

**Heart of the Rockies Regional Medical Center  
Board of Directors Meeting  
February 25, 2025**

**Attendance:** Ms. Stacy Osborne, Mr. Bill Alderton, Mr. Dean Edwards, Dan Wardrop, M.D., Lydia Segal, M.D. Also in attendance: Mr. Robert Morasko, CEO; Mr. John Tucker, President; Ms. Karen Miller, Chief Financial Officer; Ms. April Asbury, VP of Patient Services; Ms. Heather Roberts, VP of Provider Services; Ms. Desirae Westphal, VP of Operations; Ms. Sarah McMahon, VP of Human Resources; Ms. Allison Gergley, Marketing Director, Ms. Lezlie Burkley, Foundation Director and Dr. Joshua Visitacion, M.D., Chief of Staff.

**Call to Order**

The meeting was called to order at 1:05 P.M.

**Public Comment**

Mr. Merrell Bergin, former Salida City Treasurer and Copy Editor for Ark Valley Voice stated he has years of experience implementing ERP software in major hospital systems. He offered his professional insights and expertise as the hospital updates its systems.

**Consent Agenda**

The Consent Agenda items were presented to the Board in written form and, without requiring further discussion.

**Motion:** Mr. Alderton moved to approve minutes of the previous meeting on January 28, 2025 as written and the capital purchase request for the Ortho Arthrex Shoulder Arthroscopy set.

**Seconded:** Dr. Segal

**Vote:** Unanimous

**Regular Agenda**

**Focus Topic: Ms. Karen Miller, Chief Financial Officer: Enterprise Resource Planning (ERP)**

Ms. Miller provided a brief overview of Enterprise Resource Planning. ERP is a comprehensive software system that integrates and manages key operations within a healthcare organization. An updated system would allow real-time, integrated access to finance, supply chain management, human resources and patient data essentially streamlining all aspects of a medical facility's business functions in one platform. Ms. Miller stated ERP conversion in advance of the EHR is recommended with Oracle and Epic.

### **Medical Staff Report: Dr. Joshua Visitacion, M.D. Chief of Staff**

Dr. Visitacion was unable to attend in person as the ED was very busy. He reported virtually the medical staff EHR meetings have been well- attended and very positive. Jesse Kaisner was exceptional in putting everything together.

### **Finance Report: Karen Miller, Chief Financial Officer**

Ms. Miller reported HRRMC's financial overview shows net patient revenues of \$ 13.3M are favorable to the budget of \$13.2M a +0.8% variance.

Net operating income of \$689K for the month exceeded the budgeted \$244K.

Total operating expenses of \$13.2M for the month were slightly favorable to the budget of \$13.5M, a 1.9% variance. This is primarily due to salaries, patient supplies and pharmaceuticals.

Our cash flows decreased \$56K for the month primarily due to operating activities (- \$506K) as offset by cash from financing activities (+\$75K) and investing activities of (+\$375K).

Days cash on hand is 240 and DCOH for bond covenants is 175 exceeding the required 75 days.

See stats below:

- Inpatient discharges were 93, compared to the budget of 76 and the last 3-month average of 78.
  - Included above are swing bed discharges of 8 compared to a budget of 6 and the last 3 –month average of 8.7.
- Total patient days were 321, compared to the budget of 261 and the last 3-month average of 284.
  - Included above are swing bed days of 67 compared to a budget of 47 and the last 3-month average of 66.
- Outpatient and Dialysis visits were 7,617, compared to the budget of 7,407 and the prior month of 7,092.
- Clinic visits were 9,624 compared to the budget of 10,083 and the prior month of 8,061.
- Average length of stay (total) was 3.5 compared to the budget of 3.4 and the prior month of 3.9.
- Average daily census (“ADC”) was 10.4, compared to the budget of 8.4 and the prior month of 8.0.
- Observation hours were 3,540 compared to the prior month of 2,735. Observation hours equate to an additional ADC of 4.8.
- Surgeries for the month of 334 were under the budget of 378 at -11.6% YTD we are at 334 a – 11.6% variance.

- ER visits for the month of 791 compared to the budget of 777, are up 1.8%. YTD we are at 791 up 1.8%.
- GI Procedures for the month of 174, are ahead of the budget of 143 by 21.7%. YTD of 174 is favorable to budget by 21.7%.

### **CEO Report: John Tucker**

Mr. Tucker reported the EHR Kickoff meetings are progressing very well. In a call with UCHealth there was discussion around the process of joining the EPIC platform and what that may look like. We are finalizing data they have requested in order to obtain preliminary pricing. Gunnison Valley Hospital will go live with EPIC on May 3<sup>rd</sup>. Feedback from them will provide insight for our organization.

Robotics has become the standard of care for many procedures and with patients traveling out of our service area to receive robotics procedures, preliminary discussions regarding moving in this direction have begun. In the March Board of Director's meeting surgeons here at HRRMC will provide a brief informative Robotics presentation. John stated he will provide progress updates as well.

There are ongoing communications with a consulting firm whose wound care and hyperbaric expertise will be crucial. We have contracted with ATMO, a startup consultant firm for the short term. They will assist with startup processes and functioning in an orderly and safe manner with policies in safety and training as well as equipment acquisitions. John provided an updated pro forma and the consulting agreement. With a cost of eighty-nine thousand for the first six months of services, John is requesting Board approval to proceed.

**Motion:** Mr. Alderton moved to approve the ATMO Consulting Agreement.

**Second:** Ms. Osborne

**Vote:** Unanimous

John reported focused user group meetings will take place every Thursday with architects to provide several design options for the Three Story Front expansion's second and third floor and west end expansion. John reported he will provide a robust presentation from the architects at the March Board meeting with the group's recommendations.

Juanita Ward and Cindy Nachtrieb are busy coordinating the upcoming Board of Director's election. There are currently four candidates running for three Board positions.

### **Committee Reports:**

#### **Finance Committee: Stacy Osborne**

Ms. Osborne reported Jonathan Trenary joined the finance committee meeting with updates. Stacy stated system improvements and an amendment to our agreements with our contract pharmacies Buena Vista Drug and Salida Pharmacy and Fountain will improve

the organizations 340B savings. An audit completed in December 2024 located areas of potential improvement that can be on the radar going forward. Stacy recognized pharmacy staff for their high level skills and diligence.

Jesse Kaisner provided an Information Security update. IT staff are busy securing the organizations HIPPA compliance and protecting it from bad actors attempting to cause chaos. Diligence with Microsoft resulted in qualifying as a non-profit status and a 75% decrease in cost for HRRMC. Stacy commended the hard work and efforts of HRRMC staff. Their efforts contribute to the organizations bottom line.

### **Facilities and Strategic Planning Committee: Bill Alderton**

Mr. Alderton provided updates on ongoing projects. The pharmacy is temporarily located in the former medical records space while construction is wrapping up.

Plumbing is complete and concrete set to be poured in the Wound Care Center.

Piping for the oxygen plant is installed with two inch lines and electrical is underway. Crews are preparing to pour the concrete pad for the O2 tank.

The committee is researching purchasing commercial grade benches with focus on a custom fabricated steel canopy/cover. Currently we are reaching out to fabrications shops for design.

The registration area design was revised to allow additional space for wheelchairs. “Pardon our Progress” signage in English and Spanish will be placed in the area as well.

Design for the new three story addition is underway. User groups consisting of those who will occupy the new space will meet weekly to assist and provide feedback.

The West End addition will require a study to ensure current power capability.

Karen Miller has created a process to track and approve change orders. Change orders over \$20,000 will require Board approval.

### **Foundation report – Lezlie Burkley**

Ms. Burkley provided a Cancer Walk update. Sponsor recruitment will continue until March 7<sup>th</sup>, 2025. Currently we have welcomed four.

We have submitted a grant application with DOLA for the new PET scan. A capital request will be submitted for approval at the March Board of Director’s meeting.

Regarding the Congressional Discretionary Spending, we are unsure if these applications are going to happen this spring however we are ready when they open up. We are working on a site visit from Congresswoman Peterson’s office. An update will be provided at the March Board of Director’s meeting.

Lezlie reported she participated in a mentoring call with WHA at their request with a young foundation grant writing team.

**Old Business:**

There was none known to be presented

**New Business: Dean Edwards**

Mr. Edwards stated Board approval is required to authorize John Tucker to be a signer as opposed to Bob Morasko. Anywhere the CEO signature is required, the President may also sign.

**Motion:** Mr. Alderton moved to authorize John Tucker, as President to sign anywhere the CEO signature is required.

**Second:** Ms. Osborne

**Vote:** Unanimous

**Adjournment**

**Motion:** Mr. Alderton moved to adjourn to executive session for the Medical Staff, Risk and Grievance reports to include VP's and Dr. Visitacion at 3:05 P.M.

**Second:** Dr. Segal

**Vote:** Unanimous

-----  
The board returned to regular session at 3:41P.M.

**Motion:** Dr. Wardrop moved to approve the medical staff credentials report.

**Second:** Mr. Alderton

**Vote:** Unanimous

**Motion:** Ms. Osborne moved to approve the Risk and Grievance reports as presented.

**Second:** Dr. Segal

**Vote:** Unanimous

**Adjournment**

**Motion:** Ms. Osborne moved to adjourn at 3:42 P.M.

**Second:** Dr. Segal

**Vote:** Unanimous

Respectfully submitted,

Stacy Osborne,  
Secretary-Treasurer

