KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, July 30, 2026

With meeting notice, Chris Murphy called the Kremmling Memorial Hospital District board meeting to order at approximately 6:01 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- absent excused*; Kim Cameron; Dawna Heller [Virtual]; Jennifer Harvey

Non-board attendees present: Jason Cleckler, CEO; Dr. Jason Stuerman, CMO; Ray Moss, CFO; Amy Binkley, CNO; Rosalie Rust, Executive Assistant; Emma Caldwell, Decision Support Analyst; Jessica Wilson, Director of Imaging and Lean Process Improvement; Tiffany Freitag, Director of Business Development; Dr. Michelle Lupica, Trauma Medical Director; Jennifer Lisenby, Trauma Nurse Coordinator; Andy Radzavich, Director of Middle Park Medical Foundation [Virtual]; Laura Wooldridge, Director of ED/Inpatient [Virtual]; Jamie Jensen, Middle Park Medical Foundation President [Virtual]; Ryan Tobin, Common Spirit – Market President, Greater Denver, Mountain Region [Virtual];

Conflicts/Potential Conflicts of Interest

No Conflicts/Potential Conflicts of Interest were disclosed.

Agenda Approval

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

Public Comments

Jason Cleckler introduces Ryan Tobin, Common Spirit Group President, who will be taking over for Josh Neff. Jason Cleckler will now report to Ryan Tobin. Ryan is planning to attend the next meeting in person. Both Jason and Ryan served on the CHA board at the same time.

Minutes Approval

Motion: Kim made a motion to approve the minutes with corrected list of attendees from the June 28, 2026 Board Meeting and Jen seconded. **Motion adopted on a 4-0 vote.**

Reports of Good News (Jason Cleckler)

Sports Physical Days Granby facility served 114 student athletes today; in Walden, 25 student athletes were served. This is free outreach provided by MPH to the community.

Blood Drive Blood Drive was held in Granby today at Sun Outdoors. 28 individuals donated

blood.

Best of Grand Voting for the Best of Grand contest closes tomorrow. Middle Park Health and Middle Park Medical Foundation both have nominations for multiple recognition categories.

Chamber Mixer Event Last night, the Kremmling Chamber Mixer Event was held in the Wellness Center Gym. This was another great chance to highlight the newly refurbished gym.

Western Healthcare Alliance (WHA)Conference Dani Burggraff, a member of MPH's quality and risk department led a breakout session. Team members are capitalizing on opportunities to network through the state, both to promote Middle Park Health as well as learn how others are doing.

Trauma Letters of Support (Dr. Lupica, Jennifer Lisenby) Dr. Lupica serves as the Trauma Medical Director for Fraser, Granby and Kremmling. Jennifer Lisenby is the Trauma Nurse Coordinator for the Kremmling location. Together, they shared a letter of support for the board to sign which will be submitted prior to the Trauma Survey being conducted in early September. This survey will allow MPH to continue its level 4 trauma certification. Dr. Lupica invites board, community, admin and hospital staff to join the Trauma team during the upcoming surveys in Kremmling and Granby. A good showing of support makes a big impact on the surveyors as well. Dr. Lupica indicates that a letter will demonstrate the hospital board's support of the trauma program best.

Jason requests that the Trauma team, or one of their members, provide some education at the upcoming August board meeting. Prior presentations were lauded, and board would appreciate the opportunity to learn more.

Motion: Jen made a motion to for board to sign the Letters of Support for Granby and Kremmling Trauma Programs and Kim seconded. **Motion adopted on a 4-0 vote**

Performance Improvement Summary (Phil Wharton, Jessica Wilson) Jason provided background on the performance improvement "sprint" which was undertaken as a method of being proactive with revenue cycle challenges. MPH collaborated with BC Services. Phil shares that the project brought in $6,200,000 by June 30th. Jun achieved just shy 130% of cash goal, and $1.43 M above the original goal set by BC Services. Recovery gains were shared for specific situations, such as Medicare, Medicaid, Single Case agreements, and AARP Secondary Insurance recovery. Phil shares that June had reached a high for PB billing recovery. July also remains on pace to meet 126% of cash goal.

Jessica Wilson discusses the type of process improvement used during the sprint as well as a more in-depth process that will be used for upcoming projects. The goal is to make the changes systematically. Jessica discusses the need to define, measure and analyze the

information provided, especially following the sprint period. This will help MPH solidify changes. Billing Process Improvement has been kicked off. Surgical preference cards and surgical margins projects will be upcoming as well. Board and leadership team thank Jessica, Phil and BC Services team on their efforts and education. Jessica will continue to provide updates in the future.

June 2026 Financials (Ray Moss) Revenue year to date is up 1% to budget. A large portion of this change is Fraser opening one year ago, which is indicated by a jump of 26% year-over-year. Total operating expenses remain relatively flat. This means that MPH is focusing on cost containment, not cost control. Ray explains an included metric EBITDA (Earnings before Interest, Taxes, Depreciation and Amortization), which indicates MPH is running 84% to budget.

Ray explains how the June Revenue Cycle Sprint in conjunction with BC services moved the gap between actual cash collections vs. target from a $2.4M gap to a $1.7M gap. This equates to an improvement of 10 days cash on hand. This means that we are at 22 days above our floor, a large improvement. Overall, these enhancements have improved MPH's financial forecast through the end of the year. Debt service coverage ratio indicates that more debt could be taken on to pay for the MRI

Motion: Kim made a motion to approve June 2026 financials year-to-date, and Jen seconded. **Motion adopted on a 4-0 vote.**

Consent Agenda

a. Credentials Report- July 23, 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.

1. Review/discussion of approval of privileges for:

- Jannie Bolotnikov, MD, Full Active Privileges in Emergency Medicine
- Michael Maurantonio, MD, Full Active Privileges in Emergency Medicine
- Dustin Urban, DO, Full Active Privileges in Emergency Medicine

Next Meeting: August 20, 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. MPH Annual Report
c. BOD Quality Report

d. Policy Committee Report
e. SDA Compliance Calendar
July 30th: File audit report with State Auditor within 30 days after the report is received, but not later than July 30, or file request for extension of time to file audit. Section 29-1-606, C.R.S

July 30th: Submit audit report 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.

August 25th: County Assessor certifies district's valuation for assessment (preliminary). Section 39-5-128(1), C.R.S.

Motion: Jen made a motion to approve consent agenda, and Kim seconded. **Motion adopted on a 4-0 vote.**

Communication Report

Board Chair Report (Chris Murphy) Board discusses schedule and topic for upcoming board training with leadership team. Jason explains that prior board trainings were heavy on governance education. He feels it is time for something different. Instead, Performance Improvement presentation is planned, as this strategy is a big part of how the organization will be operating. Board training will be within the 2 hour range and timeline of a Friday in September.

Board members were reminded to reach out to Rosalie if they are interested in registering for the SDA conference in person or virtually.

Board voted to approve the 2026 metrics for Jason that were provided.

Motion: Jen made a motion to approve 2026 performance metrics for Jason Cleckler and Kim seconded. **Motion adopted on a 4-0 vote.**

Foundation Report (Andy Radzavich, Jamie Jensen) Country BASH will be held October 10, 2026. Walker Williams will be the musical performer. The airport hanger may not be available, so location is TBD. Foundation has approved up to $5000 to be used in conjunction with Middle Park Health for the Middle Park Fair and Rodeo's Junior Livestock Auction. This will share the costs of the purchase of the steer.

Andy provides details on the Foundation's new "Keeping Life Grand Initiative". The goal will be

to raise $3 M by end of 2028. Four different committees, segmented by gift size, will focus their strategies on different types of donors. Since January 1st, Middle Park Medical Foundation has raised $360,000. Andy recognized Blue Valley Ranch for donating $12,000 of gym equipment for the Wellness Center. MPMF's present goal is to grow their fundraising net as well as to grow their roots in the community. Andy also shares that $70,000 in grants have been raised from El Pomar, Rocky Mountain Health Foundation, The Summit Foundation, the Grand Foundation, and Mountain Parks Electric. MPMF has now been able to fully fund the SANE program as well as commit to a purchase for a new ultrasound for Dr. Burrows, which will help keep care local.

CFO Report (Ray Moss) Ray provides an update on the ERP implementation. New general ledger has been generated and locations are established. MPH is working with Common Spirit to get data out of the Lawson system and integrate that into NetSuite. Once the data integration is completed, finance team will be able to interact to make sure reports and tools are sufficient. Ray estimates that MPH will be moving off Lawson in February or March.

Budget work is beginning, though it will not be in NetSuite this year. Finance is expecting to have a preliminary budget for the board in the September board meeting.

Ray addressed the West Grand Early Child Care Support Strategy and the organization's strategy to support childcare throughout the county. More work will be done to identify and delineate a more thorough community childcare support strategy in the future for licensed childcare that serve MPH employees. Ray shares that this will likely fall under Tiffany's area of expertise. Board provided direction to move forward with plan as outlined.

Board provided guidance on plans to purchase a steer in conjunction with the foundation for multiple purposes. Mike Ritschard and Ray Moss will attend the auction.

Charge master price analysis project was discussed, as well as a project that will be required to meet new requirements regarding price transparency. Charge master analysis helps ensure proper codes are being used and prices for those codes are similar to MPH's competitors. Bids from Wipfli and Eide Bailly do not combine the price analysis project with the transparency file project. The transparency file will need to change due to new regulations.

Team discusses CHA Annual Summit in September. Ray Moss proposes to move board meeting to Friday, September 25th so conference attendance for the SLT team is possible. This board meeting will be changed.

Ray discusses a proposed change in legislation that creates a larger pool of patients that qualify for Hospital Discounted Care by raising the income cap to qualify. This may complicate collections and slow patient payments.

BMO Bank in Kremmling is closing in October. Commerce Bank will be a beneficial option for

the MPH lockbox because cash inflows and cash disbursements will be with the same bank. This allows for a better cash reconciliation process that is electronic. Certain accounts will still remain with BMO. Board resolutions to establish new signers and to establish new bank accounts.

CNO Report (Amy Binkley) Amy draws attention to the Annual Report of Services included in the board packet. This report is a collaboration between the quality team and the marketing team. Finance team also assisted in providing many of the statistics used in the report.

Amy shares that there were no OIG complaints or concerns in the prior month. Town Halls will be held in August, and the theme will be process improvement. August Birthday Bash will be a biscuits and gravy breakfast which will help night staff to be able to attend. Board members are invited to attend these events.

Amy describes the team approach that has been required to apply for the RHTP grant (Rural Hospital Transformation Program). Bethanie Reynolds has taken the lead, with Sandy, MPMF's grant writer, helping with the application process. The grant request is around $10M. Jason shares that the team will send a finalized copy to the Board to review.

No changes were reported in Traveler staffing numbers, with the current number at 13. Amy describes a staffing need for attendants to assist in one-on-one observation of patients on an M1 hold. This will be a PRN, as needed, shift. School supply drive supports both East and West Grand Students. Employee Health/Infection Prevention Nurse position has been filled by Brene Belew Ladue, RN. She has extensive experience and had worked for Grand County Public Health. Fraser Specialty Clinic Off Campus Location License has been received and table-top review completed. Thanks were given to the team for completing the data compilation. This is a hospital outpatient department.

CMO Report (Dr. Stuerman) Emergency Department numbers have increased year over year. Fraser saw 24-25% more patients in July than last year. Granby ED is seeing an average of 20 patients a day and there have been days where 30 or more patients are seen. Staff are working really hard and giving excellent care!

Dr. Stuerman described a recent visit with Goodland Regional Hospital who traveled to visit from Kansas. They are considering working with Common Spirit in an affiliation and MPH team met with them to review benefits and challenges that could occur.

Dr. Paulsen, Clinic Medical Director, has announced he is planning to retire. Date of retirement is unknown presently. His position has been posted and he will be missed. Dr. Pinc, new ED Doctor for MPH, has joined the group and is really fitting in. Dr. Paul will be joining MPH ED team in October at which point MPH will be fully staffed with ED physicians.

Dr. Black and Dr Thompson, SOSI Orthopedists, have continued to see patients and do surgeries. Dr. Pfeiffer is still continuing as well. Dr. Fabian and Dr. Ratcliff just did a large

surgery together today.

Dr. Stuerman describes a portion of the RHTP grant that is focused on community partnerships. It will be called Grand County Mountain Region Care Coordination and Specialty Care Network. This network will focus on integrating emergency care, specialty services, behavioral health, advanced diagnostics, chronic disease management, EMS, telemedicine, rehabilitation/swing bed, workforce development, and community partnerships. Emphasis of getting patients to the right place at the right time for the right care is the approach. Dr. Stuerman thanks Bethanie Reynolds and Jessica Wilson and all others on the team for the work for this application. Board echoes this sentiment.

CEO Report (Jason Cleckler) Jason clarifies that visiting team was from Goodland and Atwood, a two hospital organization in rural Kansas. Jason emphasizes the commitment to helping out other rural hospitals throughout the state and region, and certainly those within the Common Spirit partnership. MPH's prior CFO Derek Lorenz was from this organization. This hospital system will be transitioning from Athena to Epic. MPH's focus on region's rural health network will also lead to another visit. Team from Telluride Hospital will be touring several of MPH's facilities as they are working towards building a new hospital. They may want to be able to become a level 4 Trauma center, COPPER designation, and may also look at adding inpatient care.

Jason discusses the continued conversations with BC Services which will focus on what continued support they can provide now MPH is entering the ultra-marathon phase of the project. This has been a great relationship that will continue into the years ahead.

Motion: A motion was made by Jenn and seconded by Chris to adjourn the meeting at 7:15 pm. **Motion adopted on a 4-0 vote.**

Christine Murphy
Chris Murphy, President

K Cameron
Kim Cameron, Secretary/Treasurer

Approval Date: 6/25/26

Minutes taken by: Rosalie Rust