

**KREMMLING MEMORIAL HOSPITAL DISTRICT  
d/b/a Middle Park Health  
Board of Directors Meeting Minutes  
Thursday, February 26, 2026**

With meeting notice, Chris Murphy called the Kremmling Memorial Hospital District board meeting to order at approximately 6:06 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; Ray Moss, CFO; Jamie Jensen, MPMF Board Chair; Emma Caldwell, Decision Support Analyst; Tiffany Freitag, Director of Business Development; Rosalie Rust, Executive Assistant; Bethanie Reynolds; Director of Quality, Risk, Accreditation, Case Management [Virtual]; Kim McCowan, Infection Preventionist

**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 3-0 vote.**

**Public Comments**

None

**Minutes Approval**

**Motion:** Jen made a motion to approve minutes from the January 29, 2026 Board Meeting and Mike seconded. **Motion adopted on a 3-0 vote.**

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

**Kremmling Blood Drive** More than 20 people were able to donate blood at a recent blood drive, and 11 of those people were new to giving blood.

**Soft Opening of Kremmling Gym** Donors and community members enjoyed 2 separate events to experience the newly refurbished gym space. Jason shares a big thank you to the event team, the renovations team and the MPMF members for support and implementation of this huge effort

**Wells Fargo Ski Cup** Dr. Fabian (General Surgeon), Andy Radzavich (Director of MPMF), Kelsey Life (Marketing), Dr. Stuerman (CMO) and Ray Moss (CFO) were able to attend and

**KREMMLING MEMORIAL HOSPITAL DISTRICT**  
**d/b/a Middle Park Health**  
**Board of Directors Meeting Minutes**  
**Thursday, February 26, 2026**

support the ski race, a fundraiser for NSCD. This event is held at Winter Park

**Presence at KFFR Radio Station** Lo Morissette, Clinical Educator for MPH, was interviewed on KFFR about the Homegrown Talent Initiative (HTI), a program where local high schools partner with community businesses to provide internships for students. This program develops needed exposure to and excitement for careers in healthcare. Jason shares enthusiasm for the growing partnership and collaboration with the community radio station and will speak to this more in his update. The radio station has an expanded reach due to the addition of new technology.

**January Financials** (Ray Moss)

For January 2026, net income was \$260,000, down 23% to budget. Ray attributes this to lower volumes due to visitation as well as an absence by Dr. Wilson. It is beneficial to note that MPH "right sized" staffing during this month. Purchased services had a lag due to timing of invoices, which should balance out as the year goes by. Utilities have been ahead of budget due to mild temperatures.

For 2026, Finance team began separating GI procedures from surgeries to allow for close tracking of the Steamboat Orthopedic and Spine Institute contractual relationship(SOSI). Since Dr. Wilson typically averages 6-7 surgeries per week, so his absence can already be seen. Group discusses fluctuation between budgeted infusions and actuals. There is a natural ebb and flow expected in this service line. This service line is not based on visitations, and differences between different treatment plans can also make this number vary.

Patient Accounts Receivable data revealed a slow start for 2026. Self-pay remains around 40% of MPH's AR volume. Average yield is close to 50% presently. A delay in surgical invoices also delayed some end of year surgical billing, contributing to ~\$213,000 that fell in the DNFB (Discharge Not Final Billed) category. Revenue cycle communicates with George Rojas, Surgical Services Director, who follows up on any needs for billing. Ray emphasizes that upfront surgical costs are realized in general about 90 days prior to MPH receiving payment. Benchmark is around 40 days, but this is a challenge throughout the healthcare industry. Team shares that a new strategy is that an insurer will state that MPH has signed a contract stating that it will accept \$0 as payment in full but is unable to furnish the contract. Ray emphasizes that drivers for AR length are out of MPH's control; an uphill battle. Board queries about support for MPH's surgical director in handling any denials. SLT clarifies that revenue cycle team will typically be working closely with the physicians to resolve denials. Team also points out that for billing for inpatient and observation patients, MPH has a software called Xsolis that will intervene for any appeals / denials in those areas.

Middle Park Health is currently at 105 days cash on hand and average daily expense is

**KREMMLING MEMORIAL HOSPITAL DISTRICT**  
**d/b/a Middle Park Health**  
**Board of Directors Meeting Minutes**  
**Thursday, February 26, 2026**

\$171,215. Ray details that final Fraser payment of \$1.6M will be paid in March (\$450,000 paid in February), which will likely drop days cash on hand around 10 days. A strategy to focus on collecting payments for elective outpatient surgeries at time of care is being rolled out soon. A new plan with Commerce Bank to offer healthcare financing will be rolled out in conjunction with this plan. Debt Service Coverage Ratio (DSCR) has remained close to flat at 1.82. Ray explained how depreciation is beneficial to the DSCR. The relationship between the state's Hospital Discounted Care program and how bad debt is processed and the delay with processing it was also described.

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

**Board Education** "Understanding Your Environment: Practical Processes for Understanding Community Needs" was included in the Board Packet. Board expressed interest in reviewing the website where articles are sourced from and this will be provided via email.

**Consent Agenda**

Credentials Report- February 19, 2026

**PURPOSE:** To ensure quality patient care by providing a quality system of credentialing and privileging for practitioners interested in providing services at Middle Park Health.

Review/discussion of approval of privileges for:

- Thomas Coburn MD, Full Active Privileges in Family Medicine
- Tatum Tyler, CRNA, Full Active Privileges in Certified Registered Nurse Anesthetist
- Eric Jones, MD, Full Active Privileges in Radiology

Next Meeting: March 18, 2026

With the consideration and approval by the Credentialing Committee, we recommend that the Board of Directors approve the above named practitioners for privileges at Middle Park Health.

- a. Policy and Procedure Report
- b. Quality Report
- c. Board Appointment of Quality and Risk Director
  - i. Bethanie Reynolds
- d. Board Adoption of Community Health Needs Assessment- Summary

**KREMMLING MEMORIAL HOSPITAL DISTRICT  
d/b/a Middle Park Health  
Board of Directors Meeting Minutes  
Thursday, February 26, 2026**

- e. SDA Compliance Calendar: Annual information report to the DLG with respect to any nonrated public securities of the district in an amount not less than \$1,000,000 which were outstanding as of the end of the fiscal year (December 31). Section 11-58-105, C.R.S.

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

**Communication Report**

**Foundation Update** (Jamie Jensen) Jamie describes the soft opening of the Gym for MPMF Donors which was held last Thursday. Jamie thanks MPMF board for personally inviting all donors to the Wellness Center project by telephone. Donors and guests totaled about 20, including the Mountain Park Electric representatives. Dodgeball and Basketball activities began quickly during the community event held on Friday. Representation from both boards and leadership was in attendance to both soft opening events.

John Farabaugh was elected to the MPMF board of directors, replacing outgoing board member Neil Funk. John has served as a treasurer for local Lion's club so will be a good addition to the finance team.

Pride Philanthropy organization has been engaged to assist the Foundation with soliciting a major donor. This will be a 6 month engagement. This will be targeting donations of \$50,000 and up.

**Board Chair Report** (Chris Murphy) Bylaws revision was brought up at prior year's board training with attorney Rene Larkin of Hall Render. This will be followed up on. Please bring forward any additional thoughts on revisions to Rosalie. Potential of changing the number of directors was discussed but was considered not necessary at this point.

Board members held a work session last Friday to discuss questions board members had on district expansion. Board will bring list of questions forward to Jason Cleckler to be answered. Board shared that they were not planning on moving forward with district expansion at this time. Purpose of gathering and answering the questions now will be to ensure when board considers this matter again in the future, they will not "begin at ground zero". Board and Foundation Chair conversed about the impact of not expanding the district on the Foundation's fundraising efforts. Board shares that outside of the financial reasons behind district expansion, their efforts are to represent the constituents of the district and ensure remaining questions and issues are addressed. Discussion ensued on whether a formal decision had been made. It was determined that neither a vote nor a final decision had been made.

**KREMMLING MEMORIAL HOSPITAL DISTRICT**  
**d/b/a Middle Park Health**  
**Board of Directors Meeting Minutes**  
**Thursday, February 26, 2026**

Additionally, a question was asked whether voting on the matter now would bind or inhibit this current board or future boards to consider district expansion. This matter will be followed up with MPH's special district attorney.

Board Chair discussed meeting with Eide Bailly auditors as part of annual audit. She felt this was an enlightening experience. Auditors told her what stood out about Middle Park Health was our Senior Leadership Team. This was a matter of pride for her. Team also discussed OP/ED article shared by Jason about the state of healthcare in Colorado. Issues have arisen that do not yet have a solution in Colorado regarding Medicaid. Board also discussed the potential of de-brucing. Though this may help, it would not make a large financial impact.

**CFO Report (Ray Moss)** Ray reports that Common Spirit has determined that Middle Park Health will not be moved to Work Day accounting system software when Lawson is sunsetted. MPH will have until 2027 to find an alternative to Lawson. Other accounting systems (ERPs) are being considered. Finance Team has emphasized the need to move to electronic invoice processing; this will help Finance audit MPH's AP processes closely and provide opportunities for multiple process improvements and efficiencies. Multiview, Premier and Oracle NetSuites are all being compared, as well as cobbling together smaller systems for potential cost savings.

Audit field work was conducted last week. Additional testing on cash reconciliation process is planned. Ray thanks board of directors for allowing the addition of a full time staff person to the Finance team. He states that the addition of Jonno has helped the hospital gain traction and Jonno has also been able to help with offloading a lot of tasks. Jonno also received the Employee of the Month, which is rare for a member of the Finance Team.

Ray shares that auditors recommend enhancing our investment strategy. Funds in UMB bank have been earning effective rate of return of 4.14%. However, interest on debt those funds will ultimately pay is at 6.25%; MPH would be better suited if these matched or were closer. A second phase of investment strategy is planned, and will be brought to the board for approval. Hospital and Special District investing were discussed. Board thanks Ray for his work.

**CNO Report (Amy Binkley)** There are no OIG or compliance issues to report to the board. Bethany, MPH's new Quality director, has been taking on many process improvements. A stoplight report will be coming to the board in the consent agenda from Quality. Sexual Assault Nurse Examiner (SANE) program will be rolling out in April 2026; Lyndsey Stuerman is the coordinator and medical director for the program. Amy thanks the Foundation for their support to the SANE program with grant writing efforts and other contributions. Meetings with local law enforcement and District Attorney have also occurred. This program ties closely to mental

**KREMMLING MEMORIAL HOSPITAL DISTRICT**  
**d/b/a Middle Park Health**  
**Board of Directors Meeting Minutes**  
**Thursday, February 26, 2026**

health because it helps ensure patients get the care needed.

Amy details recent employee engagement events. Cliffview held both Valentine's Day and Mardi Gras events. A pet photo contest drew 80 entrants. Employee Facebook page has been active and a fun source of engagement. Opportunity for in-person employee meet up was during the Grand Lake Winter Carnival with hot chocolate and hot cider being served. Number of travelers are currently 13, but will be down to 11 soon. One recent recruiting win was the hiring of a full time MRI tech, a position which has been open for 2 years. Board thanks Amy for her employee engagement.

Day at the Capital event was recapped. MPH leaders were able to discuss healthcare policy with sitting lawmakers. Chase fee (formerly Provider fee) was a large part of the discussion. Ray was able to redirect the conversation when it was suggested that hospitals were responsible for driving the cost increases of the industry. Nurses on the Hill, a similar event, was attended by several of MPH's nurse leaders.

**CMO Report** (Dr. Stuerman) Dr. Stuerman shares good news that Dr. Pinc was hired for the Emergency Department. Dr. Pinc has a second home in Lakota neighborhood of Winter Park and has always wanted to work here. He will replace Dr. Grossman, who is leaving for family reasons. Kudos to ED doctor teams for flexibility in picking up open shifts, rearranging shifts and even trimming vacations a bit to make the schedule work. Nurses and other employees have also done this, and it reflects a big dedication from our employees.

Dr. Burrows, OB/GYN, has started in MPH clinics and will be doing some GYN cases. Dr. Johansen has started with a reduced schedule to accommodate prior patients. One clinic physician, Dr. Odegaard, had requested a schedule change to help allow for more patients and agreed to serve as a trial case. The changes in his schedule have allowed his panel to get in to see him more quickly. Other providers may make a similar change.

ED physician Dr. Bromfeld is putting together a process for point of care ultrasounds given in the ED and getting those into EPIC. Dr. Fabian is also doing new procedures with equipment that allows him to remove gallstones during the procedure and reduces complications.

Policy Committee has improved with number of policies able to be reviewed. Last month, the committee was able to review 127 policies. Processes are changing so that each leader will have only a few to update each month.

Dr. Stuerman, as well as several other leaders, met with leaders at Denver Health. They discussed transfers from the base of the mountain to Fraser Campus for stabilizing treatment and the potential to send those patients originating at Denver Health to the DH metro location if they needed a higher level of care. Patients who would be discharged quickly from Denver Health metro would be able to avoid lengthy transportation this way. Denver Health is also eager to provide some additional Trauma education. MPH leadership will work on setting up a networking event with them. Jason Cleckler also emphasizes the effects of this meeting were

**KREMMLING MEMORIAL HOSPITAL DISTRICT**  
**d/b/a Middle Park Health**  
**Board of Directors Meeting Minutes**  
**Thursday, February 26, 2026**

extraordinary, with a lot of progress seen recently.

Intermountain Representative Kristina toured our facilities today and is also eager to collaborate with Middle Park Health.

Fraser Specialty Clinic, which Steamboat Orthopedics and Spine Institute operate out of, has transitioned to EPIC EMR, allowing for better workflow. Dr. Stuerman sends good wishes to Dr. Wilson and his family during his extended absence.

**CEO Report** (Jason Cleckler) Jason shares the initial results on the Employee Engagement Survey. Employee Engagement Survey has been tied into strategic plan in past. In March, results will be shared with the board of directors and will be the highlight of the April Leadership Meeting. Town Halls in April will be used to share the results with all staff, and these are recorded so staff who are unable to tune in can still view the content. Town Halls will be held quarterly. Participating respondents had equal participation, but a lower percentage. Engagement score, a primary metric, was 67% in 2021. This score is a composite of 5-6 questions. 2026 engagement score is now 81%. Scores in healthcare nationwide are currently dropping. Best in class is 85%. Survey fatigue was given as a reason for not completing this survey in 2025. Improvements were seen in many metrics and only 2 showed a decline. More details will be provided next month. Board queries that a lower percentage of employees felt the need to fill out the survey because leadership is approachable. While this is likely, the number of PRN and new employees are also a likely cause for the change.

Radio show on KFFR provided Jamie, Andy and Jason with an opportunity to talk about Middle Park Health and Middle Park Medical Foundation. Partnership with KFFR continues to get better.

Jason recently had a meeting with Andrew Gaasch, CEO of Common Spirit Mountain Region, and Shawna Colley, CMO of same. A frank discussion was held about our partnership with Common Spirit. Meeting went very well and a positive step in our ongoing relationship. Board queried when follow up is planned. Follow up will be as needed with Common Spirit rural outreach, as well as with leadership at Saint Anthony- Lakewood and Saint Anthony- Summit.

Jason was able to present with Rural Futures group with Club 20. This group has political influence and contains county commissioners, mayors, future candidates, and insurance personnel. Questions and engagement were excellent. Next step will be legislation efforts for rural hospitals. Rural Health Transformation Fund is also part of Rural Future's focus. Jason details the intricacies of efforts to ensure these funds go directly to help rural hospitals. Rural futures members have also been able to talk to Governor Polis and other governor candidates about this fund's distribution. Board shares appreciation that Jason has been called to speak in this capacity on behalf of our rural hospitals.

Jason expresses support for Dr. Wilson and our hope for him to get the care he needs. SOSI is helping to fill the gaps. Dr. Pfeiffer and Dr. Meininger will be doing what they can to assist with patient coverage. Dr. Black will be joining the SOSI practice and is currently going through the credentialing process. Dr. Black will be primarily in the Grand County area. Dr. Miranda will

**KREMMLING MEMORIAL HOSPITAL DISTRICT  
d/b/a Middle Park Health  
Board of Directors Meeting Minutes  
Thursday, February 26, 2026**

also be doing more procedures here, as well as some fracture care. The addition of a podiatrist to offload some of Dr. Miranda's care is part of the plan as well. The potential of another orthopedic surgeon addition was detailed as well. Interim CEO Kim has been working well with Jason and they collaborate frequently. Board expresses their support of Dr. Wilson as well.

**Old Business** Rosalie shares that the application for the driveway permit for the hospital-owned land has been submitted to the Colorado Department of Transportation.

**New Business** Next Board Meeting is Wednesday, March 18<sup>th</sup>. Audit will be presented in April. Board is requesting that EMS is invited to provide an update.

**Adjournment of meeting**

**Motion:** A motion was made by Kim and seconded by Jenn to adjourn the meeting at 7:50 pm. **Motion adopted on a 4-0 vote.**

  
Chris Murphy, President

  
Kim Cameron, Secretary/Treasurer

Approval Date: 3/18/26

Minutes taken by: Rosalie Rust