Crawford County Memorial Hospital
Board of Trustees
August 31, 2026
A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, August 31, 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), Rachel Melby (CFO), Heather Rasmussen (Chief Quality Officer), Theresa Sheer (CNO), Dr. David Wright (Chief of Staff) and Heather Wight (Recorder). Also in attendance were TJ Hodne (Director of Laboratory left at 5:40), Katie Tremel (Director of Radiology left at 5:40) and Jeremy Hogg (MainStreet Health joined via Webex at 5:31 and out at 6:44).

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 July 27, 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 appointments of Boyer, Brown, and Taylor and the reappointments of Azpeitia, Clegg, DenOtter and Schlaepfer and the distant site telemedicine appointments of Garcia and Gomez.
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 – July
5.I approval of Mission Committee meeting minutes

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

NEW BUSINESS / REPORTS
Patient Story
Muck introduced the idea of sharing patient stories at meetings to remind the team of the reason why we are here. Theresa Sheer shared a heartfelt letter from a patient's family highlighting the compassionate care provided by the hospital staff during a difficult end-of-life journey, emphasizing kindness and dignity beyond medical treatment.

Laboratory Department Report
Hodne reports on lab staffing adjustments to accommodate extended clinic hours and increased workload. The lab is actively recruiting for a full-time and PRN lab assistant to support 24-hour coverage. Lab procedures

increased by 9.39% compared to the previous year, and the department continues to host students for training. Efforts to improve patient experience focus on reducing wait times and improving registration processes.

Radiology Department Report
Tremel shared that radiology procedure volumes remained steady, bolstered by notable growth across echocardiography, CT, MRI, and newly introduced services. The ongoing MRI project, which officially kicked off on July 16, continues to progress smoothly and remains on schedule. Additionally, the recent deployment of advanced ultrasound machines has successfully elevated diagnostic image quality while significantly boosting daily staff and provider satisfaction.

Organizational Improvement Projects

- **Spanish Forms:** Rasmussen shared that the organizational improvement project to translate all forms and consents into Spanish to comply with regulatory requirements for limited English proficiency has been completed. The process for updating and approving forms has been centralized in marketing to ensure consistency and availability of the latest versions in both English and Spanish.
- **TeamSTEPPS:** Sheer shared the upcoming eight-week TeamSTEPPS master trainer session—short for Team Strategies and Tools to Enhance Performance and Patient Safety—runs from September 24 through November 12 to drive meaningful, lasting cultural change hospital-wide. This program equips leaders with the skills needed to implement and sustain cultural transformations focused on communication and safety across both clinical and non-clinical environments. The curriculum specifically centers on critical practices like closed-loop communication and stop-the-line protocols to enhance overall team performance and patient safety. Three leaders will be attending training and will become the 'trainers' for the rest of the organization. This will assist in our DMV iso certification efforts over the next few years.
- **Age Friendly Hospital:** Rasmussen shared the Age-Friendly Health System initiative targets older adult care through the "4Ms"—What Matters, Medication, Mentation, and Mobility—to preserve dignity, independence, and quality of life while aligning with broader quality, safety, and patient experience goals. Although primary challenges involve integrating the model into Cerner and ensuring consistent application across departments, patient feedback has been overwhelmingly positive, particularly regarding independence and pain management.

Surgery Casework Capital Purchase
The original capital budget of $12,000 for replacing surgery casework and countertops has increased to $28,000 to accommodate material upgrades from wood to stainless steel for easier cleaning and improved infection control. The work is being scheduled during surgery downtime to minimize disruption.

A motion made by Leise, second by Schultz, to approve the capital purchase in the amount of $28,000.

CEO Report
Muck provided updates on facility projects, including drainage and sidewalk repairs at the clinic entrance starting September 8. The building project progresses with tile installation underway. Dr. Rathe is settling in well, with new equipment ordered to support his practice. The Iowa Hospital Association's strategic planning

highlights legislative priorities, including efforts to extend the directed payment program and expand educational portals. A recent IHA survey reveals public concerns about affordability, with strong support for Medicaid and the 340B program.

Individual Board Member Comments
Mendlik asked for clarification regarding the capital purchase of the side-by-side ATV and the selection process.

EXECUTIVE SESSION PURSUANT TO IOWA CODE
Section 21.5 (1)(l) To discuss marketing and pricing strategies and proprietary information where public disclosure of such information would harm the hospital's competitive position.

The Board went into Closed Session at 6:09 p.m. with a motion made by Schultz, second by Leise. Motion carried unanimously. Members present during the closed session were Jay Mendlik, Jon Schuttinga, Amy Schultz, David Reisz, Vernon Sid Leise, Erin Muck (CEO), Rachel Melby (CFO), Heather Rasmussen (Chief Quality Officer), Theresa Sheer (CNO), Dr. David Wright (Chief of Staff), and Heather Wight (recorder).

Present via Webex was Jeremy Hogg (MainStreet Health).

A motion was made at 7:00 p.m. by Leise, second by Mendlik, to return the Board to Open Session. Motion carried unanimously.

No action was taken.

ADJOURNMENT
A motion was made by Leise, second by Mendlik, that the meeting be adjourned at 7:00 p.m. Motion carried unanimously.