Crawford County Memorial Hospital
Board of Trustees
April 27, 2026
A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, April 27, 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 5:30 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 out from 6:00 – 6:02), Heather Rasmussen (Chief Quality Officer), Theresa Sheer (CNO), Dr. David Wright (Chief of Staff), and Heather Wight (Recorder). Also in attendance were Tahlia Nelson (Revenue Cycle Director left at 5:50) and Kelly Wieman (Rehab Services Director left at 5:53) and Gordon Wolf (Denison Free Press). Not in attendance were Rachel Melby (CFO) and Dr. Michael Luft (Chief Medical Officer).

ORAL COMMUNICATIONS
No oral communications were received.

WRITTEN COMMUNICATIONS
No written communications for the general agenda items were received.

CONSENT AGENDA ITEMS
- 5.A approval of March 30, 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 reappointments of Boll, Gintonio, Lorenzen, and Hoaglund and reappointments of Blackwill and Schechinger.
- 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 March in the amount of $2,977,499.30
- 5.I approval of Mission Committee meeting minutes

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

NEW BUSINESS / REPORTS
Revenue Cycle Department Report
Nelson shared the CCMH Revenue Cycle team comprises of 57 members across six specialized departments and has demonstrated significant operational resilience and efficiency over the past year. By optimizing Cerner workflows and improving medical necessity tracking via Craneware, the Coding and Business Office teams successfully reduced the Discharged Not Final Coded (DNFC) backlog, resulting in the achievement of a sub-50-day Accounts Receivable (AR) goal. The Business Office currently processes over 9,600 claims and manages $3 million+ in monthly postings while navigating a complex landscape of decreasing insurance reimbursement rates. Front-end operations—including Patient Access, Prior Authorization, Greeters, and a bilingual Financial Counseling team—continue to manage high patient

volumes and evolving price transparency regulations. Looking ahead to FY27, the department is prioritizing implementing a pre-registration process for scheduled services, increasing clinic copay collections by 10%, and enhancing provider documentation audits to ensure continued compliance and financial stability.

Rehab Services Department Report
Wieman shared the Rehab Services Department reported significant growth and facility enhancements across all specialties. The department transitioned to a new 9,800-square-foot permanent location featuring specialized areas for pediatrics, wound care, and pelvic rehab, with full pediatric equipment installation soon. To improve operational efficiency and patient outcomes, a new therapy-specific documentation system (OptimisPT) was approved, which will introduce automated appointment reminders and remote monitoring to address current cancellation rates. PT volumes have increased nearly 12% year-to-date, supported by a staffing model transition toward more physical therapists to enhance specialty care availability. Occupational Therapy saw a surge in referrals in early 2026, prompting discussions for a second full-time position, while Speech Therapy treatments have increased by over 400% following the transition to full-time staffing and the expansion of dementia and pediatric feeding programs. Additionally, Cardiopulmonary Rehab volumes rose over 40%, necessitating expanded hours, and the Athletic Training program has strengthened community partnerships through its dedicated presence at the local high school.

Capital Purchase – Rehab Services Software Interface
The original interface budget between OptimisPT and Cerner was $20,000 but only covered outbound data. The request for additional funds to expand the interface to inbound charges and documentation. Doing so will improve the efficiency of workflows and maximize charge capture.

A motion was made by Mendlik, second by Leise, to approve the updated capital purchase amount for the Rehab Services software interface in the amount of $48,000. Motion carried unanimously.

Capital Purchase – Door Replacement
The original budgeted amount of $220,000 was an estimated amount for the fire door replacement project. The final invoice for the replacement of 13 doors by Keystone Construction is $225,808, leaving a difference of $5,808.

A motion was made by Schultz, second by Reisz, to approve the updated capital purchase amount of $225,808 for the fire door replacement. Motion carried unanimously.

Capital Purchase – Duraline EasySeal
The surgical department has struggled to get the right size peel packs to use for instrumentation. They have requested a Duraline EasySeal Automatic Heat Sealer that will allow them to create their own sterile surgical instrumentation packs. This will provide efficiency and cost savings. This request replaces the purchase for $60,000 for a second spine set.

A motion was made by Schultz, second by Leise, to approve the capital purchase of a Duraline EasySeal Automatic Heat Sealer in the amount of $8,538. Motion carried unanimously.

Infection Prevention Education
Rasmussen provided a comprehensive update on the hospital's infection prevention activities, emphasizing the department's critical role in patient safety and cost containment. She detailed the scope of daily surveillance—including the monitoring of healthcare-associated infections, surgical site infections, and multi-drug resistant organisms—while outlining a robust program of staff training, quarterly hand hygiene assessments, and policy development aligned with CDC and CMS standards. She also highlighted the ongoing collaboration with Dr. Wright and public health authorities for clinical oversight and mandatory reporting and noted her commitment to professional development to address emerging threats and the post-pandemic landscape.

AHA Update
At the AHA Annual Meeting in Washington, D.C., Muck engaged with Iowa legislators and federal health officials to advocate for critical rural healthcare priorities. Key discussions focused on protecting the Directed Payment Program from 2028 cuts and addressing barriers to rural transformation funds, including restrictive non-compete clauses, technology grant limitations, and compressed application timelines. She also highlighted the worsening family medicine residency shortage and the impact of loan caps on recruitment, prompting legislators to request continued collaboration on solutions to ensure stable healthcare delivery for Iowans.

CEO Report
Muck shared a strong third quarter, highlighted by a net profit of $1,550,055 and an increase in days cash on hand to 279, aided by the receipt of Medicaid Directed Payments. Operational updates included a successful customer service training initiative at recent Employee Forums and a 2.35% controllable turnover rate. Participation at regional colleges, local schools and youth career outreach are current recruitment efforts. To meet rising demand, the RHC is exploring expanded telehealth mental health services by at least a day a week. The facility is preparing for a three-month MRI replacement project starting in July following the approval of the Certificate of Need received this month. Additionally, there are significant community engagement efforts, including the recruitment of Spanish-speaking PFAC members, CPR training for 17 residents, and ongoing wellness collaborations through the LEAP Coalition and HEAL project.

Individual Board Member Comments
Mendlik shared his thoughts on prioritizing being fiscally responsible in the changing times and being prepared for the uncertainty ahead.

ADJOURNMENT
A motion was made by Leise, second by Mendlik, that the meeting be adjourned at 6:36 p.m. Motion carried unanimously.