

**KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, August 31, 2023**

With meeting notice, Jodi Docheff 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 (Late-Excused) ; Kim Cameron (Late), Secretary/Treasurer; Dawna Heller, Member.

There were no conflicts of interest disclosed at the beginning of the meeting.

Agenda Approval

Motion: Chris made a motion to approve the agenda and Jodi seconded. **Motion adopted on a 3-0 vote.**

There were no public comments.

Minutes Approval

Motion: Chris made a motion to approve the July 27, 2023 minutes; Dawna seconded. **Motion adopted on a 3-0 vote.**

Reports of Good News

Community Events (Andy Radzavich): Thank you for inviting MPMF Board to the Board Training last Friday. BLAST Golf Tournament held on Tuesday was a success, raising \$16,000 on the day of the tournament alone. Thanks to Board Member and family participation. Jodi called out appreciation to the Middle Park Medical Foundation Board, Pole Creek, and hospital volunteers.

Granby Rotary Bench (Jason Cleckler): Rotary collects plastic, which is recycled into benches. Granby Rotary chose to donate weather-resistant bench to our facility.

Fraser Valley Lions' Club Health Fair (Jason Cleckler): We are partnering with Fraser Valley Lions' Club to run a Health Fair on Saturday, September 23. It has been several years since this health fair has taken place and we are expecting over 300 attendees.

"You Are Not Alone" Suicide Awareness Walk (Jason Cleckler): Third Annual walk will be held Sunday, September 10th at the YMCA Snow Mountain Ranch. It aims to raise awareness for mental health and behavioral health issues in our area and provides support.

Resolution for signature pages for United Business Bank (Emily Ebert): Appendix A is copy of resolution to add signers Emily Ebert, Christine Murphy, and Kimberly Cameron.

Motion: Jodi made a motion to approve resolution 2023-08-01; Kim seconded. **Motion adopted on a 5-0 vote.**

Acknowledgement of Change to Auditing Company (Emily Ebert): Appendix B is a Board Acknowledgement of a change to our auditing company from DZA to Eide Bailly. Board discussion involved probing the rationale and merit of the choice.

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June Financial Statement (Emily Ebert): Financial Packet Material provided now includes highlighted call outs. Additional Summary sheet (Appendix C) was provided by Becca Norman. Inventory line item saw improvement due to mid-year inventory. July revenue was somewhat disappointing due to missed surgical days as well as potential decreases in tourism, economy at large. Dr. Tom Coburn describes new program designed to help with inpatient admission denials. Continuing trend of salaries and benefits ahead of budget due to continued reliance on contract labor rather than employees. Senior Leadership is addressing this challenge with potential market adjustments and incentives with Human Resources to make sure we remain a competitive employer. Net Operating Income just slightly ahead of budget for the month. July cash collections were \$3.9 million; 47% commercial payer mix are both positive items for us financially. Days cash on hand is stable at 140 days.

Motion: A motion was made by Jodi and seconded by Chris to approve the July 2023 financials.
Motion adopted on a 5-0 vote.

End of Year Budget Timeline (Becca Norman): Appendix D outlines the budget timeline until close of calendar year. Directors and Becca are currently meeting to develop operating budgets. On September 28th, Preliminary budget for 2024 will be presented. Finalized budget for 2024 will be presented December 14th for approval by board. Board discusses director's involvement in the budgeting process.

Special Capital Request- Asphalt Seal Coat for both Hospitals

Jason details cost saving opportunity driving us to move up seal coat application and re-striping of parking areas from 2024 to present. Seal coating is necessary to prevent more costly asphalt replacement. Price point due to surplus materials at a local company is expected to save us approximately \$5,000-\$6,000 over waiting until next year. Board discusses details around this request, our parking areas, and snow clearing.

Motion: A motion was made by Mike and seconded by Dawna to approve seal coating up to \$15,000 **Motion adopted on a 5-0 vote.**

Consent Agenda

Credentialing Committee:

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.

Members: Dr. Robert Ratcliff, Chief of Staff; Dr. Mark Wisner, Vice Chief of Staff; Dr. Shane Tong, Immediate Past Chief; Dr. Jason Stuermer, ED Medical Director

Review/discussion of approval of privileges for:

- Dianne Wettersten PA, Full Active Privileges in Family Practice
- Mark Wisner MD, Full Active Privileges in Family Medicine
- Leslie Guerrero, MD, Full Active Privileges in Family Medicine
- Suzanne Stein, CRNA, Full Active Privileges in Anesthesia

Policies – Reviewed/Revised 10; New 0; Archived 1

SDA Compliance Calendar

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September 30: If State Auditor has granted extension of time to file audit, this is the final date an audit may be filed. Failure to file the audit may result in the State Auditor authorizing the county treasurer to prohibit the release of any monies which were generated pursuant to the taxing authority of the district until the district submits an audit report to the state auditor.

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

Communication Report

Board Chair Report

Jodi and other board members expressed appreciation of energizing Board Training Work Session from prior week. Board discussed frequency of future Board Trainings and consensus was for 1 Board Training a year in 2024. Board also discussed providing time for question-and-answer session and discussion time after Training.

SDA conference coming up mid-September; there will be a break-out session on HH on September 14th.

Jodi reports back on attending Quality meeting; appreciated the synergy between different departments and directors. Attendance at Quality meetings can be virtual or in-person.

CNO Report

Deb details re-visit on State health survey. Re-survey's purpose is to make sure all plan of corrections items have been implemented. All deficiencies have been cleared in this short re-survey. Life Safety Survey waiver has been requested regarding MRI entry ramp. Three-year time frame will allow us to plan and execute a solution. Trauma review in Granby and Kremmling were also brief; plan of corrections will be submitted for peer review and closed loop communication issues.

State Mandated Nurse Staffing Plan was presented, which requires board approval. Front line staff is part of the committee. Committee has a charter, is involved in the development of the plan, and has provisions for grievances to be reported. One committee member is also point-person for workplace violence prevention.

Motion: Mike made a motion to approve the Nurse Staffing Model for Kremmling and Granby as presented, and Chris seconded. **Motion adopted on a 5-0 vote.**

CMO Report

Dr. Coburn reviews some Med Staff updates. Viktoriya Street is a new PA in our clinic. Questions remain around who will replace Dr. Wisner as the long-term care doctor. Dr. Lupica is unable to do so with ED commitments. Tiffany Freitag is spearheading the recruiting of Dr. Wisner's replacement with the help of a provider recruitment company. Plastic surgeon approached Middle Park Health about providing care here, which dovetails with our trauma and wound care services. CRNA interview will be conducted tomorrow with a promising, experienced candidate.

CEO Report

Jason credits Deb and her staff for the extra work surrounding the various surveys completed. Board

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discussion detailed favorable impression on outside entities within the community. Jason reviews strategic planning document; describing portions that have been completed, are underway, or have not yet begun. Jason stresses the “living document” nature of the document and the need to frequently revisit with both directors and board. Pillars on plan are Growth, Patient and Employee Experience, Performance Improvement and Financial Sustainability. Surgical volumes are one area we’ve improved but have had gaps in coverage recently, leading to lower surgical volumes. Efforts have been made going forward to make sure we maintain coverage for general surgery.

Middle Park Health applied for several state grants. While a broadband expansion request was denied, Middle Park Health did receive a state grant to implement hiring a Psychiatric Nurse Practitioner. This individual will work with outpatient and ER physicians on medication management and provide more access to our community, especially for patients with Medicaid. Jason highlights the details of the grant and its positive impact on our organization and community. Goal is to make sure patients with mental health needs are receiving access to care to help prevent them from going into crisis.

Jason provides an update on the efforts of our Senior Leadership Team regarding housing. Town Council in Fraser has several affordable and attainable projects underway. Multiple meetings have occurred with an organization that is renovating a hotel across from Winter Park Ski Resort into studio apartments for workforce housing. Another organization has purchased land between Fraser and Winter Park and wanted us to partner, but price point may not be attainable for either of these projects. We’ve given that feedback and both entities are considering this. We continue to work with the Town of Granby on several projects. One project involves the town purchasing land within town limits and building units for police officers, teachers, and hospital staff. Rodeo apartments are pending approval, but planning process is nearing its end. Jason was recently contacted by a group looking to build attainable housing near Tabernash, seeking support for the project that was denied. Jason requested meeting to understand the project better and plant a seed about future development in Kremmling. Emily will be meeting with a contact that builds micro-condos in Summit County to explore further options in our area. Jason recommends a multifaceted approach to our housing strategy and partnering with many entities.

Old Business

Jason provided information on the MOU that had been discussed in our July Board meeting. Middle Park Medical Foundation was appreciative of the hospital board’s feedback. Updated MOU document has been sent to legal counsel before coming back to our board for approval.

Jodi requested information on the outcome of discussions with local business owner, Brett Davidson. Jason and Brett will meet again in mid-October after some fact finding is completed. Brett has reached out to Henderson Mine and will reach out to other local entities. Jason has spoken to a real estate attorney regarding the structure of the project and has several meetings with potential developers to gauge their interest.

New Business

There was no new business.

Board Discussion

Board member Dawna expresses interest in board rounding and appreciation of receiving invitations

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and reminders to upcoming events.

Board discusses hospital-owned land in Kremmling and its potential future uses.

Items for Next Agenda

Kelly Clasen, Director of Revenue Cycle, will be joining the board for September's board meeting to provide updates and answer questions.

Executive Session

Executive Session for negotiations regarding Fraser Funding. §24-6-402(4)(e), C.R.S

Motion: Chris made a motion to move to executive session at 8:05 pm. Jodi seconded. **Motion adopted on a 5-0 vote.**

Board Members Present: Jodi Docheff, President; Chris Murphy, Vice President; Mike Ritschard, Member; Kim Cameron, Secretary/Treasurer; Dawna Heller, Member.

Non-Board Members Present: Ashley Dennis, Legal Counsel, Kutach Rock, Jason Cleckler, Deb Plemmons, Emily Ebert, and Dr. Thomas Coburn.


Motion: A motion was made by Chris and seconded by Kim to adjourn the executive session. **Motion adopted on a 5-0 vote.**

Resumption of open meeting at 8:56 pm

No decisions made.

Adjournment of meeting at 8:56 pm

Motion: A motion was made by Chris and seconded by Kim to adjourn the meeting at 8:56 pm. **Motion adopted on a 5-0 vote.**



Jodi Docheff, Board President



Kim Cameron, Secretary/Treasurer

Approval Date: 9-28-2023

Minutes taken by: Rosalie Rust

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Appendix A:

6. C. Resolution

KREMMLING MEMORIAL HOSPITAL DISTRICT ("DISTRICT")

**RESOLUTION TO APPROVE SIGNATURE AUTHORITY ON KREMMLING MEMORIAL HOSPITAL DISTRICT BANK ACCOUNTS
HELD AT UNITED BUSINESS BANK**

RESOLUTION 2023-08-01

WHEREAS KREMMLING MEMORIAL HOSPITAL DISTRICT is a quasi-municipal corporation and arm of the State of Colorado (KMHD); and

WHEREAS KREMMLING MEMORIAL HOSPITAL DISTRICT, DOES BUSINESS UNDER THE tradename of Middle Park Health.

Whereas Kim Cameron, Christine Murphy, and Emily Ebert are appointed signature authority on bank accounts listed below for the district.

Grand MMA(GM8) – BUS 416024308 (at United Business Bank)

Adopted this 31st day of August 2023

KREMMLING MEMORIAL HOSPITAL DISTRICT



Jodi Docheff President BOD

Kremmling Memorial Hospital District

ATTEST:



Kimberly Cameron, Secretary/Treasurer

Kremmling Memorial Hospital District


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Appendix B:



Acknowledgement of Change in Audit Company

During a previous board meeting, Finance Committee Representatives provided information that Middle Park Health has been researching options for next year's Financial Audit. It is our intention to change auditors from DZA to Elde Bailly. This statement serves to demonstrate that the Board of Directors is aware of this change.




Jodi Docheff, Chairman, Board of Directors
Middle Park Health



Chris Murphy, Vice President, Board of Directors
Middle Park Health



Kimberly Cameron, Secretary/Treasurer, Board of Directors
Middle Park Health



Dawna Heller, Member, Board of Directors
Middle Park Health



Mike Ritschard, Member, Board of Directors
Middle Park Health

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Appendix C:

Balance Sheet:

- **Total Cash and Cash Equivalent** – Mikealena making adjustments each month, so we do not see a decrease in cash like we had prior years

Income Statement:

- **Net Revenue** – disappointing July due to missed volumes, a week without general surgery coverage, low admits – missed gross revenue by 6%, contractals aligned with target so net revenue missed by 11%, \$523K miss for the month. YTD 1% Net Revenue miss of \$225K.
 - **Bad Debt** – clean up from director work queues, Kelly closed the loop on Medicaid piece with rehab and clinics. Bad Debt was over budget by \$302K for the month. Our risk was \$30K for the free-standing rehab issue outside of what was already reserved.
- **Total Salaries and Benefits** – Favorable \$312K for the month, \$2.2M YTD due to continued staffing issues.
- **Contract Labor** – \$327K over for the month, \$1.8M over YTD – due to continued staffing issues and high reliance on contract labor – primarily driven by surgery, radiology, and nursing.
- **Professional Services** – \$9K over for the month, \$338K over YTD – this variance is due to CRNA expense hitting this account area per an audit comment regarding coding driving this variance – CRNAs budgeted in contract labor before we received this feedback on the audit.
- **Total Expense** – \$536K favorable for the month driven timing of Fraser interest, and timing of a mid-year inventory count which had \$224K credit these inventory adjustments.
- **Net Operating Income** – \$13K favorable for the month due to expense favorability discussed above.
- **Net Income** – Other revenue pick up for the Colorado Health Neighborhood \$51K and the provider fee is \$16K favorable with the interim rate & expense savings already discussed helped bring Net Income \$16K favorable to target.

Stats:

- **Surgical Cases** – down due to a week lacking general surgery coverage missed target cases by 19 and prior year cases by 2. Pain Injections also missed target by 5, and GI cases missed target by 16 cases.

AR:

- **Monthly Cash** – cash collections at \$3.9M compared to \$3.3M last year – very strong cash collection month. We are also seeing 48% commercial payors for outpatient services, which is great to see a high number here.

DCOH:

- **True Days Cash on Hand** – holding nearly flat to prior month at 140 days.

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Appendix D:



It is required that the Kremmling Memorial Hospital District submit a certified copy of the Board adopted budget to the Department of Local Affairs and the Grand County Board of County Commissioners by January 31, 2024. The final budget must be approved at the Board of Director level by December 15, 2023.

In order to meet this deadline, below is a timeline for preparing the 2024 budget:

July 2023	FY24 CAPEX Form & HSS List of End of Life Equipment Distributed
Before August 28th	Finance Department will distribute 2023 Actuals, Budget, and Annual Forecast
Aug. 28th – Sept. 30th	Initial departmental meetings with Finance Department and Directors
September 15th	Preliminary 2024 Capital Requests Due & New Service Line Requests
September 28th	Preliminary 2024 Budget Presented at BOD Meeting
Oct. 16th – Nov. 3rd	Final departmental budget meetings with Finance Department, and senior leader
November 10th	Final Capital Requests & New Service Line requests must be received by departments <i>This is on the Intranet page under Departments → Finance</i>
November 4th-30th	Final pass / budget review (Finance & SLT)
December 8th	Final budget submitted to BOD packet for Board review
December 14th	Board Meeting to present final budget to Board of Directors for approval

Please bring the following items below to your budget meeting, email norman@middleparkhealth.org.

- Anticipated staffing changes/needs – list provided
- On-call schedule plan for 2024
- Completed 2024 proposed budget (worksheet provided)
- List of all current service contracts, including monthly costs and expiration dates
- Capital assets and Minor equipment needs (worksheet provided)