KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, June 25, 2026

With meeting notice, Chris Murphy called the Kremmling Memorial Hospital District board meeting to order at approximately 6:05 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; 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; Bethanie Reynolds, Director of Quality, Risk, Emergency Management, Case Management, Accreditation; Jessica Wilson, Director of IT; Austin Wingate, EMS Chief; Josh Neff, Common Spirit - Region VP Integration & Rural Health – CO/KS/UT (Outgoing) [Virtual];

Conflicts/Potential Conflicts of Interest

No Conflicts/Potential Conflicts of Interest were disclosed.

Agenda Approval

Motion: Jen made a motion to approve the agenda and Kim seconded **Motion adopted on a 5-0 vote.**

Public Comments

None

Minutes Approval

Motion: Mike made a motion to approve the minutes from the May 28, 2026 Board Meeting and Kim seconded. **Motion adopted on a 4-0 vote.**

Reports of Good News (Jason Cleckler)

Bash Foundation Gala This fundraiser is the biggest event of the year for Middle Park Medical Foundation (MPMF). Jason thanks Jen for representing the Board of Directors at the event.

Local Events and Offerings Middle Park Health employees walked in the parade and also shared info with community members at a booth at both Hot Sulphur Days and Kremmling Days. First anniversary of Fraser Campus opening was memorialized last week. Wellness Center now offers an introductory weight-lifting class.

Grand County EMS Update (Austin Wingate) EMS Chief Austin Wingate shares information about Grand County EMS. During 2025, there were 2744 EMS calls, down 8% from previous year. Excluding 2020, EMS has not seen a drop year to year for 20+ years. However, the percentage of transfers and number of interfacility transfers increased year over year. Grand County residents made up half of the EMS patients. Fraser and Winter Park continue to be busiest, Granby mid-range, and Grand Lake and Kremmling low-range. 25 back country rescues were conducted as well as 6 tactical EMS activations. EMS also deployed to the Kirby Fire and Lee Fire in surrounding counties.

Austin shares insight on EMS Mission, Vision and Values. Mission statement of Grand County EMS is to support our community by providing exceptional services. EMS vision is to be the premier agency for EMS providers in the mountain region of Colorado. Austin highlights that EMS had no mandatory overtime in 2022-2025, a proud accomplishment. Eleven new hires were brought on. EMT turnovers were higher than anticipated, however, paramedic retention was phenomenal. Austin shares how EMS supported 252 community events last year, and provided an additional 1200 hours of community event coverage in excess of high school sports and rodeos

Education is another emphasis of Grand County EMS. In 2025, 600+ hours of direct contact Continuing Education offerings were provided across 406 educational opportunities for staff. One EMT graduated and continued onto paramedic coursework, while another staff member will be finishing paramedic school in 3 weeks. A clinical contract has been set up with Children's Hospital of Colorado in order to gain hands-on experience with ICU level pediatric patients. 6 high school students graduated from EMS's training program, and next year will likely be even larger. In Jackson County, EMS offered an emergency medical responder course. CPR training was also offered to lay people and health professionals.

Accountability is another key value to Grand County EMS. Austin shares that accreditation with CAAS is underway, as well as grant funding. Billing efficiency has been improved by transitioning to a new billing software. EMS team emphasizes minimizing the out-of-pocket cots for people affected. A 23 year old ambulance was retired; replaced by a new ambulance from American Emergency Vehicles, which was put into service very recently. Ambulance manufacturing in the US was discussed. Professional, high quality patient care is another aspect of EMS's value statement, and participated in several research studies and initiatives. A new respiratory therapist was also recently hired. Austin also emphasized EMS's commitment to the highest quality and safety standards. As such, EMS was the proud recipient of Common Spirit's Pre-Hospital Trauma Provider of the Year for their mountain region. Special recognition was provided by Swedish Hospital on burn and cardiac care. Several systemic and clinical improvements arose from a reimagining of EMS's Quality committee.

Austin discusses work on crisis co-responder program for patients experiencing psychiatric, behavioral or substance abuse emergencies. This program will help patients receive the correct tools and care needed.

Site acquisition for a new Fraser station is ongoing. Station on Eisenhower drive is defunct and EMS operates out of the Lone Tree Fire Station in Winter Park presently. Station One Headquarters building in Granby is tentatively expected to open in September 2026. Indoor parking, which improves the longevity of the ambulances, makes up a large portion of the building. A lot of space will be available for the community as well as training. Austin details some aspects of training that will benefit both EMS and MPH. Challenges with the current EMS reimbursement model and other parts of the financial picture were provided.

Artaic Group: Final Fraser Campus Wrap-up (Jason Cleckler) Although Artaic Group was not available for the meeting, final numbers were provided in the board packet. Analysis of actual compared to budget and timelines for the project were called out. Materials were self-explanatory. Ray Moss confirms that one final, smaller payment is still owed. Board requests that Senior Leadership will ask for Chris Penney's overview at a future meeting.

May 2026 Financials (Ray Moss) Board draws attention to the new dashboard with appreciation. Net income is up 50% from this time last year but still a little short of budget. Ray shares that gross revenue is 93% of budget but operating expenses are close to flat, so net loss of $733,000 presently year to date. Financial team is still hopeful that higher visitation during summer and ski season will help close the gap and MPH will have a positive bottom line by end of 2026.

Volume patterns hold similar to last month, with higher admissions and swing data. ER visits are up with opening of Fraser, and Clinic is also larger. This is due to additional clinic providers as well. Ray discusses the contrast between this year and last for Surgical volumes.

Payor mix for May was 13% Self Pay. This number is up, likely due to ACA subsidies expiration. Accounts Receivable balance is made up of 43% of patient responsibility. With the BC Services initiative, finance team is hoping to see 2 or 3% of self-pay/patient responsibility resolve. Days in AR is still at 90 days and above, including self pay. Cash collections leading up to the revenue cycle sprint is under budget by $2.44M. Days Cash on Hand is 88 days, and goal for sprint is to improve 8-10 days. Forecasted Days Cash on Hand was discussed, and Debt Service Coverage Ratio is doing well. Board discusses discrepancies between this year and last year on Infusions, which typically has a lot of volatility. Urgent care volumes were discussed as well.

Motion: Mike made a motion to approve May 2026 financials year-to-date, and Dawna seconded. **Motion adopted on a 5-0 vote.**

Capital Request (Jason Cleckler) Price of Mobile Fuel Tank Cleaning System has gone up to $10,302 due to tariffs and fuel charges. Leadership confirms that this is off-road diesel. New cost is locked in until end of June.

Motion: Kim made a motion to approve capital request for Mobile Fuel Tank Cleaning System for Diesel Generators for an adjusted price not to exceed $15,000 and Jen seconded. **Motion adopted on a 5-0 vote.**

Resolution 2026-06-01: Resolution to Approve Amendment of Bylaws (Chris Murphy) No further discussion was warranted on the finalized copy.

Motion: Mike made a motion to approve Resolution 2026-06-01: Resolution to Approve Amendment of Bylaws and Dawna seconded. **Motion adopted on a 5-0 vote.**

Board Education Board was provided the article "Critical Questions: How does the board ensure strong and effective executive leadership?"

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. SDA Compliance Calendar
   i. If any new property included into district by taxpayer petition or Board resolution, deadline to record court order of inclusion with County Clerk and Recorder to enable district to levy tax on newly included

property for year in which inclusion occurred. Sections 39-1-110(1.5), 32-1-401(2), and 32-1-105, C.R.S.

ii. File a recorded copy of the certified court order of inclusion with the DLG and the County Clerk and Recorder. Section 32-1-105, C.R.S.

iii. ~~Record a special district public disclosure document and a map of the new boundaries of the district at the same time as recording the order of inclusion.~~

Board discusses items from SDA Compliance Calendar and requests to strike it from the consent agenda because it does not apply to KMHD. Board then amends the approval to state "existing" rather than "new" boundaries.

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

Communication Report

Foundation Report (Jamie Jensen) Jamie again thanks Jen for attending B.A.S.H on behalf of the BOD. Gross amount raised was $184,000, with net being shy of goal of $162,000. B.A.S.H. Jamie called out some changes to silent and live auction, with fewer items overall. Jamie anticipates that MPMF board will approve funding for the SANE program with B.A.S.H. proceeds. Dr. Burrow's presentation went very well. Dr. Burrows provided an excellent case for the need for a obstetric ultrasound with a compelling patient story. Jamie shares this equipment will also likely be funded by MPMF. Handwritten cards are being sent out to donors.86 businesses have given out gift cards as well. Tickets for BASH were nearly at capacity.

Grant monies of $75,000 have come in this year. Al Pomar awarded MPMF with $10,000 from an outside nomination for behavioral health. Other grants to support behavioral health: $ Grand County Board of County Commissioners - $5,000 and Rocky Mountain Health Foundation- $15,000. Local organizations also supported the SANE program specifically with Mountain Parks Electric granting $25,000 and Grand Foundation $10,000. Freeport McMoran grant application will be completed soon and awarded in 2027 and will be for ongoing costs. Jamie celebrates new successes.

Country BASH will be held, but date has not been selected. Date will be tentatively in the first 2 weeks of October. Homecoming is October 3rd, and one Board suggestion is for a hay quality contest to be held during Country BASH or for a subsequent year.

Board queries how search for new board members is going. Foundation bylaws allow for a flexible number of members, between 5 and 13. Since fundraising is the current focus, board recruitment is on hold. MPMF is currently heavily working with PRIDE Philanthropy foundation with an emphasis on building relationships with major donors. Jamie stresses that MPMF is hoping to fill the empty seats with members deeply connected to community in ways that would aid fundraising efforts.

Board queries around the Wellness Center project and DOLA funding timelines. Jason shares that final bit of locker room construction is currently being completed and DOLA funding timeline goes into 2027. Tiffany shares that chamber mixer will be held in the Gym on July 29th and the team is pushing for material completion by that point.

Jamie discussed West Grand Early Childhood Center request. MPMF does not feel like this request matches their mission. Though it is a worthy cause, it is not the MPMF's priority cause at the moment. Hospital Board plans to revisit how to support this community organization in the future.

Jamie discusses decision not to hold the BLAST golf tournament. At the advice of the consultant group, this event was eliminated because the calendar was considered too event heavy. This will allow for time for cultivating donors.

Board Chair Report (Chris Murphy) Jen and Chris were able to attend the SDA regional workshop and found that workshop was very helpful. Information on board responsibilities and meeting protocols was provided. Section on mill levies was also very relevant. Legislative updates was also quite interesting and pertinent. SDA conference will be held from September 15-17th. Please reach out to Rosalie if you are interested in attending.

Potential for an upcoming board training was also discussed. Jason discusses potential topics, and requests feedback on topics that the board is interested in. Scheduling and topics will be further discussed at the next meeting.

CFO Report (Ray Moss) Ray shares Finance Team's work on an employee retention credit program with an upcoming deadline in July with the IRS before it closes. This is known as the Employee Regency Program. Ray describes prior application in a former hospital he applied for. Ray anticipates that this will generate $1.5 M which will be split between a contractor, Sage, and Middle Park Health. The partner feels like MPH will meet the criteria and will be paid on contingency. This program is a comparison of pre, mid and post-COVID volumes. This will be a pickup on another revenue line and will reward MPH for work already done.

Board queries about sweep account performance. Cash position is not high enough to allow MPH to benefit from the sweep account materially. Days Cash on Hand would need to be at 95-96 in order to see more benefits. However, Ray provides the information that cash investments strategically placed in Colorado Trust are doing well, earning around 4.4%.

Ray provides an update on the ERP transition. Jonathan Van Der Walt is point person on implementation meetings and coordinating with multiple parties involved. Implementation efforts are going well thus far.

CNO Report (Amy Binkley) Amy reports that there have been no OIG complaints or issues. Xsolis data breech update was provided. A third party will be contacting the patients and MPH has provided the patient information for the affected patient population. Xsolis is a case management platform.

Two tabletop exercises have been completed to help with Emergency Preparedness. One was on winter weather and the other was on wildfire. Everbridge is MPH's emergency notification system, so this was tested. Incident Command was implemented as well. Quality/Emergency Management Team also attended a regional drill with the Northwest Region Healthcare Coalition. This discussed an airborne outbreak. Three PPE carts were provided free through this opportunity, including isolation breathing machine gowns and fit testing equipment. Amy thanks the quality and infection prevention teams for their hard work on this event and equipment procurement.

Traveling staff has gone up to 14 travelers. Open position in Employee Health/Infection Prevention was discussed. Several internal and external applicants will be interviewed this week. CDPHE was onsite this week and next week for mock drills for SPD and OR. Minimal areas of concern were identified. Infection Prevention has been the area of emphasis for the mock drills. Surveyor remarked at the cleanliness of our facilities.

Hand Hygiene secret shopper scores are at 96.7% and Surgical Site Infection rate is at 1.52, which is higher than optimal. In 2026, MPH has had 2 SSI out of 130 cases and there does not seem to be any commonality. There has been no CLABSI, CAUDI or MDRO infections. 2 C. diff infections were community acquired. Animal bites have been on the rise, as well as Ticks. Tick borne infections are possible, though Lyme disease is not currently in Colorado.

Amy discussed Quality Team's efforts on becoming a High Reliability Organization. Additionally, Spirit Team's activities and efforts were applauded by board and leadership teams.

CMO Report (Dr. Stuerman) Dr. Stuerman shares that Dr. Gray has added a third clinic day each month. Recruitment for ED Physicians is wrapping up, and Dr. Pinz will be starting on July 8th. Dr. Stuerman reiterated Amy's comments about animal bites and interations and has shared that there was some recent bat activity that lead to rabies vaccinations as well as blood tests. Fraser ED has seen 2500 patients in its first year, with 99 admissions and 420 pediatric patients. Dr. Stuerman estimates that the number of flights out were 25-30. The increased number of hospital admissions were emphasized as well.

Dr. Stuerman recently met with Dr. Winston Tripp from Saint Anthony's Hospital- Lakewood, and additional 20 beds have been added to decrease patient boarding. Dr. Olaff from Denver Health will be providing Trauma Education at the trauma meeting in July. Rural Health Transformation Program was discussed, and community partnerships in applications are being sought. Dr. Stuerman also shared transfer data. Board expressed appreciation on the efforts of the MPH team to improve relationships with EMS.

CEO Report (Jason Cleckler) Jason provides an overview of the Board Expansion Packet provided to the board members. MPH leadership goal was to put together a comprehensive overview of the process and reasoning behind expansion that would be durable into the future. Board and leadership discussed current mill levy and challenges with the decrease in tax revenue. Jason shares that many residents in the area likely do not realize that these mills are not coming directly to KMHD.

Board and Leadership discuss potential of Trauma Coordinator to provide more background on the Trauma Survey in September. The board is encouraged to attend, and requested information on how to support MPH's Trauma Team best.

Jason shares the presentation that he led recently on CEO resilience. Webinar discusses challenges that CEOs face with pressure to provide certainty while operating alone. Silent stress can take its toll. Turnover year over year from 2025 to 2026 has risen 32%. However, without consistent leadership, an organization sees many struggles.

Jason shared additional details about the RHTP program. The state of Colorado will administer the application process for the $200 M received. Application is due early in August, and Bethanie Reynolds as well as MPH team will be turning information over to the Foundation's grant writer to polish for the application.

Jason detailed recent CHA conference and networking with CEOs. Overwhelmingly, this group of CEOs expressed concerns about revenue cycle. Jason introduces Jessica Wilson, who is Imaging Director as well as a subject matter expert in Lean Six Sigma. This is a process improvement strategy that will be used to implement MPH's various initiatives.

Jessica Wilson shared details of the Revenue Cycle "Sprint" and results will be shared in July as well. Multiple meetings between MPH's revenue cycle team and BC Services have really been opportunities for understanding. Once the sprint has been completed, a full debrief is planned and then additional planning for implementation into the future will occur. Jessica emphasized the importance of following the same process each time. However, in this case, a sprint of very targeted efforts was used to get to a short term goal. Details on the different tactics of BC Services were shared, such as Coverage Discovery, Early Out Settlement and Bad Debt Settlements. Additionally, Medicare and Medicaid collections were part of the sprint.

Jessica Wilson also talks about next steps for the Process Improvement initiative for Revenue Cycle. This will be the phase ware the root causes are explored, and application of all the lessons learned from the sprint will help MPH sustain the momentum. Additional opportunities for other Process Improvement initiatives were shared.

Board Discussion

Board discusses ways to support EMS with their accreditation. Team acknowledges the impacts of the Fraser Campus on patients and EMS.

Board discusses Josh Neff's departure from his current role at Common Spirit and thanks him for all of his interactions over the years. Josh will be taking on a new role in Montana and his last day with Common Spirit is July 2nd. Josh shares parting good will with the board as well. Jason will be reporting to Ryan Tobin of Common Spirit after Josh departs.

Executive Session. Personnel Matters. §24-6-402(4)(f), C.R.S. CEO Evaluation. Mike makes a motion to move into executive session at 8:37 and Kim seconded the motion. Motion passed unanimously. Executive session was attended by board members, Jason Cleckler and Josh Neff of Common Spirit. The board exited the executive session at 9:55 pm.

Following executive session, board members discussed annual compensation and at-risk compensation for MPH CEO. Mike made a motion to accept annual compensation and at-risk compensation plan as presented and Kim seconded the motion. This motion was carried unanimously.

Motion: A motion was made by Dawna and seconded by Jenn to adjourn the meeting at 10:05 pm. **Motion adopted on a 5-0 vote.**

Christina Murphy
Chris Murphy, President

K. Cameron
Kim Cameron, Secretary/Treasurer

Approval Date: 7/30/26

Minutes taken by: Rosalie Rust