KREMMLING MEMORIAL HOSPITAL DISTRICT
d/b/a Middle Park Health
Board of Directors Meeting Minutes
Thursday, August 27, 2026

With meeting notice, Chris Murphy called the Kremmling Memorial Hospital District board meeting to order at approximately 6:07 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, President; Mike Ritschard, Member; Kim Cameron, Secretary/Treasurer; Dawna Heller, Vice President; Jennifer Harvey, Member

Non-board attendees present: Jason Cleckler, CEO; Ray Moss, CFO; Amy Binkley, CNO; Dr. Jason Stuerman, CMO [Virtual]; Dr. Michelle Lupica, Trauma Medical Director; Rosalie Rust, Executive Assistant; Emma Caldwell, Decision Support Analyst; Jessica Wilson, Director of Imaging and Lean Process Improvement; Tiffany Freitag, Director of Business Development; Ann Hermansen, Trauma Nurse Coordinator [Virtual]; Andy Radzavich, Director of Middle Park Medical Foundation [Virtual]; Mike Wilson, Director of IT [Virtual]; Bethanie Reynolds, Director of Quality, Risk, Emergency Management and Care Coordination [Virtual] Tiffany, Director of Business Development

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

Minutes Approval

Motion: Jen made a motion to approve the minutes of July 30, 2026 Board Meeting and Dawna seconded. **Motion adopted on a 5-0 vote.**

Reports of Good News (Jason Cleckler)

Buffalo Days Parade Staff were thanked for being a part of Grand Lake's Buffalo Days Parade.

Middle Park Fair and Rodeo Jason shares the Cliffview Team's gratitude for receiving donations of meat from 2 steers, 2 lambs and 1 pig.

School Supply Drive Employees and Patients have gathered school supplies to donate to East and West Grand School Districts.

EMT Clinical Education West Grand High School is offering a EMT course and have

contacted MPH to do clinical rotations. Discussion ensued around marketing of this collaboration.

Trauma Survey Presentation (Dr. Lupica, Ann Hermansen) Surveys of MPH's Trauma programs will be conducted next week. Board and leadership involvement in the opening of the review was encouraged. A strong showing demonstrates how invested MPH's leadership team is in the Trauma Program.

Presentation of Kremmling's Trauma program was provided to the board. Kremmling demographics were reviewed. Kremmling's position as a destination for outdoor enthusiasts was shared. Service area of the Kremmling Trauma program is over 900 square miles and mutual aid from Routt, Eagle, Jackson and Summit counties is provided. Kremmling Campus has 2 Trauma Bays, 2 ED Exam Rooms and 3 Inpatient rooms with many additional service types and designations available. 20% of ED visits were injury related, and 18% of that number were pediatric injuries. From July 2025 – June 2026, 31 Trauma Team Activations were initiated. Fractures, Internal Organ Injury, Brain Injuries and other were the types of transfers and admissions most commonly seen. Grants for Community Outreach helped with community education and Trauma Performance Improvement Projects. Additional resources for communications and head injury program were also received. Project Improvements and Quality Improvements were reviewed. Readiness and Simulation help to keep team member prepared for a multitude of situations. Area Trauma Training course was held in Fraser.

Granby presentation was also shared. Granby's seasonal variation is larger than Kremmling's and visitor days have been increasing year after year. Each township has a different niche within the system. Granby Emergency Department has 7 ER beds and a 2-bed trauma bay. Inpatient rooms, pre/post op and 2 operating rooms as well as auxiliary services make up the Granby Campus. Granby had 4,6000 ER Visits, of which 1,121 were injury related. Overall, there were 142 trauma registry inclusions. Top injury mechanisms in Granby were falls, struck by or against an object, and motor vehicle crashes. Granby also has the same types of Project Improvements and Quality Improvements. Dr. Lupica shares that Kremmling was the first designated level 4 Trauma facility in the state of Colorado. It first achieved this level of accreditation in the 1990s. She also shares that we have 3 designated trauma centers within the county. Leadership calls out the excellent job the team does on both surveys as well as on a day-to-day basis.

July 2026 Financials (Ray Moss) July was the highest grossing month in the summer and came within 2% of meeting budget. Foundation funds of $500,000 were realized other revenue sources. Together, this put MPH at 20% of prior year. August is expected to be robust, however September has been budgeted for a loss.

MPH employee health insurance plan has driven unfavourability in labor. High dollar claims

against the plan will likely continue throughout the rest of the year. By the end of the calendar year, it is anticipated MPH health costs will be around $2M more than the forecasted liability. Anette Morrow, MPH's HR director is working with MPH's insurance broker to model what changes should be made to the health plan to correct for this. Borad queries how this item is budgeted for. It is based off the last 18 months of actuarial reports. Average demographics and statistics for MPH employees are considered. Upon hearing that 2 companies declined to bid on MPH's plan, Board queries on why this would occur. MPH's choice of a self-funded plan, that has lowered costs inside MPH, is part of the reason. Possibility of partnering with other community partners on health insurance was discussed.

Supply costs are at 9.5% of revenue, due to a larger portion of MPH's volumes coming from surgery than ER presently. High cost surgical items affect this cost more than other areas. Other operating expenses have been kept low, partially due to scaling back marketing budgets over summer and during shoulder seasons. EBITDA is off by 13%; however, EBITDA is up 27% from prior year. Budgeted net revenue by end of year is $580,000.

Board expressed appreciation for financial education that is provided in the employee newsletter. Emma Caldwell, MPH's decision support analyst, crafts these pieces.

Statistics reveal the same pattern as previous month. MPH is ahead of last year but behind budget in many categories. Admissions, GI procedures, pain injections, clinic visits, rehab and infusions are all ahead of prior year and budget.

Patient accounts receivable show a continued trend of patients shifting to self-pay, and opportunities to improve days in AR are still available. Jess is heading the performance improvement project to enhance revenue cycle. Jason details the challenges of collecting within the Hospital Discounted Care Program for self-pay patients. More messaging about the HDC requirements for billing was suggested.

Cash collection trend lines moved from $1.4M gap between to $167,000, around a 10th. This improvement is due to the sprint and the residual billing and collection after the sprint. Some of the cash collection improvements MPH teams are hoping to implement may be addressed as part of the Rural Healthcare Transformation Program. Days cash on hand are currently at 104, and forecasting for 114 by end of year. Debt Service Coverage Ratio shows MPH still has capacity to borrow and is well within the parameters.

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

Change of Lock Box Services / Operating Accounts from BMO Bank to Commerce Bank

Ray provides additional insights from moving bank accounts from BMO to Commerce. Single

cash posting employee is posting for the entire organization, and Commerce's tools can take some of the cash posting off her plate. Additionally, money flowing in through Commerce will map to accounts in Epic automatically. Checks will be cut by Commerce bank instead of being cut manually, which will create a more efficient workflow. Ray also provided a timeline of implementation and detailed the steps to accomplish the needed changes. Additionally, lock box and payroll system setup will require some additional work. Ray provided a summary of each BMO account, Mountain Valley Bank account, and UMB account presently, and provided information on which would close and which would shift to Commerce and which would remain. Two resolutions below would set these changes into motion.

Resolution 2026-08-01: Resolution to open new bank accounts at Commerce Bank

Motion: Mike made a motion to approve Resolution 2026-08-01, and Kim seconded. **Motion adopted on a 5-0 vote.**

Resolution 2026-08-02: Resolution to close accounts held at BMO

Motion: Dawna made a motion to approve Resolution 2026-08-02, and Mike seconded. **Motion adopted on 5-0 vote.**

Additionally, board voted to approve the change of Lock Box Services from BMO Bank to Commerce Bank.

Motion: Jen made a motion to approve said change of Lock Box Services, and Kim seconded. **Motion adopted on a 5-0 vote.**

Additionally, board voted to approve the change of Operating Accounts from BMO Bank to Commerce Bank.

Motion: Jen made a motion to approve said change of Operating Accounts, and Dawna seconded. **Motion adopted on a 5-0 vote.**

Report on Performance Improvement Project

Jessica Wilson reported out that while efforts have continued to drive down days in Accounts Receivable, this will convert to a long term solutions phase. Additionally, a performance improvement project to reduce billing complaints. This has gone through the define and measure phases of the project and will next review the data to determine root cause(s). This work will lead to the solution phase and implementation phase. Some parts of the solution may be educational pieces, and other solutions may be changing ways that current practices may be lengthening the billing process. An additional project on surgical preference cards that will result in data on surgical margins has been initiated. Board expresses appreciation of team's

efforts to tackle the billing issues.

Board Education Item Article was included; *Critical Questions: What is the board's responsibility for ensuring a positive workplace culture?*

Consent Agenda

1. **Consent Agenda**
   a. Credentials Committee- August 20, 2026

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

Review/discussion of approval of privileges for:

- Karissa Crespin Abele, PA, Full Active Privileges as a Physician Assistant
- Emily Cleary, DPM, Full Active Privileges in Podiatry
- David Nicholson, CRNA, Full Active Privileges as a Certified Registered Nurse Anesthetist
- **Justin Howard, CRNA, Full Active Privileges as a Certified Registered Nurse Anesthetist**

Next Meeting: September 17, 2026

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

b. Quality Report
c. Policy Report
d. SDA Compliance Calendar
   September 30, 2026: *If the State Auditor has granted extension of time to file audit, this is the final date an audit may be filed. Failure to file the audit may result in the State Auditor authorizing the County Treasurer to prohibit the release of any monies which were generated pursuant to the taxing authority of the district until the district submits an audit report to the state auditor.*

It was noted that a new provider had been added to the credentials section of the consent agenda (in bold)

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

Communication Report

Foundation Updates (Andy Radzavich) Country Bash will be held October 10th. Steer from Junior Livestock Sale will be utilized for the event. George Rojas and his company, Grand Q, will be hickory smoking the meat. Walker Williams band will return for the event. Location is still uncertain, but will be at either the CU Dance Hall or the hanger. Gym is too small. Online ticket sales will be open very soon. Fundraising will be for workforce pillar, capital pillar and program pillar. A Country Bash committee will be formed to help.

Andy outlined the fundraising committees which the foundation has formed. These committees will focus on giving at various dollar amounts. These will help the foundation reach its overall goal of raising $3M within 3 years. First tier level is signature gifts committee, for major donors of $50,000 or more. Second tier level is called the special gifts committee and is for gifts between $10,000-$50,000. The third tier is the same dollar amounts but deals with business donations- the business gift committee. Annual gifts committee will be focusing on donors giving between $0 and $1000 annually. Each committee is focused in different ways on spreading the word and getting more people involved. Consultants are training committee members on how to connect, cultivate and close gifts for the foundation.

Board Chair Report (Chris Murphy) Chris reminds the Board that the next regular meeting will be held on the morning of Friday, September 25, and will be followed by a board training.

CFO Report (Ray Moss) Ray cautions that 2027 will be a tough budget year. Inflationary costs are met by stagnant reimbursement which affects the overall budget picture. ERP implementation is progressing and is running into some challenges with getting data needed from Common Spirit. MPH's system is built, but empty. A designated resource in their implementation teams should be helping with this. GPO data has been provided but because costs are proprietary to common spirit, cost information has not been provided to load into the new system. This is currently being negotiated. This has set our timeline back by 30 days

New payroll/HR system will be underway as well. MPH will likely receive an improved product that will assist with pay differentials and complex scheduling situations, and improved customer service, for roughly the same cost.

A quick overview of budget process and timeline was provided.

CNO Report (Amy Binkley) Amy thanks the trauma team for doing such a great presentation and for their hard work preparing for the survey. Surveys will be held in the conference rooms at each location.

No OIG complaints or concerns were noted. Traveler staff number has risen to 16. Amy reports out on several hard to hire positions that have been open for a long time have been

filled (OR circulator and MLT lab worker). Hand hygiene, which is monitored by secret shopper, was at 99.5% of observations.

Brene Belew Ladue, formerly in Public Health role, has joined our team as MPH's employee health/infection prevention nurse. Several PRN Patient Safety Attendant (sitter) roles have been added to monitor patients in an M1 hold, easing the burden on other ED employees. Staff are taking a recertification of the Essentials of Aggression Management course every 2 years.

One employee in Lab, Rehab and ED have each earned an advanced certification. Kasi Ludwig, MPH Pharmacist, and Ray MacKendrick, Director of Plant Ops, have partnered on improving pharmaceutical waste bins.

MPH is recognizing 54 individuals for the Years of Service award. Individuals reaching a milestone year of 5, 10, 15, and so on, will be honored at a luncheon in October. Recent town halls went well with the theme of base camp to peak performance. Focus for the Town Halls was also performance improvement.

Falls Committee is an interdisciplinary team that has reduced falls by 12% from 2025 to 2026. Carrie Sellke from Cliffview is also requesting a call light system for patient safety and this is anticipated to reduce falls as well. Additionally, visits per day will be monitored through the system to help determine when patients need a higher level of care. Board queries on the fall reduction programs and which interventions had shown improvements. Staff education and committee meetings have helped bring about this change.

September Birthday Bash is being sponsored by the MPMF. Foundation members will attend the barbeques, and employee giving is an emphasis, so staff can focus on giving back to their coworkers. Specifically, the funding is for scholarships and the employee assistance program. 150 employees have benefited from this program.

CMO Report (Jason Stuerman) In the Emergency Departments throughout the month, we have been seeing 13-15 per day in Granby. Fraser Hospital has ranged from 7-9 per day, and is trending down as school has started. Kremmling Hospital has remained steady at 5 per day.

Jason provides another thank you to the trauma team. Dr Pinz has fit in very well and patients are liking him. Dr. Paul will start on October 2. An interview with Dr. Hibbs will be coming up next week. Dr. Sturgeon has resigned from Middle Park to spend more time at home, but will continue to take some shifts PRN. Dr. Paulsen has announced his retirement, so recruitment for his replacement is underway. Dr. Black and Dr. Meininger have agreed to come to clinic in Fraser and to do more surgeries in Granby to support the communities' orthopedic needs. Lexa Johnson, SOSI APP, will be interacting with MPH physicians more and also help navigate the call system. Emily Cleary is joining SOSI as a podiatrist. She should start seeing patients here and Steamboat in 1.5-2 weeks. She will be seeing patients in the clinic and doing surgeries here. Suggestion was provided by board to reach out to the individual who had difficulty in the past with podiatry, which will be done. Physicians and wound care will be referring some patients to Dr. Emily Cleary, and marketing in social media and advertisements will be planned.

Dr. Stuerman also shares that MPH Emergency Departments have seen a surge in M1 holds at 50 patients. Because placement can take up to several days, the patient care attendants have been added, as well as other employees who can assist when needed.

CEO Report (Jason Cleckler) Jason reiterated that surgery volumes have increased, in part due to Dr. Burrows, OBGYN. MPH will provide its first hysterectomy in mid-September. This is a positive addition for the MPH community.

Jason details information about the Rural Healthcare Transformation Program, which is in its review period. As expected, the state received more requests than dollars available. The announcement should be received at the end of September. As this is a 5 year grant, the second year application is due soon as well. The focus of the grant is improving rural healthcare. It specifically addresses mental and behavioral health, employee retention and other needs.

Jason has attended several donor meetings over the last month. Next week, Jason will be presenting for the Mountain Region Common Spirit annual leadership summit. The topic of the presentation is how bigger hospitals can partner with smaller hospitals. The case study that will be used is the partnership between St. Anthony Summit and MPH for OBGYN care and to keep that maintained financially. MPH Leadership also met with East Grand School District officials, including new superintendent and new high school principal. Sports medicine and other types of partnership were discussed. Katz Amsterdam foundation meeting also went well. This foundation focuses on behavioral health, mental health and alcohol treatment. This is a potential partnership with Grand County Rural Health Network and the county. Board queries if the patient care attendant salary support might be a possibility for this grant. Team has also held recent meetings with Metro State University, which helps with the pipeline to future employees. Jason also details potential interest in education and classes within the count, citing several interested parties such as MSU, Colorado Mountain College and the former Secretary of Education for the state of Colorado. The county and Rural Health Network are all working together on the concept of opening a work hub where multiple services would be provided at the old Granby Elementary School building. School district and city are in a legal dispute about zoning, but the site has a lot of potential.

Old Business

Administrators of West Grand Early Childhood Center have received the notification that MPH will be providing a $10,000 donation.

New Business

Community connection night is being held at the school next Tuesday from 6-7:30. Participation is encouraged to support community members.

Several board members and senior leadership were invited to take the opportunity to round on Cliffview and ED night shift staff after the board meeting tonight.

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Adjournment

Motion: A motion was made by Mike and seconded by Dawna to adjourn the meeting at 8:07 pm. **Motion adopted on a 5-0 vote.**

Chris Murphy
Chris Murphy, President

K. Cameron
Kim Cameron, Secretary/Treasurer

Approval Date: 9/25/26

Minutes taken by: Rosalie Rust