

**KREMMLING MEMORIAL HOSPITAL DISTRICT**  
**d/b/a Middle Park Health**  
**Board of Directors Meeting Minutes**  
**Thursday, December 11, 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 [Virtual]; Dawna Heller; Jennifer Harvey- Absent Excused

**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; Tiffany Freitag, Director of Business Development; Andy Radzavich, Director of Middle Park Medical Foundation

**Conflicts/Potential Conflicts of Interest**

No Conflicts/Potential Conflicts of Interest were disclosed.

**Agenda Approval**

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

**Public Comments**

None

**Minutes Approval**

**Motion:** Mike made a motion to approve minutes from the November 18, 2025 Board Meeting and Dawna seconded. **Motion adopted on a 4-0 vote.**

**Reports of Good News** (Jason Cleckler)

**Wellness Center Gym Project Progress** Wellness Center Gym progress has been rapid, with floor completion this week. Basketball hoops have already been installed. Soft opening is being considered, but dependent on egress, etc.

**Thanksgiving at Cliffview** Dr. Stuerman recounts his positive experience joining the residents at Cliffview for Thanksgiving with his family. Many community members were also present, and crafts were available for the children present.

**October 2025 Financials** (Ray Moss)

Financials for October were shared last month preliminarily. However, no material changes

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were made from those presented last month.

**Motion:** A motion was made by Mike and seconded by Dawna to approve October 2025 financials as presented in the November Board Meeting. **Motion adopted on a 4-0 vote.**

**Artaic Group** (Chris Penney)

Chris details his reconciliation efforts of MPH spend for Fraser that had not yet been accounted for in the Owner Direct Costs. Overall, Middle Park Health came in \$780,000 under budget in this category.

Negotiations with contractor allowances and contingency are wrapping up. \$1.36 M under budget for allowances and contingency. Projected contingency is expected to be \$1.9 M under budget after projected shared savings and allowance/GMP savings is accounted for. Team discusses need to make final payment in early part of next year. Retainage release is expected in late January or early February. Chris explains a requirement in the construction contract of publishing the notice of final payment twice before the final settlement paid. Total project costs are expected to come in at \$43.6M, which includes cost of financing and land purchase from 2019.

Final certificate of occupancy was received by the city of Fraser. Thus, punch work has concluded, and some minor warranty work is progressing on a few items like elevator. Chris Penney will be monitoring the project through the 1 year labor general contractor warranty, with a walk through planned for 11 months from completion to check for any repairs or warranty items needed.

**End of 2025 Forecast** (Ray Moss) Ray shares the income statement trended, which illustrates the seasonality of our hospital system's income. Some significant pickups were completed in July; while significant surgical team absences lead to lower income in August and September. Some of the revenue from late November may wind up materializing in December from end of month surgical cases. December is expected to come in strongly with ski season gearing up. Likely, depreciation true up and other clean up in asset manager will be favorable to end of year bottom line.

Ray discusses methodology for using forecasted 2025 Income Statement and prior years to help inform budget for 2026. With additional surgical volumes in November and December, team has chosen to go a little more aggressive and optimistic than typical. This reflects the known changes to staffing. Stats were also broken down on a trended basis. Ray explains how ED volumes will dictate inpatient volumes and then also trickle down to ancillary services. OR volume decreases in the middle of the year were seen, but recent months have seen more cases and higher acuity cases. Numbers for 2025 were 10% higher for clinics overall.

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In patients accounts receivable, positive shift in the 61 to 150 days category has been seen 2 months in a row. Ray explains that for most hospital revenue, most cash received is not received until 60 days after the service. Self-pay made up 7% of the payor mix this month. Total cash on hand is at 104 days at present. Ray explains the effects of opening Fraser on the Average Daily Expenses and that metric will continue to rise until a full year of Fraser being opened is reached. Debt service coverage ratio is down from 1.51 to 1.4 this month, which remains above target.

**2026 Budget Hearing** (Emma Caldwell) Final budget only has minor changes compared to Preliminary Budget provided in September. Ray and Emma explain the difference between net revenue in 2025 Forecast and that in 2026 budget. These differences are described as both optimistic and realistic, due to anticipated surgical volumes and 3% chargemaster increase. Surgical volumes are considered realistic due to new relationship with Steamboat Ortho and Dr. Fabian's expanded service line. ER volumes have continued to trend lower than expected, which is an unknown in 2026. Visitation and travel trends may affect this. Total labor spend saw no changes between preliminary and final budget. Operating expenses have gone up roughly \$10,000 due to some increases in service contracts. Funds were added for Essentials of Aggression Management training for MPH's educators, which will allow MPH to conduct educator training in house. Advertising and Communications relation line includes \$175,000 planned for potential district expansion. Overall, operating expenses increased by \$35,000 from preliminary to final budget. Other revenue and expenses had no changes from preliminary to final budget, with a total of \$5.3 M in this category. Capital expenditures rose due to more accurate estimates for the MRI project. Capital expenditures are expected to be \$5.3 M for 2026.

**Motion:** A motion was made by Mike and seconded by Dawna to approve 2026 Budget as presented. **Motion adopted on a 4-0 vote.**

Budget resolutions were discussed and approved individually.

**Motion:** A motion was made by Mike and seconded by Dawna to approve Budget Resolution #2025-12-01 to Adopt 2026 Budget. **Motion adopted on a 4-0 vote.**

Resolution #2025-12-02 To Adopt a Mill Levy had an error stating the budget was for 2 facilities. This was corrected to read for 3 facilities for factual accuracy, and resolution was re

**Motion:** A motion was made by Dawna and seconded by Mike to approve Budget Resolution #2025-12-02 To Adopt a Mill Levy with noted changes. **Motion adopted on a 4-0 vote.**

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**Board Education** "Ensuring a Safe Work Environment: Preventing Violence Against Health Care Workers" was board education item for the month.

**Consent Agenda**

Credentials Report- December 11, 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:

- Joe Parkey MD, Full Active Privileges in Radiology
- Jason Zhang MD, Full Active Privileges in Family Medicine
- Jodi Fitzgerald MD, Full Active Privileges in Family Medicine

Next Meeting: January 15 , 2026

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. Policy and Procedure Report
- b. Quality Report
- c. Infection Preventionists for board appointment
  - i. Kim McCowan, RN
  - ii. Olivia Scheele, MSN, BSN, RN, CLC, a-IPC
- d. Antibiotic Stewardship individuals for board appointment:
  - i. Kasi Ludwig, Pharmacist
  - ii. Dr. Jason Stuerman, MD, CMO
- e. SDA Compliance Calendar
  - i. **December 15:** Adopt budget and appropriate moneys, if certifying a mill levy. Certify mill levy to Board of County Commissioners. Section 29-1-108(2), C.R.S. 26 Sections 39-5-128(1) and 32-1-1201, C.R.S.

Board was made aware of several changes to the Consent Agenda. First is that Dr. Zhang and Dr. Fitzgerald were both erroneously listed under Emergency Medicine and were updated to Family Medicine. Secondly, board appointment of Infection Preventionists and Antibiotic Stewardship personnel was recommended during MPH's mock survey, so these individuals were called out for appointment as part of the consent agenda.

**Motion:** A motion was made by Mike and seconded by Dawna to approve consent agenda. **Motion adopted on a 4-0 vote.**

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**Communication Report**

**Foundation Update** (Jamie Jensen) Officer Election results from recent MPMF board meeting were reviewed. Outgoing board member Elfie Denaro will be leaving the board at the end of the year after 8 years. Neil Funk, currently MPMF treasurer, is also leaving by March 30<sup>th</sup>. Seth Meyer will be the MPMF Treasurer on 1/1/2026. Donna Emery will take the secretary role that Elfie is vacating. Ann Gibson will remain the Vice President and Jamie Jensen will be remaining president for 2 years as well. Jamie extends an invitation to the Foundation Holiday Party as well.

Andy Radzavich details the Festival of Trees fundraiser, which raised \$1,000. Andy discusses necessity of waiting until inspections are complete before deciding about the soft opening discussed earlier. Timeline for full opening will be mid-to-late spring.

**CFO Report** (Ray Moss) Interim audit began several weeks ago, which will allow for more upfront audit work and anticipates a quicker timeline. Inventory is underway and reconciliation of supply costs may appear in December financials. Emma Caldwell, Finance's Decision Support Analyst, has been on the team for 90 days, and the team is excited with all of her hard work and special projects.

**CNO Report** (Amy Binkley) There has not been any OIG issues in the last month. Surgical Site Infection Rate remains at 0.95%. Employee flu shots data is at 92%, which is above the 90% threshold needed for the state. MPH still aims for 100% of administration or declination for our employees. Hand washing secret shopper data had a rate of 91%, which feels more accurate than the methodology used previously.

Quality Director, Dani Burggraf (nae Kloepper) is stepping down to a part-time role. Two internal candidates have been interviewed for the Director position.

Daily Huddle process has been revamped, with each leadership team running a week and talking to their coworkers about their contributions to the strategic plan. This fosters more involvement throughout the departments. Mock Survey results have been received. Team is working on action plans for any needed changes identified by the Mock Survey. This prework is proactive, as MPH facility's survey window opens at the beginning of the year.

Winter Event Tabletop activity helps MPH plan for potential extreme weather conditions and practice necessary steps and collaboration with outside agencies.

Amy details positive improvements to 340B program performance, which she credits to the diligent work of Kasi Ludwig, MPH's Pharmacist in Charge. Although 340B changes may come in 2026, MPH will have a improvement in its performance of the 340B program due to the

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addition of sites to MPH's list of child sites.

Amy describes the efforts of the Spirit Committee, who have several additional events occurring in December including Ugly Sweater Contest, Tree Decorating Contest, a Cake Walk, and Gingerbread houses in MPH's lobbies. Amy shares the news that Jen Lisenby, Kremmling Nurse Manager and Trauma Coordinator, had her baby.

**CMO Report (Dr. Stuerman)** Dr. Stuerman described a dinner event that the Foundation put on, providing great food and an opportunity to discuss behavioral health needs, including the SANE program. Dr. Dill will be going out on maternity leave after this weekend. Dr. Grossman has made the decision to step back, and will be working a half schedule in the next rotation. He is then planning to be PRN after that point. Team will be interviewing for a new full time ED physician.

Christina Lockhart shares data from the Rural Health Clinic meeting held this week, detailing the staggering growth of the MPH clinics. Grand Lake clinic saw 19.6% increase within new year. Commercial insurance has also been increasing in all clinics over the last two years. North Park (Walden) Clinic experienced a growth of 85.7% and also had a growing commercial presence. New Nurse Practitioner has been embraced by the Walden community, increasing visits. Kremmling Clinic had a 134% increase in the same period, and one of the largest shifts to commercial payors. Winter Park Clinic's growth was the largest, at 166.5%. It also has the highest commercial payor penetration, attributed to the high number of visitors seen. It also has the highest self-pay rate of all the clinics as well. Granby clinic had 139% growth over 2 years. Overall, all clinics showed the trend of Medicaid and Medicare reduced and Commercial expanded. Christina also notes that this may not be entirely positive because commercial increases may reflect a larger number of Medicare Advantage plans, which are not beneficial to MPH. Christina also emphasized that while new healthcare providers joined the team, these were all in replacement of an outgoing team member (not new positions). Board congratulates the clinic team for their outstanding performance. Christina also shares that a former rule dictating the percentage of primary care providers be larger than the percentage of specialists has been removed.

Jason Stuerman details meeting with Denver Health to encourage more referrals and transfers to Fraser facility. Second provider coverage for the busy holiday season will be on call instead of on shift, also allowing for cost savings.

**CEO Report (Jason Cleckler)** Jason shares that Dr. Fabian has already done several cases with the Bravo sensor for pH testing and will begin repair cases as needed once surgical equipment has been received. Strategic plan is being compiled, and a draft will be brought to the board in January 2026. Results from the Community Health Needs Assessment will be incorporated into the Strategic Plan. Community Health Needs Assessment (CHNA) was also included in the board packet for review. Marketing Team will also use this to inform their focus. Though the Community Health Needs Assessment mentions the need for OBGYN services and pediatrics, Jason also shares that many of our providers offer these services and more

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marketing is planned to highlight this, especially MPH's new Copper designation for pediatric care in the Emergency Departments. The CHNA also made note that more specialty care was desired, and Jason explains that MPH plans to dive deeper to determine what type of care is desired. Ongoing education about the specialty services that do come here is also planned. Continual emphasis on Behavioral Health was also part of the CHNA, which is a frequent topic of need in our community as well as a key focus of MPH. Aging in place was also an emphasis, and Cliffview remains a major resource to help with this. Affordability is another topic also included and will likely remain a major community need. Jason emphasizes that over 70% of respondents said that Middle Park Health provides high quality healthcare; an excellent survey result.

Top three health issues were access to mental health services, access to specialty care services and access to pregnancy and delivery services. Though opening a labor and delivery suite is not possible, education with the community as to why this is not possible should help individuals understand this factor. Increased access to primary care and dental care services were mentioned as well, and MPH has been working with community to increase access to these services. Cost of care was a barrier to care, and legislation that helps providers and patients both has been discussed. It was also noted that a number of respondents did not identify any barriers to care. Other social determinants of health were listed as barriers to care as well. Jason discussed that our area the higher rate of substance abuse, but also very low on chronic conditions. The documentary "The Paradise Paradox" was described as an explanation of this data. More support for Psychiatric Nurse Practitioner and Behavioral Health Navigators is a focus, and MPMF will also help look for grants to help. The CHNA will be available on the MPH website and shared widely with our community, including MPH's plans to address the community's needs. Amy notes that Grand County Rural Health Network and Grand County Public Health also collaborated on the survey.

Jason shares the results of the Kremmling water study. Property to the west of MPH's is going through the process of approval to develop and so had to obtain the water study, and MPH's land was included without cost. If MPH was to choose to develop this land or build a facility on it, it would require a significant amount of work, and an upgrade to the piping and pumping. A water booster system on the property would cost \$1M, and \$500,000 would be required to upgrade the piping. Sewage would also need to be pumped. Regulations would not allow a separate well to be drilled within a certain distance of city water and sewer, and even if allowed, would require a water treatment plant on site. Jason also feels that developer to the west of MPH may offer to purchase the land. Board discusses prior offers on MPH's land. Board also discusses that capacity of current customer base will be Kremmling's priority with the new water treatment facility.

Jason updates the board on the savings initiatives put in place by directors as well as ability to bring in additional revenue. Meetings are being held with each director to get ideas, and have been very positive so far. Senior Leadership will make decisions about what will be implemented. Finances have been negative for 70% of Colorado hospital. MPH wants to be

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proactive in strategizing for the issues of visitation declines and cash outlay of MRI project.

**New Business**

**Old Business** Work Session on District Expansion was discussed; feedback on timeline, informational needs and council presence was given. Collection of questions is needed. Potential options will be sent to the board to determine when to hold the work session and if we need one or two meetings. Discussion of work session vs open session responsibility was included as a discussion topic. Board discussed moving forward with work session with board attorney Rene Larkin to get most information on topic of district expansion possible.

**Board Discussion**

**Executive Session:** . Negotiations. Consider Bids for MRI project. §24-6-402(4)(e), C.R.S

**Motion:** A motion was made by Mike and seconded by Dawna to enter the executive session at 7:50 pm. **Motion adopted on a 5-0 vote.**

Board Members Present: Chris Murphy, President; Dawna Heller, Vice President; Kim Cameron, Secretary/Treasurer; Michael Ritschard, Board Member.

Non-Board Members Present: Jason Cleckler, Amy Binkley, Dr. Jason Stuerman, Dr. Thomas Coburn

**Motion:** A motion was made by Mike and seconded by Dawna to adjourn the executive session at 8:34 **Motion adopted on a 4-0 vote.**

**Motion:** Upon discussion, Board voted to select construction company PG Arnold for the MRI project. The motion was made by Mike and seconded by Dawna. **Motion adopted on a 4-0 vote.**

**Adjournment of meeting**

**Motion:** A motion was made by Mike and seconded by Dawna to adjourn the meeting at 8:35 pm. **Motion adopted on a 4-0 vote.**

  
Chris Murphy, President

  
Kim Cameron, Secretary/Treasurer

Approval Date: 1/29/26

Minutes taken by: Rosalie Rust