

**KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Wednesday, March 18, 2026**

With meeting notice, Chris Murphy called the Kremmling Memorial Hospital District board meeting to order at approximately 6:04 pm. The meeting was held in the Wellness Center Conference Room and virtually via Teams.

Board members present: Chris Murphy; Mike Ritschard; Kim Cameron [Late-excused]; Dawna Heller; Jennifer Harvey [Virtual]

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; Lyndsey Stuerman, Forensic Nurse Examiner; Director of Quality, Risk, Accreditation, Case Management [Virtual]; Sarah Kay, Common Spirit Regional Outreach;

Conflicts/Potential Conflicts of Interest

No Conflicts/Potential Conflicts of Interest were disclosed.

Agenda Approval

Motion: Foundation Presentation has been rescheduled for a future meeting. Mike made a motion to approve the agenda and Dawna seconded. **Motion adopted on a 4-0 vote.**

Public Comments

None

Minutes Approval

Motion: Dawna made a motion to approve minutes from the February 26, 2026 Board Meeting and Mike seconded. **Motion adopted on a 4-0 vote.**

Reports of Good News (Jason Cleckler)

Kremmling Blood Drive Dr. Fabian attended Rotary Club and presented information about the new GI procedures he is bringing to Middle Park Health. Community voiced excitement about new offerings.

Project Cure Donation Event MPH leadership team worked to clear out old and no longer used supplies and equipment, much from Wellness Center basement. These items were loaded into a truck for transport to Project Cure, an organization that can then repurpose them around the globe.

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Solar Power Wellness Center Solar Panels is now up and running and integrated into the building's electrical systems

Cliffview Highlights Media coverage of Cliffview is strong presently. A series of Sky High newspaper articles covering aging in place are including information on Cliffview. Karrie Sellke, Cliffview Director, will be on KFFR radio station tomorrow. MPH leaders will also be on a panel discussion at an upcoming conference. Not only do these media opportunities highlight Cliffview, these are also a sounding board to discuss all other ways that Middle Park Health supports aging in place, from Primary Care to the SCU. Board members share their appreciation of Karrie Sellke and plan to send in an appreciative write-up.

Employee Engagement Survey Results (Sarah Kay) Sarah expresses excitement to share MPH's "awesome" results with the board of directors. She has been involved in the survey process here and elsewhere since 2021. Sarah shares the purpose of maximizing the engagement of MPH's employees; more engaged employees have a greater commitment and enthusiasm for work, which also translates to happier patients as well as employee longevity.

Sarah reiterates the confidentiality commitment. Responses are pooled and not tied to individuals. Due to changes within the organizations, workers express feeling more comfortable filling out these questions than in the past, with less fear of recrimination or loss of anonymity.

Survey participation went from 66% to 64% of employees. Board asks if there is a way to gauge who does not take the survey. MPH cannot look at the data for this, but GovernWell can analyze the data to look for any potential trends. New employees and PRN employees may be less likely to take the survey. The state of engagement at MPH comes in at 81% percent, which is a phenomenal score. This score is 14 percentage points higher than where MPH scored in the first employee engagement survey. Sarah describes the huge accomplishment this type of increase reflects. Engagement index comes from 5 indicators such as feeling valued, the employee's intention to stay, enthusiasm and willingness to recommend as an employer.

Provider engagement score is 80%, which points to happy employees and happy patients. Engagement in healthcare is typically 1-2 points. Any 5 point shift is notable, but a sustained multi-year increases above 10 points are seen as a strong performance, and MPH has stayed on a steady trajectory of increases. MPH had 23 total metrics that had 10 or more points of improvement. A comparison of January 2026 survey and March 2021 survey shows that there were no statistically significant declines in any metric measured.

Engagement in Healthcare is generally trending slightly across the nation. Top Rated/Award Winning hospitals have consistent scores of 85% for employee engagement. MPH is poised to

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enter that bracket with continued work.

Sarah also described the strengths and weaknesses that the survey revealed. Thirteen survey items were 80% or above, while the statement of "I understand how the work I do contributes to the goals of MPH" was a whopping 95%. Five measures rated under 60% favorable, which represents room for growth. 58% of respondents stated that the results of the last survey were shared with them, and some communication related metrics also fell into this group. Sarah stresses that while these are scoring lower than other items, these metrics have continued improving. Additional questions to gain more information on communications between departments were included as well. Several open-ended questions allow important insights into ways that the employee feels valued and what educational opportunities have been beneficial to them and to the organization. Engagement Action Planning was also described, which shows how the survey results will be used. Surveys will be shared during upcoming leadership meetings and town halls, as well as being highlighted in the newsletter. Also, the survey is incorporated into the Strategic Plan.

February 2026 Financials(Emma Caldwell)

February's net income was \$437,000, which brings MPH above budget for the year by 12%. Net patient revenue for the year is down by 8%, but other revenue was ahead, chiefly due to gains in the 340B program by the addition of child sites. Total Operating expense was 3% under budget for the first 2 months of the year, but it is anticipated to be closer to flat throughout the year. Depreciation is also under budget so far this year, however it does not have any cash impact so does not flow into cash on hand.

Stats for admissions and patient days were down to budget. Surgeries were down 32% and ER visits were down 12% from budget. These are somewhat offset by GI procedures, Pain procedures and clinic volumes being ahead of budget. Jason discusses that the volumes are likely due to changes in visitation patterns due to the poor weather conditions over the winter. A downturn in visitation during the winter has certainly affected these stats.

While payor mix remains 12% self-pay, the amount of funds in Accounts Receivable attributable to self-pay is 41%, due to regulations. Days Cash on Hand is at 100, and average daily expense is at \$173,000. Emma also shared information on how these measures are shared. Forecast for the rest of the year was shared. This has some assumptions, such as net patient revenue meeting budget. Senior Leadership team has implemented many changes and will continue evaluating changes to keep MPH meeting the debt covenants. For instance, some capital projects may be postponed, but capital projects that will bring about revenue will be implemented sooner. MRI project has been granted a waiver which will allow MPH more time to complete that project. However, the length of the extension period is not yet known. Final approval from CMS is still being waited on. Board and Leadership team discussed the

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Rural Hospital Transformation Funds, which will have to be applied for. Billing practices and cash collections were also part of the discussion. Board did not vote on the financials as these are preliminary.

Board Education Board was provided the article "Critical Questions: How does the Board Create a Culture of Safety?" Link to additional board education materials has been sent to the board.

Consent Agenda

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:

- a. Aaron Black MD, Full Active Privileges in Orthopaedic Surgery
- b. David Goodbee, MD Full Active Privileges in Radiology

Next Meeting: April 23, 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. SDA Compliance Calendar:
 - i. March 31 (within 3 months of close of fiscal year) Application for exemption from audit, if applicable, due to State Auditor. Any local government where revenues or expenditures are not more than \$1,000,000 may, with the approval of the State Auditor, be exempt from the provisions of Section 29-1-603. Section 29-1-604, C.R.S
 - ii. If district has authorized but unissued general obligation debt as of the end of its fiscal year (December 31), submit copy of application for exemption from audit to Board of County Commissioners or governing body of municipality that adopted a resolution of approval of the service plan. Section 29-1-606(7), C.R.S.

Lyndsey Stuerman and Kristen Winter-Bryce joined virtually to highlight some of the policies on the Policy and Procedure report. These policies are related to the launch of the SANE nursing program (Sexual Assault Nurse Examiner). Forensic Nurse Examiners will be able to assist in

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critical healthcare needs as well as evidence collection related to sexual assault and intimate partner violence. 8 nurses have been trained and certified in the program and will be on call. Ultimately, this program will help ensure victims' safety and that they receive trauma informed care. Policies have been reviewed by MPH department leaders, physicians, county district attorney and are based off of those of UC Health, who have collaborated on the development and support of this program. SANE program will be in coordination between MPH and local law enforcement. Team thanks Lyndsey Stuerman for her work on this project.

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

Communication Report

Foundation Update (Jamie Jensen) Jamie shares that Middle Park Medical Foundation is also focused on helping launch the SANE program and sustain it for the community. MPMF has applied for a grant to support the SANE program through Mountain Parks Electric, who have reached out for additional information. Fundraising for the MRI replacement project is a major focus as well. Andy will be sharing more in the coming months about MPMF's pillars of focus this year, including fundraising for women's health and behavioral health. BASH event will be held on June 6th at Headwaters Center in Fraser. Board members were encouraged to save the date.

Board Chair Report (Chris Murphy) Board bylaws revision was discussed. Chris mentions that bylaws state that secretary/treasurer position is on the budget committee. Budget committee and finance committee are two separate committees. Board member involvement in the budget planning stage was discussed as well. This would be prior to the presentation to the entire board. Board would like to rectify this by stating that the secretary/treasurer or board designee will be on the budget committee. Board generally appreciated the clean up that the edits incorporated.

CNO Report (Amy Binkley) There are no OIG or compliance issues to report to the board. Saint Patrick's Day potluck was held recently. March Madness bracket contest is also being held, and a trophy is up for grabs! A leprechaun was hidden on the MPH website; a fun way to incorporate the remote employees into the activities.

Healthy Grand County meeting was attended by Amy as an opportunity to collaborate with other community health organizations. Rural health network is coming to Granby one Friday each month to help patients and community members enroll in Medicare, Medicaid or marketplace health insurance. Work on policies and attestations continues. Several employees presented to Granby Elementary School students, providing them insights into clinical careers.

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Emergency preparedness Winter Weather Event was held recently with key stakeholders. This provided MPH leaders with the opportunity to set up an Incident Command structure. A recent blood drive was held in Kremmling. Dr. Howell and Dr. Burrows will be doing a GYN procedure next week- the first at MPH. In the OR, a CRNA is going out on an extended leave, which means that PRN and locum coverage will be required.

CMO Report (Dr. Stuerman) Clinic volumes continue to surge ahead of budget. Dr. Johansen has her schedule opened fully now to both her panel and new clinic patients. Dr. Stuerman notes that some MA and nursing staff have switched locations. New scheduling template that had been trialed by Dr. Odegaard has had a positive effect. Dr. Stuerman shares that though the ED volumes are not at budget level, number of visits are above last year's pre-Fraser numbers. Dr. Stuerman describes a "One More" philosophy; encouraging the physicians to admit "one more" patient, for instance. This keeps care local as well. Dr. Dill will be returning from maternity leave. ED Physician Dr. Pinz will begin part-time in June and full-time in July. He is taking the place vacated by Dr. Grossman, who has stepped back to PRN status. Dr. Coburn also continues to cover shifts occasionally. SOSI (Steamboat Orthopedics and Spine Institute) is planning to hire another surgeon, Dr. Black, who was credentialed today. Dr. Meininger has also been filling in both in clinic and surgical services. Continued support was expressed for Dr. Wilson and the Wilson family. New service line and existing service line diversification are occurring with Dr. Burrows and Dr. Fabian's hard work. Board expresses appreciation on how physician staffing has changed over the years.

CEO Report (Jason Cleckler) MRI waiver helps create some breathing room for the project. PG Arnold, the approved construction team, has been notified of the change in the schedule.

Jason and team are preparing materials in response to the board questions sent over on district expansion. The hope is that this packet will be a comprehensive look at the various aspects of the process. Rene Larkin, Hall Render attorney, has been looped in on some of the questions so that the legal aspects will be addressed.

Jason and Tiffany were able to meet with the incoming Winter Park town manager, who is very educated in healthcare. Previously, a board member had asked if MPH - Fraser Campus would be able to tap into the Urban Renewal program. This program would not apply to the newly built Fraser Campus, both because it is not inside the town of Winter Park city and also because it is already constructed. The Fraser Campus will benefit, however, from some of the improvements to roads and additional dwellings. Additionally, Winter Park Resort's planned expansion will also alter the census at that end of the county. Board queries about how many Fraser patients would likely have gone to Granby; this number is difficult to determine because of the declines in visitation this winter. Fraser Campus and Granby Campus typically see a similar ED volume.

Board Discussion Board and Leadership discuss billing and time of service payments. A greater level of detail on bills, greater confidence of the patient that the bill is correct and complete, and more ability to pay at time of service was discussed. This fits within the Point of

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Service collections efforts MPH's revenue cycle team will be rolling out. Though the complexity of healthcare billing makes this difficult to resolve, leadership will continue to work on this action item.

Signage and light issues were discussed. Helicopter landing pad is turned off and on presently to minimize light issues. Other light was dimmed and leadership has not received further complaints. Other highway-facing signage or opportunities were also discussed.

Board expresses excitement in seeing how many community members are visiting the new gym and facility. These activities are beneficial to both physical wellness and mental health.

Board discusses some billing telephone calls and voicemails that have been received in the community. BC services, the entity who does some of MPH's collections, may or may not leave these telephone messages. Currently, the leadership team isn't certain if these are legitimate or not. Leadership is looking into this matter and will report back to the board.

Old Business

Kremmling driveway permit has been completed and payment will be made. Notice to proceed is the next step in the process of adding access to the hospital owned land.


New Business Board Member Jennifer Harvey will be taking a hospital finance class this summer.

Community Comments Jennifer Harvey had positive feedback from a community member. This patient was seen in the clinic and had a change in condition. The patient was transferred quickly to the ED, and then for a higher level of care. Wife of a former resident expressed appreciation for the compassion and care she received at MPH's emergency department; she expressed that she felt "humanized".

Adjournment of meeting

Motion: A motion was made by Kim and seconded by Jen to adjourn the meeting at 7:58 pm. **Motion adopted on a 5-0 vote.**


Chris Murphy, President


~~Kim Cameron, Secretary/Treasurer~~
DAWNA HELLER / V.P.

Approval Date: 4/30/26

Minutes taken by: Rosalie Rust

