

**KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, August 28, 2025**

With meeting notice, Chris Murphy called the Kremmling Memorial Hospital District board meeting to order at approximately 6:00 pm. The meeting was held in the Wellness Center Conference Room and virtually via Teams.

Board members present: Chris Murphy; Mike Ritschard; Kim Cameron [Late Excused]; Dawna Heller [Late Excused]; Jennifer Harvey

Non-board attendees present: Jason Cleckler, CEO; Amy Binkley, CNO; Dr. Jason Stuerman, CMO; Ray Moss, CFO; Becca Norman, Rosalie Rust; Executive Assistant; Jamie Jensen, Chair of Middle Park Medical Foundation ; Andy Radzavich, Director of Middle Park Medical Foundation [Virtual];

Conflicts/Potential Conflicts of Interest

No Conflicts/Potential Conflicts of Interest were disclosed.

Agenda Approval

Motion: Jen made a motion to approve the agenda and Mike seconded. **Motion adopted on a 4-0 vote.**

No Public Comments

Minutes Approval

Motion: Mike made a motion to approve minutes from July 31, 2025 Board Meeting and Jen seconded. **Motion adopted on a 3-0 vote.**

Reports of Good News

Back to School Supply Drive Middle Park Health employees, patients and visitors donated supplies to East and West Grand School Districts. Jason shares a thank you card.

Buffalo Days Parade Middle Park Health team participated in Buffalo Days Parade in Grand Lake. This is the last parade in the busy summer season.

Taking Steps for Cancer Walk Middle Park Health will have a team of walkers in the upcoming event in early October.

New General Surgeon Middle Park Health welcomes Dr. Fabian to the team.

Kremmling Gym Excavation Thank You West Grand Football team came and helped dig dirt out of the old bathrooms and locker rooms to make way for the next stage of construction.

Middle Park Fair and Rodeo Thank you to the board and leaders who attended the junior

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, August 28, 2025

livestock sale and bid on a steer and a pig which will be used for the Country B.A.S.H. fundraiser.

3-D Mammo Machine Middle Park Health has installed a new mammography machine and has begun 3-D mammo exams.

Cindy Callahan Retirement Cindy's last full-time day was today. MPH leaders have planned a retirement party for her on September 5th at 5 pm. The invitation will be published in Sky High News and on social media.

MPH Credentialing Presentation (Sonia Castillo, Tiffany Freitag) Sonia details the importance of a quality credentialing process. She gives detailed information on the steps taken by Middle Park Health in credentialing new providers. Qualifications, history, background and competency are scrutinized for all new physicians and other providers; both on and off site providers. Robust credentialing procedures help ensure patient safety, high quality care, competency and regulatory compliance. Every 2 years, providers will go through another appointment review and CME review. Several databases and background checks are reviewed to make sure there is no fraudulent or problematic history, as well as confirming medical qualifications and licensing. Sonia reviews the files as the Medical Staff Coordinator. If there are any questions, such as timeline, Sonia reaches out to the provider for explanation or further understanding. Credentials Committee then reviews the providers and reviews any malpractice cases involved. Board Chair and CEO sign off on the official and final approval, and a report is included in the board packet consent agenda.

Sonia shares a case of a provider who became known as "Dr. Death", who had quality credentials on paper, but was sentenced to life in prison following multiple patient harm events. Jason praises MPH team's 30-60 day timeframe, which is much quicker than typical for credentialing, while remaining a high quality review. Once credentialed, it is very difficult to remove a provider from the privileging of a hospital. It is typically a drawn out legal procedure. Tiffany shares that this process is only part of Sonia's Medical Staff Coordinator responsibilities. Board expresses appreciation for this presentation. Tiffany discusses the protection from liability that a robust credentials process gives the facility. An explanation of the bold and strikethrough on the credentials report was given.

July 2025 Financials (Ray Moss) Ray details highlights to the Income Statement. Operating expenses are markedly higher than last year due to the costs of operating a new facility. Net patient service revenue was down 5% from budget. \$600,000 revenue miss from budget was seen due to services in Fraser not matching the feasibility study, which mirrored Granby. Year to date, MPH has a \$422,000 ER miss, primarily due to the timing of Fraser. Surgical volume miss was due to general surgery being down for close to 2 weeks. \$1.3M one-time pickup was seen in contractual adjustment true up. Optimization project with WIPFLI for the cost report

**KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, August 28, 2025**

brought in a pickup of \$400,000, though part is being held for future months. Both Revenue and Labor expenses are flat to budget, which means MPH's current resource utilization is appropriate.

Ray discusses how current underutilization of MPH's inpatient beds is sparking a conversation about expansion of MPH's swing bed program and other opportunities. General surgery volumes were down by 22% to budget, 16% to prior year due to surgical coverage. Number of ER visits in Fraser was down 130+ due to late opening. Clinic visits were 5% above budget overall, and 10% above budget in Granby. Rehab's volumes declined slightly due to a decrease in surgical volume. Improvement of surgical volumes in the fourth quarter is anticipated.

Ray discusses some nuances of the patient accounts receivable. The portion of the accounts receivable attributable to self-pay patients is 40% and discounted care law delays billing for self-pay patients as well as keeps bills being turned to bad debt prior to 182 days from the time of service. This indicates there is some uncompensated care. Excluding self-pay, for other payors, the average age is 45-50 days. There was some confusion with our board about the discussion of self-pay patients- the portion discussed here was not the overall payer mix, just the portion that is still in patient accounts receivable. Currently, MPH is at 126 days cash on hand, a dip as expected. Ray also describes debt service coverage ratio, which is currently around 1.36. Board discusses Fraser performance and patient volumes. Tiffany details some of the challenges reaching all of the market to increase awareness of the openings for any new facilities.

Motion: A motion was made by Jen and seconded by Mike to approve July 2025 financials. **Motion adopted on a 3-0 vote.**

Board Education No questions or comments on the Govern Well website browsing experience.

Consent Agenda

a. CREDENTIALS COMMITTEE- July 23, 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.

- a. Review/discussion of approval of privileges for:
- ~~Elizabeth Gilmore CRNA, Full Active Privileges in Anesthesia~~
 - **Alexander Cubberly, MD, Full Active Privileges in Cardiology**

**KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, August 28, 2025**

- Khyla Burrows, MD, Full Active Privileges in Obstetrics and Gynecology
- Christopher Koch MD, Full Active Privileges in Radiology
- Christopher Shin MD, Full Active Privileges in Radiology

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. Quality- Annual Review of Services

c. SDA Compliance Calendar

- i. September 30 If the 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: A motion was made by Mike and seconded by Jennifer to approve consent agenda with items removed or changed as noted above. **Motion adopted on a 3-0 vote.**

Communication Report

Foundation Update (Jamie Jensen/Andy Radzavich)

Jamie reviews the Memorandum of Understanding between the Middle Park Medical Foundation and the hospital that outlines how the two entities work together. Both boards review the MOU on a biennial basis.

Motion: A motion was made by Mike and seconded by Jennifer to approve MOU for 2 additional years **Motion adopted on a 3-0 vote.**

Jamie shares some information about two new foundation board members. Complete bios are found in the Foundation newsletter. Seth Meyer is the first new board member, and he has a vast amount of financial experience, particularly in the realm of venture capital. Donna Emery is the second new board member, and she has a wealth of fundraising experience and even holds her certified fundraising executive designation. Neil Funk and Elfie Denaro are both outgoing MPMF board members at the end of this year. MPMF Board does have term limits of 4 two year terms.

Andy shares some information about BLAST, which was successful. BLAST golf tournament

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, August 28, 2025

had great weather, smooth operations, employee representation, and a high level MPH and MPMF board involvement. Integrity Medical sponsored the Margarita hole with a restaurant sized Margarita machine available.

Country BASH will be held on Saturday, October 4th. This fundraiser will be used to raise money for scholarships and Employee Assistance Fund. Country BASH committee has been formed. Event will be held at the hanger again, and several vintage planes will be on display. Ray Moss and Board secured the meat at the junior livestock sale, which will be barbecued. Band has not yet been secured.

Christina Lockhart got the Kremmling football team involved in the digging of the Kremmling Gym floor. Basketball hoops are slated to be installed in November and part of the solar panels have been installed. Underground plumbing install is next, then concrete work and walls will come next. Project is really taking shape.

Board Chair Report (Chris Murphy)

Board Training with Rene Larkin was conducted last Friday and went very well.

Special District Association Conference is coming up in September. This agenda has been added to the board packet. Jen Harvey has registered for the virtual option. Please contact Rosalie if you are interested in registering. Several board members expressed interest last month.

CFO Report (Ray Moss)

Ray Moss presented a presentation detailing an investment plan, primarily using a sweep account. The type of investment done is low risk and will allow money that is not currently being used to generate additional funds, similar to the ICS account MPH used to receive interest on construction funds. Dr. Coburn, Dr. Stuerman and Ray Moss worked with various entities to receive a better interest bearing option for these funds, which were detailed in the presentation. Financial Team has looked at this closely to make sure the plan will work well. Investments are very liquid and has also been designed for this type of organization. Ray Moss describes the differences between being risk adverse and risk moderate with investing. He explains his strategy is to move slowly, doing each portion a step at a time and observing the different factors being watched. Board discusses risks, fees, and strategies; it is emphasized that no form of investing can eliminate all risk, but these funds are designed for entities that have a conservative investment strategy. Jason reminds board that auditors also encouraged

KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, August 28, 2025

this strategy.

Ray Moss discusses an analysis of PNI he is using to see if it is better to hold interest earned on the funds required to be held for UMB to make an extra payment, or have the interest pay down the principle every month.

Motion: A motion was made by Mike and seconded by Dawna to approve Resolution 2025-08-01 Approval of Investment Strategy. **Motion adopted on a 4-0 vote.**

CNO Report_(Amy Binkley)

Back to School Birthday Bash was held in August, and school supply donations were tied in. Spirit Committee set up a bookshelf and books in several other locations for sharing books with employees and patients. MPH spirit committee did a pop up root beer float day.

CLEA inspection of the lab areas happened yesterday in Winter Park and Fraser; Granby and Kremmling were conducted today. No deficiencies were reported. Calcium scoring has been up and running in Kremmling for a couple months and has had 32 scans already.

Cliffview Budget was reviewed with county recently. Karrie proposed Adult day services for 2 days a week, so county will decide on that with budget. This is a great way that older adults can have social interactions and activities. Funds for activities through foundation were discussed. Budget meeting went well this year; survey showed great support from community for Cliffview

The Policy committee has been working hard to update and reformat MPH policies .Policies and Procedures will be coming to the board for approval in the consent agenda. All the Policies and Procedures that are brought to the board to review have been approved by the Senior Leadership Team. This is a process improvement that brings more awareness.

Sexual Assault Nurse Examiner (SANE) program is being considered. One of our NPs is interested in starting this program at Middle Park Health. Foundation is also looking to support this program. This would be a panel of nurses that would be on call. This program would help with mental health wellness in the community. More opportunities and awareness for medical examination and reporting helps victims avoid further trauma.

Fraser Hospital will be working towards opening up outpatient radiology services. This is a process to get up and running. Anyone with an order will be able to come in for CT or Xray in that location, helping patients receive medical services closer to home.

Amy calls out the improved Annual Review of Services that Quality and Marketing included in the board packet. This format is more engaging and will be put online. She also highlights the traveler staff numbers are due to drop by 4 in early October. 22 mammography patients have

**KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, August 28, 2025**

been seen since the new machine was installed; new full time mammo tech has started.
No compliance issues for OIG were noted.

CMO Report (Dr. Stuerman)

Clinics have been busy with other physicians leaving the WP and Fraser area. Medical Assistants have had their wages adjusted to market level to help recruit and retain this important staff.

Dr. Fabian has presented to the ED physicians on his history, contact preferences and availability. He has already begun cases and is eager to get going. Unfortunately, Dr. Ratcliff has been out for medical reasons. For orthopedics, Dr. Wilson specializes in shoulders and knees; and Dr. Thompson specializes in hips. Dr. Miranda is a foot and ankle expert.

Fraser patients as well as EMS have been very enthusiastic about decreased travel time that the Fraser hospital allows for. Turbo in Fraser generator has been replaced and has been tested for several hours. Fraser campus sign was also adjusted to be less bright due to a complaint.

CEO Report (Jason Cleckler)

As part of our strategy, MPH focuses on teambuilding and training for directors; enabling the team to work cohesively. Leadership Training will be held at end of October at the Young Life Crooked Creek Ranch west of Fraser. Board members are encouraged to attend all or part of the training.

Orthopedic plan has continued to move forward in a positive way. SLT was able to meet with the Steamboat Orthopedics team at their Fraser clinic. Dr. Wilson has been in our area for 7 years and has done a shoulder fellowship under one of the leaders in the area. Dr. Thompson is a generalist with a specialization in hips. Jason discusses the potential for additional add-on surgeries. Final contract has not yet been received and Rene Larkin, our attorney, is helping with the contract.

Water study will be underway with the Kremmling town council and planning committee for the parcel of land near our vacant property in Kremmling, where a development is being planned. MPH's land will be included in the water study at no cost to us. Engineers will analyze water needs for the development and will make sure adequate flow and supply is available. The study does not obligate us to participate in any infrastructure improvements. Investments are being made in Kremmling to improve water supplies to Kremmling.

Board inquires about access to land parcel. Information was provided about process through CDOT. Safety on the highway is CDOT's major goal in approval process. A wide range of costs and requirements, such as a turn lane, could be anticipated that would depend on the purpose of the future development. Preapplication meeting will be scheduled virtually; Dawna and Mike would like to attend.

**KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, August 28, 2025**

Old Business

Christina Lockhart had provided an additional advantage of sports physicals is that it can identify a health condition, such as a heart murmur, which helps parents and children identify medical care needed.

Board Discussion

Board discusses the possibility of highlighting some of our board activities in the Confluence connection or Sky Hi News. Some community members have expressed challenges in knowing what is happening on the board and even when the board meetings are. These are community members who are not on the internet. It was also shared that board meetings and information are posted in 3 physical places in the Kremmling area, which can help direct interested community members who do not go online. More information could be included on the bulletin board, such as the "Board Corner" items in the post office. Board also thanks the social media and marketing efforts currently being done. Marketing team will work on implementing some of the items discussed.

Community Comments

Board discusses that booster seats are required for preschool students to travel to Cliffview, this means that the preschoolers won't be able to come to Cliffview for Halloween. Marketing department will work with the preschool to discuss MPH sponsorship of booster seats.

Adjournment of meeting

Motion: A motion was made by Dawna and seconded by Jen to adjourn the meeting at 8:20 pm. **Motion adopted on a 5-0 vote.**


Chris Murphy, President


Kim Cameron, Secretary/Treasurer

Approval Date: 9/25/25
Minutes taken by: Rosalie Rust