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

With meeting notice, Chris Murphy called the Kremmling Memorial Hospital District board meeting to order at approximately 9:05 am 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 Absent Excused*, 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]; Ryan Tolin, Common Spirit Market President, Mountain Region; Rosalie Rust, Executive Assistant; Emma Caldwell, Decision Support Analyst; Jessica Wilson, Senior Director- Strategic Operations and Transformation; Tiffany Freitag, Director of Business Development; 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] Jamie Jensen, Board President of MPMF Board of Directors

Conflicts/Potential Conflicts of Interest

No Conflicts/Potential Conflicts of Interest were disclosed.

Agenda Approval

Motion: Dawna 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 August 27, 2026 Board Meeting and Dawna seconded. **Motion adopted on a 4-0 vote.**

Reports of Good News (Jason Cleckler)

SANE Program Site Review Sexual Assault Nurse Examiner Program has a site review recently, which went well.

Suicide Awareness Walk Middle Park Health and other agencies work together on this event, which was held last weekend. Evea McKogg, MPH RN, has spearheaded the planning efforts. This event is very important to highlight within the community.

September Birthday Bash BBQ MPMF supported the BBQ lunch birthday bash in

September. Fraser Campus was involved as well, which was very positive.

Introduction of Common Spirit Group President Ryan Tobin Last month, Ryan was able to attend MPH's board meeting virtually. This month, he was able to attend in person. Ryan will fill Josh's role as the Common Spirit leader whom Jason Cleckler reports to. Board expresses appreciation that he was able to come in person to our meeting.

West Grand School District Grant (Liz Bauer) Liz expresses appreciation of the MPH board for being open to listening and learning. West Grand School District has received a $10 million B.E.S.T. (Building Excellent Schools Today) Grant from the State of Colorado. West Grand was one of 17 school districts who received the grant. This grant does require a local match. West Grand Board of Education did vote to put a ballot issue on the upcoming ballot. Ballot Issue 5A will not increase taxes to help renovate needs to the Junior-Senior High School. Liz detailed updates to infrastructure and safety needs that are needed at the facility, including improving access to gym, asbestos abatement and fire suppression. West Grand School District was aware of the deficiencies to the building in 2006; however, funding was not available to make the improvements. Architect Interviews are underway presently. Much of the work would be conducted in Summer of 2027, with a completion date of August of 2028.

August 2026 Financials (Ray Moss)

In August, revenue was running flat to budget. For year to date, revenue continues to be behind about $1.4M. Much of the budgetary miss is due to surgery volumes that have not yet materialized. Middle Park Medical Foundation has contributed $600,000 to other revenue sources, as well as a few other grants. MPH's financial position is improved when compared to last year.

Larger than expected health insurance costs for our employees, including more high-dollar claims than anticipated, is driving the large miss to budget in labor. Increases in prescription costs due to tariffs and high dollar medications were discussed. Supplies and purchased services are also elevated due to different initiatives being pursued. ER and outpatient supply costs have been low relative to surgery supply costs, which has skewed supply costs up to 9% of net patient revenue. Some savings have been realized in the other operating expenses line item due to a seasonal approach to marketing. Depreciation and Interest are ahead of budget, with $400,000 more anticipated to improve non-operating expenses before quarter end. This gain will offset part of the net income loss. EBITDA is near a 1.7M loss, due to those labor and net patient revenue issues. Timeline of MPMF additional funding before year end was discussed and may be dependent on financial position.

Many service lines remain down to budget and up to prior year. Admissions, GI Procedures, Clinics and Rehab are up to budget and prior year. Ray explained a volume forecast which

broke down how many additional visits would be needed per service line to meet the budgeted volume for the year. Rationale for budgeting with seasonal visitation trends was explained. Historical volumes play into the budget process as well. Board discusses Dr. Burrows and her impact on the surgical volumes anticipated. Ray anticipates that next year's surgical volumes will reflect Dr. Burrows' developing practice. Dr. Burrows and Dr. Howell are both very beneficial to Middle Park Health. Patients who are expecting babies are expressing gratitude for their local care. Currently, Dr. Burrows is averaging 1-2 surgeries per week, and her clinic volumes are growing rapidly. Board expresses that this service line expansion is very impactful for our communities. Maternal Fetal Deserts are becoming more common, but MPH has been able to retain and expand OB/GYN care.

Patient Accounts Receivable trends reveal some positive movement. AR days have decreased by 5. Revenue cycle process improvements have driven this decrease. Hospital discounted care program, charity care, bad debt, and early-out initiatives were discussed. Preservice and time of service collections continue to be MPH's best opportunity to collect from patients. It is positive news that patients have begun to utilize the Commerce Bank HSF plans to pay for care at zero percent interest for the patient. As the PRS department receives additional staffing and training, additional success is expected in this area. Some restructuring to provide this staff with onsite leadership will provide more support and stabilization to the team.

MPH is at 108 days cash on hand, 33 days above the threshold.

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

Preliminary 2027 Budget

Ray provided information on 2024, 2025, 2026 forecast and 2027 budget for net revenue, operating income and net income. Net Income and EBITDA are anticipated to improve in 2027. Ray explains that EBITDA is much better due to removing interest and depreciation. Board requested additional details for the presented budget. Upon discussion, background on how budgetary numbers are compiled as well as information about what is included in which line item will be sent to the board for those who would like additional details. Supply costs are questionable due to tariff and supply chain issues that may lead to market volatility. This budget has been prepared with supplies budgeted for 8.5%, which is typical for MPH.

Ray explained a more measured approach to statistics. Due to the ER volumes of 2026, 1% over trend has been forecasted for this line item in 2027, which is likely more attainable. A 5% increase in clinic stats reflects the establishment of Dr. Burrows within the community, as well as continued growth for Dr. Gray. Visit counts for all other providers are increased by 1-1.5% year over year, which also reflects nurse visits. Provider schedule optimization to allow for

patients to be seen in a timely manner was discussed. Chronic Care Management is also part of the clinic visits. 3% charge master increase was included in the revenue budget increase. Discussion of negotiations with payors was also undertaken. Typically, that is in a three year cycle, usually initiated by the payor.

Capital Budget is at $3.2M. Many capital items have been deferred in 2026. Equipment , including the new MRI machine, is $1.5M. Facilities, including the MRI construction and Granby Rooftop Unit and Chiller replacement, are $1.5M. An apartment remodel of the Kremmling doctor's apartment will take place as part of the facility needs in the CAPEX budget. Software needs, such as the HRIS software mentioned last month, will be $95,000.

Board Education Item Article was included; Workforce Shortages: The Board's Role in Planning for the Future.

Consent Agenda

1. **Consent Agenda**
    a. Credentials Committee- September 17, 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.

a. Review/discussion of approval of privileges for:
    - Andrew Monforton, MD, Full Active Privileges in Radiology
    - Heather Reining, CRNA, Full Active Privileges as a Certified Registered Nurse Anesthetist

Next Meeting: October 22, 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. Granby Nurse Staffing Plan
d. SDA Compliance Calendar

October 15, 2026

i. Qualified person prepares and submits proposed budget to Board. Section 29-1-105, C.R.S.
ii. Schedule public hearing to consider adoption of budget. Arrange for publication/posting of the notice of budget and hearing. Section 29-1-106(3), C.R.S.

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

Communication Report

Foundation Updates (Jamie Jensen) Recent success with the campaign with new donations totaling $350,000 was shared. One donor has provided the option to use the donation for a match opportunity with the current employee donation drive. Foundation is hoping that $1M will be raised by end of year. This would be 1/3 of the level of the fundraising plan over 3 years. Jamie also discussed the increased effort to increase efforts in the employee giving campaign, which can allow for payroll deduction. These funds go directly to the employee assistance funds, helping MPH employees give to other employees in need. Another effort is centered around the hospital family, especially hospital leadership. The ability of the foundation to speak positively to hospital board and leadership donations also improves ability to fundraise. All MPH leaders are encouraged to become part of the annual giving club.

Jamie shares the unfortunate news that Country Bash has been postponed, likely until the new year. A Kremmling airport hangar, which was the site of prior Country Bash events, was not available. Therefore, a new site is being worked on. Anyone is welcome to contact the foundation if they have an alternate Kremmling location.

Within the community, the Lions club donated $3,000. Freeport McMoran is considering a $25,000 donation to help sustain the SANE program.

Board Chair Report (Chris Murphy) Chris shares that a new pediatric dentist is available in Winter Park, another great service for our community. Chris discusses board rounding and the success of the night rounding after August board meeting. Years of Service luncheon was highlighted as a favorite activity for the board to attend. This event rewards employees who have been working at MPH for 5, 10, 15, or 20 years.

Chris details the importance of board giving. During a recent meeting with Pride Philanthropy's Jim Lyons, he reiterated that 100% board participation is a question often asked. Board discussed donating the board stipend, which was previously voted to abstain from, back to the Foundation.

CFO Report (Ray Moss) Eide Bailly team will meet with MPH team virtually in October to do an evaluation of MPH's charges, which will be part of the larger billing process improvement. A 3% chargemaster rate increase has been budgeted for, but part of this meeting will determine the spread of that rate increase across charges.

DOMO, the data warehouse for the ERP system, will beginning implementation next week. This will help with margin reporting.

Anette Morrow, HR Director, discusses the plan to move to the UKG platform and move off the ADP platform. The UKG platform will provide the best resources for the HR, supervisory and employee team. UKG will allow for more complexity that this multi-site, multi-role organization needs. The implementation of UKG will automate HR processes and eliminate physical paperwork. Though UKG has better functionality and more modules, it will cost $66,000 less per year. HR will plan to launch this the first week of April. Ray explains that UKG is a preferred partner of NetSuite, so data flow between the programs will be optimal.

CNO Report (Amy Binkley) Amy shares that there were no OIG complaints or concerns in the prior month. Amy provides positive feedback on the Trauma Reviews, which will allow MPH Kremmling and Granby to remain a level 4 Trauma Center. UC Health was able to conduct a review of MPH's new SANE program. Local law enforcement, EMS, assistant DA, Advocates and other community partners were also part of the survey. UC Health's surveyors commented this was one of the top five surveys that they have completed. MPH also had a positive CLEA laboratory survey, with a few opportunities. Thanks were given to Dr. Lupica, Lyndsey Stuerman and all the nursing staff and leaders working so diligently on these reviews and surveys.

Amy discusses the MPH project "Moments that Matter". This will be a new Leadership training initiative. Amy is also involved in a nursing project through Johnson and Johnson and Saint Anthony's Hospital in Lakewood. This program partners nurses from rural and urban hospitals. Metro State University has also collaborated with MPH to provide higher education opportunities to RNs with an associate's level degree to obtain a bachelor's level degree for free through the support of the Thrive program. Apprenticeship programs will also be rolling out that will allow working staff to train while working and minimize the need to travel to the Front Range. Board expresses appreciation for these programs.

Patient Family Advisory Committee (PFAC) is up and running thanks to the quality team. Community members will be able to provide direct feedback to MPH through this program. Rural health network is coming onsite to help patients sign up for Medicaid or plans through the exchange. Amy also thanks all those who organized and walked in the Suicide Awareness Hike. Recruitment efforts have been positive. MPH recruiter has been heading to career fairs in the area. Traveler count is the same as last month at 16. Amy thanks the board for recent rounding and invites them to upcoming chili cookoff. Annual flu shots are also now available.

CMO Report (Dr. Jason Stuerman) Dr. Stuerman thanks Bethanie Reynolds, Jessica Wilson, and director team for their outstanding work on the RHTP grants. Collaboration and relationship building is continual. Inpatient beds have been added at St. Anthony's Hospital to minimize boarding. Efforts continue to work with Denver Health at the base of the mountain to keep more visitors and residents up here. Dr. Oliff, Denver Health's trauma surgeon, has been helping with this. EMS and MPH meet throughout the month. MPH leaders have been meeting

with Public Health to work on collaboration and improving relations. Dr. Stuerman congratulates the Trauma Survey teams and explains that Fraser survey will be held in the year of 2027.

Dr. Stuerman details physician recruitment for the ED. 3 new ED physicians have been hired: Dr. Pinz, Dr. Paull and Dr. Hibbs. Dr. Stuerman shares that for those patients who will be admitted or transferred, MPH has been able to keep 40% of those patients. Rural Health Clinics are in their survey window, as well as the hospital.

MPH leaders were able to meet with Precourt Mental Health in Vail area. Patients with needs for mental health care on an inpatient basis can be transferred there, and it is much closer. Dr. Stuerman details a case in the OR where Dr. Fabian was able to remove bile duct stones from a patient's bile duct with a specialized instrument. This patient would previously have to have been transferred. Dr. Cleary, SOSI podiatrist, has begun surgeries and seeing patients in Grand County. Dr. Meininger, Dr. Black and Dr. Thompson continue to rotate to Grand County for patients with orthopedic needs.

CEO Report (Jason Cleckler) Jason focuses on outreach efforts of the leadership team. He was able to speak at the Common Spirit Annual Leadership Meeting, detailing the OBGYN relationship between MPH and Saint Anthony's Summit. The focus was on collaboration between rural and urban hospitals. Jason Cleckler and Ray Moss also attended the CHA conference, which was a good opportunity to network.

MPH has invited candidates for local elections to come and speak with the MPH team. MPH does not support or endorse any candidates as a Special District. This is an effort to inform our employees and the candidates as well. Candidates for the Grand County Commissioner seat will be meeting with our team.

Executive Session. Items concerning mandatory nondisclosure under the Open Records Act. §24-6-402(4)(g), C.R.S. RHTP funds.

Executive session was informative in nature only. No board action was taken regarding executive session matters.

Adjournment

Motion: A motion was made by Jen and seconded by Dawna to adjourn the meeting at 11:17am. **Motion adopted on a 5-0 vote.**

Chris Murphy, President

~~Kim~~ Cameron, Secretary/~~Treasurer~~

Approval Date: 10/29/26

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Minutes taken by: Rosalie Rust