

**KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, September 25, 2025**

With meeting notice, Chris Murphy called the Kremmling Memorial Hospital District board meeting to order at approximately 6:08 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, CMO; Ray Moss, CFO; Chris Penney, Artaic Group; Becca Norman, 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: Mike made a motion to approve the agenda and Kim seconded. **Motion adopted on a 5-0 vote.**

No Public Comments

Minutes Approval

Motion: Jen made a motion to approve minutes from August 28, 2025 Board Meeting and Mike seconded. **Motion adopted on a 5-0 vote.**

Reports of Good News

“You are Not Alone” Suicide Awareness Walk Successful event was held in large part thanks to Eeva McKogg, an ED nurse and long-time employee. Emergency Department also attended and volunteered to show their support. National Honor Society.

Cindy Callahan Retirement Party Many community members came to Cindy’s retirement party. She will remain a PRN employee with Middle Park Health until the new year.

Dermatology in Kremmling Dermatology Specialty Clinic visits are now available in Kremmling. Jason shares that dermatology is one of the more difficult specializations to provide. Provider is now seeing patients in Winter Park, Granby and Kremmling.

Fraser Hospital Update (Chris Penney) MPH team has been working with Chris to reconcile and allocate all of the expenditures for the Fraser Hospital build. Project is still expected to come in between \$1.9 and \$2.1 million dollars under budget. Final cost to complete and cash-

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flow has also been provided to Ray Moss. Punch list details were provided, and final certificate of occupancy is anticipated in mid-October. Most significant warranty items were generator and elevator issues. HVAC commissioning is still underway to program for all seasons. Temporary parking lot lights will also still need to be swapped out when back-ordered lights do arrive. Extensive conversation around generator issues and warranty dates. Concern was voiced around issues on brand new pieces of equipment. Also, board feels warranty date should not start until generator is fully functional. Multiple repairs have been tried on the generator and issues persist. Approach at this point is documentation to negotiate the extension of the warranty. Backup generator is being paid for by Cummins, the generator manufacturer. Team is very close to final close out with Layton, but will be held until these additional issues are completed.

Chris details change orders, allowance changes, and contingency changes in the last few months. Negotiation continues around allowance log. Once negotiations are complete, shared savings will be calculated, and final payments will be made. Retainage release will be settled at that time as well.

August 2025 Financials (Ray Moss) Year to date, MPH Net Income was \$875,000 over where forecast predicted. Cost Report Project was undertaken by Becca with Eide Bailly's help and resulted in a \$570,000 pickup. Labor was flat to budget, while total operating expenses were 7% below budget. Revenue was down to budget between the change to Fraser opening and surgical volumes, and some ER volume misses. Ancillary services and associated revenues also follow the pattern of dipping as these are related to surgical volumes as well. ED visits are down year to date in Kremmling and Fraser, while clinic volumes are up by over 500 visits year to date. Jason shares that visitation is down in tourist destinations throughout the area. Ray shares ED outmigration data for the Kremmling area. Patient Accounts Receivable numbers were detailed, and cash collections have dipped as well. Ray shares that district expansion could be a tool to generate revenue that would be possible to invest throughout the whole system as a hedge against potential challenges. Days Cash on hand are at 125 and are expected to continue to dip as well. Debt Service Coverage Ratio was at 1.19 for August. Ray discusses process to get funds invested. Board queries about potential investment yield and MPH is expected to generate near \$500,000 in investments throughout the course of a year.

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

2026 Preliminary Budget Becca details the preliminary 2026 budget in comparison to feasibility study, past actuals and this year's forecast. Senior Leadership and directors meet to come up with volume projections for the upcoming year. Changes between original feasibility study for Fraser and changes. Chargemaster increase of around 3% (varies by service, with

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eye to keep MPH competitive) is included in the budget. MPH team has budgeted for a 48% contractual rate, which includes contractual adjustments, bad debt and charity care. Net revenue has been budgeted for \$66 million for 2026.

Total salaries and benefits typically rises each year as MPH commits to improving our employee experience. 9% vacancy rate has been budgeted for as well. Several new providers have not been here long enough to be in the run rate for 2025, and several new positions are planned for 2026. These factors contribute to the climb in budgeted amount for employee compensation. Decrease in contract labor and professional services will help offset this increase and matches the trends of employing more full-time staff. Purchased services has increased with service contracts for new equipment, snow clearing for Fraser, and IT expenses increasing, including a rise in the cost of THOR. Supply spend has had a smaller rise; and depreciation has moved from 3.1 to 5.7 due to opening Fraser facility. Leases do typically go up annually. Maintenance costs are expected to go up slightly. Travel and education are typically used towards the end of the year. Total Operating Expense is \$71.5 M and MPH's net operating loss is budgeted to be \$4.8 M. In other revenue and expenses, \$5.4 M is expected. Net income is budgeted for \$553,931.

Advertising and community relations line item was discussed. Increased costs in 2025 were due to recruiting expenses. However, in 2026, this line item includes a \$175,000 placeholder for district expansion. This value is based on estimates provided during MPH's prior exploration of this topic in 2023. Members of the finance team and senior leadership shared their take that district expansion is a robust way to protect MPH across the board from volatility such as changes in government funding, difficulties with insurance companies, fluctuations in volumes and other unforeseen challenges. Team requests board to provide direction on if district expansion exploration should be budgeted for in 2026. Queries were expressed around what else was left off the budget to place this into the budget, and it is not holding back another item from being included. Board and leader discussion was robust. Timeline of options were given. More discussion is planned for early first Quarter 2026.

Capital Projects for 2026 were reviewed. MRI replacement costs has driven capital budget far higher than expected. Equipment, Facilities and Software each have a wide range of capital items to be purchased in 2026. Equipment to support new service lines were highlighted. 2 years of capital savings for the MRI replacement has been set aside towards this project as well.

Board provided direction to proceed with the preliminary 2026 budget with Middle Park Health , including funding of the COP debt payment:

Round Table: Yes- Mike, Jen, Kim, Dawna, Chris; No- 0.

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Resolution 2025-09-01 This resolution removes signer Chris Murphy from BMO accounts in reflection of her new role as Board Chair.

Motion: A motion was made by Jen and seconded by Mike to approve Resolution 2025-09-01. **Motion adopted on a 5-0 vote.**

Resolution 2025-09-02 This resolution adds Dawna Heller as a signer from BMO accounts in reflection of her new role as Vice Chair.

Motion: A motion was made by Kim and seconded by Mike to approve Resolution 2025-09-02. **Motion adopted on a 5-0 vote.**

Board Education Planning for 2025 and Beyond: What Boards Need to Know to Prepare for Success. Board agreed it was interesting.

Consent Agenda

a. CREDENTIALS COMMITTEE- September 25, 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 Certified Nurse Anesthetist
- Lauren Coe DPM, Full Active Privileges in Podiatry

Next Meeting: October 23, 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. Granby Nurse Staffing Report
- d. SDA Compliance Calendar
 - i. October 15th Qualified person prepares and submits proposed budget to Board.
 - ii. October 15th Publish/post notice of budget and hearing.

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

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Communication Report

Foundation Update (Andy Radzavich)

Country BASH is coming up next weekend on Saturday, October 4th. Ticket sales have been brisk in the last 48 hours, but lags a little behind last year. Tickets can be purchased online or by calling Rose Gamblin. Jeff Goodwin and the Front Range Cowboys are slated to be the band. George Rojas will be preparing the meats again. Industrial Margarita Machine will be brought up courtesy of Paul Prophet, CEO of Integrity Medical Services. Board encourages each other to attend Country BASH, which is very kid friendly and community-oriented event.

BLAST fund-raising came in at \$14,000. This golf tournament is considered a "friend-raiser"

Wellness Center Gym will be getting paint and then basketball hoops. Windows are on order. Plumbing in locker rooms is being worked on. Opening is anticipated for mid to late spring 2026.

Board Chair Report (Chris Murphy)

Final quarter dates for 2025 were reviewed. Leadership Training and Years of Service Employee Recognition Lunch are great opportunities for board members to interact with Leaders and staff. Birthday Bash is Halloween-themed and will be in Granby and Kremmling. Strategic Planning meeting will be held Friday November 14 and Tuesday November 18 is our November board meeting. Additionally, November 18th is chili cook-off at both locations. November 24th will be a pumpkin pie bar December board meeting and budget hearing is also moved up because of budget requirements.

SDA conference was attended by Jen Harvey and Ray Moss. Jen shared that the conference attendance was helpful.

CFO Report (Ray Moss)

Ray provides an answer to MPH's query to Eide Bailly around the debt issuance cost, and it turns out this was not successful. Emma Caldwell is new Decision Support Analyst for the team. Becca will support MPH as a resource for Emma and the team until December 31st.

CNO Report (Amy Binkley) Amy details positive trends in the infection prevention program. Hand Hygiene Compliance is at 95%. One surgical site infection was reported on a spine case. One MDRO was reported, but was outside our facility. C diff remains zero, but C diff reporting process is not working properly. MPH is utilizing a downtime procedure. Flu Shot "Early Bird

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Special" challenge is helping get MPH employees to 100% compliance. Tailgate Birthday Bash was enjoyed by attendees. EVS week and CST week were celebrated.

Canon will supply plans to aid with planning for MRI project. Ray MacKendrick, Director of Facilities, is collecting bids for the project. Cliffview budget meeting is coming up in early October, and Becca will support MPH through this meeting. Increases in surgical volume inpatient stays has been seen with Dr. Fabian's hiring. All nurses' license renewals for this year have been verified by HR.

No OIG compliance complaints have come forward in this time period. Phishing test clicks was up in this time period. Amy reviews the steps taken if team members fall for the phishing tests. These tests help train staff to avoid security threats.

CMO Report (Jason Cleckler for Dr. Stuerman)

Jason outlines plan for anesthesia providers including full time employed CRNA as well as PRN providers. Dr. Fabian is highly engaged and is gaining steam with his cases. He will bring in new services. Expansion of treatments for patients with reflux is already underway. Dr. Fabian and Dr. Bhat will be meeting tomorrow.

CEO Report

Jason provides update on progress regarding contract with Steamboat Ortho and Spine Institute. Details around lease for the SOSI office in Fraser are still being worked through, because MPH will need a right to occupy for billing reasons. Dr. Pfeiffer has signed his contract with SOSI and is seeing patients and doing surgeries. Dr. Wilson has met with our ER physicians and adding cases. Jason is hopeful this contract will be signed soon. Additional providers will be credentialed for our facility and with insurance companies. Most insurance companies do allow some backdating, so patients can begin to be seen right away. Contract is productivity based, which is beneficial.

Jason details meetings with a group in the county who is working on early childhood care needs. Appropriate daycare allows staff members to continue to work. Group has a multipronged approach and is engaging in the most important

Old Business

Mike and Dawna, as well as MPH team, were able to attend MPH's meeting with Brian Killian from CDOT regarding the access discussion for Kremmling land. Steps to be taken were presented to the board. Permit application would need to be completed and turned in with materials on the checklist. Access point changes would require a new permit. Turn lanes, if required, would be MPH's responsibility. Three choices are available to the board- submit application, do more research, or hold off. Board discusses location and type of driveway needed. Application for an agricultural permit was approach that board would like to pursue, with agricultural driveway being in the middle of the lot. Permit work would need to be completed within 3 years.

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Board Discussion

Board discusses Fraser generator needs in depth. Spare generator will not be removed until MPH is certain new generator is working well. Chris Penney is actively working on this and MPH will continue to report to the board until fully satisfied in the resolution.

Community Comments

Executive Session: Board Correspondence. *Items concerning mandatory nondisclosure under the Open Records Act. §24-6-402(4)(g), C.R.S*

Motion: A motion was made by Mike and seconded by Jen to enter the executive session at 8:35 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, Amy Binkley

Motion: A motion was made by Dawna and seconded by Jen to adjourn the executive session at 8:47 **Motion adopted on a 5-0 vote.**

No actions taken.

Adjournment of meeting

Motion: A motion was made by Jen and seconded by Mike to adjourn the meeting at 8:48 pm. **Motion adopted on a 5-0 vote.**


Chris Murphy, President


Dawna Heller, Vice President

Mike Ritschard, BOARD MEMBER

Approval Date: 10/30/25
Minutes taken by: Rosalie Rust

