



BOARD OF TRUSTEES MEETING AGENDA

5:30 p.m., Monday, August 31, 2026
Hospital Meeting Rooms C-D
100 Medical Parkway, Denison, IA

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- | | |
|---|-------------------|
| I. CALL TO ORDER | Jon Schuttinga |
| II. ROLL CALL OF DIRECTORS | Heather Wight |
| III. ORAL COMMUNICATIONS – None Submitted | |
| IV. WRITTEN COMMUNICATIONS – None Submitted | |
| V. CONSENT AGENDA ITEMS | |
| A. Previous Month's Minutes | |
| B. Quality Committee Meeting Minutes | |
| C. Medical Staff Meeting Minutes | |
| D. Executive Committee Meeting Minutes | |
| E. Credentialing and Reappointments | |
| F. Patient Experience Committee Meeting Minutes and Report | |
| G. Finance Committee Meeting Minutes | |
| H. Payroll and AP – July | |
| I. Mission Committee Meeting Minutes | |
| <i>Motion needed for Consent Agenda Items</i> | |
| VI. NEW BUSINESS/REPORTS | |
| A. Patient Story | Theresa Sheer |
| B. Laboratory Report | TJ Hodne |
| C. Radiology Report | Katie Tremel |
| D. Organizational Improvement Projects | |
| i. Spanish Forms | Heather Rasmussen |
| ii. TeamSTEPPS | Theresa Sheer |
| iii. Age Friendly Hospital | Heather Rasmussen |
| E. Surgery Casework Capital Purchase | Theresa Sheer |
| <i>Motion Needed</i> | |
| F. CEO Report | Erin Muck |
| G. Individual Board Member Comments | Board |
| VII. EXECUTIVE SESSION PURSUANT TO IOWA CODE | |
| Section 21.5 (1) (l) To discuss marketing and pricing strategies or similar proprietary information in a meeting of a public hospital, where public disclosure of such information would harm such a hospital's competitive position when no public purpose would be served by public disclosure. | |
| I. ADJOURNMENT | Board Chair |
| <i>Motion Needed</i> | |

Our Mission

To provide convenient access to safe, high quality, patient centered healthcare by skilled and trusted professionals while exceeding customer expectations

Board of Trustees

July 27, 2026

A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, July 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), Rachel Melby (CFO), Theresa Sheer (CNO), Dr. Rick Malyszek (Chief Medical Officer) and Heather Wight (Recorder). Also in attendance were Jill Melby (Director of Marketing and Foundation left at 5:46) and Gordon Wolf (Denison Free Press). Not in attendance were Heather Rasmussen (Chief Quality 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.

CONSENT AGENDA ITEMS

- 5.A approval of June 29, 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 distant site telemedicine appointments of Shumberger and Winton.
- 5.F approval of Mission Committee report
- 5.G approval of Patient Experience Committee meeting minutes and Report
- 5.H approval of Payroll and AP – June
- 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

Marketing, Volunteer & Foundation Report

Jill Melby shared community engagement efforts featured heavy involvement in local parades across Denison, Manilla, and Charter Oak, alongside preparations for CCMH Day at the Crawford County Fair—highlighted by a July 23rd Color Run, Scrubs Camp, and an informational booth running from July 21st to July 25th. Digital footprint initiatives included tracking and evaluating OnMedia advertising campaigns with plans to potentially bring SEM and display ads in-house, expanding monthly multimedia campaigns on social media, YouTube, and TikTok, optimizing website content using search keywords, and streamlining in-house digital signage content. Meanwhile, the Hospital Foundation of Crawford County successfully hosted its 16th annual Golf Outing meeting its 30-team goal and raising an estimated \$18,000 net for an ambulance Lucas device, while the Thousand Club raised \$20,500 toward its \$50,000 goal and the scholarship committee prepared to review

Board of Trustees

July 27, 2026

employee applications. Additionally, volunteer services focused on consistent scheduling, patient ride reminders, an updated Volunteer Handbook, and maintaining current health checks.

CEO Report

Muck shared during the June annual DNV survey, CCMH completed its first step toward ISO certification, with upcoming efforts focused on process improvement, root cause analysis, and error reduction. In patient experience, the medical unit's quietness campaign significantly boosted the Restful Hospital Environment Press Ganey score—featuring a daily 1 PM to 3 PM quiet time—while the ED ranked in the 90th overall percentile nationally. On the staffing front, Dr. Rathe will begin full-time podiatry care in the RHC on August 17th. Thank you to Dr. Kelly's for 26 years of service in our visiting specialty clinic. Recruitment is ongoing for family medicine and ED. Growth initiatives saw a successful 75th-anniversary celebration, ahead-of-schedule front entrance renovations, the launch of the MRI project with an active temporary truck, and an expanded RHC telemedicine mental health program adding a Spanish-speaking therapist. Financially, audit preparations set to begin with Denman next week.

Individual Board Member Comments

Mendlik inquired about an update on the FY27 Directed Payment Program, specifically asking whether any information regarding new metrics had been released. Muck shared available details on the program and outlined upcoming tentative Medicaid funding cuts, detailing how those reductions would impact rural hospitals.

ADJOURNMENT

A motion was made by Leise, second by Schutlz, that the meeting be adjourned at 6:11 p.m. Motion carried unanimously.

**CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
August 26, 2026, 12:00 P.M.**

A meeting of the Finance Committee of the Board of Trustees was held on Wednesday, August 26, 2026, in the Administrative Conference Room. Present on site were Rachel Melby (CFO), Erin Muck (CEO), Jon Schuttinga, Amy Schultz, and Heather Wight (recorder).

The meeting was called to order at 12:05 pm.

Committee Recommendations:

1. Total Payroll & Accounts Payable of \$3,609,277.90 for approval of payment.

Approval of Minutes

The July 2026 minutes were reviewed and approved.

CFO Report

The CFO Report was reviewed.

Financial Reports

Statistical, Income and Cash Flow Report

Historically the summer months are slower months for patient volumes, which was the case for this July. We anticipated a loss of about \$400,000, but the actual net loss for July was \$784,474. Gross patient revenue was under budget by \$560,000 due to stagnate Clinic volumes (down 380 visits from July 2024) and declining surgical procedures (down 35 from July 2024 and down 14 from July 2025).

In addition to lower patient volumes, contractual adjustments were 55% of gross revenue, which is 10% more than budget.

On a positive note, cash increased \$777,879 due to the receipt of last quarter's Medicaid Directed Payment. This increased Days Cash on Hand without project funds to 218 days. Total Accounts Receivable also decreased by \$1,083,289 bringing total A/R to \$8,653,984 and A/R days to 43.

Balance Sheet

The Balance Sheet as of 07/31/2026 reflects Total Assets of \$83,680,567.

Payroll & Accounts Payable

The committee reviewed and recommends total Payroll & Accounts Payable of \$3,609,277.90 to the Board for approval. This amount includes \$2,200,235.08 in salaries.

Accounts Receivable

Patient Accounts Receivable as of 6/30/2026 totaled \$8,653,984 which is a decrease of \$1,083,289 from June.

**CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
August 26, 2026, 12:00 P.M.**

New Business

Capital Purchase – Surgery Casework

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. The work is being scheduled during surgery downtime to minimize disruption.

Adjourn - The meeting was adjourned at 1:04 p.m.

Crawford County Memorial Hospital

Comparative Statistical Report

July 2026

	Month to Date			Fiscal Year to Date		
	FY 2027	FY 2026	Variance	FY 2027	FY 2026	Variance
Total Admissions	21	33	-36.36%	21	33	-36.36%
Acute	15	28	-46.43%	15	28	-46.43%
Skilled	4	4	0.00%	4	4	0.00%
ICF	2	1	100.00%	2	1	100.00%
Respite	0	0	0.00%	0	0	0.00%
Total Patient Days*	138	235	-41.28%	138	235	-41.28%
Acute	32	90	-64.44%	32	90	-64.44%
Skilled	40	86	-53.49%	40	86	-53.49%
ICF	6	1	500.00%	6	1	500.00%
Respite	0	0	0.00%	0	0	0.00%
Observation	60	58	3.45%	60	58	3.45%
*Includes Observation						
Average LOS (Acute)	1.70	3.46	-50.97%	1.70	3.46	-50.97%
Hospital Procedures						
Inpatient	556	816	-31.86%	556	816	-31.86%
Outpatient	14,155	13,689	3.40%	14,155	13,689	3.40%
Total	14,711	14,505	1.42%	14,711	14,505	1.42%
Surgical Procedures	73	87	-16.09%	73	87	-16.09%
Anesthesia Procedures	59	75	-21.33%	59	75	-21.33%
ER Visits	443	449	-1.34%	443	449	-1.34%
Admits from ER	16	18	-11.11%	16	18	-11.11%
Scheduled Outpatient Visits	133	124	7.26%	133	124	7.26%
Ambulance Trips	137	119	15.13%	137	119	15.13%
Xray Procedures	561	625	-10.24%	561	625	-10.24%
Mammography Procedures	95	112	-15.18%	95	112	-15.18%
Flouro Procedures	0	0	0.00%	0	0	0.00%
Ultrasound Dept Procedures	131	172	-23.84%	131	172	-23.84%
Echo Procedures	63	57	10.53%	63	57	10.53%
CT Dept Procedures	313	239	30.96%	313	239	30.96%
MRI Dept Procedures	78	85	-8.24%	78	85	-8.24%
Nuc Med Procedures	3	4	-25.00%	3	4	-25.00%
Total Radiology Procedures	1,244	1,294	-3.86%	1,244	1,294	-3.86%
Respiratory Tx Procedures	48	86	-44.19%	48	86	-44.19%
EKG Procedures	223	68	227.94%	223	68	227.94%
Sleep Studies	18	21	-14.29%	18	21	-14.29%
Lab Procedures	7,158	6,637	7.85%	7,158	6,637	7.85%
Physical Tx Procedures	1,501	1,897	-20.88%	1,501	1,897	-20.88%
Speech Procedures	104	85	22.35%	104	85	22.35%
OT Procedures	112	158	-29.11%	112	158	-29.11%
Cardiac Rehab Procedures	291	182	59.89%	291	182	59.89%
Pulmonary Rehab Procedures	1	12	-91.67%	1	12	-91.67%
Specialty Clinic Visits	445	484	-8.06%	445	484	-8.06%
Total Medical Clinic Visits	2,858	2,846	0.42%	2,858	2,846	0.42%

**CRAWFORD COUNTY MEMORIAL HOSPITAL
OPERATING/INCOME STATEMENT
FOR THE MONTH ENDING JULY 31, 2026**

Gray lines are YTD. All %'s are based on net revenue except for the variance column and gross revenue.								
	CURRENT MONTH ACTUAL		CURRENT MONTH BUDGET		CURRENT MONTH VARIANCE		PRIOR YEAR ACTUAL	
PATIENT SERVICE REVENUES								
INPATIENT SERVICES	295,080	4.8%	583,880	8.6%	(288,801)	-49.5%	326,828	5.4%
	295,080	4.8%	583,880	8.6%	(288,801)	-49.5%	326,828	5.4%
OUTPATIENT SERVICES	5,840,738	94.1%	6,117,036	90.3%	(276,298)	-4.5%	5,621,945	92.5%
	5,840,738	94.1%	6,117,036	90.3%	(276,298)	-4.5%	5,621,945	92.5%
SWING BED SERVICES	72,916	1.2%	70,174	1.0%	2,742	3.9%	127,042	2.1%
	72,916	1.2%	70,174	1.0%	2,742	3.9%	127,042	2.1%
TOTAL GROSS PATIENT REVENUE	6,208,734	100.0%	6,771,090	100.0%	(562,356)	-8.3%	6,075,815	100.0%
	6,208,734	100.0%	6,771,090	100.0%	(562,356)	-8.3%	6,075,815	100.0%
DEDUCTIONS FROM REVENUE								
MEDICARE ADJUSTMENTS	(1,831,085)	-29.5%	(1,489,640)	-22.0%	(341,446)	22.9%	(1,529,263)	-25.2%
	(1,831,085)	-29.5%	(1,489,640)	-22.0%	(341,446)	22.9%	(1,529,263)	-25.2%
TITLE XIX ADJUSTMENTS	(223,736)	-3.6%	(304,699)	-4.5%	80,963	-26.6%	(313,113)	-5.2%
	(223,736)	-3.6%	(304,699)	-4.5%	80,963	-26.6%	(313,113)	-5.2%
BLUE CROSS ADJUSTMENTS	(666,943)	-10.7%	(717,735)	-10.6%	50,792	-7.1%	(393,988)	-6.5%
	(666,943)	-10.7%	(717,735)	-10.6%	50,792	-7.1%	(393,988)	-6.5%
OTHER ADJUSTMENTS	(433,068)	-7.0%	(380,067)	-5.6%	(53,001)	13.9%	(368,898)	-6.1%
	(433,068)	-7.0%	(380,067)	-5.6%	(53,001)	13.9%	(368,898)	-6.1%
PROVISION FOR UNCOLLECTIBLE	(225,934)	-3.6%	(188,650)	-2.8%	(37,284)	19.8%	(129,652)	-2.1%
	(225,934)	-3.6%	(188,650)	-2.8%	(37,284)	19.8%	(129,652)	-2.1%
CHARITY CARE	(1,245)	0.0%	(11,550)	-0.2%	10,305	-89.2%	(5,939)	-0.1%
	(1,245)	0.0%	(11,550)	-0.2%	10,305	-89.2%	(5,939)	-0.1%
TOTAL DEDUCTIONS FROM REVENUE	(3,382,012)	-54.5%	(3,092,342)	-45.7%	(289,670)	9.4%	(2,740,852)	-45.1%
	(3,382,012)	-54.5%	(3,092,342)	-45.7%	(289,670)	9.4%	(2,740,852)	-45.1%
NET PATIENT REVENUE	2,826,722	45.5%	3,678,748	54.3%	(852,026)	-23.2%	3,334,963	54.9%
(as % of Gross Patient Revenue)	2,826,722	45.5%	3,678,748	54.3%	(852,026)	-23.2%	3,334,963	54.9%
NET PATIENT REVENUE	2,826,722	93.3%	3,678,748	97.3%	(852,026)	-23.2%	3,334,963	95.0%
(as % of Total Operating Revenue)	2,826,722	93.3%	3,678,748	97.3%	(852,026)	-23.2%	3,334,963	95.0%
OTHER REVENUE								
DIETARY/MEALS INCOME	8,495	0.3%	8,025	0.2%	470	5.9%	6,762	0.2%
	8,495	0.3%	8,025	0.2%	470	5.9%	6,762	0.2%
OTHER INCOME	194,733	6.4%	93,967	2.5%	100,767	107.2%	169,170	4.8%
	194,733	6.4%	93,967	2.5%	100,767	107.2%	169,170	4.8%
TOTAL OTHER REVENUE	203,229	6.7%	101,992	2.7%	101,237	99.3%	175,932	5.0%
	203,229	6.7%	101,992	2.7%	101,237	99.3%	175,932	5.0%
TOTAL OPERATING REVENUE	3,029,950	100.0%	3,780,740	100.0%	(750,789)	-19.9%	3,510,895	100.0%
	3,029,950	100.0%	3,780,740	100.0%	(750,789)	-19.9%	3,510,895	100.0%
OPERATING EXPENSES								
SALARIES	1,932,069	63.8%	2,025,566	53.6%	(93,498)	-4.6%	1,835,686	52.3%
	1,932,069	63.8%	2,025,566	53.6%	(93,498)	-4.6%	1,835,686	52.3%
BENEFITS	623,551	20.6%	685,616	18.1%	(62,066)	-9.1%	582,032	16.6%
	623,551	20.6%	685,616	18.1%	(62,065)	-9.1%	582,032	16.6%
PROFESSIONAL FEES	368,231	12.2%	277,745	7.3%	90,486	32.6%	390,127	11.1%
	368,231	12.2%	277,745	7.3%	90,486	32.6%	390,127	11.1%
SUPPLIES & EXPENSES	624,868	20.6%	843,840	22.3%	(218,972)	-25.9%	673,164	19.2%
	624,868	20.6%	843,840	22.3%	(218,972)	-25.9%	673,164	19.2%
OCCUPANCY	172,861	5.7%	161,054	4.3%	11,806	7.3%	139,803	4.0%
	172,861	5.7%	161,054	4.3%	11,806	7.3%	139,803	4.0%
DEPRECIATION	191,792	6.3%	275,000	7.3%	(83,208)	-30.3%	203,792	5.8%
	191,792	6.3%	275,000	7.3%	(83,208)	-30.3%	203,792	5.8%
TOTAL OPERATING EXPENSE	3,913,371	129.2%	4,268,822	112.9%	(355,451)	-8.3%	3,824,604	108.9%
	3,913,371	129.2%	4,268,822	112.9%	(355,450)	-8.3%	3,824,604	108.9%
NET OPERATING INCOME (LOSS)	(883,421)	-29.2%	(488,082)	-12.9%	(395,339)	81.0%	(313,709)	-8.9%
	(883,421)	-29.2%	(488,082)	-12.9%	(395,339)	81.0%	(313,709)	-8.9%
NONOPERATING REV/EXP								
TAXES	165,023	5.4%	165,023	4.4%	-	0.0%	165,896	4.7%
	165,023	5.4%	165,023	4.4%	-	0.0%	165,896	4.7%
GENERAL CONTRIBUTIONS	300	0.0%	1,000	0.0%	(700)	0.0%	10	0.0%
	300	0.0%	1,000	0.0%	(700)	0.0%	10	0.0%
INTEREST INCOME	66,618	2.2%	79,167	2.1%	(12,548)	-15.9%	135,836	3.9%
	66,618	2.2%	79,167	2.1%	(12,548)	-15.9%	135,836	3.9%
INTEREST EXPENSE	(132,994)	-4.4%	(154,919)	-4.1%	21,925	-14.2%	(136,697)	-3.9%
	(132,994)	-4.4%	(154,919)	-4.1%	21,925	-14.2%	(136,697)	-3.9%
TOTAL NONOPERATING INCOME (LOSS)	98,947	3.3%	90,270	2.4%	8,677	9.6%	165,046	4.7%
	98,947	3.3%	90,270	2.4%	8,677	9.6%	165,046	4.7%
NET INCOME (LOSS)	(784,474)	-25.9%	(397,811)	-10.5%	(386,662)	97.2%	(148,663)	-4.2%
Year to Date	(784,474)	-25.9%	(397,811)	-10.5%	(386,662)	97.2%	(148,663)	-4.2%

**CRAWFORD COUNTY MEMORIAL HOSPITAL
STATEMENT OF CASH FLOWS
FOR THE MONTH ENDING JULY 31, 2026**

	<u>THIS MONTH</u>	<u>YTD</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
CASH RECEIVED FROM PATIENTS AND THIRD-PARTY PAYORS	5,121,613	5,121,613
CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES	(1,950,286)	(1,950,286)
CASH PAID TO EMPLOYEES FOR SERVICES	(2,127,242)	(2,127,242)
OTHER OPERATING REVENUE RECEIVED	203,229	203,229
NET CASH PROVIDED BY OPERATING ACTIVITIES	1,247,315	1,247,315
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
COUNTY TAXES	16,802	16,802
CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT	-	-
PRINCIPAL PAYMENTS ON LONG-TERM DEBT	(57,064)	(57,064)
INTEREST PAID ON LONG-TERM DEBT	(25,891)	(25,891)
ACQUISITION OF PROPERTY AND EQUIPMENT	(47,118)	(47,118)
CONSTRUCTION PROJECT FUNDS	(416,066)	(416,066)
NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES	(546,140)	(546,140)
CASH FLOW FROM INVESTING ACTIVITIES		
INTEREST RECEIVED	33,860	33,860
PROCEEDS FROM MATURITIES OF CERTIFICATES OF DEPOSIT	26,042	26,042
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	59,902	59,902
NET INCREASE (DECREASE) IN CASH	777,879	777,879
CASH		
BEGINNING	32,909,010	32,909,010
ENDING	33,686,889	33,686,889

<u>OPERATING INDICATORS:</u>	<u>FEB</u>	<u>MAR</u>	<u>APR</u>	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>Target</u>	Desirable Trend
Total Margin:	-10.14%	25.65%	23.05%	8.39%	53.04%	-24.05%	2.00%	Increasing
YTD Margin					8.41%			
Debt Service Coverage Ratio:	1.70	2.17	2.66	2.35	3.02	2.69	1.60	Increasing
Days Revenue in Patient A/R:	44	50	45	43	44	43	50	Decreasing
Days Cash on Hand:	273	279	281	272	279	281	180	Increasing
(w/o Project funds)	(186)	(194)	(202)	(195)	(212)	(218)		

CRAWFORD COUNTY MEMORIAL HOSPITAL

BALANCE SHEET

AS OF: 7/31/26

	Current Month		Prior Month		1-Month Net Change		1 Year Ago Month	
ASSETS								
<u>CURRENT ASSETS</u>								
Total Cash	13,133,983	15.70%	11,792,017	13.95%	1,341,966	11.38%	12,494,549	15.15%
Patient Receivables	8,653,984	10.34%	9,737,273	11.52%	(1,083,289)	-11.13%	9,726,292	11.80%
Allowance for Uncollectibles	(662,000)	-0.79%	(634,000)	-0.75%	(28,000)	4.42%	(773,000)	-0.94%
Allowance for Contractuals	(2,430,000)	-2.90%	(2,700,000)	-3.19%	270,000	-10.00%	(2,940,000)	-3.57%
Net Accounts Receivable	5,561,984	6.65%	6,403,273	7.58%	(841,289)	-13.14%	6,013,292	7.29%
Other Receivables								
Est. Third Party Settlement	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Taxes Receivable	1,980,270	2.37%	1,997,072	2.36%	(16,802)	-0.8%	1,990,757	2.41%
Other	323,311	0.39%	1,649,160	1.95%	(1,325,849)	-80.40%	275,922	0.33%
Inventory	1,420,236	1.70%	1,419,978	1.68%	258	0.02%	1,509,401	1.83%
Prepaid Expenses & Other	980,582	1.17%	716,307	0.85%	264,275	36.89%	802,132	0.97%
TOTAL CURRENT ASSETS	23,400,367	27.96%	23,977,807	28.37%	(577,441)	-2.41%	23,086,052	28.00%
<u>ASSETS LIMITED AS TO USE</u>								
Investments								
Cash & CD's	13,045,341	15.59%	13,266,223	15.70%	(220,882)	-1.66%	12,028,896	14.59%
Bond/Project Funds	7,507,564	8.97%	7,850,769	9.29%	(343,205)	-4.37%	15,527,794	18.83%
Interest Receivable	64,101	0.08%	57,384	0.07%	6,717	11.71%	72,966	0.09%
TOTAL ASSETS LIMITED AS TO USE	20,617,006	24.64%	21,174,376	25.06%	(557,370)	-2.63%	27,629,657	33.51%
<u>OTHER ASSETS</u>								
Physician Practice Intangibles	815,000	0.97%	815,000	0.96%	-	100.00%	815,000	0.99%
TOTAL OTHER ASSETS	815,000	0.97%	815,000	0.96%	-	0.00%	815,000	0.99%
<u>PROPERTY & EQUIPMENT, NET</u>								
Land	314,500	0.38%	314,500	0.37%	-	0.00%	314,500	0.38%
Land held for Future Dev	120,400	0.14%	120,400	0.14%	-	0.00%	120,400	0.15%
Land Improvements	2,635,808	3.15%	2,635,808	3.12%	-	0.00%	2,623,208	3.18%
Building	8,881,693	10.61%	8,881,693	10.51%	-	0.00%	8,817,829	10.69%
Fixed Equipment	18,336,134	21.91%	18,336,134	21.70%	-	0.00%	18,110,326	21.96%
Major Moveable Equipment	24,096,710	28.80%	24,013,383	28.41%	83,328	0.35%	22,747,072	27.59%
Leased Equipment	1,439,076	1.72%	1,439,076	1.70%	-	0.00%	1,439,076	1.75%
Deferred Costs	22,273,685	26.62%	21,860,801	25.87%	412,884	1.89%	13,516,283	16.39%
Right of Use Subscriptions	486,650	0.58%	486,650	0.58%	-	0.00%	486,650	0.59%
Allowance for Depreciation	(43,281,244)	-51.72%	(43,089,452)	-50.99%	(191,792)	0.45%	(40,827,744)	-49.52%
TOTAL PROPERTY & EQUIP, NET	35,303,412	42.19%	34,998,993	41.41%	304,420	0.87%	27,347,600	33.17%
<u>DEFERRED OUTFLOWS OF RESOURCES</u>								
Pension Related Deferred Outflows	2,921,950	3.49%	2,921,950	3.46%	-	0.00%	2,883,373	3.50%
Deferred Loss on Refunding	622,833	0.74%	622,833	0.74%	-	0.00%	692,038	0.84%
TOTAL DEFERRED OUTFLOWS	3,544,783	4.24%	3,544,783	4.19%	-	0.00%	3,575,411	4.34%
TOTAL ASSETS	83,680,567	100.00%	84,510,958	100.00%	(830,391)	-0.98%	82,453,720	100.00%

LIABILITIES & NET ASSETS								
<u>CURRENT LIABILITIES</u>								
Accounts Payable	605,087	0.72%	419,415	0.50%	185,672	44.27%	392,485	0.48%
Accrued Payroll & Payroll Taxes	1,994,588	2.38%	1,964,146	2.32%	30,443	1.55%	1,837,358	2.23%
Accrued Health Insurance	2,002,893	2.39%	2,174,734	2.57%	(171,840)	-7.90%	2,163,933	2.62%
Deferred Pro Tax Receivable	1,815,248	2.17%	1,980,270	2.34%	(165,023)	-8.33%	1,824,861	2.21%
Due to Third Parties - Other	5,882	0.01%	31,624	0.04%	(25,742)	-81.40%	3,803	0.00%
Lease Payable - Short Term	139,052	0.17%	139,052	0.16%	-	0.00%	139,052	0.17%
Est. Third Party Settlements	2,437,803	2.91%	2,437,803	2.88%	-	0.00%	1,737,575	2.11%
Construction Payable	570,431	0.68%	570,431	0.67%	-	0.00%	570,431	0.69%
TOTAL CURRENT LIABILITIES	9,570,985	11.44%	9,717,474	11.50%	(146,490)	-1.51%	8,669,498	10.51%
<u>OTHER LIABILITIES</u>								
Lease Payable - Long Term	240,044	0.29%	240,044	0.28%	-	0.00%	243,507	0.30%
Bonds Payable - Long Term	36,366,759	43.46%	36,423,823	43.10%	(57,064)	-0.16%	37,537,521	45.53%
Interest Payable	214,206	0.26%	107,103	0.13%	107,103	100.00%	245,944	0.30%
Net Pension Liability	4,442,065	5.31%	4,392,065	5.20%	50,000	1.14%	6,719,543	8.15%
TOTAL LONG-TERM LIABILITIES	41,263,074	49.31%	41,163,035	48.71%	100,039	0.24%	44,746,516	54.27%
TOTAL LIABILITIES	50,834,059	60.75%	50,880,510	60.21%	(46,451)	-0.09%	53,416,013	64.78%
<u>DEFERRED INFLOWS OF RESOURCES</u>								
Pension Related Deferred Inflows	1,189,327	1.42%	1,189,327	1.41%	-	0.00%	1,036,251	1.26%
OPEB Related Deferred Inflows	251,200	0.30%	251,200	0.30%	-	0.00%	251,200	0.30%
TOTAL DEFERRED INFLOWS	1,440,527	1.72%	1,440,527	1.70%	-	0.00%	1,287,451	1.56%
<u>NET ASSETS</u>								
General Fund	32,190,455	38.47%	27,898,918	33.01%	4,291,537	15.38%	27,898,918	33.84%
Net Revenue (Loss)	(784,474)	-0.94%	4,291,537	5.08%	(5,076,011)	-118.28%	(148,663)	-0.18%
TOTAL NET ASSETS	31,405,982	37.53%	32,190,455	38.09%	(784,474)	-2.44%	27,750,255	33.66%
TOTAL LIABILITIES & NET ASSETS	83,680,567	100.00%	84,511,492	100.00%	(830,925)	-0.98%	82,453,720	100.00%

CCMH Expense Pairs for the Month of July 2026

Access Technologies - Fees	\$2,963.79	GQR Recruiting Resources LLC - Fees	\$30,967.15
Acumed, LLC - Supplies	\$2,412.05	Grainger - Supplies	\$468.31
Advanced Sterilization Products - Supplies	\$870.25	GRP & Associates Inc. - Fees	\$516.87
Agiliti Health, Inc. - Fees	\$8,410.05	Health Partners of Southwest Iowa - Fees	\$4,131.00
Airgas USA - Supplies	\$1,995.48	HealthLinx, Inc. - Fees	\$51,190.00
Align Ophthalmic, LLC - Supplies	\$1,402.62	Heartland Business Systems, LLC - Fees	\$31,395.59
American Messaging - Fees	\$48.50	Highland Medical Staffing - Fees	\$737.65
Ameritex Services - Fees	\$5,062.20	Hinckley Medical, Inc. - Supplies	\$3,950.00
Anderson Erickson Dairy Co. - Supplies	\$607.88	Hologic, Inc. - Supplies	\$1,649.00
Applied Medical -Supplies	\$1,161.00	ICP Medical, LLC - Fees	\$768.66
Armstrong Medical - Supplies	\$102.00	ICU Medical, Inc. - Supplies	\$16,041.92
Aspen Surgical Products, Inc. - Supplies	\$200.00	ID Apparel LLC - Supplies	\$2,248.75
Avel eCare Medical Group, P.C. - Fees	\$9,562.86	IDEXX Distribution, Inc. - Supplies	\$1,364.67
Bayer Healthcare - Supplies	\$3,548.72	Insight Public Sector, Inc. - Fees	\$1,279.91
Bio-Rad Laboratories, LLC - Supplies	\$2,902.73	Integrated Telehealth Partners - Fees	\$15,090.00
Biovigil Technologies, LLC - Supplies	\$4,528.64	Invision Architecture - Fees	\$11,424.48
Black Hills Energy - Utilities	\$69.17	Jackson Physician Search, LLC - Fees	\$6,600.00
Bomgaars - Supplies	\$1,163.55	Jambiz - Rent	\$1,050.00
Boston Scientific Corporation - Supplies	\$1,408.35	JP Gasway Co. - Fees	\$1,580.00
Bracco Diagnostics, Inc. - Supplies	\$1,162.81	JP Turf and Pest, LLC - Fees	\$304.75
Brown's Medical Imaging - Fees	\$11,581.25	Barb Kacmarynski - Fees	\$217.50
Cable Channel 13 - Advertising	\$403.00	Tracy Kastner - Expense	\$229.00
Cardinal Health - Supplies	\$53,376.79	KCI USA, Inc. - Supplies	\$1,497.96
Carroll Cleaning Supply - Supplies	\$1,864.06	KDSN FM - Advertising	\$4,151.59
Carroll Control Systems, Inc. - Fees	\$3,800.00	Kicktech, LLC - Fees	\$392.20
Scott Carver - Fees	\$14,750.00	Koch Filter Corporation - Supplies	\$729.00
Cassling - Fees	\$12,037.25	Erin Lally - Expenses	\$40.66
CenturyLink - Fees	\$427.97	Language Lines Service - Fees	\$228.51
Cepheid - Supplies	\$1,562.23	Lifeserve Blood Center - Fees	\$4,296.66
Cerner Corporation - Fees	\$79,742.49	Macro Helix LLC - Fees	\$11,221.51
Change Healthcare - Fees	\$5,868.94	Manilla Times - Advertising	\$245.00
Christopher L. Grabrian - Fees	\$5,275.00	Mapleton Press - Advertising	\$285.00
City of Dow City - Utilities	\$247.13	Marco Technologies, LLC - Fees	\$66,780.87
Cobblestone Inn & Suites - Fees	\$1,376.96	Martin Bros Distributing Co., LLC - Supplies	\$3,733.52
Coker Group Holdings, LLC - Fees	\$3,963.75	McKesson Medical Surgical - Supplies	\$5,605.27
Colonial Life - Premiums	\$554.86	Medical Solutions - Fees	\$89,426.36
CompHealth - Fees	\$18,568.27	Medline Industries LP - Supplies	\$41,298.44
Constellation Newenergy - Utilities	\$4,966.03	Jill Melby - Expenses	\$127.68
Craneware, Inc. - Fees	\$61,426.00	Rachel Melby - Expenses	\$45.60
Crawford County Cinema IV - Fees	\$53.50	Julie Meseck - Expenses	\$15.20
Crawford County EMS Association - Sponsorship	\$300.00	MidAmerican Energy - Utilities	\$74.40
Crawford County Home Health Hospice - Fees	\$47.28	Mindray DS USA, Inc. - Supplies	\$2,046.60
Crawford County Landfill - Fees	\$20.40	Keri Muff - Expenses	\$178.00
Crawford County YMCA - Fees	\$6,198.01	Justin Mumm - Expense	\$238.64
Curative Talent, LLC - Fees	\$16,000.00	National Rural Health Assn. - Fees	\$1,254.00
Custom Trends, LLC - Supplies	\$48.00	Nebraska Medicine - Fees	\$1,250.00
Data Power Technology, LLC - Fees	\$5,115.00	New Century FS - Fuel	\$3,182.75
Datix (USA), Inc. - Fees	\$3,729.27	New York Life - Premiums	\$2,675.52
Dearborn National - Premiums	\$24,738.64	Novus Iowa Profession Corporation - Fees	\$51,720.83
Denison Free Press - Advertising	\$800.00	NW Iowa Yes Center - Fees	\$1,365.00
Denison Hardscapes, Inc. - Fees	\$1,591.25	Observer - Advertising	\$130.00
Denison Municipal Utilities - Utilities	\$24,256.04	Omnicell, Inc. - Fees	\$80.00
Diligent Corporation - Supplies	\$5,555.04	Onmedia - Advertising	\$950.00
DirectTV - Fees	\$873.60	Oxen Technology - Fees	\$11.00
DNV Healthcare USA, Inc. - Fees	\$26,577.29	Pararev - Fees	\$1,912.50
Do It Best - Supplies	\$1,068.46	Samantha Pauley - Expenses	\$537.87
Dorsey & Whitney, LLP - Fees	\$6,210.50	Performance Health Supply LLC - Supplies	\$389.80
Dow City Screen - Supplies	\$25.00	Petty Cash - Petty Cash	\$500.00
Drees Co. - Fees	\$1,927.66	Philips Healthcare - Supplies	\$11,824.20
Ecolab, Inc. - Supplies	\$783.82	Physician Lab Services - Fees	\$25,105.00
Ace Ettleman - Rent	\$550.00	Pitney Bowes Bank Inc. Reserve - Postage	\$2,000.00
Scott Eveloff - Fees	\$1,825.00	Plunkett's Pest Control - Fees	\$157.98
Eventide Foundation - Sponsorship	\$400.00	Armando Porras - Fees	\$230.00
Eventide Lutheran Home - Fees	\$551.25	Practical Sleep Services, LLC - Fees	\$7,260.00
Fareway Stores - Supplies	\$847.14	Press Ganey Association - fees	\$4,306.39
Farmer Bros. Co. - Supplies	\$899.99	Professional Computer Solution - Fees	\$293.00
Federal Express Corp. - Fees	\$222.23	Professional Medical Management - Supplies	\$7,205.00
Feld Fire - Fees	\$105.00	Propio Language Service - Fees	\$2,899.25
FFF Enterprises, Inc. - Supplies	\$2,432.70	Psychiatric Medical Care, LLC - Fees	\$49,366.09
First National Bank Omaha - Supplies	\$4,753.06	QuVa Pharma, Inc. - Supplies	\$247.05
FNIC - Premiums	\$116,644.29	R&S Waste Disposal - Fees	\$1,175.13
Frehse Manufacturing, Inc. - Fees	\$232.68	Radiology Consultants, PC - Fees	\$920.00
Frontier Telephone CO. - Telephone	\$328.99	RMP Services, LLC - Fees	\$1,640.14
Getinge USA Sales LLC - Supplies	\$138.20	Secure Shred Solutions - Fees	\$299.00
Megan Gorham - Expenses	\$148.81	Shared Medical Services, Inc. - Fees	\$2,370.38

Shared Medical Technology - Fees	\$3,262.23
Spenmend, LLC - Supplies	\$6,595.85
Staples Advantage - Supplies	\$1,092.18
Steris Corporation - Supplies	\$1,951.01
Patrick Stevens - Expenses	\$2,158.01
Stryker Endoscopy - Supplies	\$3,405.81
Stryker Rental Services - Supplies	\$2,034.50
Stryker Sale LLC - Supplies	\$2,233.75
Sweet Treats & More - Supplies	\$205.00
Team Ford Lincoln - Fees	\$263.30
Teleflex LLC - Supplies	\$938.50
Televox - Fees	\$2,169.95
Thoroughcare, Inc. - Fees	\$250.00
Thrifty White - Supplies	\$520.27
Michele Tingle - Expenses	\$350.00
Tri-Anim Health Services - Supplies	\$586.02
TruBridge - Fees	\$2,730.00
UKG, Inc. - Fees	\$1,311.73
Uline - Supplies	\$227.70
Uniguest - Fees	\$3,584.16
UnityPoint - Fees	\$336.00
UNMC Center for Continuing Ed - Fees	\$405.00

DEPRECIATION FUND:

Baxter Healthcare Corp - Respiratory Vest	\$8,600.00
Cerner Corporation - PT Interface	\$2,225.28
Cornerstone Commissioning - Facility Project	\$5,026.64
Getinge USA Sales LLC - Facility Project	\$8,834.18
Graham Construction Company - MRI Project	\$32,877.23
Invision Architecture - Facility Project	\$11,424.48
Leo A Daly - MRI Project	\$433.00
Lint Van Lines - Facility Project	\$920.00
RJ Powersports - Side-by-Side	\$39,328.21
Stryker Sale LLC - Facility Project	\$2,162.38
VOC Associates, LLC - Facility Project	\$990.00

Depreciation Total **\$112,821.40**

Salaries **\$2,200,235.08**

GRAND TOTAL **\$3,609,277.90**

UpToDate - Fees	\$7,410.97
US Foods, Inc. - Supplies	\$8,601.24
Vapotherm - Supplies	\$499.20
Veit, LLC - Fees	\$2,045.26
Verizon Wireless - Telephone	\$683.41
Versabadge, LLC - Fees	\$4,000.00
Vetter Equipment - Supplies	\$351.78
Trama Vetter - Expenses	\$461.60
Vision Service Plan - Premiums	\$3,799.61
VVC Holding LLC - Fees	\$1,409.20
Weatherby Locums, Inc. - Fees	\$743.87
Lisa Weber - Expenses	\$26.10
WebMD Ignite - Fees	\$1,088.47
Wells Fargo Financial Leasing, Inc. - Fees	\$238.00
West Bend Mutual Ins. CO. - Premiums	\$7,457.10
Western Iowa Networks - Telephone	\$1,735.73
Westside Sonography, Inc. - Fees	\$600.00
Kelly Wieman - Expenses	\$16.72
WIN - Fees	\$1,500.00
Ziegler, Inc. - Supplies	\$11,878.53
Zimmer US, Inc. - Supplies	\$154.10
Patient Account Refunds	\$18,415.07

July Check Run & ACH Total **\$1,296,221.42**

Crawford County Memorial Hospital
PURCHASING DEPARTMENT REQUEST
Capital & Minor Equipment

Date: 8/20/26

Department: SURGERY

Capital Equipment Item (>\$5,000): ☒ Yes Minor Equipment (\$1,000-\$5,000): ☐ Yes

In Current Fiscal Year Budget: ☒ Yes ☒ No

Is this a trial? ☐ Yes ☒ No If Yes, length of trial _____

If replacement, what item does it replace? _____

Item Requested: CLEAN ROOM CASE AND ADDITIONAL CASEWORK

Quantity: 1

Description: NEW CASEWORK IN CS STORAGE

Justification of purchase: CREATE MORE WORKSPACE FOR STERILIZATION

Pricing reviewed by MM: CT3 ASCEND contract _____ MD Buyline checked _____

Reviewed by IT: _____ Reviewed by Plant Operations: _____

Reviewed by Bio-Med: _____ Service Manual Ordered: _____

In Buying Group?

Company #1: KEYSTONE CONSTRUCTION 11,000 APPROVED

☐ Yes ☐ No

Company #2: KEYSTONE CONSTRUCTION 17,000 UNAPPROVED

☐ Yes ☐ No

Company #3: _____

☐ Yes ☐ No

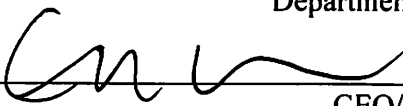
Recommendation: _____

Approved for purchase from _____ (Company)

Purchase Order #: _____ Date: _____

Signature: _____

Department Manager

Signature:  _____

CEO/CFO

CRAWFORD COUNTY MEMORIAL HOSPITAL
100 MEDICAL PARKWAY
DENISON, IA 51442

Phone: 712-265-2500

PURCHASE ORDER

Purchase Order No.:	45248
Company No.:	CCMH
Vendor No.:	158271
Page No.:	1 of 1

**Purchase Order Number above must appear
on all correspondence.**

VENDOR

Keystone Construction Services, LLC
 1650 NW Gettysburg LN
 Waukee, IA 50263

PHONE:
 FAX:
 ACCT:

INSTRUCTIONS

REPLACE CASEWORK IN CS STORAGE IN
 SURGERY
 3rd Party Shipping - 354271435

SHIP TO

CRAWFORD COUNTY MEMORIAL HOSPITAL
 100 MEDICAL PARKWAY
 DENISON, IA 51442

PAYMENT TERMS

Due 30 Days

FREIGHT TERMS

ORDER DATE

Aug 20, 2026

LINE	CATALOG	ITEM #	DESCRIPTION	QTY	UOM	PRICE	AMOUNT
1			OPTION 3 REPLACE ISLAND W/ SS COUNTERTOP	1	EA	11,000.00	11,000.00
2			OPTION 2 REPLACE 14' OF LOWERS AND ADD 4' 9" W/SS COUNTERTOP	1	EA	10,000.00	10,000.00
3			OPTION 1 ADD 4' 9" OF CASEWORK SS COUNTERTOP	1	EA	7,000.00	7,000.00
Subtotal:							28,000.00
Freight:							0.00
ORDER TOTAL:							\$28,000.00

Signature: _____

Date: _____