

Board of Trustees

April 28, 2025

A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, April 28, 2025, in Hospital Board Room D at Crawford County Memorial Hospital, Denison, Iowa.

Present on site during the meeting were Jay Mendlik, David Reisz, Vernon Sid Leise, Jon Schuttinga, Amy Schultz, Theresa Sheer (CNO), Heather Rasmussen (Chief Quality Officer), Rachel Melby (CFO), Erin Muck (CEO), Dr. David Wright (Chief of Staff), and Heather Wight (Recorder). Also in attendance were Tahlia Nelson (Revenue Cycle Director left at 4:26), Kelly Wieman (Rehab Services Director left at 4:32), and Angie Andersen (IT Director 4:51). Not present was Dr. Michael Luft (Chief Medical Officer).

CALL TO ORDER: The Board of Trustees meeting was called to order at 4:05 p.m. by Mendlik.

APPROVAL OF MINUTES

A motion was made by Schultz, second by Reisz, to approve the March 31, 2025, minutes as presented. Motion carried unanimously.

QUALITY CARE AND SERVICES

Quality Committee Report

- Rasmussen gave a brief update of the Quality Committee activities including February HCHAPS scores and continued work with a quality consultant to create and finalize an organizational wide scorecard with the go live date set for July 1st.
- Recommend Board action regarding Medical Staff Accountable Care Committee recommendations for approval of Medical Staff privileges and appointment/re-appointment applications.

Medical Staff Report

Wright shared the surgery anesthesia meetings have resumed and continued work with the lab regarding any issues. IT also shared more information regarding infection control telehealth hours and revenue cycle gave a summary of their departmental responsibilities.

PATIENT EXPERIENCE

5-Star Journey Update

Muck shared that this year will be our first without Custom Learning Systems, but a solid plan is in place. The Service Excellence Council meets monthly, with department managers with overall scores below 50% attending to present updates. SEAs have been selected and will undergo a two-day training on June 10–11, with a graduation and training preview on June 11 at 4 p.m. Providers will receive similar, tailored training. Additionally, there will be three OASIS teams, ongoing monthly leadership training, and plans to bring in outside presenters.

PEOPLE

Credentialing

A motion was made by Schuttinga, second by Leise, to approve Medical Staff new appointments of De Jesus Morales and the reappointment of Kelley. Motion carried unanimously.

Mission Committee Report

Muck provided employee updates, noting that non-controllable turnover stands at 3.85% and controllable turnover at 2.56%. The latest employee survey achieved a record-high overall score of 3.596, with all 13 questions showing improvement and 12 reaching their highest scores since the survey began in 2020. The building project is progressing on schedule and within budget, with additional employee tours planned during Hospital Week. The Taxable Hospital Revenue Refunding Bonds Series 2020C will be paid off on May 30, as approved in January, totaling \$5.19 million and reducing days cash by approximately 45 days. The annual Volunteer Appreciation Brunch will take place on April 25 at Cronk's, and the EMS Association conducted its strategic planning on April 16.

GROWTH

Department Reports

Rehab Services

Weiman shared that in July 2025, physical therapy, occupational therapy, and speech therapy relocated to the Outpatient Services building, prompting continued evaluation of patient outcomes and service efficiency following the implementation of the Cerner system. While prior quality studies showed strong performance in patient functional improvement and attendance metrics, the transition has brought mixed results. Physical therapy has seen increased same-day cancellations and no-shows, particularly for evaluations, although improvements were made in inpatient order handling and patient parking. Challenges with outpatient order processing led to a mid-year shift in order type, and future goals include evaluating outpatients within three days of order, supported by new hires and potentially a rehab-specific patient engagement platform. Occupational therapy has maintained favorable performance metrics and adapted well to the new space, with plans to expand pediatric services. Speech therapy, previously limited and contracted, faced high no-show rates due to limited scheduling but will now be offered full-time, including family-friendly hours, with the addition of a full-time speech therapist. Cardiac rehab, now on the med unit, implemented a new monitoring system for better patient tracking and is beginning to monitor cancellations and no-shows to enhance scheduling efficiency.

Revenue Cycle & Patient Access

Nelson shared that the CCMH Revenue Cycle comprises 53 team members across six departments: Patient Access, Business Office, Financial Counseling, Coding, Greeter Desk, and Prior Authorization. Each team plays a vital role in ensuring smooth financial operations and patient service delivery. The Business Office handles over 9,000 claims and \$3 million in payments monthly, while the Coding team assigns accurate medical codes for patient records and ensures payer compliance. The newly formed Prior Authorization team manages outpatient service approvals amid evolving insurance requirements. Financial Counselors, all bilingual and certified, assist hundreds of patients weekly with Medicaid and Marketplace applications while ensuring compliance with billing regulations. Patient Access manages round-the-clock registration, scheduling, and insurance verification for all hospital services, while Greeters maintain smooth visitor flow and patient assistance. Despite facing significant challenges over the past year, including a major nationwide cybersecurity event, EMR system changes, and the loss of a team member, the team demonstrated resilience, resolving many issues and reducing claims backlog and AR days. Looking ahead, the department remains committed to achieving its financial goals.

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CEO Report

Muck shared that the hospital continues to maintain a 0% acute readmission rate for 2024 and 2025. Workplace violence was a key topic at well-attended employee forums, with appreciation expressed for legislative support on the issue. Strategic partnerships and recruitment for key medical roles are ongoing. Construction progress on the RHC and rehab areas is on track with no major delays. Volunteer contributions were recognized during Volunteer Week for their vital role in patient support and community health. Muck also shared that she will be attending the annual American Hospital Association conference in Washington DC where she will be meeting with Iowa's legislatures.

FINANCIAL STABILITY

Finance Committee Report

1. Total Payroll & Accounts Payable of \$2,771,889.01 for payment.

A motion was made by Leise, second by Schultz, to approve the financial report, total payroll, and accounts payables in the amount of \$2,771,889.01. Motion carried unanimously.

Capital Purchase – Syringe Pumps

The purchase of 2 new Medfusion syringe pumps that will replace the older pumps that cannot be upgraded.

A motion was made by Reisz, second by Schultz, to approve the purchase of 2 new Medfusion syringe pumps with the drug library. Motion carried unanimously.

Capital Purchase – Ceiling Lift

The purchase of a new bariatric lift that will replace the most used ceiling lift in the amount of \$7,914.65

A motion was made by Schutlz, second by Schuttinga, to approve the purchase of the bariatric lift. Motion carried unanimously.

Capital Purchase – Conference Room Upgrades

The meeting room technology and hardware are original to the building. It is outdated and needs to be replaced. These updates help enhance collaboration, improved reliability, reduced downtime and improved compatibility with modern devices and software.

A motion was made by Schuttinga, second by Reisz, to approve the technology and hardware updates for all 4 conference rooms not to exceed \$250,000. Motion carried unanimously.

COMMUNITY

Board Chair Comments

There is a lot going on and we are looking forward to the strategic planning session.

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EXECUTIVE SESSION PURSUANT TO IOWA CODE

Section 21.5 (1)(I) To discuss marketing and pricing strategies and proprietary information where public disclosure of such information would harm the hospital's competitive position. Open Session – Possible Action

The Board went into Closed Session at 5:17 p.m. with a motion made by Leise, second by Schuttinga. Motion carried unanimously. Members present during the closed session were Jay Mendlik, David Reisz, Vernon Sid Leise, Jon Schuttinga, Amy Schultz, Theresa Sheer (CNO), Heather Rasmussen (Chief Quality Officer), Rachel Melby (CFO), Erin Muck (CEO), Dr. David Wright (Chief of Staff), Dr. Michael Luft (Chief Medical Officer), Macy Waldemar Webb (HR Director), Don Luensmann (Marketing and Development Director), Dr. Rick Malyzsek, Jill Kierscht, Cyilee Martin, Julie Graeve, Dr. Laxmi Kumari, Dr. Patrick Luft, Kylee LeFebvre (joined at 5:41), Dr. Benjamin Burkett (joined at 5:41) and Heather Wight (recorder).

Luensmann led the strategic planning brainstorming session which included discussions of service lines, financials, reimbursement challenges, and physician/staff recruitment.

A motion was made at 6:53 p.m. by Reisz, second by Schultz, to return the Board to Open Session. Motion carried unanimously.

No action was taken.

ADJOURNMENT

A motion was made by Reisz, second by Schultz, that the meeting be adjourned at 6:53 p.m. Motion carried unanimously.