, but a specific type of heater with safety shut off is required due to the oxygen's presence. Estimate for new heater and installation is \$14,000.

**Motion:** A motion was made by Jodi and seconded by Mike to approve capital request. **Motion adopted on a 5-0 vote.**

**Board Education**

"Ensuring Conflict Free Governance" was included in the board packet.

**Consent Agenda**

b. Credentials Committee- February 20, 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:
  - Sandra Eivins, MD - Full Active Privileges in Dermatology
  - Christina Travis, FNP-C - Full Active Privileges in Family Practice Medicine
  - Karah Cloxton, MD - Full Active Privileges in Family Practice Medicine
  - Kevin Hill, MD – Full Active Privileges in Family Practice Medicine

2. Next Meeting: March 20, 2025

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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 Dawna and seconded by Kim to approve consent agenda.  
**Motion adopted on a 5-0 vote.**

### **Communication Report**

**Foundation Update** (Jamie Jensen) Jamie details a recent gift for the Fraser project from a local couple, who donated \$50,000 over time. Total fundraising for Fraser is just under \$1.9 million. Andy hosts tours every Friday at 1 pm for donors, potential donors and others. Contract grant writer has written \$650,000 in potential grants for this project, so there is potential. Andy will be presenting to Mountain Parks Electric on March 13<sup>th</sup> for a grant for \$250,000. Timeline to hear about the grants is Spring 2025. We are hosting an in-person event with high level donors at Simple Coffee in early March. Senator Bennett's office had sent over information about using government funds for community projects, subject to potential change.

Andy will address the Kremmling Town Council early in March. Wellness Center project is waiting for the contract from DOLA, and bids for construction are underway. Andy, Rose Gamblin and Rob Brinkley are reviewing the contract bids.

Board queries if any of the donations are designated funds. All Fraser capital campaign funds are for the Fraser Hospital costs in full. Jamie details the difference between designated funds and naming rights. Many of the naming rights for the Fraser Hospital are already sold out.

### **Board Chair Report** (Jodi Docheff)

Board thanks the team for Employee Newsletter and addressing the employee engagement and recognition piece. Great Catch award was called out as another positive.

Governor Polis has been putting forward legislation about caps to hospital billing and costs, lots of legislation due to budgetary shortfalls.

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5 candidates for our 3 open seats. Nominations are closing end of day Friday 2/28/2025.

November and December meetings were set to Tuesday, November 18<sup>th</sup> and Thursday, December 11<sup>th</sup>. March 20<sup>th</sup> is set for March's board meeting to avoid spring break.

**CNO Report** (Amy Binkley) Amy discusses February engagement events. Spirit committee meeting was held today and March has a weeklong celebration planned. Chocolate fountain was popular with staff and visitors. Infection Prevention meeting has had a no to low rate of surgical site infections. Dani Kloepper, Director of Quality, will return from maternity leave on Monday.

Pharmacist Casi Ludwig working with Dr. Stuerman on Antibiotic Stewardship program. Annual reviews and goal setting is being conducted. CMCC college will have a new radiology program and we are signing an agreement with them to help convert students to employees. Radiology careers have many benefits. We will have the option to cross-train individuals and help new grads to gain certification for other modalities. Mammology will be closed temporarily as we have not had any applicants.

Environment of Care Committee has seen improvement with online form. Fresh eyes will help see issues, and patients can notice the facility.

No worker's comp issues have occurred in over 3 months!

Measles information was provided to the board and to the employees. Biggest take home message from CDC is to get vaccinated for measles if you have not done so. Airborne precaution rooms are available. Best protection is seen from 2 shots, and US cases for people with 2 immunizations are at 0. Titers can determine immunity as well. Board discusses vaccination by age. Measles can be contracted from the air up to 2 hours. Jason discusses our status as a vacation destination, spring break surges mean MPH practices Travel Medicine, and HAN alerts provided to our staff.

**CMO Report** (Dr. Tom Coburn) Dr. Coburn details changes to fire suppression to mechanical and generator areas. CDPHE waivers are forthcoming. FAA helipad number has been received, and a few details are required before the final inspection. Flight path precautions were discussed. Dr. Coburn discussed quote received for Wellness Center from PG Arnold. Layton. Also, considering doing the work in-house with subcontractors.

Granby MRI renovation blueprints and planning documents are being completed, and will be sent to engineers, HVAC and physicists to make sure the facility has the proper shielding.

Dr Ratcliff is retiring, and we have had some good, very qualified candidates. 5 interviews have been conducted virtually so far and 2 will be brought on-site

Dr. Cloxton has accepted the position for Kremmling Physician, and was credentialed tonight.

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Dr. Humpal is still in Kremmling until Dr. Cloxton is oriented. Dr. Cloxton is planning to move to the Kremmling area.

**CEO Report** (Jason Cleckler) CFO recruiter has been looking at 8 candidates, and 2 have been screened and will do an initial interview through our team. Recruiter has helped with our momentum. Jason stresses that in the meantime, finance team communicates very well with each other and himself, and they are prepared to find the right, long term candidate and not rush the decision. Team members are focusing on audit presently.

Meeting between Jason, Austin Wingate (Chief of EMS) and Metro State University representatives went well. MSU offers multiple paramedic programs and have excellent Sim lab opportunities.

Potential of some oncology outreach, simple surgeries and infusions were discussed. Telemedicine could be a useful tool for this, as well. MPH met with two potential providers of Oncology services. Jason details the challenges to bringing chemotherapy here, however, sees potential for other types of oncology care.

Jason details strategic planning as related to women's health and reproductive health. Recent visit from Dr. Burrows, who will likely start in August, reinforces her likelihood of joining Dr. Howell's team in St. Anthony Summit and Middle Park Health.

Dr. Allison's new contract with MPH has been fully executed. He will be starting his surgical and clinical outreach to Middle Park Health within the month. Dr. Allison and Dr. Eckermann work closely together and share many patients between Spine and Pain specialties.

340 B program is vulnerable presently. Very little federal dollars go into the program because the savings is from the pharmaceutical company. There is an effort to take many drugs off the list for discounts. Each state has its own hospital association, and American Hospital Association works with the state programs. 340B program could be optimized for MPH, and our pharmacist is working on this. 340B is very helpful to rural hospitals, teaching hospitals, and children's hospitals.

West Springs Hospital, run by Mindsprings Health, has announced its closure. This is the facility that our inpatients who need psychiatric inpatient care are sent to. West Springs Hospital had recently been bought in December by an entity that was optimistic to bring more services and stability to the Hospital. Board and leadership discusses MPH's alternatives, and the possibility that West Springs may be reopened. Article was discussed that indicated they were understaffed and not working at capacity. This is a major blow to Mental Health Services in Colorado, and the new facility in Vail is much smaller. Vail is also unlikely to take the Medicaid and Uninsured populations that West Springs Hospital served. This complicates things for people who need this type of help and assistance. Another small hospital for psychiatric care closed recently as well. Citadel, who does the transport for this population, should still serve this population.

Jason details results of Cliffview poll. County Commissioner's meeting on this Tuesday was

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discussing Cliffview, as well. It was decided that the survey would be open until end of March. Public comments were in support of Cliffview, including people from Granby and Winter Park. Jason encourages the community to take the survey to show support for Cliffview.

**Board Discussion** Board discusses missing our budget targets for Orthopedics. This is a program we have put a lot of effort into building up and is a primary driver. Board stresses a need to focus heavily on Orthopedics program.

**New Business** Board member shared positive experience of coming to wellness center for sound bath and witnessing a high volume of community members using it. Play area is well utilized as well. Fraser and Granby residents have mentioned they are interested in coming over to see the Wellness Center renovations at recent sporting events.

**Adjournment of meeting**

**Motion:** A motion was made by Dawna and seconded by Chris to adjourn the meeting at 8:26 pm. **Motion adopted on a 4-0 vote.**



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Jodi Docheff, President



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Kim Cameron, Secretary/Treasurer

Approval Date: \_\_\_\_\_

Minutes taken by: Rosalie Rust