

Crawford County Memorial Hospital

Board of Trustees

February 23, 2026

A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, February 23, 2026, in Hospital Board Room D at Crawford County Memorial Hospital, Denison, Iowa.

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

ROLL CALL OF DIRECTORS

Present on site during the meeting were Jay Mendlik, Jon Schuttinga, Amy Schultz, Vernon Sid Leise, David Reisz, Erin Muck (CEO), Heather Rasmussen (Chief Quality Officer), Rachel Melby (CFO), Theresa Sheer (CNO), and Heather Wight (Recorder). Also in attendance were Brooke Tasler (Dietary Director left at 5:46) and Gordon Wolf (Denison Free Press). Not in attendance were Dr. Michael Luft (Chief Medical Officer) and Dr. David Wright (Chief of Staff).

ORAL COMMUNICATIONS

No oral communications were received.

WRITTEN COMMUNICATIONS

No written communications for the general agenda items were received.

BUDGET HEARING

FY27 County Property Tax Budget

The floor was open for public input.

Written objection by Rich and Deb Knowles is attached.

A motion was made by Reisz, second by Mendlik, to approve the FY27 County Property tax asking rate of \$1.39896 per \$1,000 of assessed value. Motion carried unanimously.

CONSENT AGENDA ITEMS

- 5.A approval of January 26, 2026, meeting minutes
- 5.B approval of Quality Committee minutes
- 5.C approval of Medical Staff meeting minutes
- 5.D approval of Executive Committee meeting minutes
- 5.E approval of credentialing of new appointment of Conrad and Alderson; reappointment of Elson and List and distant site credentialing reappointments of Shariati, Bharucha, Bradley, Chavis, Embrescia, Hesler, Houston, James, Kane, Lane, Cook, Paul, Saucer, Selthofner, Sheehan, Thornberry, Wright, Rakesh, Baymiller, Bennet, Bourdeaux, Challa, Dohar, Gill, Jordania, Kory, McGinnis, Salcedo, Shea, Stumpf and Wight.
- 5.F approval of Patient Experience Committee meeting minutes and Report
- 5.G approval of Finance Committee meeting minutes
- 5.H approval of Payroll and AP for January in the amount of \$4,070,101.72
- 5.I approval of Mission Committee meeting minutes

A motion was made by Schultz, second by Leise, to approve the Consent Agenda as presented. Motion carried unanimously.

NEW BUSINESS / REPORTS

Surgery Department Report

Sheer shared through December of FY2026, surgical cases are up 50 compared to last year, largely due to increases in General and Orthopedic Surgery, while most other specialties remain steady; Ophthalmology is slightly down due to limited provider availability, and the loss of Urology last January continues to impact totals. Surgical hours have increased by nearly 85 hours year to date. The department is recruiting for one full-time RN and has added PRN staff to strengthen coverage. All surgical staff will complete Periop 101 training to support ongoing education and best practices. Improvement efforts remain focused on increasing first-case on-time starts and ensuring timely completion of required post-operative documentation. Patient experience initiatives include scheduling surgeries before patients leave the clinic and maintaining up-to-date education and discharge information.

Dietary Department Report

Tasler reported providing inpatient and outpatient nutrition services, community outreach, and precepting a dietetic intern over the past year. The Dietary Department maintains oversight of food safety and sanitation compliance, produces approximately 90 meals daily, provides additional meals for Senior Life Solutions, and supports catering needs for meetings, including recruitment lunches. Quality initiatives included enhanced date marking and temperature monitoring processes, weekly audits, and installation of data loggers. After implementing a new plate warming system and completing staff education, patient satisfaction scores related to food temperature returned to expected levels.

EMS Update

Muck shared that Iowa's EMS system includes 724 authorized service programs operating from 901 locations, handling about 450,000 responses each year with roughly 10,860 certified clinicians, yet the state ranks 45th nationally in first-attempt certification pass rates. Many areas face strain, with 21 counties declaring EMS an essential service and over 70% relying at least partly on volunteers, contributing to critical personnel shortages. The system often uses tiered response models, combining centralized ambulance services with local non-transporting first responders to improve efficiency. CCMH Ambulance provides a required primary paramedic crew and a secondary crew for transfers and overlapping calls, though staffing that second crew has been difficult due to widespread EMS shortages. There are 3 volunteer transport services and other first responder crews in our community. There has never been a 911 call in Crawford County that has not been answered. Broader challenges include declining volunteer numbers, increasing certification requirements, and tension between volunteer and paid staff, prompting ongoing discussions and planning efforts. It is the recommendation of the Board to maintain the CCMH ambulance service and work with County Supervisors, Emergency Management Association (EMA), and volunteer services on EMS system collaboration and improvement efforts. The Board will also work with Crawford County Supervisors on EMS Essential Service designation if deemed appropriate.

Governance Forum

The Iowa Hospital Association Governance forum will be on Tuesday, March 10 and Hospital and Iowa Organization of Nurse Leaders (IONL) Day on the Hill will be Wednesday, March 11 in Des Moines. If you would like to attend the Governance Forum, please let us know. Attending these events helps leadership gain updates on key legislative priorities, financial and workforce challenges, and emerging risks affecting hospitals. The Governance Forum emphasizes best practices in board oversight, strategic decision-making, and the importance of trustee engagement in advocacy. During Hospital Day on the Hill, participants will

Board of Trustees

February 23, 2026

meet with state legislators to discuss healthcare access, workforce shortages, and affordability, reinforcing the critical role hospitals play in their communities and the value of strong relationships with policymakers.

CEO Report

The fire door project is nearing completion, with final installation scheduled for February 23 and remaining hardware and adjustments to be finalized by February 27. Swing Bed and Rehab Services achieved a 99th percentile Press Ganey score in December, while inpatient willingness to recommend ranked in the 51st percentile. Organizational Improvement Project Teams have begun meeting, and the first draft of customer service training is complete. Appreciation was extended to Board members and community partners for their involvement in the recent provider interview, where the candidate highlighted meaningful community engagement as a standout experience. Family medicine services will begin February 23 in the new rural health clinic space, marking the transition from Phase I to Phase II, which is expected to present logistical and wayfinding challenges despite proactive planning and marketing efforts. Mental health telemedicine visits have launched successfully with positive early traction. CCMH has been approved for two Rural Health Transformation Program grants supporting MRI replacement and recruitment of two-family medicine physicians, pending CMS budget approval.

Individual Board Member Comments

Mendlik would like to acknowledge and commend the hard work that has resulted in AR being at 45 days.

ADJOURNMENT

A motion was made by Mendlik, second by Schultz, that the meeting be adjourned at 6:56 p.m. Motion carried unanimously.

Smithfield has announced plans build a new \$1.3 Billion pork plant in Sioux Falls, SD, replacing their current plant on development land made possible by a \$50 Million gift from philanthropist Denny Sanford whose wealth came from his early and seminal entry into the lucrative plastic credit card business. Sanford's billions also funded the highly acclaimed Sanford Hospital group which funded hospitals in South Dakota and several other upper midwest states, including Iowa.

It is uncertain what affect Smithfield's \$1.3 billion investment in a plant just over two hours from Denison...and even closer to such counties with high hog numbers just to the north and northwest of Denison, but given the fact Denison's Smithfield plant, built sixty-seven years ago with local money primarily raised from investors to prop-up Crawford County's then sagging economy...(live hogs "on-the-hoof" were selling for ten cents a pound...10 cents...and corn was selling for thirty cents...30 cents... a bushel)...farmers were struggling and many were unable to repay their input, machinery and land purchase loans and consequently were being foreclosed upon by their banks...prompting Crawford County Industrial Development Corporation's President Dick Knowles and his Denison Bulletin and Review to seek a solution...promising Andy Anderson if he'd come to Denison and run (manage) the plant his money was raised to build that would not only provide a ready market right here in Crawford County (much closer than the terminal market plants in Sioux City, Omaha and Des Moines) where hogs could be brought and sold by pork producers at a higher price per pound due to the reduced shipping costs, reduction in weight "shrink" in transport and to a plant with innovative revolutionary cost efficiencies...for Andy Anderson and opened in 1959, but it may be assumed Smithfield may (will) be placing emphasis on the new Sioux Falls facility rather than on their aging Denison plant...which is clearly landlocked.

Unlike Sioux Falls, Crawford County has precious few large tracts of flat or nearly flat development ground and certainly not in a viable location near rail lines or readily accessible interstate highways.

What will happen to a \$28 Million renovated and expanded hospital facility if / when one of Denison's major employers pulls the plug on Denison in the next two decades?

Will it be the most ill-conceived, advised decision to risk precious few monies ever made in Crawford County?

Time will tell.

Given the uncertainties, the under-signed do hereby oppose the budget proposals to be considered in Public Hearing at today's CCMH Board Meeting and would encourage trustees to eliminate the approximately additional \$5 Million expenditures earmarked each

of the next two fiscal years. Instead, we encourage trustees to reduce the proposed budgeted amounts by \$5 million each of the next two fiscal years.

When recording the above objection, we also request the names of those making this objection...Rich and Deb Knowles, and the rationale included in the objection...be duly noted in the recorded and published minutes.

Thank you.

Respectfully submitted,

Rich and Deb Knowles

2610 Idlewood Drive

Denison, Iowa 51442