



BOARD OF TRUSTEES MEETING AGENDA

5:30 p.m., Monday, April 29, 2024
Hospital Meeting Rooms C-D
100 Medical Parkway, Denison, IA

- I. CALL TO ORDER**
- II. APPROVAL OF MINUTES**
 - A. Previous Month's Minutes
- III. COMMUNITY**
 - A. Board Chair Comments
 - B. Public Comments
- IV. QUALITY CARE AND SERVICES**
 - A. Quality Committee Report
 - B. Medical Staff Report
- V. PATIENT EXPERIENCE**
 - A. 5 Star Journey Update
- VI. PEOPLE**
 - A. Credentialing
 - i. Appointments & Reappointments – Discussion / Action
 - B. Mission Committee Report
- VII. GROWTH**
 - A. Department Reports
 - i. IT
 - ii. Rehab Services
 - B. Building Project
 - i. Resolution Approving Commencement of Bidding Process Trade and Materials – Discussion / Action
 - C. CEO Report
- VIII. FINANCIAL STABILITY**
 - A. Finance Committee Report
 - i. Approval of Payroll & AP
 - B. Forecasted Financial Statements
- IX. 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
- X. ADJOURNMENT**

Crawford County Memorial Hospital

Board of Trustees

March 25, 2024

A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, March 25, 2024, in Hospital Board Room D at Crawford County Memorial Hospital, Denison, Iowa.

Present on site during the meeting were David Reisz, Vernon Sid Leise, Jay Mendlik, Amy Schultz, Jon Schuttinga, Dr. David Wright (Chief of Staff), Heather Rasmussen (Chief Quality & Ancillary Services Officer), Theresa Sheer (CNO in at 4:37 and out at 5:00), Rachel Melby (CFO), Erin Muck (CEO), and Heather Wight (Recorder). In addition, Patrick Stevens (Cardiopulmonary Manager), Heidi Willis (INVISION left at 5:49), Angie Nees (INVISION left at 5:49), Matt Cramer (INVISION left at 5:49), Marty Witt (IMGE left at 5:49), Chad Blomquist (IMEG left at 5:49), and Brandon Griffin (Graham Construction left at 5:49) and Carmen Swertzic. Not present was Dr. Michael Luft (Chief Medical Officer).

CALL TO ORDER: The Board of Trustees meeting was called to order at 4:35 p.m. by Mendlik.

APPROVAL OF MINUTES

A motion was made by Schuttinga, second by Schultz, to approve the February 26, 2024, minutes as presented. Motion carried unanimously.

COMMUNITY

Board Chair Comments

There is a full agenda and there will be plenty of time to discuss everything as the meeting goes.

Public Comments

There were no public comments.

QUALITY CARE AND SERVICES

Quality Committee Report

- Rasmussen gave a brief update of the Quality Committee activities including review of patient experience scores for January 2024, Patient Resource Binders that were implemented on March 14th and an update on the Patient and Family Advisor Committee activities.
- 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 gave a summary of the recent Medical Staff meeting which included staffing updates and presentation regarding possible mental health services.

PATIENT EXPERIENCE

5-Star Journey Update

Sheer shared that the Service Excellence Advisor training is Thursday and Friday of this week with our Implementation Specialist Andrew onsite. In collaboration with Patient Access staff and as part of the 5 Star Nursing initiative, Patient Resource Binders have been created and implemented. These binders will have all the pertinent information from a patient's stay in one place that they are then able to take home and to follow up visits. As part of 5 Star Physician initiative, Erin and Travis will start meeting individually each month with each provider to review their Press Ganey scores.

Crawford County Memorial Hospital

Board of Trustees

March 25, 2024

PEOPLE

Credentialing

A motion was made by Resiz, second by Leise, to approve Medical Staff appointment of Brown and Saad and reappointments of McCarthy as presented. Motion carried unanimously.

Mission Committee Report

The general surgeon candidate visit that was scheduled for today was canceled and will be rescheduled. We are still in contact with the orthopedic candidate and ironing out some details. Erin Muck, David Reisz and Vernon Sid Leise attended the Governance Forum and really enjoyed all the speakers. Tonight, we have guests from INVISION, Graham Construction, and IMEG present to give an update to the board.

GROWTH

Department Reports

Cardiopulmonary

Stevens shared the current projects of the cardiopulmonary department including completing annual respirator fit testing by department, actively working to ensure pulmonary function test (PFT) reads are returned in 4 days with the current rate at 78% and the creation of staff education video covering BiPap assembly, mask fitting and management. This video will be loaded to our education platform Relias for staff reference. Stevens also shared the Pi Day Celebration that was held on March 14th to celebrate the emergency department's greater than 90% accuracy for 6 months of EKG data entry.

Building Project

INVISION brought samples of potential exterior finishes and flooring samples and gave a digital walkthrough of the completed project.

CEO Report

Muck, Reisz and Leise shared details from the Governance Forum with topics including AI in healthcare and board relationships.

FINANCIAL STABILITY

Finance Committee Report

1. Total Payroll & Accounts Payable of \$2,802,627.75 for payment.

A motion was made by Schuttinga, second by Leise, to approve the financial report, total payroll, and accounts payables in the amount of \$2,802,627.75. Motion carried unanimously.

Capital Purchase – Ice Machine

The ice machine in the cafeteria is no longer working and needs to be replaced. This machine goes through approximately 50 pounds of ice just over the lunch hour every day. The replacement has been ordered under the CEO's signing authority. As standard procedure, the board will also need to sign off on the capital purchase as the amount was just over the capital threshold of \$5,000.

A motion was made by Schultz, second by Reisz, to approve the purchase of an ice machine not to exceed the amount of \$5,259.77. Motion carried unanimously.

Crawford County Memorial Hospital

Board of Trustees

March 25, 2024

EMR Project Update

Cerner will be onsite for 3 days this week starting tomorrow giving hands on clinical training and testing and they will be onsite next week to do financials training and testing. Everyone continues to work hard and are making good progress.

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 5:49 p.m. with a motion made by Reisz, second by Schultz. Motion carried unanimously. Members present during the closed session were Jay Mendlik, David Reisz, Vernon Sid Leise, Jon Schuttinga, Amy Schultz, Rachel Melby (CFO), Erin Muck (CEO), Heather Rasmussen (Chief Quality & Ancillary Services Officer), Theresa Sheer (CNO joined at 6:00 and left at 6:10), Don Luensmann (Executive Director of Marketing and Development), Dr. David Wright (Chief of Staff) and Heather Wight (recorder).

Luensmann reviewed the strategic planning brainstorming session data for the board.

A motion was made at 7:13 p.m. by Leise, second by Reisz, to return the Board to Open Session. Motion carried unanimously.

No action was taken.

ADJOURNMENT

A motion was made by Leise, second by Schultz, that the meeting be adjourned at 7:13 p.m. Motion carried unanimously.

Crawford County Memorial Hospital
QUALITY COMMITTEE OF THE BOARD OF TRUSTEES
April 23, 2024 Meeting Minutes

A meeting of the Quality Committee of the Board of Trustees was held on Tuesday, April 23, 2024. Present: Sid Leise, Jay Mendlik (by phone), Michael Luft, DO (arrival 4:50pm exit 5:13pm), Erin Muck, CEO, Theresa Sheer, CNO, Dana Neemann, Director of Education and Patient Experience (exit 4:41pm), Heather Rasmussen, Chief Quality & Ancillary Services Officer.

Sid Leise called the meeting to order at 4:30pm

Committee Recommendations/Actions: Recommend Board action regarding Medical Staff Executive Committee recommendations for approval of Medical Staff privileges and appointment/re-appointment applications.

I. Patient Experience

Neemann reviewed the February 2024 updated scorecard for HCAHPS. She noted several areas had an increase including Transitions of Care, Responsiveness of Hospital Staff, Communication about Medicines, and Quietness of Hospital Environment. Of note, this month's response rate was 26.2% which is above the national average of 23.1%. Also of note, Ambulatory Surgery for this month is ranked 99%.

II. Statistics

Muck reviewed the March 2024 statistics with the Committee. Total patient volumes in March were down 16% and down 6% FYTD. Acute admissions were up 16% for the month. Medical clinic visits were down 19% for the month.

III. Medical Staff Credentialing

The Committee members reviewed the recommendation from the Medical Staff Executive Committee for clinical privilege approval of the submitted applications for appointments/re-appointments. The Committee recommends approval action for the Board of Trustees.

IV. Committee Reports/Minutes

- i. **Medical Staff Meeting:** The Committee reviewed the minutes from the Medical Staff meeting held on April 9, 2024.
- ii. **PFAC:** Neemann gave an update on the activities of the PFAC.
- iii. **5 Star Journey:** Sheer shared that Service Excellence workshops are underway as is the 5-Star Nurse Program. Muck shared that employee forums are scheduled this week. The SEC met April 18th.

V. Peer Review

The Committee reviewed 1 external peer reviews.

VI. Other Business/Updates

- i. **Building Project:** Muck gave an update on the Building Project.
- ii. **Recruitment:** Muck gave an update on recruitment.
- iii. **Oracle Cerner Update:** Sheer shared that second round of integration testing for the clinical areas begins the week of April 29th. The second round of integration testing for the financial areas begins the week of May 6th. End User training begins the week of May 13th.

VIII. Adjournment Heather Rasmussen, Recorder. 5:34pm

Medical Staff Meeting Minutes

April 9, 2024

A meeting of the Medical Staff of Crawford County Memorial Hospital was held on Tuesday, April 9, 2024 in the hospital's Meeting Rooms C-D.

Present were David Wright DO, Elizabeth Ranniger MD, Erin Schechinger DNP, Michael Luft DO, Sara Luft ARNP, Eric Simons MD, Julie Graeve ARNP, John Ingram MD, Lori Johannsen, PA-C, Patrick Luft MD, Andrew Segebart, Pharm-D, Director of Pharmacy, Angie Andersen, IT Director, Erin Muck CEO, Heather Rasmussen, Chief Quality & Ancillary Services Officer Recorder: Marcy Fink

Ad Hoc: Jill Klinker

Absent were Jill Kierscht ARNP, Kylee LeFebvre ARNP, Randy Kilnoski CRNA, Theresa Sheer CNO

The meeting was called to order by David Wright DO at 8:00 a.m.

APPROVAL OF PREVIOUS MONTH'S MINUTES

The voting members of the medical staff approved the minutes of the March 12, 2024 meeting.

BUSINESS

A. Cerner Order Sets

Andrew Segebart and Jill Klinker

1. Providers were given a list of Order Sets that are available in Cerner. Lab, Radiology, Nursing, Jill Klinker and Andy Segebart have been working on the sets. They are available for viewing on the N-drive and in Cerner Build Web. Jill and Andy are available to meet with providers individually if needed. Log-in information will be available for all providers by the first of May.
2. May 28th is the deadline for any changes. The order sets will go to Medical Staff in June for approval. If changes are requested after the deadline, it will need to be approved by P&T Committee. Order sets will be able to be saved to 'favorites' and customized for each provider.

B. IT Updates / Q&A

Angie Andersen

1. Provider Cerner training will be held June 18-20.
2. During the conversion, if a patient hasn't been seen in over 3 years, only demographics will be converted. We will be keeping CPSI and GE for at least a year.

ADJOURNMENT

The meeting was adjourned to the Executive Committee at 8:13.

David Wright, DO President, Medical Staff

APRIL 2024 CREDENTIALING

NEW APPOINTMENTS

Stephen Morse, DO
Heidi Hassler, PA-C

REAPPOINTMENTS

Ric Jensen, MD

Crawford County Memorial Hospital
Mission Committee
April 23, 2024, 4:30 PM

A meeting of the Mission Committee of the Board of Trustees was held on Thursday, April 23, 2024. Present on site were Erin Muck (CEO), Don Luensmann (Executive Director of Marketing & Development), and Heather Wight (recorder). Present via telephone were Jay Mendlik and David Reisz.

The meeting was called to order at 12:04 p.m.

QUALITY

Officer Scorecard

- Muck reviewed the Officer Scorecard for the committee.

PATIENT EXPERIENCE

SEC Report

- Muck shared the most recent HCHAPS scores. Customer service workshops started yesterday and have gone well. Employee forums are being held this week and will continue once a month until at least August. Erin met with providers last month as a group and started 5 Star training and she will meet with them each individually this month to go over their Press Ganey scores. The SEC committee is crafting an annual provider empowerment survey for staff in addition to revamping the senior rounding questionnaire to center around communication for the next 3 months. The senior rounding questionnaire will be reassessed to explore other questions.

PEOPLE

Recruitment

- The general surgeon candidate interview last Friday went well and Erin will follow up with the candidate next week. The interview with the ER physician also went well and hopefully will have more information soon.

Leadership Empowerment Survey

- Luensmann shared the results from the Leadership Empowerment Survey which was completed in April. The general trend is upward and the increase in scores from last year to this year is the highest it has been. Of the 13 survey questions, scores increased in 11 of those questions since the previous survey.

GROWTH

March Statistics

- Muck shared March statistics which included that total hospital procedures were down 16% while emergency room visits increased. Clinic visits were down due to several providers scheduled time off. March clinic numbers were comparable to FY 22 numbers.

Building Project Update

- Muck reviewed the current work being done for the proposed building project including the first phase of construction plans and additional employee parking. The USDA call this morning went well and we are on track meeting their requirements. Approval of the Board Resolution to approve bid packages to go out for bid will be at this month's board meeting. Bids will be due June 19th and then will be sent to USDA for approval. That generally takes 2 weeks. In order to keep the project moving, there will need to be special board meeting on July 11th for the board to approve the bids as the final approval to move forward with the project. The updated financial forecast is completed and will be presented to the finance committee.

Strategic Planning

- The administrative SMART goals and how the board would like the results to be reported were discussed.

FINANCE

EMR Update

- Everything is going well. There have been some hiccups as expected but everyone is handling the workload great and continuing to work hard for the scheduled June 24th "Go-Live".

Change Healthcare

- Change Healthcare is up to approximately 80% functioning and our backlog of claims should be current by the end of May.

COMMUNITY

Community Wellness Center Update

- The committee is still working to get the available New Market Tax Credits but is continuing with fundraising efforts. Members of the committee are selling tickets to a drive through Staley's Chicken Dinner fundraiser being held on May 14th.

The meeting adjourned at 1:22 p.m.

Heather Wight, Recorder

RESOLUTION APPROVING
COMMENCEMENT OF BIDDING
PROCESS TRADE AND
MATERIALS

Denison, Iowa

April 29, 2024

The Board of Trustees of the Crawford County Memorial Hospital met at _____.m., at the Hospital Board Room D, Crawford County Memorial Hospital on the above stated date.

The Chairperson presided and the roll being called, the following named Trustees were present and absent:

Present: _____.

Absent: _____.

• • Other Business • •

MOTION TO CONSIDER RESOLUTION

The Board took up and considered the proposals for construction manager at-risk for the Hospital's construction project. Trustee _____ introduced the resolution next hereinafter set out and moved its adoption, seconded by Trustee _____. After due consideration thereof by the Board, the Chairperson put the question on the motion and the roll being called, the following named Trustees voted:

Ayes: _____.

Nays: _____.

Whereupon, the Chairperson declared the said motion duly carried and the said resolution adopted, as hereinafter set out.

• • Other Business • •

At the conclusion of the meeting, and upon motion and vote, the Board adjourned.

Chairperson, Board of Trustees

Attest:

Board Secretary

RESOLUTION

Resolution approving commencement of bidding process for trade and materials for the hospital improvement projects for Crawford County Memorial Hospital

WHEREAS, the Board of Trustees (the “Board”) of Crawford County Memorial Hospital (the “Hospital”), has determined that it is necessary and desirable to undertake improvement projects for the Hospital to include additions to and expansion of the Hospital’s facilities, including without limitation, a new centralized patient registration area and expansion of and improvements to the rural health clinic and the physical therapy department all located on the Hospital’s campus (the “Hospital Campus”) at 100 Medical Parkway, Denison, Iowa (the “Projects”), and intends to finance the Projects, in part, with loans from U.S. Department of Agriculture - Rural Development (“USDA-RD”); and

WHEREAS, the Board has previously selected Graham Construction as the Construction Manager at Risk (the “CMaR”) and INVISION Architecture as the Architect (the “Architect”) for the Projects; and

WHEREAS, the Hospital’s management team and building steering committee have worked with the Architect and the CMaR to develop plans, specifications, estimate of costs and bid documents to advertise for competitive bids for the trade contract work and materials packages (collectively, the “Bid Packages”), which have been provided to USDA-RD for review and approval; and

WHEREAS, the Bid Packages have been provided to the Board for review, the Board determines to proceed with the advertisement for bids on the Bid Packages;

NOW, THEREFORE, Be It Resolved by the Board of Trustees of Crawford County Memorial Hospital as follows:

Section 1. The Board has reviewed the information provided by Hospital’s management team and building steering committee, the Architect and the CMaR regarding the Bid Packages, and approves the commencement of the advertisement for bids pursuant to the Bid Packages and bidding schedule prepared by the CMaR, subject to final approval by USDA-RD.

Section 2. The members of the Hospital’s management team and building steering committee are each authorized and directed to take all actions necessary on behalf of the Hospital to undertake and participate in the competitive bidding process pursuant to Iowa Code section 26A.3, including without limitation the coordination with the CMaR to advertise for bids, conduct the bidding process, and review the bid analyses/tabulations. The Board delegates the duty of receiving the bids, opening the bids, and announcing the results of the Bid Packages to Hospital’s management team, building steering committee and/or the CMaR at the times and places set forth in the advertisement for the Bid Packages, currently anticipated to be received on June 19, 2024. The bids will be considered by the Board on the **July 11, 2024 at _____ in the Hospital Board Room D** located on the Hospital Campus. The foregoing dates and times may be changed at the discretion of the Hospital’s

CEO or CFO, and in compliance with any necessary publication/posting requirements pursuant to Iowa law and the Bid Packages.

Section 3. All resolutions or orders or parts thereof, to the extent the same may be in conflict herewith, are hereby repealed.

Passed and approved April 29, 2024.

Chairperson, Board of Trustees

Attest:

Board Secretary

STATE OF IOWA
COUNTY OF CRAWFORD
CRAWFORD COUNTY MEMORIAL HOSPITAL

SS:

I, the undersigned, Secretary of the Board of Trustees of the Crawford County Memorial Hospital, do hereby certify that the transcript hereto attached is a true and correct and complete copy of all the records of the Hospital relating to the advertisement for bids.

WITNESS MY HAND this _____ day of April, 2024.

Board Secretary



BOARD SUMMARY:

CEO Summary

By: Erin Muck, CEO

Date: April 2024

SUMMARY:

Quality

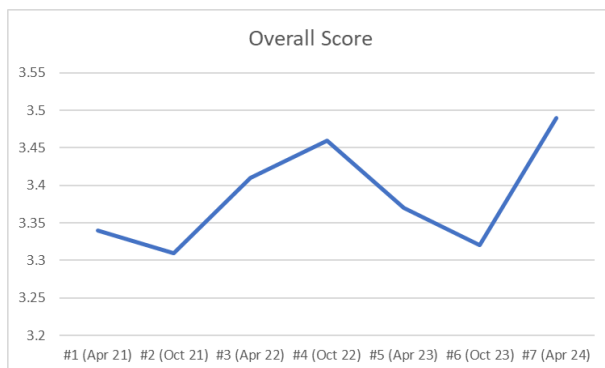
Each month, CCMH tracks the number of patients with an unplanned readmission to the hospital within 30 days of being discharged. This is called a “readmission rate.” A patient is most at risk for readmission right after they are discharged. After discharge from the hospital, patients are trying to follow new directions for their health; such as new medications, diet changes, or lifestyle changes. Education about discharge begins at their admission to the hospital. We aim to fully prepare our patients for discharge by educating them on their diagnosis, their medications, new dietary changes/restriction, etc. and ensuring they have a follow-up appointment before they leave the hospital. Discharge planning to avoid readmission is a multidisciplinary collaboration between the patient’s entire care team. The care team, with patient and/or family involvement, provides individualized instructions to the patient preparing them for their transition home. We provide them with extensive discharge planning and paperwork before they leave the hospital.

Our readmission rate goal is <6%. Fiscal year to date, our readmission rate is 2.55% which is well below our targeted goal. We strive to maintain a low readmission rate to ensure our patients receive the highest quality and safest care possible.

Patient Experience

Customer service training is in full swing. This year’s SEAs have put in many hours of work and we have heard several compliments regarding the enthusiasm and quality of the presenters. We couldn’t be prouder of this group.

The Leadership Empowerment Survey results from April are the highest they have ever been. As you can see, we had a significant jump in our overall score from October. Almost every question had improvement. This is a testament to the training and work the leadership has put in.



We will continue to develop leadership training based on opportunities we gather from this survey, Caregiver Engagement Survey, and senior rounding.

The Service Excellence Council have restructured the senior leader rounding questions to focus on communication. They have also developed a Provider Engagement Survey, similar to the Leadership Empowerment Survey. They plan is to initiate this one time a year.

We are very proud of our inpatient and ambulatory survey team on their outstanding February customer service scores with their overall ranking in the 91st and 99th percentile respectively.

The Leadership Empowerment Survey has been sent out. We should have results for the April meeting.

People

Thank you for attending the general surgeon recruitment lunch. We will have another candidate scheduled the 2nd or 3rd week in May. When we have a date, we will get invites sent out. We should have a site visit of an ER physician in late May, early June.

Controllable turnover rate for quarter 3 ended at a very respectable 1.9%. There are not any trends to report.

Growth

We have an official certificate from the Department of Inspections and Appeals designating our building to the south of the main campus as Hospital Outpatient Services. This building will be used for rehab services during phase one of the building project. Signage is in the works.

In the board packet you will note the Board Resolution in the packet that I highly encourage you to review prior to the meeting. You will need to approve the bid packages to be advertised and sent out for bid. Bid will be received by June 19th. USDA will need to review and approve them prior to your approval. Because of this, we will need to schedule a special board meeting to keep the project moving on time. We have on the calendar a July 11th meeting. We will need to know what time will work best for you and have that set with the approval of the resolution.

Part of the project will require addition of parking to the east of the clinic. This will need to be completed prior to August 8th. This will be a capital project and will require your approval. We will work on bids and have this at our May meeting.

Work is in full swing for phasing logistics. Phase 1 will begin August 8th and departments and staff will need to move by August 5th.

The leadership team is completing their department goals for FY 25 based off the priorities from the strategic planning sessions. Don will be giving you the strategic so you can set the CEO goals for next year.

Finance

Statistically, total hospital procedures were down 16% but there was a net profit for the month of \$1,387,905 due to the first Medicaid Direct Payment. Days in AR are significantly up due to the repercussions of the Change Healthcare cybersecurity attack. We have been able to submit all our outstanding claims and have seen a steady stream of deposits. We anticipate this to all normalize over the next 60 days. Cash did increase by \$382,722 and days cash on hand increased to 194.

Denman and Company completed the updated building project financial forecast and presented at finance committee and will be presented at the Board Meeting. They used a very conservative approach with projected revenues, and they believe the building project is financially feasible.

Community

On May 14th, the Wellness Center Committee will be having a Staley's Chicken fundraiser. If you haven't purchased your tickets, I will have some at the Board Meeting. The community continues to work on obtaining New Market Tax Credits, as well as look at other fundraising opportunities. They do plan to start soil work in May.

Respectfully,

Erin

**CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
April 25, 2024 12:00 P.M.**

A meeting of the Finance Committee of the Board of Trustees was held on April 25, 2024, in the Administrative Conference Room. Present on site were Rachel Melby (CFO), Amy Schultz, Jon Schuttinga and Heather Wight (recorder). Present via telephone was Erin Muck (CEO).

The meeting was called to order at 12:13 pm.

Committee Recommendations:

1. Total Payroll & Accounts Payable of \$2,583,597.26 for approval of payment.

Approval of Minutes

The March 2024 minutes were reviewed and approved.

CFO Report

The CFO Report was reviewed.

Financial Reports

Statistical, Income and Cash Flow Report

Statistically March was much slower than usual. Total hospital procedures were down 16%, with almost every department with decreased volumes except for the Emergency Room. In part, the decreased volumes were due to Providers' time off. Combined, there were 25 vacation/personal days taken in March.

Nonetheless, financially, March was a stellar month. The net profit for the month was \$1,387,905. The profit is solely due to the receipt of our first Medicaid DPP (Direct Payment Program) payment, which was a net deposit amount of almost \$1.6 million.

The breakdown and financial impact of this payment is as follows:

Total Directed Payment: \$ 1,863,260	Decreased Medicaid Contractual Adjustments
<u>Total Program Fees: \$ 266,654</u>	Increased Operating Expense
Net Distribution: \$ 1,596,606	Increased Net Profit and Cash

Cash flow was also positive, with a cash increase of \$382,722 for the month and an ending total cash balance of \$20,643,171. Days cash on hand increased to 194 days and our Debt Service Coverage Ratio increased to 2.55. However, days in AR increased to 74 days and total Accounts Receivable increased \$3,789,702, as we continue to recover from the Change Healthcare ransomware attack. As discussed last month, it will take about 60 days to normalize accounts receivable. Currently, all delayed claims have been submitted to our third-party payors, and we have already received several large deposits in April from our major payors such as Medicare, Medicaid, and Blue Cross. Our hope is that this A/R backlog is fully cleaned up by year-end.

**CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
April 25, 2024 12:00 P.M.**

Balance Sheet

The Balance Sheet as of 03/31/24 reflects Total Assets of \$50,757,605.

Payroll & Accounts Payable

The committee reviewed and recommends total Payroll & Accounts Payable of \$2,583,597.26 to the Board for approval. This amount includes \$1,597,393.37 in salaries.

Accounts Receivable

Patient Accounts Receivable as of 03/31/2024 totaled \$12,842,914 which is an increase of \$3,789,702 from last month.

Other Business

Review Current Year County Budget to Actual

Every April we review our projected operating expenses for the current fiscal year compared to the county budget. We do not anticipate our expenses for FY24 exceeding the county budget for this year. Therefore, no budget amendment is needed.

IPERS Actuarial Adjustment

The preliminary GASB 68 adjustments (IPERS) we received from our Auditor will increase our net pension liability for the year but will also decrease our operating expense. This accrual entry will be finalized and booked at fiscal year-end.

Forecasted Financial Report

The committee reviewed the financial forecast updated by Denman, as required by USDA for the proposed construction project. The forecast is completed for the five years ending June 30, 2028. Denman used a very conservative approach with the forecast assumptions and believes the proposed project is financially feasible.

The committee also discussed that the exact definition of a forecast is a prediction or estimation of future events and understands that there will likely be differences between forecasted and actual results. Because of that, the report also includes four additional analyses based on critical factors, which were reviewed by the committee. Each of the four scenarios measures the sensitivity of the financial forecast with a change in a critical variable, such as Medicaid funding and changes in revenues and expenses.

Adjourn - The meeting was adjourned at 1:00 pm.

Crawford County Memorial Hospital

Comparative Statistical Report

March 2024

	Month to Date			Fiscal Year to Date		
	FY 2024	FY 2023	Variance	FY 2024	FY 2023	Variance
Total Admissions	43	37	16.22%	333	452	-26.33%
Acute/OB	31	28	10.71%	256	345	-25.80%
Skilled	5	4	25.00%	35	23	52.17%
ICF	0	0	0.00%	3	8	-62.50%
Respite	0	0	0.00%	0	1	-100.00%
Newborns	7	5	40.00%	39	75	-48.00%
Observation Admissions	17	39	-55.92%	157	199	-21.11%
Total Adjusted Admits	60	76	-20.60%	490	651	-24.73%
Total Patient Days*	163	248	-34.27%	1,637	1,901	-13.89%
Acute/OB	80	79	1.27%	782	981	-20.29%
Nursery	14	9	55.56%	69	124	-44.35%
Skilled	24	56	-57.14%	295	183	61.20%
ICF	0	1	-100.00%	6	25	-76.00%
Respite	0	0	0.00%	0	2	-100.00%
Observation	45	103	-56.31%	485	586	-17.24%
*Includes Observation						
Average LOS (Acute/OB)	2.57	2.67	-3.60%	3.09	2.95	4.84%
Hospital Procedures						
Inpatient	709	867	-18.22%	6,463	7,493	-13.75%
Outpatient	13,574	16,205	-16.24%	123,254	130,643	-5.66%
Total	14,283	17,072	-16.34%	129,717	138,136	-6.09%
Surgical Procedures	114	115	-0.87%	872	965	-9.64%
Anesthesia Procedures	110	112	-1.79%	707	862	-17.98%
ER Visits	473	427	10.77%	3,862	3,929	-1.71%
Admits from ER	31	47	-34.04%	230	322	-28.57%
Scheduled Outpatient Visits	108	107	0.93%	851	810	5.06%
Ambulance Trips	124	113	9.73%	1,044	1,044	0.00%
Xray Procedures	575	827	-30.47%	5,280	6,084	-13.21%
Mammography Procedures	90	97	-7.22%	1,122	1,143	-1.84%
Flouro Procedures	4	1	300.00%	18	23	-21.74%
Ultrasound Dept Procedures	215	228	-5.70%	1,600	1,741	-8.10%
Echo Procedures	49	44	11.36%	366	387	-5.43%
CT Dept Procedures	218	214	1.87%	1,848	1,835	0.71%
MRI Dept Procedures	87	80	8.75%	719	588	22.28%
Nuc Med Procedures	6	4	50.00%	58	50	16.00%
Total Radiology Procedures	1,244	1,495	-16.79%	11,011	11,851	-7.09%
Respiratory Tx Procedures	165	103	60.19%	1,138	1,223	-6.95%
EKG Procedures	191	197	-3.05%	1,454	1,432	1.54%
Sleep Studies	11	11	0.00%	82	118	-30.51%
Lab Procedures	6,171	7,439	-17.05%	57,086	62,059	-8.01%
Physical Tx Procedures	1,850	2,339	-20.91%	16,345	16,167	1.10%
Speech Procedures	18	32	-43.75%	264	235	12.34%
OT Procedures	122	139	-12.23%	1,468	1,423	3.16%
Cardiac Rehab Procedures	149	118	26.27%	1,159	969	19.61%
Pulmonary Rehab Procedures	9	13	-30.77%	86	144	-40.28%
Specialty Clinic Visits	481	621	-22.54%	4,597	5,235	-12.19%
Total Medical Clinic Visits	3,067	3,804	-19.37%	28,735	30,714	-6.44%

**CRAWFORD COUNTY MEMORIAL HOSPITAL
OPERATING/INCOME STATEMENT
FOR THE MONTH ENDING MARCH 31, 2024**

	CURRENT MONTH ACTUAL		CURRENT MONTH BUDGET		CURRENT MONTH VARIANCE		PRIOR YEAR ACTUAL	
<i>Gray lines are YTD. All %'s are based on net revenue except for the variance column and gross revenue.</i>								
PATIENT SERVICE REVENUES								
INPATIENT SERVICES	324,980	6.1%	652,526	9.9%	(327,546)	-50.2%	458,211	6.9%
	3,690,023	7.7%	5,440,370	9.9%	(1,750,347)	-32.2%	4,969,599	9.8%
OUTPATIENT SERVICES	4,980,212	93.0%	5,876,382	89.5%	(896,170)	-15.3%	6,083,947	92.2%
	43,523,686	91.2%	48,993,762	89.5%	(5,470,076)	-11.2%	45,320,725	89.6%
SWING BED SERVICES	49,023	0.9%	37,741	0.6%	11,282	29.9%	57,945	0.9%
	493,186	1.0%	314,659	0.6%	178,527	56.7%	284,884	0.6%
TOTAL GROSS PATIENT REVENUE	5,354,215	100.0%	6,566,648	100.0%	(1,212,434)	-18.5%	6,600,103	100.0%
	47,706,894	100.0%	54,748,791	100.0%	(7,041,896)	-12.9%	50,575,207	100.0%
DEDUCTIONS FROM REVENUE								
MEDICARE ADJUSTMENTS	(1,225,738)	-22.9%	(1,327,609)	-20.2%	101,871	-7.7%	(1,735,251)	-26.3%
	(10,793,549)	-22.6%	(11,068,812)	-20.2%	275,263	-2.5%	(9,935,190)	-19.6%
TITLE XIX ADJUSTMENTS	1,606,635	30.0%	(406,310)	-6.2%	2,012,945	-495.4%	(420,218)	-6.4%
	(174,256)	-0.4%	(3,387,568)	-6.2%	3,213,313	-94.9%	(3,040,628)	-6.0%
BLUE CROSS ADJUSTMENTS	(531,431)	-9.9%	(666,284)	-10.1%	134,853	-20.2%	(601,618)	-9.1%
	(4,670,188)	-9.8%	(5,555,077)	-10.1%	884,889	-15.9%	(4,986,149)	-9.9%
OTHER ADJUSTMENTS	(262,208)	-4.9%	(375,224)	-5.7%	113,016	-30.1%	(401,304)	-6.1%
	(2,407,746)	-5.0%	(3,128,393)	-5.7%	720,647	-23.0%	(3,010,260)	-6.0%
PROVISION FOR UNCOLLECTIBLE	(170,594)	-3.2%	(183,735)	-2.8%	13,141	-7.2%	(149,091)	-2.3%
	(1,281,755)	-2.7%	(1,531,873)	-2.8%	250,118	-16.3%	(1,172,705)	-2.3%
CHARITY CARE	(904)	0.0%	(28,663)	-0.4%	27,759	-96.8%	(37,232)	-0.6%
	(146,351)	-0.3%	(238,977)	-0.4%	92,626	-38.8%	(214,502)	-0.4%
TOTAL DEDUCTIONS FROM REVENUE	(584,239)	-10.9%	(2,987,825)	-45.5%	2,403,586	-80.4%	(3,344,715)	-50.7%
	(19,473,845)	-40.8%	(24,910,700)	-45.5%	5,436,855	-21.8%	(22,359,434)	-44.2%
NET PATIENT REVENUE	4,769,975	89.1%	3,578,823	54.5%	1,191,152	33.3%	3,255,388	49.3%
<i>(as % of Gross Patient Revenue)</i>	28,233,050	59.2%	29,838,091	54.5%	(1,605,041)	-5.4%	28,215,773	55.8%
NET PATIENT REVENUE	4,769,975	98.2%	3,578,823	94.6%	1,191,152	33.3%	3,255,388	89.9%
<i>(as % of Total Operating Revenue)</i>	28,233,050	95.5%	29,838,091	94.2%	(1,605,041)	-5.4%	28,215,773	93.4%
OTHER REVENUE								
DIETARY/MEALS INCOME	6,627	0.1%	7,300	0.2%	(673)	-9.2%	7,846	0.2%
	55,273	0.2%	65,700	0.2%	(10,427)	-15.9%	59,897	0.2%
OTHER INCOME	80,809	1.7%	198,167	5.2%	(117,358)	-59.2%	356,976	9.9%
	1,261,237	4.3%	1,783,500	5.6%	(522,263)	-29.3%	1,928,939	6.4%
TOTAL OTHER REVENUE	87,437	1.8%	205,467	5.4%	(118,030)	-57.4%	364,823	10.1%
	1,316,511	4.5%	1,849,200	5.8%	(532,689)	-28.8%	1,988,836	6.6%
TOTAL OPERATING REVENUE	4,857,412	100.0%	3,784,290	100.0%	1,073,122	28.4%	3,620,211	100.0%
	29,549,560	100.0%	31,687,291	100.0%	(2,137,731)	-6.7%	30,204,609	100.0%
OPERATING EXPENSES								
SALARIES	1,673,844	34.5%	2,025,284	53.5%	(351,440)	-17.4%	1,756,392	48.5%
	15,013,625	50.8%	16,958,472	53.5%	(1,944,847)	-11.5%	14,875,133	49.2%
BENEFITS	564,250	11.6%	626,796	16.6%	(62,546)	-10.0%	510,318	14.1%
	4,741,367	16.0%	5,384,422	17.0%	(643,055)	-11.9%	4,944,611	16.4%
PROFESSIONAL FEES	262,558	5.4%	112,832	3.0%	149,726	132.7%	237,378	6.6%
	2,323,941	7.9%	948,962	3.0%	1,374,979	144.9%	2,287,779	7.6%
SUPPLIES & EXPENSES	797,824	16.4%	759,794	20.1%	38,029	5.0%	685,291	18.9%
	6,048,698	20.5%	6,504,063	20.5%	(455,366)	-7.0%	6,124,446	20.3%
OCCUPANCY	149,991	3.1%	135,905	3.6%	14,086	10.4%	142,937	3.9%
	1,169,317	4.0%	1,223,141	3.9%	(53,824)	-4.4%	1,193,687	4.0%
DEPRECIATION	183,150	3.8%	224,700	5.9%	(41,550)	-18.5%	210,000	5.8%
	1,572,050	5.3%	2,022,300	6.4%	(450,250)	-22.3%	1,890,000	6.3%
TOTAL OPERATING EXPENSE	3,631,616	74.8%	3,885,312	102.7%	(253,695)	-6.5%	3,542,316	97.8%
	30,868,998	104.5%	33,041,361	104.3%	(2,172,363)	-6.6%	31,315,654	103.7%
NET OPERATING INCOME (LOSS)	1,225,795	25.2%	(101,022)	-2.7%	1,326,817	-1313.4%	77,896	2.2%
	(1,319,438)	-4.5%	(1,354,070)	-4.3%	34,632	-2.6%	(1,111,045)	-3.7%
NONOPERATING REV/EXP								
TAXES	166,359	3.4%	167,865	4.4%	(1,506)	-0.9%	165,896	4.6%
	1,497,227	5.1%	1,510,783	4.8%	(13,556)	-0.9%	1,493,068	4.9%
GENERAL CONTRIBUTIONS	100	0.0%	-	0.0%	100	0.0%	105	0.0%
	17,740	0.1%	500	0.0%	17,240	0.0%	2,609	0.0%
COVID/PRF/FEMA FUNDING	-	0.0%	-	0.0%	-	#DIV/0!	-	0.0%
	1,180,110	89.6%	-	0.0%	1,180,110	#DIV/0!	192,799	9.7%
INTEREST INCOME	43,196	0.9%	10,833	0.3%	32,363	298.7%	22,352	0.6%
	463,659	1.6%	97,500	0.3%	366,159	375.5%	97,059	0.3%
INTEREST EXPENSE	(47,544)	-1.0%	(62,900)	-15.0%	15,356	-24.4%	(51,445)	-1.4%
	(439,826)	-1.5%	(566,102)	-1.8%	126,275	-22.3%	(469,733)	0.5%
TOTAL NONOPERATING INCOME (LOSS)	162,110	3.3%	115,798	3.1%	46,312	40.0%	136,909	3.8%
	2,718,909	9.2%	1,042,681	3.3%	1,676,228	160.8%	1,315,801	4.4%
NET INCOME (LOSS)	1,387,905	28.6%	14,776	0.4%	1,373,129	9293.0%	214,804	5.9%
<i>Year to Date</i>	1,399,471	4.7%	(311,389)	-1.0%	1,710,860	-549.4%	204,756	0.7%

**CRAWFORD COUNTY MEMORIAL HOSPITAL
STATEMENT OF CASH FLOWS
FOR THE MONTH ENDING MARCH 31, 2024**

	<u>THIS MONTH</u>	<u>YTD</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
CASH RECEIVED FROM PATIENTS AND THIRD -PARTY PAYORS	3,096,945	27,627,330
CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES	(1,292,050)	(14,029,627)
CASH PAID TO EMPLOYEES FOR SERVICES	(1,517,073)	(16,155,317)
OTHER OPERATING REVENUE RECEIVED	87,437	2,534,748
NET CASH PROVIDED BY OPERATING ACTIVITIES	375,259	(22,867)
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
COUNTY TAXES	78,049	1,301,943
CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT	-	-
PRINCIPAL PAYMENTS ON LONG-TERM DEBT	(56,410)	(510,402)
INTEREST PAID ON LONG-TERM DEBT	(30,025)	(388,028)
ACQUISITION OF PROPERTY AND EQUIPMENT	(61,453)	(1,499,840)
NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES	(147,887)	(2,398,269)
CASH FLOW FROM INVESTING ACTIVITIES		
INTEREST RECEIVED	77,300	465,875
PROCEEDS FROM MATURITIES OF CERTIFICATES OF DEPOSIT	-	-
PURCHASE OF CERTIFICATE OF DEPOSIT	-	-
PROCEEDS OF MATURITIES OF U.S. GOVERNMENT AGENCY SECURITIES	-	-
PURCHASE OF GOVERNMENT AGENCY SECURITIES	-	-
NET CASH PROVIDED BY INVESTING ACTIVITIES	77,300	465,875
NET INCREASE (DECREASE) IN CASH	382,722	(653,317)
CASH		
BEGINNING	20,260,449	21,296,488
ENDING	20,643,171	20,643,171

<u>OPERATING INDICATORS:</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>MAR</u>	<u>Target</u>	<u>Desirable Trend</u>
Total Margin:	-3.66%	-2.37%	0.13%	-7.24%	19.29%	27.39%	2.00%	Increasing
Debt Service Coverage Ratio:	1.31	1.52	1.53	1.39	1.86	2.55	1.60	Increasing
Days Revenue in Patient A/R:	51	49	54	52	52	74	50	Decreasing
Days Cash on Hand:	194	193	186	183	191	194	180	Increasing

CRAWFORD COUNTY MEMORIAL HOSPITAL
BALANCE SHEET
AS OF: 3/31/24

ASSETS	Current Month		Prior Month		1-Month Net Change		1 Year Ago Month	
CURRENT ASSETS								
Total Cash	7,034,182	13.86%	6,778,348	13.91%	255,835	3.77%	14,255,640	29.03%
Patient Receivables	12,842,914	25.30%	9,053,212	18.58%	3,789,702	41.86%	9,958,346	20.28%
Allowance for Uncollectibles	(774,000)	-1.52%	(777,000)	-1.59%	3,000	-0.39%	(598,000)	-1.22%
Allowance for Contractuals	(4,580,000)	-9.02%	(2,560,000)	-5.25%	(2,020,000)	78.91%	(3,070,000)	-6.25%
Net Accounts Receivable	7,488,914	14.75%	5,716,212	11.73%	1,772,702	31.01%	6,290,346	12.81%
Other Receivables								
Est. Third Party Settlement	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Taxes Receivable	709,755	1.40%	787,805	1.62%	(78,049)	-9.9%	771,898	1.57%
Other	680,767	1.34%	605,831	1.24%	74,936	12.37%	572,118	1.16%
Inventory	1,447,562	2.85%	1,445,058	2.97%	2,504	0.17%	1,166,829	2.38%
Prepaid Expenses & Other	1,530,013	3.01%	1,621,377	3.33%	(91,364)	-5.63%	760,876	1.55%
TOTAL CURRENT ASSETS	18,891,193	37.22%	16,954,630	34.79%	1,936,563	11.42%	23,817,708	48.50%
ASSETS LIMITED AS TO USE								
Investments								
Cash & CD's	13,106,907	25.82%	13,031,462	26.74%	75,445	0.58%	6,575,890	13.39%
Bond/Project Funds	502,081	0.99%	450,639	0.92%	51,442	11.42%	509,689	1.04%
Interest Receivable	67,277	0.13%	101,382	0.21%	(34,105)	-33.64%	51,452	0.10%
TOTAL ASSETS LIMITED AS TO USE	13,676,266	26.94%	13,583,483	27.87%	92,783	0.68%	7,137,032	14.53%
OTHER ASSETS								
Physician Practice Intangibles	815,000	1.61%	815,000	1.67%	-	100.00%	815,000	1.66%
TOTAL OTHER ASSETS	815,000	1.61%	815,000	1.67%	-	0.00%	815,000	1.66%
PROPERTY & EQUIPMENT, NET								
Land	314,500	0.62%	314,500	0.65%	-	0.00%	314,500	0.64%
Land held for Future Dev	120,400	0.24%	120,400	0.25%	-	0.00%	120,400	0.25%
Land Improvements	2,511,827	4.95%	2,511,827	5.15%	-	0.00%	2,511,827	5.11%
Building	8,670,091	17.08%	8,670,091	17.79%	-	0.00%	8,670,091	17.65%
Fixed Equipment	18,079,267	35.62%	18,079,267	37.10%	-	0.00%	17,858,709	36.37%
Major Moveable Equipment	19,086,830	37.60%	19,042,792	39.07%	44,038	0.23%	18,999,622	38.69%
Leased Equipment	1,439,076	2.84%	1,439,076	2.95%	-	0.00%	1,491,468	3.04%
Deferred Costs	1,184,439	2.33%	1,051,834	2.16%	132,605	0.00%	132,112	0.27%
Allowance for Depreciation	(37,629,404)	-74.14%	(37,446,254)	-76.84%	(183,150)	0.49%	(36,044,027)	-73.40%
TOTAL PROPERTY & EQUIP, NET	13,777,027	27.14%	13,783,533	28.28%	(6,506)	-0.05%	14,054,702	28.62%
DEFERRED OUTFLOWS OF RESOURCES								
Pension Related Deferred Outflows	2,767,672	5.45%	2,767,672	5.68%	-	0.00%	2,385,266	4.86%
Deferred Loss on Refunding	830,448	1.64%	830,448	1.70%	-	0.00%	899,653	1.83%
TOTAL DEFERRED OUTFLOWS	3,598,120	7.09%	3,598,120	7.38%	-	0.00%	3,284,919	6.69%
TOTAL ASSETS	50,757,605	98.39%	48,734,766	98.33%	2,022,839	4.15%	49,109,360	96.51%
LIABILITIES & NET ASSETS								
CURRENT LIABILITIES								
Accounts Payable	500,248	0.99%	592,258	1.22%	(92,010)	-15.54%	483,254	0.98%
Accrued Payroll & Payroll Taxes	2,343,491	4.62%	1,993,265	4.09%	350,227	17.57%	2,186,180	4.45%
Accrued Health Ins & Flex	1,900,201	3.74%	1,735,365	3.56%	164,836	9.50%	1,754,567	3.57%
Deferred Pro Tax Receivable	499,076	0.98%	665,434	1.37%	(166,359)	-25.00%	497,682	1.01%
Due to Third Parties - Other	3,943	0.01%	3,088	0.01%	855	27.70%	403	0.00%
Lease Payable - Short Term	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Est. Third Party Settlements	1,892,774	3.73%	1,526,500	3.13%	366,274	23.99%	921,092	1.88%
TOTAL CURRENT LIABILITIES	7,139,732	14.07%	6,515,908	13.37%	623,824	9.57%	5,843,178	11.90%
OTHER LIABILITIES								
Lease Payable - Long Term	69,102	0.14%	72,305	0.15%	(3,203)	-4.43%	167,316	0.34%
Bonds Payable - Long Term	18,821,657	37.08%	18,874,863	38.73%	(53,206)	-0.28%	19,841,734	40.40%
Interest Payable	100,213	0.20%	82,694	0.17%	17,520	21.19%	108,975	0.22%
Net Pension Liability	7,985,095	15.73%	7,935,095	16.28%	50,000	0.63%	852,586	1.74%
TOTAL LONG-TERM LIABILITIES	26,976,066	53.15%	26,964,956	55.33%	11,110	0.04%	20,970,611	42.70%
TOTAL LIABILITIES	34,115,799	67.21%	33,480,865	68.70%	634,934	1.90%	26,813,789	54.60%
DEFERRED INFLOWS OF RESOURCES								
Pension Related Deferred Inflows	2,013,105	3.97%	2,013,105	4.13%	-	0.00%	10,629,374	21.64%
OPEB Related Deferred Inflows	175,696	0.35%	175,696	0.36%	-	0.00%	205,039	0.42%
TOTAL DEFERRED INFLOWS	2,188,801	4.31%	2,188,801	4.49%	-	0.00%	10,834,413	22.06%
NET ASSETS								
General Fund	13,053,534	25.72%	13,053,534	26.78%	-	0.00%	11,256,402	22.92%
Net Revenue (Loss)	1,399,471	2.76%	11,566	0.02%	1,387,905	11999.81%	204,756	0.42%
TOTAL NET ASSETS	14,453,006	28.47%	13,065,100	26.81%	1,387,905	10.62%	11,461,158	23.34%
TOTAL LIABILITIES & NET ASSETS	50,757,605	100.00%	48,734,766	100.00%	2,022,839	4.15%	49,109,360	100.00%

TO BE PAID THIS MONTH -MARCH 2024

712 Digital - Advertising	\$3,500.00	Ace Ettleman - Rent	\$550.00
Abbott Laboratories - Supplies	\$242.36	Eventide Lutheran Home - Fees	\$528.75
Abbvie US, LLC - Supplies	\$2,337.00	Fareway Stores - Supplies	\$1,779.80
Access Technologies, Inc. - Fees	\$1,563.00	Farmer Bros. Co. - Supplies	\$1,140.27
Acute Care, Inc. - Fees	\$24,211.93	Federal Express - Fees	\$36.39
Advanced Sterilization Products - Supplies	\$22.96	Feld Fire - Fees	\$675.00
Ruth Ahart - Expenses	\$300.00	FFF Enterprises - Supplies	\$542.87
Airgas USA, LLC - Supplies	\$2,345.91	First National Bank Omaha - Expenses	\$5,592.27
Alcor Scientific, LLC - Supplies	\$942.52	Genzyme Corporation - Supplies	\$2,179.25
American Messaging - Fees	\$73.20	Getinge USA - Supplies	\$2,651.93
American Time - Supplies	\$409.95	Grainger - Supplies	\$481.36
Ameisourcebergen - Supplies	\$1,612.27	GRP & Associates, Inc. - Fees	\$481.82
Ameritex Services - Fees	\$4,016.28	H&R Accounts - Fees	\$11,719.77
Ampride Tire & Auto Center - Fees	\$122.84	Hamilton Medical, Inc. - Supplies	\$1,249.66
Anderson Erickson Dairy - Supplies	\$563.90	Health Care Logistics, Inc. - Supplies	\$248.43
Anderson Lock - Supplies	\$897.75	Health Partners of SW IA - Fees	\$4,499.00
Apple, Inc. - Supplies	\$3,352.00	Heartland Business Systems, LLC - Fees	\$12,275.26
Arthrex - Supplies	\$623.50	Hologic, Inc. - Supplies	\$594.00
Avant - Fees	\$17,422.73	Home Depot Pro - Supplies	\$1,443.00
Bayer Healthcare - Supplies	\$1,492.30	HyVee - Supplies	\$3,307.90
Bio-Rad Laboratories - Supplies	\$561.15	IA Dept of Public Health - Fees	\$70.00
Blickman Health Industries - Supplies	\$5,020.62	IACPRR - Fees	\$195.00
Bomgaars - Supplies	\$19.99	ICU Medical, Inc. - Supplies	\$2,575.28
Boston Scientific Corp. - Supplies	\$393.27	Image Trend, Inc. - Fees	\$874.18
Bound Tree Medical - Supplies	\$19.90	Internap Holding, LLC - Supplies	\$242.31
Boxout, LLC - Supplies	\$2,542.50	Iowa Central Community College - Fees	\$100.00
Bracco Diagnostics, Inc. - Supplies	\$610.20	Iowa Shrine Bowl - Sponsorship	\$100.00
Dr. Kyle Brown - Expenses	\$981.91	IRHTP - Fees	\$545.00
Cardinal Health - Supplies	\$28,354.78	Jerico Services, Inc. - Fees	\$1,147.00
Cardinal Supplies and Fresheners - Supplies	\$52.80	Kasee Kavas - Expenses	\$218.28
Caresfield LLC - Supplies	\$211.72	KDSN FM - Advertising	\$4,146.51
Carroll Broadcasting Co. - Advertising	\$150.00	Kelli's Gift Shop Supplier - Supplies	\$491.83
Carroll Control Systems - Supplies	\$129.20	Knowles Publishing Corp. - Advertising	\$864.00
Cassling - Fees	\$34,131.32	Koch Filter Corporation - Fees	\$204.12
CDW Government - Supplies	\$1,372.76	La Prensa - Advertising	\$430.00
Central Iowa Detention - Fees	\$814.73	Lidderdale Country Store - Fees	\$525.00
Cepheid - Supplies	\$8,206.57	Lifeserve Blood Center - Supplies	\$1,892.09
Cerner Corporation - Fees	\$3,452.85	Macro Helix, LLC - Fees	\$11,652.16
Chamber & Development - Fees	\$200.00	Majestic Hills Golf Course - Fees	\$133.54
CHI Health - Fees	\$2,490.16	Craig Malone - Rent	\$650.00
Chubb & Son - Fees	\$23,153.00	Manilla Times - Advertising	\$152.50
Coix Health - Fees	\$5.25	Marco, Inc. - Fees	\$9,115.90
Cisco Systems Capital Corp. - Fees	\$147.88	Martin Bros Dist. Co., Inc - Supplies	\$3,648.18
City of Dow City - Utilities	\$151.98	McKesson Medical Surgical - Supplies	\$12,828.06
Clean Harbors Environment - Supplies	\$4,053.58	Medibadge, Inc. - Supplies	\$21.25
Cobblestone Inn & Suites - Fees	\$7,128.00	Medical Solutions - Fees	\$63,299.96
CompHealth - Fees	\$15,698.40	Medi-Dose, Inc. - Supplies	\$542.47
Constellation New Enegy - Utilities	\$17,005.38	Medline Industries, Inc. - Supplies	\$1,290.91
Control Masters - Fees	\$649.76	Mercy College Training Center -Fees	\$40.00
CPSI - Fees	\$18,225.00	MGMA - Fees	\$8,075.00
Crawford Co. Racers Assoc. - Sponsorship	\$500.00	Michael & Sara Luft - Fees	\$300.00
Culligan of Ida Grove - Fees	\$333.74	Mid-American Publishing Corp. - Advertising	\$164.00
Database Solutions, Inc. - Fees	\$3,920.00	MidAmerican Energy - Utilities	\$106.54
Dearborn National - Premiums	\$21,134.77	Mindray DS USA, Inc. - Supplies	\$2,151.02
Denison Bulletin & Review - Advertising	\$464.75	Dr. Stephen Morse - Fees	\$47,323.92
Denison Free Press - Advertising	\$1,170.00	Erin Muck - Expenses	\$153.40
Denison Hardscapes - Fees	\$1,591.25	Justin Mumm - Expenses	\$400.92
Denison Little League - Sponsorship	\$250.00	Neighbors Business Review - Advertising	\$129.50
Denison Municipal Utilities - Utilities	\$15,070.76	Network Services Company - Supplies	\$1,971.44
Denison Rotary Club - Fees	\$200.00	New Century FS - Fuel	\$4,897.77
Department of Admin. Services - Fees	\$150.00	New York Life - Premiums	\$3,021.60
DFI - Solutions - Supplies	\$570.97	North Central Anesthesia Services - Fees	\$39,290.00
Direct TV - Fees	\$1,196.53	Kate North - Expenses	\$400.00
Dish - Fees	\$1,821.48	Nuance Communications - Fees	\$1,391.89
Do It Best Hardware - Supplies	\$78.50	NW Iowa Yes Center - Fees	\$340.50
Dorsey & Whitney - Fees	\$620.00	Observer - Advertising	\$370.00
Draeger, Inc. - Supplies	\$9,724.82	Ohio Medical - Supplies	\$249.17
Ecolab - Supplies	\$544.85	Omnicell, Inc. - Fees	\$80.00
Egold Fax - Fees	\$580.80	Osteomed - Supplies	\$6,419.95
Eide Bailly LLP - Fees	\$2,700.00	Owens & Minor - Supplies	\$24,041.33
Electronic Engineering Co. - Fees	\$775.00	Oxen Technology - Fees	\$20.00
EPS, Inc. - Fees	\$68.66	Pentax Medical - Supplies	\$46.00

Performance Health - Fees	\$824.15	Stia Coutoure - Supplies	\$144.00
Pharmacy OneSource - Supplies	\$533.49	Stryker Endoscopy - Supplies	\$2,721.50
Physicians Lab Services - Fees	\$5,997.50	Stryker Rental Services - Fees	\$1,189.90
PICC Stat Clinical Services - Fees	\$1,400.00	Stryker Sales Corp. - Supplies	\$562.34
Pipeline Health Holding - Supplies	\$3,115.83	Takeda Pharmaceuticals America - Supplies	\$9,126.00
Pitney Bowes - Postage	\$1,500.00	Team Ford Lincoln - Fees	\$35.74
Plunkett's Pest Control - Fees	\$196.62	Televox - Fees	\$1,943.56
Positive Promotions, Inc. - Supplies	\$1,558.12	Tennant Sales and Service Co. - Fees	\$722.77
Practical Sleep Services - Fees	\$8,040.00	Thoroughcare, Inc. - Fees	\$286.00
Precision Dynamics Corp. - Supplies	\$711.61	Tri-Anim Health Services - Fees	\$662.98
Press Ganey Association, Inc. - Fees	\$3,588.01	Turnkey Pharmacy Solutions - Fees	\$1,079.25
Professional Computer Solutions - Fees	\$220.00	UKG, Inc. - Fees	\$23,689.48
Professional Medical Management - Supplies	\$6,187.50	Ultra-Chem, Inc. - Supplies	\$294.23
Propio Language Service - Fees	\$697.95	Unitimed Recruiting Resources - Fees	\$25,316.16
Qu Va Pharma, Inc. - Supplies	\$845.89	Uptodate - Fees	\$1,187.00
R&S Waste Disposal - Fees	\$1,194.04	US Foods - Supplies	\$9,871.16
Redsail Technologies - Fees	\$233.33	Vapotherm - Supplies	\$111.28
Lisa Sample - Expenses	\$24.26	Verizon Wireless - Telephone	\$459.31
Scribe EMR - Fees	\$12,730.00	Vision Service Plan - Premiums	\$3,643.20
Secure Shred Solutions - Fees	\$232.00	Vista Outdoors Sales, LLC - Supplies	\$1,260.00
See The Trainer - Supplies	\$37.90	Visual Edge IT, Inc. - Fees	\$1,555.15
Andrew Segebart - Expenses	\$38.52	VVC Holding, LLC - Fees	\$4,250.04
Sensoscientific - Supplies	\$3,338.00	Vyair Medical, Inc. - Supplies	\$3,911.90
Shared Medical Services, Inc. - Fees	\$3,225.00	Walmart / Capital One - Supplies	\$880.99
Siemens Healthcare Diagnostics - Supplies	\$2,777.10	Bobbie Weber - Expenses	\$179.76
Smith Medical - Supplies	\$460.46	Wells Fargo Financial Lease - Fees	\$935.18
SpendMend, LLC - Fees	\$850.00	Western Iowa Networks - Telephone	\$1,360.83
St. Anthony Regional Hospital - Fees	\$4,095.33	Westside Sonography, Inc. - Fees	\$980.00
Standard Textile Co., Inc. - Supplies	\$124.56	Kelli Wieman - Expenses	\$122.74
Staples Advantage - Supplies	\$2,600.19	Ziegler, Inc. - Supplies	\$394.54
State Hygeinic Laboratory - Fees	\$162.00	Patient Account Refunds	\$7,648.13
Steris Corporation - Supplies	\$18,725.68		

March Check Run **\$809,560.31**

DEPRECIATION FUND:

CDW Government - Iphone Components	\$1,732.26
Invision Architecture - Master Facility Project	\$132,605.23
Performance Health - Treadmill	\$14,400.62
Steris Corporation - Scope Washer	\$2,788.60
Stryker Medical - Stretcher	\$11,907.89
US Foods - Dietary Gas Range	\$7,208.98
Volkert Pro Exhaust - Dixie Chopper Mower	\$6,000.00

Depreciation Total **\$176,643.58**

Salaries **\$1,597,393.37**

GRAND TOTAL **\$2,583,597.26**