KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, May 28, 2026

With meeting notice, Chris Murphy called the Kremmling Memorial Hospital District board meeting to order at approximately 6:00 pm by reviewing the Mission and Vision Statements. 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

Non-board attendees present: Jason Cleckler, CEO; Dr. Jason Stuerman, CMO; Ray Moss, CFO; Jamie Jensen, MPMF President [Virtual]; Emma Caldwell, Decision Support Analyst; Tiffany Freitag, Director of Business Development; Rosalie Rust, Executive Assistant/Board Liaison; Mike Wilson, Director of IT; Liz Bauer, West Grand Superintendent; Christine Travis, West Grand School Board Secretary; Karen Taft, West Grand Early Childhood Center Director

Conflicts/Potential Conflicts of Interest

No Conflicts/Potential Conflicts of Interest were disclosed.

Agenda Approval

Motion: Emailed changes were acknowledged which included the cancellation of the Middle Park Foundation Presentation and the addition of the Fraser Nurse Staffing Plan to consent agenda. Jen motioned to accept modified agenda and Mike seconded. **Motion adopted on a 4-0 vote.**

Public Comments

None

Minutes Approval

Motion: Dawna made a motion to approve the minutes from the April 30, 2026 Board Meeting and Mike seconded. **Motion adopted on a 4-0 vote.**

Reports of Good News (Jason Cleckler)

Grand Lake Clinic Survey CMS survey was conducted at MPH's clinic in Grand Lake today. This survey is on a 3 year cycle. No deficiencies and no recommendations were given; Christina Lockhart and the clinic team were commended for their survey readiness. This type of survey is unannounced. Granby, Kremmling and Winter Park will anticipate upcoming surveys for the RHC program.

Kremmling Health Events 70 participants attended the annual Kremmling Health Fair. Labs, PT screenings, and skin checks were some of the services provided. Kremmling blood drive was another successful event held recently, and 31 units were donated. West Grand Sports physicals were performed on 129 student athletes.

West Grand Early Childhood Center Presentation (Karen Taft).

Karen Taft, Director of West Grand Early Childhood Center (WGECC), provided a presentation on “Investing in Childcare”. She emphasized WGECC’s desire to partner with Middle Park Health, supporting employees and strengthening the workforce in Grand County. Karen states that childcare is not just a family issue, but a workforce stability issue as well. Without dependable childcare, employers can see more absenteeism, turnover in staff, and individuals dropping out of the workforce to stay at home to provide care. Investing in childcare is equated with investing in the workforce. The financial reality of operating a childcare center is that costs outstrip tuition, so supplementation is needed. Mandatory minimum staffing ratios are required by the State of Colorado. When costs rise, the burden of tuition increases fall to the families. WGECC team’s goal is to ease this burden on individual families. The original purpose of the WGECC was to support school employees only. However, WGECC now supports the entire community. Multiple grants were originally awarded when the facility opened, but were stripped back during the pandemic. West Grand School District fiscally supports the WGECC, but now at a lower amount than before.

Karen describes the myriad challenges with placing children of various ages in various classrooms. Middle Park Health employees currently have 5 children attending the WGECC. Partnerships to help with sustainability is one of many strategies the WGECC is pursuing. A partnership would help position MPH as a family supportive employer. It could help strengthen MPH’s relationships with local families and as well as demonstrate a commitment to economic stability in Kremmling. These benefits would generate a stronger workforce and a more stable community.

Structure of any potential partnership would be flexible. For instance, MPH could pay to reserve a certain slot which would guarantee placement. Tuition scholarships or direct support are other strategies that are mutually beneficial. Childcare centers in the area are all operating at capacity. WGECC is the only childcare center in West Grand that provides newborn care. It is also very convenient for employees due to proximity. Multiple partners coming together to help with the gap in funding is WGECC’s goal. Flat tuition rates, county funding, Grand Beginnings, and state aid options were discussed. WGECC is a highly rated childhood center. Leaders and Board discussed their interest in supporting the program. Leadership Team will also discuss with the Middle Park Medical Foundation (MPMF) any potential to support WGECC. Additional information has been received in recent meetings with Grand Beginnings on the need to expand childcare options throughout the county.

April 2026 Financials (Ray Moss)

Year to date, operating income was down $800,000 from budget, but up $800,000 from prior year. Ray explains that though MPH is not yet at the performance level projected by the budget, the hospital system is up from prior year in many categories. Total revenue is down from budget $600,000 but up $3.5 M from last year. Net patient revenue continues to miss budget, but Ray reminds the board that we aggressively budgeted volume and visits, particularly in the ER. $548,000 of the other revenue sources have come in from the Middle Park Medical Foundation (MPMF) year to date.

Ray describes a continued trend to improve year over year on Admissions and Patient Days. Inpatient services are valuable, as this line item affects the cost report reimbursement from Medicare. Clinic visits continue to exceed both budget (+20%) and prior year (+25%), with the addition of Dr. Johansen, Dr. Gray and Dr. Burrows. Ancillary Services are mixed, with Rehab Services up from both last year and budget, Imaging and Lab being up to last year and down to budget. Sleep studies and infusions were both down to both last year and budget. Ray explains how these will typically follow the referral patterns in clinics and ED.

Patient Accounts Receivable data was reviewed. Self-pay patients continue to make up 15% of the patient population. However, self-pay/due-from patient dollars make up 40% of the AR. Work is being done to identify how much of that 40% are self-pay/uninsured patients and what percentage are outstanding self-pay balances after insurance pays. Cash collection graph trend was shown and illustrates that target collections and actual collections are moving further apart. Days cash on hand sits at 87, and if financial trends do not change, will rapidly drop below MPH's debt covenant threshold of 75. Emma and Ray provided an in-depth explanation of how days cash on hand as well as average daily expenses are calculated. Debt service coverage ratio is well above target at 2.44. This means that MPH has capacity to take on debt as long as payments can be managed. Emma explained a new financial dashboard, which provides the board with a quick summary of positions, red will indicate a need to take action, while yellow indicates items to watch and green indicates good status.

Motion: Jen made a motion to approve April 2026 financials year-to- date, and Kim seconded. **Motion adopted on a 5-0 vote.**

Capital Request (Jason Cleckler) Plant Operations is planning to purchase a Mobile Fuel Tank Cleaning System to use on generator tanks filled with diesel fuel. This device can be transported to each of the 3 locations. The device filters the fuel to keep any particulates out of the fuel. It can also preserve the life and function of the generators. Jason explains that the fuel is a large investment in itself. Generator starts have been increasing as power outages have increased. Outages are projected to remain up during red flag weather warnings due to the area's drought conditions. Outside companies could provide this service, however, only one use at each location will pay for this machine.

Motion: Mike made a motion to approve capital request for Mobil Fuel Tank Cleaning System for Diesel Generators as presented, and Dawna seconded. **Motion adopted on a 5-0 vote.**

Board Education Board was provided the article "Critical Questions: How Does the Board Build Lasting Community Partnerships

Consent Agenda

a. Credentials Report- May 21, 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:

- Alexander Pinc MD, Full Active Privileges in Emergency Medicine
- Justin Brooke MD, Full Active Privileges in Emergency Medicine

Next Meeting: June 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.

b. BOD Quality Report
c. Policy Committee Report
d. Fraser Nurse Staffing Plan
e. SDA Compliance Calendar
   i. Auditor submits completed audit and audit report to District Board. Section 29-1-606, C.R.S.
   ii. File copy with State Auditor within 30 days after receipt. Section 29-1-606(3), C.R.S.
   iii. Submit audit report or 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 if district has authorized but unissued general obligation debt as of the end of its fiscal year (December 31). Section 29-1-606(7), C.R.S.

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

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Communication Report

Foundation Report (Jamie Jensen) Foundation team is preparing for B.A.S.H. (Building a Superior Hospital) fundraiser at Headwaters Center on June 6th in Fraser. Jamie invites MPH Board Members to attend. 200 tickets have been sold, with 50 tickets remaining. Medical Staff may do a sponsorship of tickets. Foundation members and team members are working diligently to make this a wonderful event!

Jamie shares that two board members have recently resigned. Amy Van de Einde and Bernie Murphy have stepped down from the MPMF board. Selection of new board members will be based upon skill profiles, specifically the ability to cultivate major donor relationships. Pride Philanthropy consultant group will be helping with plans for selecting new board members. MPH board members who have a suggestion on filling these seats should reach out to Jamie and Andy.

Board Chair Report (Chris Murphy) CEO at risk and annual review will be conducted at the June board meeting. Josh Neff, Common Spirit executive, will be in attendance for this purpose. Govern Well evaluation survey will be sent to all board members to complete. Discussion of new metrics for 2026 performance will be in future months. Several board members will attend the Special District Association (SDA) regional meeting in Granby on June 17 from 9 am -12:30.

CFO Report (Ray Moss) ERP contract has been signed with Oracle NetSuite. Workday's proposal was received only 48 hours shy of the deadline; this was too close to form relationships and adequately demonstrate their product. Commerce Bank check-writing contract was also signed. This partnership will reduce the need for board members to come in and sign a check. Instead, electronic approval will be in lieu of the physical signature.

CNO Report (Amy Binkley) Jason reports out for Amy. There were no OIG or compliance issues to report. Xsolis Case Management Software vendor reported a nationwide security breach which affected some of our patients; Xsolis is handling a letter for notification to those patients who are affected.

COPPER (Colorado Pediatric Preparedness for the Emergency Room) designation for Fraser Campus was obtained a few weeks ago with no recommendations. MPH is now the only hospital statewide that has 3 campuses with this designation. Marketing push will be coming out to highlight the COPPER designation soon. Emergency team members have done a lot of preparation to gain this designation. Multiple physicians, leaders, and nurses were thanked for their hard work.

MPH's CMS survey window has been entered by the MPH hospital system. Team is undergoing continuous preparation for this survey. MPH's goal is to always be survey ready. Survey window for this type of survey is the entire year. Ongoing preparedness and continual compliance are the goals.

Nurses Week and Hospital Week were both celebrated in May. Spirit team, leaders and employees all came together to mastermind, execute and enjoy these special weeks. The Daisy award, a nationwide nursing award, was launched during hospital week. The Bee award is for any non-nursing staff. Both awards are part of MPH's meaningful employee recognition efforts.

CMO Report (Dr. Stuerman) Dr. Stuerman recognized the Grand Lake clinic team for their successful survey, with zero deficiencies. Chronic Care Management program rollout is underway; Katharine Frey will be spearheading this new program. The program begins with monthly calls to those patients who have two or more chronic diagnoses, with a potential to change over time based on needs.

In the Emergency Departments, Nurse Forensic programs are up and running. Serveral physician positions are in flux. Dr. Fitzgerald will be leaving; Dr. Pinz will be joining the team in July. Dr. Pinz is a replacement for Dr. Grossman. An offer has been made to a candidate to fill Dr. Fitzgerald's position. MPH's new grad nurse program will have two newly graduating nurses starting this summer. June 26th will mark the Fraser Campus' one year anniversary. MPH will mark the occasion with a small employee celebration. Coding for psychiatric and alcohol observations has been added. Coding and documentation education will be planned in the next few months.

Dr. Gray has been busy, with lots of cardiac referrals, echocardiograms, X ray studies, pre-op consults and other consults. He is planning on adding a 3rd day in July. MPH is further supporting the SOSI (Steamboat Orthopaedic and Spine Institute) clinic in Fraser by hiring a full time Patient Registration Specialist (PRS) position. An office manager position has also been posted for the clinic. Kathy Pachoca, from Steamboat Dermatology, has also been able to see patients in that clinic space, freeing up primary care space in Winter Park clinic. Soon to retire, Dr. Ratcliff has decreased to half time while Dr. Fabian continues to build his practice with reflux and hiatal hernia cases. Dr. Burrows continues to do more GYN surgeries and has been a great addition to our community. Dr. Allison and Dr. Dorf have both increased cases. Dr. Miranda, foot and ankle specialist from SOSI, came to Granby for some cases last week. Dr. Black and Dr. Thompsons are also building up their practices in the county. Dr. Eckermann continues to be busy in the pain clinic and OR on Fridays. Surgical Services Department has dropped down to only 2 travelers, which is commendable. CRNA coverage continues to be worked on, with one current provider who is considering increasing her days.

On inpatient side, both admissions and swing beds have increased. This is a team effort. Kendra Harder has stepped back from leading Team Innovate, and Dena Korrell and Kelsey Life are rotating into that leadership role. Team Innovate will be developing new pillars based off of the employee engagement survey.

MPH continues ongoing relations with Common Spirit- St Anthony's, which is increasing its inpatient bed count to cut back on boarding of patients. Denver Health will be sending one of their Trauma Surgeons come up to provide education during July's Trauma Meeting. Though the contract with Denver Health has not yet been signed, patients who transfer from the Winter Park Clinic at the base of the mountain to MPH's Fraser Campus are then transferred to Denver Health if this option is appropriate, necessary, and available. Intermountain Hospital has also continued to work with MPH. Dr. Stuerman reflects that progress in these relationships have been very promising. Board thanks Dr. Stuerman for his thorough and specific report.

Jason provides additional input that Dr. Burrows typically completes 2 procedures in the OR per week. She has continued to be present in the community and is considering expanding the number of days she sees patients within Grand County, as well as expanding types of surgeries undertaken. Dr. Howell continues to come to our facility, but has backed off slightly.

CEO Report (Jason Cleckler)

Several MPH leaders met with the Colorado Medical Society last week. This group does legislative work and physician programs. At the end of the meeting, their director even gave a donation to MPMF! MPH and Mountain Parks Electric met to discuss power outages and how they affect our hospital. Advance notifications about outages when possible were part of the conversation.

Work on board questions related to District Expansion is wrapping up. The goal will be to provide a comprehensive guide on this topic by the June Board Meeting. Additional questions and information have come in; our effort is to make this guide very thorough. Each question will be answered briefly, and then will reference the corresponding documentation. This has been a very interesting project to research.

Jason shares information about MPH's strategies in light of MPH's current financial position. Senior Leadership's strategies are focused on proactive responses rather than reactive ones. A new Process Improvement Structure has now been launched. Current Imaging Director, Jessica Wilson, is leading this initiative. She has extensive training in process improvement planning using the Lean Six Sigma guidelines. A worldwide reliability strategy, Lean Six Sigma originated with the Toyota corporation and has spread internationally. This strategy incorporates setting goals and deadlines for those goals and metrics. Education for all MPH leaders on these process improvement strategies is also being planned.

Five areas have been identified for process improvement. Revenue Cycle is MPH's first focus. This process improvement plan will focus on ways to counteract current insurance practices: fighting denials, delay in payments, contract management and maximizing reimbursement. In order to get an improvement in the financial picture quickly, MPH leaders are engaging in a "Sprint" towards financial position improvement with the help of BC Services, a current collections partner. BC Services will also be reporting to MPH leadership team. They will provide insights on cutting edge techniques and practices. They also will be performing a review of current practices. Ongoing reviews in the future will also be planned. After the 5 week sprint, MPH will be looking at more long term goals to sustain these changes.

Surgical Efficiencies will be another initiative to undergo the process improvement plan; this will help us understand our surgical margins. Billing processes is another initiative; recent constructive calls from patients have brought this to the forefront. Jason is considering a community notification recognizing MPH's patient concerns with billing, collecting feedback and explaining our process for improvement. Scheduling and Patient Registration are two other areas for the ongoing process improvement plan. These improvements will be focused on making these areas as efficient as possible for the patient. Multiple directors and team members will also be part of the process improvement plans.

Part of the BC Services plan is to offer patients a significant discount on older past balances. Board should be aware that telephone calls or texts may be received by community members, so they may reach out asking if these are legitimate. Board discusses which ways patients can ensure that these telephone calls/texts are legitimate. Communication needs to be with specific affected patients in order to make sure MPH is not opening ourselves up for other scammers.

Team congratulates Jessica Wilson and other leaders for these quick actions. Dr. Stuerman mentioned coding education for the physicians, and this will be part of these plans. Costs on collecting claims were also discussed. Ray estimates that around $50 of up-front costs will be necessary to collect a claim. Board members provided positive feedback and gratitude for the current discussion, and the performance improvement plans process. Jessica Wilson will be invited to a future board meeting to introduce the board to the Lean Six Sigma performance improvement process.

Board Discussion

Board and leadership discuss the usefulness and challenges of training MPH's frontline staff, specifically registration staff, to help with billing questions. Minimally, making sure concerns are routed to the correct team member could make a large impact. Improving accessibility to financial and billing services of MPH were discussed. MPH's relationship with Commerce Bank for Health Care Services Financing (HCSF) was also discussed. An overview was provided of how the HCSF works to help people get the care they need, while being able to pay at 0% over time. Rolling future balances into the total obligation is also possible. Jason explains that people are more inclined to pay a bank than a hospital. Commerce Bank works with a lot of healthcare entities. Structure of the plan was discussed. More discussion on the HCSF and how the relationship factors into MPH's reputation ensued. Patient financial navigation, charity care, and hospital discounted care program are all still available to help those with financial needs. Board stated that MPH's messaging needs to emphasize to our community that "even if you owe the hospital, you can still be seen." Leadership agrees that this is part of the mission of the hospital.

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Board discusses how to discern how current board decisions affect future boards. What it means to encumber a future board was part of the extensive discussion as well.

Board seeks clarification on how the new charge for psychiatric and alcohol monitoring works. Dr. Stuerman explains that those patients are in observation status while waiting for placement, and staff provide one-to-one coverage. The new coding will allow for some reimbursement while the patient is waiting for a change in status or transfer. Several new inpatient psychiatric hospitals have just opened, re-opened or are in the works.

Old Business

Board Bylaws were discussed and email from council clarified. Bylaw revisions will be brought to the June Board Meeting.

New Business

Rosalie Rust, Board Liaison, will be absent from June Board Meeting, Emma Caldwell will be present in her stead to provide meeting support. Food will be pre-ordered.

Adjournment of meeting

Motion: A motion was made by Kim and seconded by Jenn to adjourn the meeting at 8:28 pm. **Motion adopted on a 5-0 vote.**

Christine Murphy
Chris Murphy, President

K. Cameron 6·25·26
Kim Cameron, Secretary/Treasurer

Approval Date: 6/25/26

Minutes taken by: Rosalie Rust