

**KREMMLING MEMORIAL HOSPITAL DISTRICT  
d/b/a Middle Park Health  
Board of Directors Meeting Minutes  
Thursday, October 30, 2025**

With meeting notice, Chris Murphy called the Kremmling Memorial Hospital District board meeting to order at approximately 6:03 pm. The meeting was held in the Wellness Center Conference Room and virtually via Teams.

**Board members present:** Chris Murphy; Mike Ritschard; *Kim Cameron- Absent Excused; Dawna Heller- Late Excused*; Jennifer Harvey

**Non-board attendees present:** Jason Cleckler, CEO; Amy Binkley, CNO; Dr. Jason Stuerman, CMO; Dr. Thomas Coburn, prior CMO; Ray Moss, CFO; Emma Caldwell, Decision Support Analyst 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 3-0 vote.**

**Public Comments**

Olivia Bruchez and her mother expressed gratitude for Middle Park Health's support and purchase of her steer at this summer's 4H livestock sale. They brought flowers and a photo of Olivia, the steer and the board members. Ray Moss shares that a photo was given previously of Rayne Pryor and her pig which was purchased for the Country BASH as well.

**Minutes Approval**

**Motion:** Mike made a motion to approve minutes from the September 25th, 2025 Board Meeting and Jen seconded. **Motion adopted on a 3-0 vote.**

**Reports of Good News**

**Cliffview and Hospital Trick or Treating** Preschoolers came to each resident door for trick or treats in Cliffview, and then visited the Extended Care area in the hospital.

**Steps for Cancer Walk/Run** Many staff members and community members attended the annual event in Grand Lake. Middle Park Health won "Largest Team". The fundraising portion of the event was successful as well. In prior years, this fund has supported our mammography programs.

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**Food Drive** Food is being collected at every Middle Park Health location for Mountain Family Center, a local food bank. This drive is a friendly competition between MPH, Grand County Sheriff's Department and Mountain Parks Electric. Last year, the competition was so successful that the food bank ran out of space to store the incoming food. The community sees a real need with the area's high cost of living.

**Health Fair** Middle Park Health participated in Granby's Health Fair over the last weekend. 60 participants attended. Jason observes that health fair attendance has been down nationwide.

**Best of Grand Contest** Jason details Middle Park Health's placement in annual community poll. Megan Mont won in the "Best Doctor" category; with Dr. Paulsen as a finalist. Community voters judged MPH-Granby Clinic to be the best clinic; with Winter Park Clinic as a finalist. Best rehab was MPH- Granby Rehab. Of the MPH APPs, Lindsey Stuerman and Abbie Steinbrueck were finalists. Dr. Eckerman was recognized as a finalist for pain management. Middle Park Health was a finalist in the category "Best Place to Work with over 20 employees". Several board members were able to attend the community celebration.

**September 2025 Financials** (Ray Moss)

Surgical volume and ER volume misses persisted throughout September. However, increases to clinic revenue generated a \$850,000 pick up year to date. Ray Moss explains that though ER visits may be down, this may indicate a positive shift to preventative medicine in the primary care setting. Additionally, tourism is down throughout the state as well. Unbudgeted disruptions to surgical services between Dr. Bevan's departure and Dr. Ratcliff's absence drove surgical misses. Forecast of end of year is a net loss of \$881,000 if volumes stay equivalent to present. With multiple disruptions to revenue, including Fraser's delay in opening, this forecast can be considered reasonable. Ray details some changes in provider fee for 4<sup>th</sup> Quarter.

Stats follow previous months' trends, with clinics surging ahead by 1,000 visits. Discussion ensued around Fraser's current performance in comparison to proforma; Jason reiterates the declines in visitation already mentioned as well as winter being a strong season for Middle Park Health's EDs in the past.

Middle Park Health had a positive payor mix for September with 8% self-pay patients. Accounts Receivable report indicates that bills are going out in a timely manner, which helps the Revenue Cycle team with cash collections. Total cash on hand is remaining in the 120 days range, and is currently at 125. Ray describes improvement to the debt service coverage ratio as Fraser hospital depreciation is added back into those calculations. Debt service coverage ratio is calculated at 1.55, well above budget of 1.25.

In November, finance team will kick off an interim audit. One goal of this will be to make sure

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Fraser is capitalized properly.

Jason discusses cuts to Medicaid program. State of Colorado's budget will have cuts to both Medicaid eligibility and a decrease in reimbursement to providers. Healthcare exchange prices are rising 20-35% on average in the mountains. Removal of healthcare subsidies will create additional challenges.

Jason details HCPF – UC Health lawsuit and explains how UC Health is planning to spread the settlement from the suit to the rural hospitals. In the final quarter, Middle Park Health anticipates receiving \$400k, which will bolster the provider fee line item. Going forward, MPH anticipates receiving less from the provider fee / Chase fee. Group discusses negative impacts of Medicaid cuts and provider fee on rural hospitals, of which 6-8 are very vulnerable to closure. Many of these hospitals are in areas with heavy Medicaid populations, up to 80%. Potential for closure of 1-2 hospitals is likely. Hospitals in Salida and Aspen have chosen to become interdependent as a hedge against bigger hospital systems as well. Board discusses approach to financials, and shared that graphs were helpful.

**Capital Request: Medtronic Bravo Surgical Equipment** Dr Fabian has requested a monitor used to test pH levels of the upper digestive tract during endoscopies. Dr. Fabian's vast experience in digestive disorders will allow him to bring some new surgeries to Middle Park Health, helping patients with GERD, reflux and other issues. \$21,261 is the total cost of the equipment. Board discusses direct marketing strategies to primary care physicians in other mountain communities, because this type of diagnostic equipment is not widely available.

**Motion:** A motion was made by Mike and seconded by Jen to approve capital request up to \$22,000. **Motion adopted on a 3-0 vote.**

**Board Education** "The Board's Role in Strategy" was board education item for the month.

**Consent Agenda**

a. CREDENTIALS 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.

Review/discussion of approval of privileges for:

- Alexander Meininger MD, Full Active Privileges in Orthopedic Surgery
- Laura Howell MD, Full Active Privileges in Obstetrics and Gynecology
- Ashwin Murthy MD, Full Active Privileges in Cardiology
- Ahmad Alqaqa'a MD, Full Active Privileges in Cardiology

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- Saeed Payvar MD, Full Active Privileges in Cardiology
- David Halpin MD, Full Active Privileges in Cardiology
- Parth Makker MD, Full Active Privileges in Cardiology
- Rodney Kidd MD, Full Active Privileges in Radiology
- Thomas Neuhauser MD, Full Active Privileges
- Lindsey Bailey MD, Full Active Privileges in Emergency Medicine

Next Meeting: November 20, 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.

- a. Quality Report
- b. Policy and Procedure Report
- c. SDA Compliance Calendar
  - i. November 16<sup>th</sup>: Begin 60-day window to provide annual "transparency" notice to electors for 2025.

**Motion:** A motion was made by Jen and seconded by Mike to approve consent agenda.

**Motion adopted on a 3-0 vote.**

**Communication Report**

**Foundation Update** (Jamie Jensen / Andy Radzavich)

Middle Park Medical Foundation Board President Jamie Jensen relayed the process and timeline for the MPMF Board Budget. Final Budget will be approved in December. Foundation is working on ordering its priorities. Giving for capital projects and brick and mortar projects has been less robust. Donor Advice Funds through Grand Foundation has opportunities for fiscal support of programs and processes instead. MPMF is applying for a fund to continue to support mental health needs in the community. Community is becoming more aware of MPH's in kind services with mental health that support our community. Mental health needs are an emotional touchstone that tell a story to the Foundation's donors. Potential increase in self-pay patients has been discussed by the Foundation and they are considering a patient assistance fund.

Country BASH fund-raising netted \$20,000, close to our goals. 185 tickets were sold and MPMF was appreciative of attendees, supporters and volunteers. MPMF team describes donor relationship that yielded a donation of \$10,000 to bolster the Employee Assistance Fund. Andy

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describes a shift in focus to have donors provide feedback about what they are interested in donating to.

Wellness Center Gym project continues to move forward with the purchase and installation of basketball hoops. Plumbing in locker rooms is nearing completion. Another volunteer dig day may be planned. Duct work is also underway for the HVAC system. Board thanks Andy for his social media materials updating the community on the project.

**Board Chair Report** (Chris Murphy) Board anticipates attending the annual Strategic Planning Session on November 14<sup>th</sup> from 10-2 in the Wellness Center.

**CFO Report** (Ray Moss) Finance team is anticipating audit presentation to the board in May 2026. Interim testing will be done late fall and additional testing will continue in March and April. Ray describes efforts to finish up the asset manager and reconciliation with Chris Penney. Ray thanks board for supporting Finance team with hiring a full time financial analyst, Jonathan VanDerWalt. Finance Team's goal will be to have no audit notes this year. Team has done last 3 months in closing the prior month within 10 days.

**CNO Report** (Jason Cleckler for Amy Binkley) MPH's annual skills fair started this week in Kremmling and will travel over to Granby next week. Each department develops educational materials and questions for all employees, and each employee will take a test on those materials. This is a great tool to provide continuing education and check competencies, but also helps with communication between departments. Additionally, annual employee health requirements are reviewed and administered. Mammography team has added an additional day of 3D mammography per week to help with Breast Cancer Awareness Month surge as well as backlog of patients.

Article about MPH's Copper Designation, a pediatric preparedness indicator for our emergency departments in Kremmling and Granby, was in the Sky Hi News this week. Eeva, a nurse in the ED, was celebrated for her effort and involvement in putting together the Suicide Prevention walk in September. Team celebrated her efforts in the department recently.

Pumpkin decoration contest is ongoing. Cliffview budget and new window provision for this year was approved and work will begin this week. Ray Moss was instrumental in negotiating a better deal for Cliffview's windows. Residents are very happy about this news as well. Windows should be installed before end of year.

Middle Park Health Community Health Needs Assessment Survey has been circulating the communities in the area. More people have responded than in prior survey, and individual interviews of key stakeholders have also been completed.

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Years of Service Luncheon was held at the base of Granby Ranch. Leaders celebrated team members with 5,10, 15, and 20 years of service. It was noted that Jason was celebrated for 5 years of service.

**CMO Report** (Dr. Coburn and Dr. Stuerman) Dr. Coburn describes how finalizing the reconciliation of Fraser assets will be vital for the cost report. Dr. Coburn is hopeful that this will be available in mid-November. Permanent parking lot lights are now installed. Height differences between fixtures were necessary due to the contours of the land and the proximity to the helipad. Temporary Certificate of Occupancy will be converted to a permanent Certificate of Occupancy now the lights and internal communication issue have been resolved.

Second elevator has a burned-out motor, so a replacement motor will be installed soon. Commissioning is nearing completion, with just a few adjustments to the programming and some sensors.

Generator passed the load test last Friday after having had multiple parts replaced. Additional 2 years has been provided on the warranty through negotiations; MPH is requesting reimbursement on the fuel already burned off through the extensive testing process. Extended warranty will be 7 years in total from the substantial completion date. Interval testing will remain part of Fraser facility team's routine.

Dr. Stuerman shared perspectives on the Leadership training. Explosion on the site at Crooked Creek Ranch was due to a gas line break. Team discussed several large traffic accidents in the area. Fraser facility has seen more patients who are admitted for a short amount of time than when facility first opened. Medical team is prepping for the winter surge to prepare to handle additional capacity as Winter Park Ski Resort is opening this week. Interfacility transfer planning has been underway.

Clinic volumes have risen in the Fraser Valley, so additional options have been explored. Schedule rearrangement has been helping, and there is potential to add a provider. Swing bed program is being revitalized. Jason relays conversations with the CMO of Saint Anthony's Hospital, which is decreasing the number of its rehabilitation beds. Middle Park Health would be able to assist in taking on swing patients from that and other facilities when they have overflow. It was confirmed that volumes have decreased in their ED as well.

MPH's Imaging Director was able to set up outpatient Epic builds for imaging in Fraser facility. MPH WP Clinic is down a tech, so patients are now able to come to the hospital for imaging without having to make a longer drive over to Granby during times the Winter Park Clinic does not have a tech on shift. Calcium scores will likely be added to the outpatient offerings in Fraser as well. EPOC lab is now set up in Fraser. Dr. Stuerman details the deployment of a new device that can determine if a pregnant patient's water has broken, which can prevent the necessity of transferring a patient who isn't in active labor.

A new cardiology provider from Colorado Heart and Vascular is likely to begin coming to the MPH hospital system to help with the demand and backlog of cardiology patients. Plan will be

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to add a provider and still retain Dr. Nelson's services for continued outreach at the Kremmling clinic. Physicians have reported that the group of physicians at Colorado Heart and Vascular is very easy to work with.

**CEO Report**

Jason provides an update on the meetings he has been having with a community group interested in early childhood development and childcare in the area. Summary of the research was provided to the attendees at the meeting today. The group's efforts will revolve around stabilizing pay and increasing the number of spaces for children available. A plan to support these initiatives with funding from community partners was outlined. Senior Leadership will be coming to the board to designate funds for this purpose in the future.

Leadership Training "Camp Collaboration" was held at Young Life Crooked Creek Ranch. Chris and Bernie Murphy were able to join some of the teambuilding activities on the second day. A trainer from Colorado Rural Health Center was able to come up and provide information on "Working Geniuses" schema; which allows team members to understand what their strengths (genius areas) were, as well as their competencies and frustrations. Goal was to help MPH build better teams. Middle Park Health holds a Leadership training or retreat event every 2 years. Teambuilding activities were the highlight of the event, with a spontaneous wiffleball game as a wrap-up.

Renovations of the Granby location's MRI area will begin soon. Architectural planning has been underway and the facilities team will be reviewing bids to select a general contractor. Board designated MRI funds, around 850,000 are currently being invested with Colorado Trust.

Elevated Health Care, an FQHC out of Summit County, visited MPH yesterday to talk about community needs for mental health and dental for Medicaid, underinsured and non-insured patients. Multi-entity committee meets quarterly to talk about healthcare needs in our community, and these 2 areas have been highlighted as areas of need.

Jason provided an update on the Rural Futures group. Rural Futures has been very active presenting in conferences and large-system hospitals, like Children's Hospital, Banner Health, Common Spirit and UC Health. State Attorney Phil Weiser will be joining the Rural Futures team at the next meeting. Rural Futures work is ongoing, with advocacy and recommendations on legislation which will help rural hospitals to survive.

Congressman Neguse toured Middle Park Health - Fraser Facility last Wednesday. Following the tour, he and other area healthcare leaders also attended a local healthcare roundtable in Granby. This opportunity gave Middle Park Health leaders an opportunity to provide Congressman Neguse information about what the MPH system is doing in Grand and Jackson County. Affordability, access and mental health were key topics discussed during the healthcare roundtable.

Jason shares that the agreement with Steamboat Orthopedic and Spine Institute has been

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completed. Currently, MPH team is working to set up an Off-Campus Location for the orthopedic providers' clinic space in Fraser. Billing, coding and computer access are underway, and orthopedic surgeries have been increasing, even before the contract had been signed. This agreement benefits both parties and will help our community by keeping care local.

**Old Business**

Board discusses the driveway for the hospital owned land in Kremmling. Bids had been received by a Board Member; Board Chair provided direction to abstain from this activity as it is operational. MPH team will apply for the permit for the driveway, which is the first step in the process.

Positive patient feedback was given on the matter reviewed by board last month.

**Board Discussion**

Board members query about the MPMF scholarship fund for employees; letters of recommendation are a preferred way to support an applicant. Andy shares that there is a separate scholarship pool for high school students and for employees and the budget is robust. Andy seeks to keep scholarship distribution even between qualified applicants of each type.

Board members discussed the potential of having mental health providers to support law enforcement in the community. Dr. Stuerman has attended several meetings about a co-responder program that would send a behavioralist on calls with EMS, which is a similar approach to Routt County.

**Adjournment of meeting**

**Motion:** A motion was made by Jen and seconded by Dawna to adjourn the meeting at 8:15 pm. **Motion adopted on a 4-0 vote.**

  
Chris Murphy, President

  
Dawna Heller, Vice President

Approval Date: 11/18/2025  
Minutes taken by: Rosalie Rust