

**KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, November 18, 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 [Virtual]; Dawna Heller; Jennifer Harvey

Non-board attendees present: Jason Cleckler, CEO; Amy Binkley, CNO; Dr. Jason Stuerman, CMO; Ray Moss, CFO; Emma Caldwell, Decision Support Analyst Rosalie Rust; Executive Assistant; Jamie Jensen, Chair of Middle Park Medical Foundation ; Mike Wilson, Director of IT [Virtual]; Tiffany Freitag, Director of Business Development

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 Jen seconded. **Motion adopted on a 5-0 vote.**

Public Comments

None

Minutes Approval

Motion: Jen made a motion to approve minutes from the October 30, 2025 Board Meeting and Mike seconded. **Motion adopted on a 5-0 vote.**

Reports of Good News

Kremmling Wellness Center Windows Kremmling Wellness Center Gym now has all new windows installed, and basketball hoops have been received as well.

Mountain Family Center Community Food Drive Middle Park Health employees contributed to our community food bank at Mountain Family Center. This food drive was a friendly competition between Mountain Parks Electric, EMS/Sheriff's Department and MPH. Over 16,000 items were donated, which were split roughly 50/50 between dollars and units of food. This is the Mountain Family Center's biggest food drive of the year.

Blood Drive 26 units of blood was donated by community members at the recent blood drive held in Granby, which is sent where needed throughout our region.

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Preliminary October 2025 Financials (Ray Moss)

Preliminary financials were shared because of the board meeting's earlier-than-usual timeline. During next month's board meeting, Ray's team will plan to share a forecast for the end of year. Audit field work will be occurring for finance team in the upcoming weeks.

Middle Park Health had a monthly total net revenue of \$5.3 M, up from \$4.3 M during the prior month. A significant portion of this was due to surgical increases as well as other volume increases. Net revenue was \$1.8 M down from forecast YTD, however, due to decreased volumes over the summer. Misses in surgical volumes, pharmacy revenue and emergency department volumes were partially offset by clinic volume surges. From use of the Eide Baily's cost reporting tool, MPH's finance team was able to realize additional pick-ups. Overall, labor and revenue were flat to budget, which indicates resource utilization was appropriate. Depreciation and interest have been favorable; preliminary audit will allow MPH to determine the actual depreciable value of Fraser (\$41-45M estimated presently). Net loss for the month was \$301,000, while year to date net loss was at \$488,000.

Ray emphasized that the forecast for the end of year is conservative, and has not been adjusted for November and December's surgical volume expectations. Overall, Ray anticipates a flat or near flat net income at end of year. Ray emphasized improvement to purchased services due to favorability of SOSI contract. Jason shares that 70% of Colorado hospitals are presently operating at a negative margin and emphasizes the difference in the financial environment presently, with self-pay up 123% nationwide. This reflects the challenges with re-enrolling in Medicaid and some of the new qualification standards. Also, health plans on the exchange are expected to be from 20-50% more expensive. Presently, MPH has a self-pay rate of 7%. Ray describes major expected impacts of the BBB federal bill to the state of Colorado. Within the next 10 years, a reduction of 30% to Medicaid and a reduction of 35% to healthcare exchange utilization is expected. Group discussed whether it would be beneficial to hold onto some of MPH's pick-ups for 2026, which also may be a challenging year. Jason describes an approach of looking at the debt service coverage ratio to guide MPH's end of year decision making. Discussion ensued surrounding self-pay patients' outsized effect on AR. Ray explains that MPH writes off \$300,000-\$400,000 bad debt each month for accounts aged to 180+ typically. Net change in MPH's accounts receivable for 61-150 days was \$100,000 positive, a net incremental increase.

ED volumes have picked up over the last few months, closing the gap to be 2% off from budget year to date. Ray explains the effects of visitation / tourism losses to MPH's emergency departments. However, rises to primary care and preventative clinic services may offset some emergency care. These are a benefit to our community, as this means more individuals are seeking preventative, rather than emergent, care. Surgical volume has made great strides in

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closing the gap, going from 19 per month to 36 per month. This is a 90% increase over 3 months. Ray specifically mentions the effects of our new general surgeon, Dr. Fabian, on our GI cases, moving them from 40 per month to 58 per month. Rehab and imaging tend to follow the same volume trends as surgery.

Heat map of visitors to MPH's emergency rooms was shared, showing that MPH visitors come from a wide range of places across the nation, with a few from Puerto Rico, United Kingdom, Netherlands and Russia. For people in our service area, locals with Granby and Kremmling zip codes visited our emergency departments most frequently, while all other communities are reflected as well. It is expected that Fraser will likely see more visitor volume than pull volume away from Granby. Additional heat maps will be done for 2024 and 2025 to see how utilization has changed over time.

Total cash on hand is at 109. Ray explains the impact of opening Fraser Campus by increasing average daily expense and decreasing Total Cash On-Hand. Ray explains how changes to Special District boundaries could lead to stabilizing improvement to system's sustainability. Board queries on how original Fraser feasibility study compares with present forecast; however, differences in Granby and Fraser EDs regarding available services have made these comparisons inaccurate. Jason emphasizes MPH's typical seasonality of volumes with the winter ski season. Visitation in the area has been down 20-25% in MPH's region. Other mountain hospitals are also noticing this trend. Saint Anthony's Hospital in Lakewood has reported a slowing in volume as well, which may be due to diminishing visitation and the availability of a new facility in the same area. Team discusses potential of rural hospitals, including MPH, to receive appropriate swing bed patients. Ray describes how Medicare works for swing bed programs; Medicare provides 100 days per year.

Debt service ratio is currently 1.51; slightly down from 1.55 last month. Depreciation is excluded from this calculation. Approval has been delayed as this is a preliminary report, but will be approved next month once finalized numbers are obtained.

Capital Request: Surgical Equipment

Dr Fabian came to meet with our board members and explain the instrumentation needs that will allow additional laparoscopic repair options for patients with GERD. Dr. Fabian has a career long focus on upper GI issues and GERD. Laparoscopic surgery is useful in some upper GI cases, but not in all cases. Bravo pH testing will help differentiate surgical candidates from those who would not benefit from a surgical intervention. Additional instrumentation will be used to do hiatal hernia repairs for those cases which are indicated. Cases would take more time if Dr. Fabian utilized present instrumentation. Dr. Fabian will use these instruments for many other surgery types, such as gall bladder surgeries or appendectomies. Return on investment is expected to be quick and beneficial. Additionally, this will add a service that is

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not currently available and will benefit community members. This is a surgery type and enhanced service line that is not readily available. Board shares appreciation of Dr. Fabian's place on MPH's surgical team and expresses readiness to provide instrumentation that Dr. Fabian prefers.

Motion: A motion was made by Mike and seconded by Dawna to approve capital request for instrumentation. Capital request was for \$29,593 **Motion adopted on a 5-0 vote.**

Capital Request: Heating Pumps for Wellness Center

Jason Cleckler describes the need to purchase 2 new heating pumps for Wellness Center heating system upon the recommendation from Tolin, an HVAC company which MPH utilizes frequently. One pump has failed, and a second pump is failing. Tolin has availability to install pumps at present. Doing this work in timely manner will help ensure Wellness Center will not have a heating outage. Project is outside of the scope of the Wellness Center project.

Motion: A motion was made by Mike and seconded by Dawna to approve capital request for instrumentation. Capital request was for \$54,494 **Motion adopted on a 5-0 vote.**

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

Consent Agenda

a. CREDENTIALS COMMITTEE- November 13, 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.

Review/discussion of approval of privileges for:

- Ryan Hayden MD, Full Active Privileges in Radiology
- Sam Kaskovich MD, Full Active Privileges in Emergency Medicine

Correction from October Report –

- Thomas Neuhauser MD, Full Active Privileges in Pathology

2. Next Meeting: December 11 , 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.

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b. SDA Compliance Calendar

December 10th: County Assessor certifies district's valuation for assessment (final). Section 39-1-111(5), C.R.S.

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

Communication Report

Foundation Update (Jamie Jensen)

Jamie shares the announcement that Andy and Abby had a baby boy. MPMF is doing social media campaigns highlighting Colorado Gives day, where giving starts November 1st and goes through first week in December. A donor has promised to match funds raised during the Colorado Gives period for Employee Assistance Program. A letter for annual appeal will go out to interested parties in the community. Foundation strategy meeting will be held in January, and officer elections will be held in December. Jamie shares some news of a stock gift as well as a \$3,000 donation to the Fraser campaign.

Board Chair Report (Chris Murphy)

Jen and Chris attended the Strategic Planning meeting, and gave compliments to Jason and team on the quality of the meeting. Emphasis of the meeting was on solidifying the programs and projects that MPH has already begun rather than taking on new things. Chair reminds board that 2026 budget will be finalized during the December 11th board meeting.

CFO Report (Ray Moss)

End of year inventory will be conducted during the next 6 weeks. Preliminary audit work is beginning this Friday. Finance team will be busy during the final few weeks of 2025 and early 2026. Finance team will appreciate any recognition of their efforts.

CNO Report (Amy Binkley)

MPH has had zero compliance issues over the last month. A mock survey was conducted by HealthTech, a company who came through and mimicked a state inspector. This process helps MPH understand where any gaps are. Feedback has identified some items needing attention that our team has already identified previously. HealthTech's full report will be provided and will be used to create action plans. MPH has a flu shot compliance rate of 89.6%, and our employee health nurse is working on getting any missing documentation. Surgical Site Infections for September were zero. Infection Prevention education and videos were promoted during the month of September as well. Second Annual Chili Cook-off was well attended and had many winners. It is growing into one of staff's favorite events.

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Orthopedic advertisements with some large skeletons were set up in October. Foundation and Hospital board will be involved in a pop-up pie bar with toppings available to add. Quality Director is stepping down into a part time role, so this position is open and internal and external applicants may apply. Jessica Wilson and Dani Kloepper both presented at a HFMA "Women in Leadership" conference.

MRI bids have been received and project will be starting early 2026. Amy and Jason detail bids from construction companies for Granby MRI project, planned to begin early in 2026. Bids were close in cost; relationship and locality will be considered. Board designated funds of \$875,000 have been set aside for the project.

Nurse staffing committee met, no travelers will be on next schedule. This is a real win for MPH staffing needs and ownership towards their roles. More applicants are seen for all positions on a regular basis. Board expresses appreciation of all the ongoing staffing efforts.

Cliffview Thanksgiving celebration is a great option for board members to mingle with the community. This year is the first time community can join the residents for the meal onsite since 2020 pandemic shutdowns.

Community Health Needs Assessment was completed by 250 respondents. This is the largest pool of respondents yet. Results will be shared in an upcoming meeting.

CMO Report (Dr. Stuerman)

Dr. Stuerman describes a seasonal uptick in MPH's emergency departments. Ski resorts have limited runs open, so fewer skiers are up the area yet. More patients have been admitted than previously, which is important to both MPH's volumes and to our community. Emergency Departments are preparing for higher volumes over the winter. Emergency Department doctors have had new dorm style refrigerators added to their call areas; a gesture of appreciation from MPH leadership team. Dr. Stuerman, along with MPH's case managers, are hoping to bolster MPH's swing bed program by outreach to area hospitals.

Team Innovate has been creating open-ended questions for the next survey, which will go out to staff in January. Our anonymous surveys are a good chance to get feedback from our employees.

Dr. Stuerman recaps his impressions of the Strategic Planning session. He describes an approach that is mission and vision centric and concentrates on refining our recent accomplishments and maybe not expanding too much. He describes a community push for a collaborative approach to create more opportunities for behavioral health and childcare needs. Former elementary school has space to house initiatives for a variety of community needs and share space with local entities if renovated. MPH leaders are excited to join in that collaboration as we are able to.

In clinics, Dr. Stuerman announces that a new primary care provider, Dr. Anna Johansen, has

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agreed to join the MPH team in February. Clinic volumes have risen with several local private practices closing or leaving the community recently. Adding Dr. Johansen to MPH's Winter Park and Granby locations will help ensure timely primary care visits are available to community members. Dr. Johansen has also recently opened a CrossFit gym in Tabernash. Jason Cleckler explains that MPH is managing the records from Dr. Glancey's office, and has seen many of her former patients. MPH sees the vast majority of the primary care patients in our community.

CEO Report (Jason Cleckler)

Jason reiterated other leaders' comments on Strategic Planning, explaining that it is valuable for MPH to take a deep breath to solidify. New Orthopedic Partnership is growing rather quickly and is a reason for optimism. General surgery expansion was highlighted, as well as expansion and increased demands for primary care. Of course, Fraser campus has only been open for a few months, and MPH will continue to foster growth in that facility. Strategic Plan will be updated and consolidated. Updated plan will be presented to the board, likely in January or February. Jason emphasizes that Strategic Plan is a living document that is reviewed frequently. It is frequently referred to and guides leadership's decision-making.

Jason recently appeared on the Community Affairs radio show for KFFR, where the discussion was about affordability and healthcare. Also on the panel were Jen Fanning, former director of Grand County Rural Health Network and Amanda Uehlein, current director of that organization. Program was a great success and shows organizations' desire for collaboration as well. Dr. Stuerman and Jason Clecker also met with Public Health's director, Abbie Baker, which was a very positive meeting. MPH leadership also recently presented at the Fraser Lion's Club. Dr. Fabian was able to introduce himself, and Bethany Reynolds presented information about MPH's swing bed program. Andy Radzavich provided an update on Middle Park Medical Foundation. Roughly 40 members attended and club generally has 100 members who fluctuate in and out. Group is very involved in the community and share information provided readily.

Jason provides a debrief about the Rural Futures group, which has been meeting with many big hospital systems. Recently, the group has met with the Advent Health and the Common Spirit Group. Attorney General Phil Weiser will join an approaching Rural Futures group meeting where the group will share information about healthcare in the state of Colorado. As he is running for Colorado Governor, this will also be an opportunity to determine what his healthcare platform looks like. Both Barb Kirkmeyer (R) and Senator Michael Bennet (D), who are also running for governor, are also slated to attend future meetings. Legislative ideas that support rural healthcare will continue to develop. Jason plans to share the current presentation of Rural Futures to the board in January.

Old Business

Rosalie shares progress on permit application submittal checklist. This permit is required to place an agricultural driveway on the KMHD owned land in Kremmling on US Highway 40. Two

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bids have been received, and another local company has expressed interest as well.

Board Discussion

Board queries about the relationship between Middle Park Health and Grand County EMS; and Dr. Stuerman reported a cordial and helpful relationship. Collaborative efforts will likely be solidified when EMS moves into their new facility, which is very close to the Granby Facility.

New pet therapy dog, Gertie, has been trained with therapy dog Buddy in Kremmling and both visited the extended care unit. Lots of excitement and positive community comments were discussed.

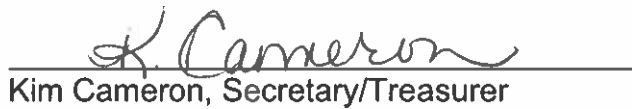
Board discusses options for board rounding, which can be initiated by contacting our Senior Leaders. Board members express enthusiasm for rounding opportunities. Board expresses interest in having Departments and Community updates, including Fraser Lion's Club.

Board discusses Google Search Engine Optimization (SEO). An internet search routed a hunter injured in the Kremmling area to a Steamboat Facility when they searched for Urgent Care. Unfortunately, it is not certain which terms were searched. MPH marketing approach includes paying for an SEO service which is quite valuable. Tiffany Freitag will investigate further.

Adjournment of meeting

Motion: A motion was made by Dawna and seconded by Jen to adjourn the meeting at 8:00 pm. **Motion adopted on a 5-0 vote.**


Chris Murphy, President


Kim Cameron, Secretary/Treasurer

Approval Date: _____

Minutes taken by: Rosalie Rust