

**KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, May 29, 2025**

With meeting notice, Chris Murphy called the Kremmling Memorial Hospital District board meeting to order at approximately 6:10 pm. The meeting was held in the Wellness Center Conference Room and virtually via Teams.

Board members present: Chris Murphy; Mike Ritschard; Kim Cameron; Dawna Heller; Jennifer Harvey

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]; George Rojas, Director of Surgical Services; Ray MacKendrick, Director of Plant Operations [Virtual];

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

Board Positions

Motion: Mike nominated Chris for position of Board Chair / President, Kim seconds. No other nominees were presented or expressed interest. **Motion adopted on a 5-0 vote.**

Motion: Mike nominated Dawna for position of Vice Chair / Vice President, Kim seconds. No other nominees were presented or expressed interest. **Motion adopted on a 5-0 vote.**

Motion: Mike nominated Kim for position of Secretary/Treasurer, Dawna seconds. No other nominees were presented or expressed interest. **Motion adopted on a 5-0 vote.**

No Public Comments

Minutes Approval

Motion: Kim made a motion to approve minutes from April 24, 2025 board meeting and

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Mike seconded. **Motion adopted on a 4-0 vote.** Jen Harvey abstained from the vote

Reports of Good News

Kasi Ludwig, our pharmacist, recently met with the Board of Pharmacy. All outlying clinics were being reviewed as part of the RHC program. MPH passed with 0 deficiencies.

Leadership attended groundbreaking of new EMS station adjacent to the MPH Granby Campus. Greater proximity will foster collaboration, especially on education.

Kid's Tour of Granby campus occurred several weeks ago. Employees set up fun and engaging stations for pre and school aged children. This was set up through a local Moms group.

MPH provided a sizable donation to Project Cure of used and expired equipment. The donation also helped clear out the gym to prepare for renovations, as well as allow us to partner with those in need.

Successful blood drive was held in Kremmling. This was in partnership with a local couple.

Florence, a Cliffview Resident, turned 102 years old this week. Resident birthdays are celebrated with fanfare.

Hospital and Nurses' weeks were celebrated early in May. Nursing awards were handed out. Departments were decorated as various locations. Activities related to the travel theme were available daily. Staff received passports to go from location to location. Baskets were raffled off at the end of the week. All-employee gifts were provided.

Jodi Docheff was congratulated for serving on MPH's board of directors for over 9 years, as well as board chair for much of that time. During her tenure, MPH saw notable construction projects in Granby and Kremmling completed, and Fraser campus construction nearly completed. She has been highly engaged on the legislative front, the reputation of the hospital and the engagement of the employees. She has been instrumental in so many positive changes at Middle Park Health. She is immersed in the community and facilitated a stronger relationship with the Middle Park Medical Foundation Board. MPH leadership, Common Spirit leadership and board provides massive thank yous, debts of gratitude, and appreciation of her passion. Jodi shares appreciation for the courageous conversations and the opportunities to be part of the good work.

Fraser Hospital: (Dr. Coburn) Projections are that project will come in under budget. Shared savings program means the contractor will also benefit from coming in under budget. Dr. Coburn describes how these savings will offset our overall cash outlay to the Fraser project out

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of MPH funds. Certificate of Occupancy is anticipated by 6/6/2025. Move in and set up will begin following this. HVAC system is now fully functional. Winter Park and Fraser Fire inspection has been passed; state will also inspect this. Temporary exterior light poles have been installed. Generator testing will continue. Lab casework has not been received yet, but will be received mid-June. Mike, MPH IT Director, is actively setting up computers and equipment. Epic build through Common Spirit should be completed in time. Nurse call system and fire detection components are both up and running. CDPHE remains non-committal in scheduling the licensing inspection until after the Certificate of Occupancy has been received, which may depend on their staffing constraints. COPs are very close to being exhausted. \$600,000 of expenses and equipment have been reimbursed by Middle Park Medical Foundation contributions. Ribbon cutting will be held at 11 am. Current board requests that former board members who began the process are issued an invitation to the ribbon cutting.

Surgical Services Update(George Rojas, Ron Evangelista) George has been with MPH for 8 years. He offers tours of the surgical arena to board members. George updates the board on Middle Park Health Service Lines. Orthopedic surgery is a large part of our surgeries, such as add on cases, total joints, and hand and elbow repairs. General surgery options were detailed as well, with 12 different scopes available, and a 2 week availability. Neurosurgery / Spine surgery is for minimally invasive procedures, including fusions. Pain management program frequently refers to spine surgery and vice versa.

Vendors/ reps are present for most of our orthopedic surgeries to assist providers with their cases. current providers and quality metrics collected. Staff education and support is also a key component. George details the steps required to see if the patient can be added on to our surgery caseload. Quality checks and preventative maintenance is also provided by reps. George describes cell saver service, which can allow patients to be infused with their own blood during surgery.

George provides an overview of our current orthopedic, general, gastroenterology, and endoscopy providers. Anesthesia and pain management providers were also reviewed. Discussion ensued about emergency surgery; MPH does not yet have on-call coverage for anesthesia for after hours or weekends, but team can and will evaluate cases to see if they can be done the next day while many people that need to be operated on emergently will be sent via helicopter to Saint Anthony's Lakewood hospital, sometimes within 30 minutes. Board discusses number of surgeries per day and rep availability. Team also discusses prenatal care- 4 providers at Middle Park Health currently provide prenatal care and Dr. Burrows and Dr. Howell can deliver birthing mothers in Summit.

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Thirteen different quality metrics are taken in the surgical department. George reviews some of these, such as turnover times and same-day cancellations. George describes a testing process that tests the quality of the cleaning given by our autoclaves for our instrumentation.

George discusses the surgical department's strategic plan from 2024-2027. George stresses retaining staff and growing the current service lines to support our providers and staff. Gynecological surgical procedures are expected to begin soon. George provides some statistics for last year as well.

April 2025 Financials (Becca) Board discusses need for board attendance at Finance Committee on Tuesday before board meeting at 2 pm. Mike and Chris will attend this meeting. Becca emphasizes that additional insight and deep dive are available in Finance Committee. Cash was down due to timing of Fraser expenditures and DOLA process, which will be reimbursed 60-90 days after expending money on Wellness Center. Gross revenue was favorable 5% from target. Revenue files in March were mismatched, so inpatient revenue was trued up. Contractual Adjustments have been trending higher than expected, which brought our net revenue 4% under target for the month. Dental invoicing delays caused salaries and benefits to be over budget, but MPH is still favorable year to date.

Contract labor was over budget for the month and year to date, with continued staffing issues in surgery and imaging. Professional service line item is also over budget, largely driven by changes in CRNA staffing and a late invoice from VSO. Prior period impacts on reference lab billing impacted the purchased services line item for the month. Prior period impacts also affected the leases line item. Miscellaneous line item was over budget, mostly due to the all employee hospital week gift. Total operating expenses were 4% over budget for the month. MPH's net operating income(loss) came in 31% behind budget for the month and 19% behind budget year to date. Provider fee came in unfavorable to target due to receiving a letter from the state leading to an adjustment of the provider fee. Net Loss was 51% behind budget for the month and 48% behind budget for year to date.

Favorable inpatient volumes were seen in April with admissions up. ER and Urgent Care came in under budget and prior year for the month in Kremmling; while Granby ER was over budget but below prior year. Despite our miss in surgical volumes, larger, more complex cases meant our surgical revenue came in ahead of target. Clinics overall are still performing quite well to budget and prior year. Lab, sleep studies and infusions were all very strong this month. Rehab was slightly off from target but up from prior year.

Cash was up from last month, but we won't get a clear year to date cash comparison until after next month due to the effects of the Change Healthcare cyber attacks seen between February and May of last year. MPH's payor mix for April was less favorable, with a decrease in patients covered by commercial insurance to 43% and an increase in both Medicare and Medicaid as well. No meaningful change in self-pay, which came in at 8% for the month. Days cash on

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hand has shifted to 158 days and MPH's average daily expense come in at \$150,694. However, average daily expense will soon rise due to both a favorability due to the accounting change for Fraser closing costs that will soon true up. The costs of Fraser operations once open will also increase the average daily expenses.

Board discusses potential effects of proposed Medicaid cuts and state of healthcare in Colorado. MPH utilizes a revenue minus expense business model because tax base, provider fee and 340B funds are all potentially reversible depending on changes in administration. Board discusses change in leadership in revenue cycle. As Kelly is a nationwide expert in revenue cycle, a new Director of Business Operations has already been identified from within Kelly's team. Phil Wharton will be stepping into Kelly's role at the end of the year, but the process of transitioning the leadership has already begun.

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

Board Education

"Understanding the Difference Between Governance and Management Responsibilities" was included in the board packet.

Consent Agenda

- a. Additions and removals to consent agenda since first release of packet were called out. Two providers were crossed off and not credentialed, and one provider was left off the report who was highlighted. Additionally, the policies and procedures included did not pass through the committee process, so were not approved at this time.
- b. Credentials Committee-

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: Removed from Consideration~~

c. Quality Report

d. SDA Compliance Calendar

- June 30: Auditor submits completed audit and audit report to district Board. Section 29-1-606, C.R.S

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- File copy with State Auditor within 30 days after receipt. Section 29-1-606(3), C.R.S
- Submit audit report or application for exemption from audit to Board of County Commissioners or governing body of municipality that adopted a resolution of approval of the service plan if district has authorized but unissued general obligation debt as of the end of its fiscal year. Section 29-1-606(7), C.R.S

Motion: A motion was made by Dawna and seconded by Mike to approve consent agenda with items removed or changed as noted above. **Motion adopted on a 5-0 vote.**

Communication Report

Foundation Update (Jamie Jensen/Andy Radzavich) Quality Construction Systems, a local general contractor, has been selected to serve as the general contractor for the Wellness Center renovations. Facilities team has done a great job getting preparations done and working to select a general contractor. Board requests that the general contractor put up a big sign so community is aware that they are actively working on the project.

BASH event is rapidly approaching in early June at Headwaters event center. Board members will need to purchase their tickets soon. Fraser Campus tour is planned before BASH begins; and paddle raiser will be designated for the Fraser capital campaign. Sponsorships are selling well, and MPMF has several new sponsors for BASH this year. Video of patient testimonials and donors explaining why they gave is planned. Fundraising for Fraser hasn't changed much. Economic climate nationally has people a little nervous, less prepared to donate funds. This is true for grants as well, as many more people are competing for the same grants as federal grants have become less available. Service Line grants may be a new consideration. Patient assistance fund is being discussed, which could help with self-pay patients. MPMF is still waiting to hear back about three other grants, including one with Freeport McMoran for \$100,000. During the ribbon cutting. MPMF will work with MPH to solidify some fundraising components. 9 news segment was filmed as well. Political representatives are coming to ribbon cutting as well. Andy attended the KFFR Public Affairs segment, profiling the Fraser campus and capital campaign.

CNO Report (Amy Binkley) Amy thanks Dr. Coburn for his leadership on the Fraser project and his tireless devotion to making sure the project is well monitored. Amy also gives kudos to leaders Ray MacKendrick and Mike Wilson as well as Jessica Page, Laura Wooldridge, Jessica Wilson and Becky Manly for preparing the hospital for services.

Amy details challenges with staffing and travelers. Organization is at 14 travel staff presently.

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Radiology Manager has been signed who formerly was a traveler. Two "Great Catch" awards were also given in the Radiology department within 2 weeks. Another source of new staff has been working to hire student radiology techs. Board queries if there is MPH support for locals who need to finish their certifications for radiology positions, and Amy stresses that we have many options to help.

Amy details work with PrivaPlan, an IT company that helps us educate our staff on Phishing risks. If staff are fooled by the emails, they receive additional training. Reporting the problematic email to IT is important to ensure that they can monitor the risks as well.

Safety survey went out to all MPH staff, and Dani our Quality Director, is working on an action plan based on the results. Suicide Awareness hike will be held on September 20th at the Rendezvous Event Center. Health Solutions (formerly Mindsprings) will be partnering with MPH on the hike. Board discusses challenges for patients accessing inpatient psychiatric services, as West Springs hospital and Johnstown have both closed.

Amy describes a change to the policy and procedure report that will allow board members to access a live link to policies as they are being reviewed for more awareness and transparency.

CMO Report (Dr. Tom Coburn) Dr. Coburn announces his retirement from the CMO position; after an additional month, he will retire from the Emergency Department. Dr. Jason Stuerman will be MPH's new CMO. Offer was given to General Surgeon Dr. Jones; awaiting response. Several CRNA interviews have been conducted recently, including one who was a former coworker of Jason Cleckler.

CEO Report (Jason Cleckler) Ray Moss, MPH's new CFO, will be onboarding right before ribbon cutting in June. He is currently at a Critical Access Hospital in Oklahoma. He has an auditing background as well as experience working at a larger, 300 bed hospital and holds a CPA. He is currently completing his PhD and is eager to join MPH's finance and leadership team.

Jason details town halls that Rural Futures has been conducting. Conversations with director of HCPF (Healthcare Policy and Finance) were also undertaken. Challenges around Medicaid funding and the provider fee are areas of difficulty between Rural Futures and HCPF. Steve Erkenbrack, former CEO of Rocky Mountain Health, also held a call with Rural Futures. Program for Managed Medicaid through Rocky Mountain Health functioned better than some others. Op-Ed was published in the New York Times that lead to Rural Futures interviews on MSNBC. Rural Futures is planning on updating the big hospital systems on the policy progress.

Dr. Glancey, a primary care physician in Winter Park with a private practice, will be moving to the Denver Metro area soon for personal reasons. She has approached us about transferring patients to our care and also storage of her medical records. Leadership has been discussing different possibilities to be able to provide services to these patients in the Fraser Valley.

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Jason discussed the financial news shared in the board report earlier today. Expense control and staffing to volumes are two strategies MPH employs to handle slower months and economic uncertainty. Supersavers program has been underway for several months, in which staff and directors share money saving implementations in a friendly competition. Recent insurance practices are not going away, and MPH needs to adapt. MPH is paying close attention and actively working on this issue.

Board Discussion

Board queries about how to reach out to Dr. Glancey's former patients. Dr. Glancey has sent a letter to her patients to let them know MPH is taking new patients and will house their medical records. In fact, MPH Clinics are already beginning to see new patients that are coming to MPH after her announcement. Advertisements out in the Fraser community are also highlighting that we are taking new patients.

Board discusses news that 5 High School students from West Grand received national board certification as CNAs, and 12 scholarships have been awarded to local high school seniors.

Board discusses dates for special board meeting to review the audit. MPH staff will reach out to the board members to finalize schedule.

Community Comments

Board thanks MPH leaders for helping a community member who had a complaint. That community member received resolution and is pleased with the result.

Executive Session: Personnel Matters: CEO performance evaluation/market adjustment of compensation package/at-risk. §24-6-402(4)(f), C.R.S.

Motion: A motion was made by Jen and seconded by Kim to enter the executive session at 9:05 pm. **Motion adopted on a 5-0 vote.**

Board Members Present: Chris Murphy, President; Dawna Heller, Vice President; Kim Cameron, Secretary/Treasurer; Jennifer Harvey, Board Member; Michael Ritschard, Board Member.

Non-Board Members Present: Jason Cleckler, Josh Neff, Jodi Docheff, Former Board Member

Motion: A motion was made by Jodi and seconded by Chris to adjourn the executive session at 9:40 **Motion adopted on a 4-0 vote.**

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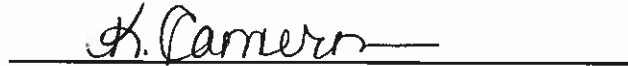
Motion: Upon brief discussion, Board voted to approve market adjustment, compensation package for Jason Cleckler as presented. The motion was made by Kim and seconded by Mike. **Motion adopted on a 5-0 vote.**

Adjournment of meeting

Motion: A motion was made by Jen and seconded by Mike to adjourn the meeting at 10:01 pm. **Motion adopted on a 5-0 vote.**



Dawna Heller, Vice President



Kim Cameron, Secretary/Treasurer

Approval Date: 5/26/25

Minutes taken by: Rosalie Rust