

Crawford County Memorial Hospital

Board of Trustees

October 27, 2025

A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, October 27, 2025, in Hospital Board Room D at Crawford County Memorial Hospital, Denison, Iowa.

Present on site during the meeting were Jay Mendlik (arrived at 5:31), Jon Schuttinga, Amy Schultz, David Reisz, Vernon Sid Leise, Theresa Sheer, Heather Rasmussen (Chief Quality Officer), Rachel Melby (CFO), and Heather Wight (Recorder). Also in attendance were Trama Vetter (Director of Clinics left at 6:19), Skye Lapel (Clinic Nurse Lead left at 6:19), Hannah Vary (Specialty Clinic Lead Nurse left at 6:12), Candace Ueding (Pharmacy Director left at 6:19), Steve Bruner (Denman & Company left at 5:49) and Gordon Wolf (Denison Free Press). Not in attendance were Dr. David Wright (Chief of Staff) and Dr. Michael Luft (Chief Medical Officer).

Present via Webex was Erin Muck (CEO).

CALL TO ORDER: The Board of Trustees meeting was called to order at 5:31 p.m. by Schuttinga.

APPROVAL OF MINUTES

A motion was made by Schuttinga, second by Reisz, to approve September 29, 2025, minutes as presented. Motion carried unanimously.

FINANCIAL STABILITY

FY25 Audit

Steve Bruner shared the FY2025 Audit with the Board.

A motion was made by Leise, second by Reisz, to approve the FY2024 Audit. Motion carried unanimously.

Finance Committee Report

1. Total Payroll & Accounts Payable of \$3,839,533.80 for payment.

A motion was made by Schuttinga, second by Schultz, to approve the financial report, total payroll, and accounts payables in the amount of \$3,839,533.80. Motion carried unanimously.

QUALITY CARE AND SERVICES

Quality Committee Report

- Rasmussen gave a brief update of the Quality Committee activities including the August 2025 HCAHPS scores and noted that while the national response rate for the medical unit is 23%, they received 28% response rate. October was also the first full month that labs have been drawn in the clinic.
- Recommend Board action regarding Medical Staff Accountable Care Committee recommendations for approval of Medical Staff privileges and appointment/re-appointment applications.

Medical Staff Report

Sheer shared that the new ER director has started and is doing well. Recruitment for nurses and CNAs continue. FORVIS will be onsite assisting the lab in enhancing its processes and overall performance. The Omnicell system upgrade was just completed, and the updated nurse call system is coming soon.

PATIENT EXPERIENCE

5-Star Journey Update

Sheer shared the second round of mandatory 5 Star Workshops are this week. Attendance and feedback have been great, including from the provider specific workshop. The patient experience celebration will be held on January 17, 2026, at Boulders. Dana Neemann has been meeting with department leaders to help with their HCHAPS scores.

PEOPLE

Department Reports

Medical Clinic

Vetter shared that the compliance survey was on October 9, 2025, and went very well. A few items of note have been addressed and a plan of action has been implemented. Several staffing updates occurred, including a provider transition to family medicine and multiple new providers and clinical staff joining various pods. Over the past three months, the clinic averaged 6,837 monthly calls with a 94% first-answer rate, 2,982 total visits, and 140 no-shows per month (equivalent to nearly six workdays lost). The clinic is working toward implementing 12-hour shifts Monday through Thursday and hosting community flu clinics alongside a recent provider open house. Efforts are underway to increase visit volume through improved scheduling and marketing initiatives. Additionally, monthly meetings are being held to enhance provider and pod visibility and improve patient experience and satisfaction scores.

Specialty Clinic

Vary reviewed the providers that have discontinued outreach services at CCMH and our current projects focus on expanding cardiology clinic availability, onboarding renal providers for monthly visits, offering PRP injections, and implementing Lexiscan services pending staffing and scheduling. Goals for 2026 include pursuing additional outreach opportunities with new partners and finalizing Lexiscan scheduling based on clinic and staffing availability.

Pharmacy

Ueding shared a new pharmacist with extensive hospital and military experience joined the team in mid-2025, bringing valuable ideas to enhance patient care. During the last quarter, three new pharmacist-managed protocols were implemented to improve efficiency and cost-effectiveness. Several additional protocols are being updated or developed, including those for DKA, insulin drips, heparin, and withdrawal management. The 340B program coordinator has made significant progress in optimizing program performance and successfully completed a mock audit with only minor opportunities. The Same Day Services program continues to expand, handling a growing volume of biologic infusions, injections, and procedures. A new remote pharmacy service was introduced in October, improving communication and workflow tracking through a new software system. Additionally, a part-time pharmacist was hired to provide coverage and support, with possible plans to increase staffing to three pharmacists regularly to enhance inpatient care, clinical program development, and overall efficiency.

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Credentialing

A motion was made by Reisz, second by Leise, to approve the Medical Staff new appointments of Lakko and Pauley and the reappointments of Armburster, Crabb, Kierscht, and Schull. Motion carried unanimously.

Mission Committee Report

Muck expanded on Trama's earlier comments regarding the RHC survey and commends her and her staff for how well they did during their first survey. The Broadway Elementary School had a ribbon cutting ceremony on October 31 and we held a trick or treating event for staff and their children. Senior Life Solutions has had great interest and already have over half of their spots filled.

GROWTH

CEO Report

From her written report, Muck expanded on the IHA Roundtable that was held at CCMH on October 14. Participants included IHA representatives, Senator Kyle Schultz, State Representatives Steve Holt and Matt Windschitl and leaders from other hospitals in our district.

COMMUNITY

Board Chair Comments

Mendlik shared that there is a lot of good things going on and the hard work laying the foundation is starting to show.

ADJOURNMENT

A motion was made by Schuttinga, second by Schultz, that the meeting be adjourned at 6:28 p.m. Motion carried unanimously.