



BOARD OF TRUSTEES MEETING AGENDA

5:30 p.m., Monday, February 23, 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 | |
| IV. WRITTEN COMMUNICATIONS | |
| V. BUDGET HEARING
FY27 County Property Tax Budget
<i>Motion Needed</i> | Rachel Melby |
| VI. 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 – January
I. Mission Committee Meeting Minutes
<i>Motion needed for Consent Agenda Items</i> | |
| VII. NEW BUSINESS/REPORTS
A. Surgery Department Report
B. Dietary Department Report
C. EMS Update
D. Governance Forum
E. CEO Report
F. Individual Board Member Comments | Theresa Sheer
Brooke Tasler

Erin Muck
Board |
| VIII. ADJOURNMENT
<i>Motion Needed</i> | Board Chair |

Our Mission

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

NOTICE OF PUBLIC HEARING --- PROPOSED BUDGET
Fiscal Year July 1, 2026 - June 30, 2027 CRAWFORD COUNTY MEMORIAL HOSPITAL

The Board of Hospital Trustees of this County will conduct a public hearing on the proposed fiscal year budget as follows:

Meeting Date: 2/23/2026 Meeting Time: 05:30 PM Meeting Location: Crawford County Memorial Hospital Conference Room D

At the public hearing any resident or taxpayer may present objections to, or arguments in favor of, any part of the proposed budget. This notice represents a summary of the supporting detail of receipts and expenditures on file with the secretary.

Contact Name: Rachel Melby Contact Telephone Number: (712) 265-2500

FUND	A Expenditure June 30, 2025 Actual	B Expenditure June 30, 2026 Re- estimated	C Expenditure June 30, 2027 Proposed	D Transfers Out	E Estimated Ending Fund Balance FY 2027	F Estimated Beginning Fund Balance FY 2027	G Estimated Other Receipts	H Transfers In	I Estimated Amount To Be Raised By Taxation
1. General	45,434,452	50,095,097	55,061,144	0	20,936,747	23,965,500	51,271,563	382,193	378,635
2. FICA				0	0	0	0	0	0
3. IPERS				1,215,884	0	0	11,318	0	1,204,566
4. Emergency				0	0	0	0	0	0
5. Ambulance	0	0	0	382,193	0	0	3,558	0	378,635
6. Unemployment Comp.	0	0	0	0	0	0	0	0	0
7. Debt Service	0	0	0	0	0	0	0	0	0
8. Tort Liability/Ins.	0	0	0	0	0	0	0	0	0
9. Restricted Funds	0	0	0	0	0	0	0	0	0
10. Board Designated	0	0	0	0	0	0	0	0	0
11. Total	45,434,452	50,095,097	55,061,144	1,598,077	20,936,747	23,965,500	51,286,439	382,193	1,961,836

Proposed taxation rate per \$1,000 valuation: 1.39896

Virtual Meeting Information:

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Crawford County Memorial Hospital

Board of Trustees

January 26, 2026

A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, January 26, 2025, in Hospital Board Room D at Crawford County Memorial Hospital, Denison, Iowa.

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

ROLL CALL OF DIRECTORS

Present on site during the meeting were Jay Mendlik, Jon Schuttinga, Amy Schultz, Vernon Sid Leise, David Reisz, Erin Muck (CEO), Heather Rasmussen (Chief Quality Officer), Rachel Melby (CFO), Theresa Sheer (CNO), and Heather Wight (Recorder). Also in attendance were Trama Vetter (Director of Clinics left at 6:02), Chuck Tasler (Director of Materials Management left at 5:55), Angie Andersen (Director of IT left at 6:02) and Gordon Wolf (Denison Free Press). Not in attendance were Dr. Michael Luft (Chief Medical Officer) and Dr. David Wright (Chief of Staff).

ORAL COMMUNICATIONS

No oral communications were received.

WRITTEN COMMUNICATIONS

No written communications were received.

CONSENT AGENDA ITEMS

- 5.A approval of November 28, 2025 meeting minutes
- 5.B approval of Quality Committee minutes
- 5.C approval of Medical Staff meeting minutes
- 5.D approval of Executive Committee meeting minutes
- 5.E approval of credentialing of new appointments of Tingle and Pierce; reappointments of Beyer, Eckert and Jaskierny and distant site credentialing of Saucer and Weigman
- 5.F approval of Patient Experience Committee meeting minutes and Report
- 5.G approval of Finance Committee meeting minutes
- 5.H approval of Payroll and AP for November in the amount of \$2,956,731.82
- 5.I approval of Payroll and AP for December in the amount of \$3,001,461.89
- 5.J approval of Mission Committee meeting minutes

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

NEW BUSINESS / REPORTS

Election of Officers

A motion was made by Reisz, and seconded by Schuttinga, for Jon Schuttinga to serve as Chairperson, Jay Mendlik as Vice Chairperson/Secretary and Amy Schutlz will remain Treasurer. Motion carried unanimously.

Board of Trustees

January 26, 2026

2026 Board Meeting / Committee Schedule

A motion was made by Schuttinga, second by Schultz, to approve the 2026 Board Meeting / Committee Schedule with the exception of the December meeting, which will not be held as there are no committee meetings in December. Motion carried unanimously.

Assignment of Committees

The committees were structured as follows:

GOVERNANCE/EXECUTIVE

Jon Schuttinga – Chairperson
Jay Mendlik

FINANCE

Amy Schultz - Chairperson
Jon Schuttinga
Erin Muck
Rachel Melby
Physician Representative

MISSION

Jon Schuttinga – Chairperson
Vernon Sid Leise
Erin Muck
Physician Representative

QUALITY

Jay Mendlik - Chairperson
David Reisz
Erin Muck
Theresa Sheer
Heather Rasmussen
Physician Representative

FOUNDATION REPRESENTATIVE

David Reisz

IT Department Report

Andersen shared that the IT department consists of four team members responsible for implementing, managing, and supporting technology systems across all CCMH service lines, maintaining over 70 servers, 300 devices, and 250 end users with a strong end-user and patient-centered focus. While not directly involved in patient care, the team supports positive patient experiences and clinical outcomes by providing intuitive, high-quality tools that allow staff to focus on care. For 2026, IT initiatives center on education, security, and growth, including staging more than 100 devices for clinic expansion, supporting increasing system demands as services grow, and expanding the use of AI, automation, and data-driven reporting while maintaining best-practice security standards. Quality goals include tracking system updates and support tickets, resolving issues within 48 business hours, maintaining phishing vulnerability below 1%, achieving 96% annual security training completion, educating two internal departments per month on the patient portal, and providing portal education or demonstrations to three external groups during the year.

Purchasing Department Report

Tasler shared the purchasing department has had a very busy year, highlighted by the recent conversion of its Med/Surg distributor from Owens & Minor to Medline. This transition involved significant challenges, including reference number changes, new products, and aligning contracts to ensure accurate pricing. Ongoing quality initiatives include auditing outdated products and monitoring orthopedic supply costs,

Board of Trustees

January 26, 2026

with continued collaboration to reduce outdates and close tracking of orthopedic expenses for financial analysis.

Behavioral Health Services

Vetter shared that the CCMH Medical Clinic is partnering with Integrated Telehealth Partner (ITP) to provide on-site virtual mental health services, with patients attending visits at CCMH in a dedicated telemedicine room designed for a therapeutic environment. This service is already utilized in the emergency room for patients. Services include psychiatric evaluation and medication management by Molly Saucer, PMHNP, available Mondays and Fridays (8:00–5:00), and mental health assessment and therapy for individuals and families by Whitney Shariati, LMFT, available Tuesdays and Thursdays (8:00–5:00), serving patients ages 10–99. The program will operate with the Pod 4 team and the clinic will continue to evaluate opportunities to expand mental health services to meet community needs.

Tax Budget

Melby summarized the 2027 county budget and tax asking. It is recommended to keep the tax levy rate at \$1.39896 per \$1,000 of assessed value.

A motion was made by Schuttinga, second by Schultz, to approve the tax asking rate of \$1.39896 per \$1,000 of assessed value. Motion carried unanimously.

A motion was made by Schultz, second by Leise, to set the tax asking hearing date of February 23, 2026 @ 5:30 p.m. Motion carried unanimously.

Conflict of Interest

Muck reviewed the Conflict-of-Interest Statement. The Board is required to sign one every year. The leadership team and providers will also be signing one.

A motion was made by Reisz, second by Leise, to approve the Board signature of the Conflict-of-Interest Statement. Motion carried unanimously.

Annual Report

Muck shared that the CCMH 2025 Annual Report has been posted to the hospital website. The report can be found under the “About” tab at the bottom of the page. It was decided to utilize calendar year 2025 achievements and highlights and shares fiscal year 2026 goals and plans. Feedback on next year’s report is welcome and encouraged.

CEO Report

Muck shared the quality efforts are focused on metrics visibility, improvement activities, and ISO 9001 certification. The trauma redesignation survey completed this week. Patient experience highlights include a 99th percentile Swing Bed Press Ganey score and ongoing initiatives to improve “quietness at night,” customer service. This year’s 5-Star plan includes leadership training, customer service training, and organizational projects such as TeamSTEPS®, Spanish-language documentation, and Age-Friendly Health System efforts. Employee forums are planned for building project transitions, YMCA membership enrollment is open, and Wellbeats resources are available. Growth initiatives include successful extended clinic hours and upcoming

Crawford County Memorial Hospital

Board of Trustees

January 26, 2026

mental health services via Integrated Telehealth Partners. Community engagement included pediatric simulations with SIM Iowa and Scrubs Camp programs to inspire future healthcare careers.

Individual Board Member Comments

None

ADJOURNMENT

A motion was made by Leise, second by Reisz, that the meeting be adjourned at 6:39 p.m. Motion carried unanimously.

**CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
February 19, 2026, 12:00 P.M.**

A meeting of the Finance Committee of the Board of Trustees was held on February 19, 2026, in the Administrative Conference Room. Present on site were Erin Muck (CEO), Amy Schultz, Jon Schuttinga, and Heather Wight (recorder). Present via Webex was Rachel Melby (CFO).

The meeting was called to order at 12:00 pm.

Committee Recommendations:

1. Total Payroll & Accounts Payable of \$4,070,101.72 for approval of payment.

Approval of Minutes

The January 2026 minutes were reviewed and approved.

CFO Report

The CFO Report was reviewed.

Financial Reports

Statistical, Income and Cash Flow Report

Total hospital procedures were up 4.47% in January compared to the previous year. Departments leading the increases were Lab, up 10%, Physical Therapy, up 16%, and Speech Therapy, up 975%. Medical Clinic Visits, however, continue to lag prior year visits, down 7% compared to last January and down 4% year-to-date. Inpatient procedures are also down 24% year-to-date but are in line with FY2024 inpatient volumes.

Contractual adjustments as a percentage of revenue decreased slightly in January, due to the receipt of a Medicare Cost Report retro payment for the current fiscal year. This settlement of \$110,000 helped produce a small profit for the month in the amount of \$21,573.39.

Total Days Cash on Hand at the end of January is 284 days, with total cash balances decreasing \$991,358 for the month. The biggest cash outflows in January were \$488,818 related to the project and \$300,910 in capital purchases. Operating cash, without project funds decreased slightly to 194 Days Cash. All other operating indicators were still on target.

Balance Sheet

The Balance Sheet as of 01/31/26 reflects Total Assets of \$80,910,451.

Payroll & Accounts Payable

The committee reviewed and recommends total Payroll & Accounts Payable of \$4,070,101.72 to the Board for approval. This amount includes \$2,231,288.04 in salaries.

**CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
February 19, 2026, 12:00 P.M.**

Capital Purchases

MRI Grant

The replacement of our MRI is the next big capital project coming up. We were fortunate to be awarded funding for this equipment purchase through the federal CMS Rural Health Transformation Project; however, we do not know the amount to be funded at this time. There will likely be some out-of-pocket expense to cover construction, engineering, and electrical work.

Other Business

EMS

The finance committee discussed the Crawford County Board of Supervisors proposed resolution regarding EMS as an essential service.

Adjourn - The meeting was adjourned at 1:15 p.m.

Crawford County Memorial Hospital

Comparative Statistical Report

January 2026

	Month to Date			Fiscal Year to Date		
	FY 2026	FY 2025	Variance	FY 2026	FY 2025	Variance
Total Admissions	32	29	10.34%	215	226	-4.87%
Acute/OB	26	23	13.04%	176	182	-3.30%
Skilled	4	4	0.00%	25	28	-10.71%
ICF	2	1	100.00%	14	11	27.27%
Respite	0	1	-100.00%	0	1	-100.00%
Newborns	0	0	0.00%	0	4	-100.00%
Total Patient Days*	215	229	-6.11%	1,469	1,542	-4.73%
Acute/OB	89	102	-12.75%	606	709	-14.53%
Nursery	0	0	0.00%	0	4	-100.00%
Skilled	25	51	-50.98%	265	379	-30.08%
ICF	31	3	933.33%	81	33	145.45%
Respite	0	3	-100.00%	0	3	-100.00%
Observation	70	70	0.00%	517	414	24.88%
*Includes Observation						
Average LOS (Acute/OB)	3.15	4.35	-27.45%	3.30	3.54	-6.81%
Hospital Procedures						
Inpatient	732	985	-25.69%	5,067	6,663	-23.95%
Outpatient	14,940	14,017	6.58%	101,581	94,477	7.52%
Total	15,672	15,002	4.47%	106,648	101,140	5.45%
Surgical Procedures	92	105	-12.38%	700	664	5.42%
Anesthesia Procedures	74	87	-14.94%	584	518	12.74%
ER Visits	433	426	1.64%	3,030	3,206	-5.49%
Admits from ER	18	17	5.88%	149	201	-25.87%
Scheduled Outpatient Visits	113	101	11.88%	832	772	7.77%
Ambulance Trips	127	98	29.59%	792	793	-0.13%
Xray Procedures	586	674	-13.06%	4,493	4,577	-1.84%
Mammography Procedures	103	126	-18.25%	956	913	4.71%
Flouro Procedures	3	4	-25.00%	32	18	77.78%
Ultrasound Dept Procedures	168	206	-18.45%	1118	1067	4.78%
Echo Procedures	33	53	-37.74%	325	237	37.13%
CT Dept Procedures	241	213	13.15%	1690	1642	2.92%
MRI Dept Procedures	82	78	5.13%	613	536	14.37%
Nuc Med Procedures	8	2	300.00%	38	26	46.15%
Total Radiology Procedures	1,224	1,356	-9.73%	9,265	9,016	2.76%
Respiratory Tx Procedures	93	63	47.62%	567	516	9.88%
EKG Procedures	122	113	7.96%	1006	919	9.47%
Sleep Studies	31	21	47.62%	172	111	54.95%
Lab Procedures	7,598	6,906	10.02%	50,387	46,231	8.99%
Physical Tx Procedures	1,864	1,611	15.70%	12,852	11,426	12.48%
Speech Procedures	86	8	975.00%	436	87	401.15%
OT Procedures	140	155	-9.68%	835	992	-15.83%
Cardiac Rehab Procedures	205	131	56.49%	1221	867	40.83%
Pulmonary Rehab Procedures	4	6	-33.33%	60	69	-13.04%
Specialty Clinic Visits	436	506	-13.83%	3,394	3,530	-3.85%
Total Medical Clinic Visits	3,157	3,407	-7.34%	21,307	22,216	-4.09%

**CRAWFORD COUNTY MEMORIAL HOSPITAL
OPERATING/INCOME STATEMENT
FOR THE MONTH ENDING JANUARY 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	583,879	8.4%	645,002	9.4%	(61,122)	-9.5%	671,633	10.5%
	3,885,635	8.3%	4,423,408	9.4%	(537,773)	-12.2%	4,030,757	9.7%
OUTPATIENT SERVICES	6,273,590	90.7%	6,108,505	88.6%	165,086	2.7%	5,596,927	87.9%
	42,425,264	90.7%	41,892,010	88.6%	533,255	1.3%	36,840,160	88.2%
SWING BED SERVICES	57,704	0.8%	139,138	2.0%	(81,434)	-58.5%	99,130	1.6%
	451,218	1.0%	954,203	2.0%	(502,985)	-52.7%	888,549	2.1%
TOTAL GROSS PATIENT REVENUE	6,915,173	100.0%	6,892,644	100.0%	22,530	0.3%	6,367,691	100.0%
	46,762,117	100.0%	47,269,621	100.0%	(507,504)	-1.1%	41,759,466	100.0%
DEDUCTIONS FROM REVENUE								
MEDICARE ADJUSTMENTS	(1,337,919)	-19.3%	(1,528,057)	-22.2%	190,138	-12.4%	(804,453)	-12.6%
	(10,827,446)	-23.2%	(10,479,386)	-22.2%	(348,060)	3.3%	(9,108,203)	-21.8%
TITLE XIX ADJUSTMENTS	(376,801)	-5.4%	(62,079)	-0.9%	(314,723)	507.0%	(388,687)	-6.1%
	(2,083,903)	-4.5%	(425,733)	-0.9%	(1,658,169)	389.5%	2,434,882	5.8%
BLUE CROSS ADJUSTMENTS	(906,873)	-13.1%	(699,157)	-10.1%	(207,716)	29.7%	(643,573)	-10.1%
	(4,789,214)	-10.2%	(4,794,808)	-10.1%	5,594	-0.1%	(4,400,105)	-10.5%
OTHER ADJUSTMENTS	(387,682)	-5.6%	(359,265)	-5.2%	(28,417)	7.9%	(503,639)	-7.9%
	(2,871,289)	-6.1%	(2,463,835)	-5.2%	(407,454)	16.5%	(2,346,025)	-5.6%
PROVISION FOR UNCOLLECTIBLE	(105,710)	-1.5%	(171,678)	-2.5%	65,968	-38.4%	(100,467)	-1.6%
	(1,247,362)	-2.7%	(1,177,365)	-2.5%	(69,998)	5.9%	(1,025,132)	-2.5%
CHARITY CARE	(18,395)	-0.3%	(17,466)	-0.3%	(929)	5.3%	(21,222)	-0.3%
	(95,729)	-0.2%	(119,782)	-0.3%	24,053	-20.1%	(100,024)	-0.2%
TOTAL DEDUCTIONS FROM REVENUE	(3,133,380)	-45.3%	(2,837,702)	-41.2%	(295,678)	10.4%	(2,462,041)	-38.7%
	(21,914,942)	-46.9%	(19,460,909)	-41.2%	(2,454,034)	12.6%	(14,544,607)	-34.8%
NET PATIENT REVENUE	3,781,793	54.7%	4,054,942	58.8%	(273,149)	-6.7%	3,905,650	61.3%
<i>(as % of Gross Patient Revenue)</i>	24,847,175	53.1%	27,808,713	58.8%	(2,961,538)	-10.6%	27,214,859	65.2%
NET PATIENT REVENUE	3,781,793	98.3%	4,054,942	97.2%	(273,149)	-6.7%	3,905,650	97.2%
<i>(as % of Total Operating Revenue)</i>	24,847,175	96.8%	27,808,713	97.1%	(2,961,538)	-10.6%	27,214,859	95.7%
OTHER REVENUE								
DIETARY/MEALS INCOME	7,829	0.2%	7,042	0.2%	788	11.2%	6,663	0.2%
	54,666	0.2%	49,292	0.2%	5,374	10.9%	46,610	0.2%
OTHER INCOME	59,295	1.5%	110,200	2.6%	(50,905)	-46.2%	105,894	2.6%
	778,449	3.0%	771,400	2.7%	7,049	0.9%	1,170,417	4.1%
TOTAL OTHER REVENUE	67,124	1.7%	117,242	2.8%	(50,118)	-42.7%	112,558	2.8%
	833,115	3.2%	820,692	2.9%	12,423	1.5%	1,217,027	4.3%
TOTAL OPERATING REVENUE	3,848,917	100.0%	4,172,183	100.0%	(323,266)	-7.7%	4,018,208	100.0%
	25,680,290	100.0%	28,629,404	100.0%	(2,949,114)	-10.3%	28,431,886	100.0%
OPERATING EXPENSES								
SALARIES	1,865,907	48.5%	2,093,671	50.2%	(227,764)	-10.9%	1,618,116	40.3%
	13,344,486	52.0%	14,358,356	50.2%	(1,013,870)	-7.1%	11,863,171	41.7%
BENEFITS	714,433	18.6%	685,766	16.4%	28,667	4.2%	629,767	15.7%
	4,207,306	16.4%	4,710,660	16.5%	(503,354)	-10.7%	3,874,564	13.6%
PROFESSIONAL FEES	223,708	5.8%	271,636	6.5%	(47,928)	-17.6%	375,828	9.4%
	2,294,298	8.9%	1,862,876	6.5%	431,421	23.2%	2,139,334	7.5%
SUPPLIES & EXPENSES	748,485	19.4%	820,398	19.7%	(71,913)	-8.8%	718,469	17.9%
	5,262,016	20.5%	5,687,542	19.9%	(425,526)	-7.5%	5,458,922	19.2%
OCCUPANCY	180,316	4.7%	148,603	3.6%	31,713	21.3%	155,499	3.9%
	970,376	3.8%	1,040,224	3.6%	(69,847)	-6.7%	1,029,368	3.6%
DEPRECIATION	205,792	5.3%	223,750	5.4%	(17,958)	-8.0%	193,792	4.8%
	1,436,542	5.6%	1,566,250	5.5%	(129,708)	-8.3%	1,356,542	4.8%
TOTAL OPERATING EXPENSE	3,938,641	102.3%	4,243,824	101.7%	(305,184)	-7.2%	3,691,472	91.9%
	27,515,024	107.1%	29,225,908	102.1%	(1,710,885)	-5.9%	25,721,901	90.5%
NET OPERATING INCOME (LOSS)	(89,724)	-2.3%	(71,641)	-1.7%	(18,083)	25.2%	326,736	8.1%
	(1,834,734)	-7.1%	(596,504)	-2.1%	(1,238,230)	207.6%	2,709,985	9.5%
NONOPERATING REV/EXP								
TAXES	165,896	4.3%	165,896	4.0%	-	0.0%	181,742	4.5%
	1,161,275	4.5%	1,161,275	4.1%	-	0.0%	1,272,196	4.5%
GENERAL CONTRIBUTIONS	325	0.0%	1,000	0.0%	(675)	0.0%	1,549	0.0%
	14,599	0.1%	7,000	0.0%	7,599	0.0%	18,379	0.1%
INTEREST INCOME	80,931	2.1%	116,667	2.8%	(35,736)	-30.6%	101,392	2.5%
	763,178	3.0%	816,667	2.9%	(53,489)	-6.5%	655,598	2.3%
INTEREST EXPENSE	(135,855)	-3.5%	(164,667)	-27.6%	28,812	-17.5%	(70,228)	-1.7%
	(955,234)	-3.7%	(1,152,667)	-4.0%	197,433	-17.1%	(447,898)	-1.6%
TOTAL NONOPERATING INCOME (LOSS)	111,297	2.9%	118,896	2.8%	(7,599)	-6.4%	214,456	5.3%
	983,819	3.8%	832,275	2.9%	151,544	18.2%	1,498,276	5.3%
NET INCOME (LOSS)	21,573	0.6%	47,255	1.1%	(25,682)	-54.3%	541,193	13.5%
<i>Year to Date</i>	(850,915)	-3.3%	235,771	0.8%	(1,086,686)	-460.9%	4,208,261	14.8%

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

	<u>THIS MONTH</u>	<u>YTD</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
CASH RECEIVED FROM PATIENTS AND THIRD-PARTY PAYORS	3,866,135	26,196,256
CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES	(1,996,469)	(12,573,290)
CASH PAID TO EMPLOYEES FOR SERVICES	(2,156,337)	(14,679,680)
OTHER OPERATING REVENUE RECEIVED	67,124	995,823
NET CASH PROVIDED BY OPERATING ACTIVITIES	(219,548)	(60,891)
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
COUNTY TAXES	27,375	1,219,115
CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT		-
PRINCIPAL PAYMENTS ON LONG-TERM DEBT	(56,244)	(397,780)
INTEREST PAID ON LONG-TERM DEBT	(26,694)	(846,678)
ACQUISITION OF PROPERTY AND EQUIPMENT	(300,910)	(1,113,619)
CONSTRUCTION PROJECT FUNDS	(488,818)	(7,325,624)
NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES	(872,666)	(9,683,702)
CASH FLOW FROM INVESTING ACTIVITIES		
INTEREST RECEIVED	35,026	418,984
PROCEEDS FROM MATURITIES OF CERTIFICATES OF DEPOSIT	38,455	354,346
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	73,481	773,330
NET INCREASE (DECREASE) IN CASH	(991,358)	(7,752,147)
CASH		
BEGINNING	35,482,045	42,242,834
ENDING	34,490,687	34,490,687

<u>OPERATING INDICATORS:</u>	<u>AUG</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>Target</u>	<u>Desirable Trend</u>
Total Margin:	-9.72%	1.20%	0.56%	-11.95%	-0.17%	0.53%	2.00%	Increasing
Debt Service Coverage Ratio:	4.19	3.85	3.82	2.78	2.47	2.33	1.60	Increasing
Days Revenue in Patient A/R:	49	49	45	47	43	45	50	Decreasing
Days Cash on Hand:	329	314	312	299	292	284	180	Increasing
(w/o Project funds)	(204)	(198)	(196)	(197)	(198)	(194)		

CRAWFORD COUNTY MEMORIAL HOSPITAL
BALANCE SHEET
AS OF: 1/31/26

	Current Month		Prior Month		1-Month Net Change		1 Year Ago Month	
ASSETS								
CURRENT ASSETS								
Total Cash	11,396,994	14.09%	12,050,653	14.90%	(653,659)	-5.42%	11,765,533	13.58%
Patient Receivables	9,689,530	11.98%	9,371,807	11.59%	317,723	3.39%	13,928,740	16.08%
Allowance for Uncollectibles	(653,000)	-0.81%	(638,000)	-0.79%	(15,000)	2.35%	(752,000)	-0.87%
Allowance for Contractuals	(2,890,000)	-3.57%	(2,850,000)	-3.52%	(40,000)	1.40%	(4,850,000)	-5.60%
Net Accounts Receivable	6,146,530	7.60%	5,883,807	7.28%	262,723	4.47%	8,326,740	9.61%
Other Receivables								
Est. Third Party Settlement	-	0.00%	110,400	0.14%	(110,400)	0.00%	-	0.00%
Taxes Receivable	791,697	0.98%	819,072	1.01%	(27,375)	-3.3%	872,445	1.01%
Other	165,317	0.20%	262,736	0.32%	(97,419)	-37.08%	261,878	0.30%
Inventory	1,528,904	1.89%	1,543,844	1.91%	(14,940)	-0.97%	1,467,707	1.69%
Prepaid Expenses & Other	831,498	1.03%	737,345	0.91%	94,153	12.77%	893,599	1.03%
TOTAL CURRENT ASSETS	20,860,940	25.78%	21,407,857	26.47%	(546,917)	-2.55%	23,587,900	27.23%
ASSETS LIMITED AS TO USE								
Investments								
Cash & CD's	12,071,657	14.92%	12,044,955	14.89%	26,702	0.22%	13,500,298	15.58%
Bond/Project Funds	11,022,035	13.62%	11,386,437	14.08%	(364,401)	-3.20%	23,031,446	26.58%
Interest Receivable	57,350	0.07%	49,918	0.06%	7,432	14.89%	118,921	0.14%
TOTAL ASSETS LIMITED AS TO USE	23,151,042	28.61%	23,481,309	29.04%	(330,267)	-1.41%	36,650,666	42.30%
OTHER ASSETS								
Physician Practice Intangibles	815,000	1.01%	815,000	1.01%	-	100.00%	815,000	0.94%
TOTAL OTHER ASSETS	815,000	1.01%	815,000	1.01%	-	0.00%	815,000	0.94%
PROPERTY & EQUIPMENT, NET								
Land	314,500	0.39%	314,500	0.39%	-	0.00%	314,500	0.36%
Land held for Future Dev	120,400	0.15%	120,400	0.15%	-	0.00%	120,400	0.14%
Land Improvements	2,623,208	3.24%	2,623,208	3.24%	-	0.00%	2,623,208	3.03%
Building	8,819,949	10.90%	8,817,829	10.90%	2,120	0.02%	8,671,791	10.01%
Fixed Equipment	18,110,326	22.38%	18,110,326	22.39%	-	0.00%	18,262,376	21.08%
Major Moveable Equipment	23,642,969	29.22%	23,443,856	28.99%	199,113	0.85%	22,310,244	25.75%
Leased Equipment	1,439,076	1.78%	1,439,076	1.78%	-	0.00%	1,439,076	1.66%
Deferred Costs	19,011,474	23.50%	18,091,421	22.37%	920,052	5.09%	6,248,606	7.21%
Right of Use Subscriptions	486,650	0.60%	486,650	0.60%	-	0.00%	201,265	0.23%
Allowance for Depreciation	(42,060,494)	-51.98%	(41,854,702)	-51.75%	(205,792)	0.49%	(39,505,479)	-45.60%
TOTAL PROPERTY & EQUIP, NET	32,508,058	40.18%	31,592,564	39.06%	915,495	2.90%	20,685,988	23.88%
DEFERRED OUTFLOWS OF RESOURCES								
Pension Related Deferred Outflows	2,883,373	3.56%	2,883,373	3.57%	-	0.00%	4,134,804	4.77%
Deferred Loss on Refunding	692,038	0.86%	692,038	0.86%	-	0.00%	761,243	0.88%
TOTAL DEFERRED OUTFLOWS	3,575,411	4.42%	3,575,411	4.42%	-	0.00%	4,896,047	5.65%
TOTAL ASSETS	80,910,451	100.00%	80,872,140	100.00%	38,311	0.05%	86,635,600	100.00%
LIABILITIES & NET ASSETS								
CURRENT LIABILITIES								
Accounts Payable	662,572	0.82%	514,902	0.64%	147,671	28.68%	491,251	0.57%
Accrued Payroll & Payroll Taxes	2,071,062	2.56%	2,004,816	2.48%	66,246	3.30%	2,072,153	2.39%
Accrued Health Insurance	2,132,269	2.64%	2,262,794	2.80%	(130,525)	-5.77%	2,018,813	2.33%
Deferred Pro Tax Receivable	829,482	1.03%	995,378	1.23%	(165,896)	-16.67%	908,712	1.05%
Due to Third Parties - Other	4,232	0.01%	7,889	0.01%	(3,657)	-46.36%	4,646	0.01%
Lease Payable - Short Term	139,052	0.17%	139,052	0.17%	-	0.00%	61,722	0.07%
Est. Third Party Settlements	1,459,089	1.80%	1,459,089	1.80%	-	0.00%	1,737,575	2.01%
Construction Payable	570,431	0.71%	570,431	0.71%	-	0.00%	-	0.00%
TOTAL CURRENT LIABILITIES	7,868,189	9.72%	7,954,352	9.84%	(86,162)	-1.08%	7,294,872	8.42%
OTHER LIABILITIES								
Lease Payable - Long Term	240,044	0.30%	240,044	0.30%	-	0.00%	357,286	0.41%
Bonds Payable - Long Term	37,202,087	45.98%	37,258,330	46.07%	(56,244)	-0.15%	43,457,861	50.16%
Interest Payable	245,134	0.30%	135,991	0.17%	109,143	80.26%	111,987	0.13%
Net Pension Liability	7,019,543	8.68%	6,969,543	8.62%	50,000	0.72%	9,573,976	11.05%
TOTAL LONG-TERM LIABILITIES	44,706,807	55.25%	44,603,908	55.15%	102,899	0.23%	53,501,111	61.75%
TOTAL LIABILITIES	52,574,997	64.98%	52,558,259	64.99%	16,737	0.03%	60,795,983	70.17%
DEFERRED INFLOWS OF RESOURCES								
Pension Related Deferred Inflows	1,036,251	1.28%	1,036,251	1.28%	-	0.00%	774,116	0.89%
OPEB Related Deferred Inflows	251,200	0.31%	251,200	0.31%	-	0.00%	300,736	0.35%
TOTAL DEFERRED INFLOWS	1,287,451	1.59%	1,287,451	1.59%	-	0.00%	1,074,852	1.24%
NET ASSETS								
General Fund	27,898,918	34.48%	27,898,918	34.50%	-	0.00%	20,556,504	23.73%
Net Revenue (Loss)	(850,915)	-1.05%	(872,488)	-1.08%	21,573	-2.47%	4,208,261	4.86%
TOTAL NET ASSETS	27,048,003	33.43%	27,026,430	33.42%	21,573	0.08%	24,764,765	28.58%
TOTAL LIABILITIES & NET ASSETS	80,910,451	100.00%	80,872,140	100.00%	38,311	0.05%	86,635,600	100.00%

CCMH Expenses Paid for the Month of January 2026

Access Technologies - Fees	\$2,072.97	GRP & Associates Inc. - Fees	\$623.15
Advanced Medical Designs, Inc. - Fees	\$225.00	Hamilton Medical, Inc. - Supplies	\$1,249.66
Advanced Sterilization Products Service - Fees	\$360.08	Health Partners of Southwest Iowa - Fees	\$2,370.00
Agiliti Health, Inc. - Fees	\$11,554.95	Healthcare Compliance Testing, LLC - Fees	\$900.00
Airgas USA - Supplies	\$1,601.77	Healthcare Financial Management Assoc. - Fees	\$2,575.00
Alcon Vision, LLC - Supplies	\$149.00	Heartland Business Systems, LLC - Fees	\$3,607.04
American Surgical Specialties Co. - Supplies	\$303.16	ICAN, Inc. - Advertising	\$637.50
Ameritex Services - Fees	\$6,674.40	ICCBBA - Fees	\$269.27
Ampride Tire & Auto Center - Fees	\$96.35	ICU Medical, Inc. - Supplies	\$5,615.26
Anderson Erickson Dairy - Supplies	\$570.92	ID Apparel, LLC - Supplies	\$598.72
Apple, Inc. - Supplies	\$4,145.00	Infoarmor - Fees	\$957.00
Applied Medical - Supplies	\$851.00	Insight Public Sector, Inc. - Fees	\$7,250.03
ARJO, Inc. - Supplies	\$1,276.05	Iowa Hospital Association - Fees	\$26,329.00
Arthrex - Supplies	\$21,391.38	J&J Health Care Systems, Inc. - Supplies	\$46,625.00
Avel eCare Medical Group, P.C. - Fees	\$4,458.19	Jackson Lewis P.C. - Fees	\$22,340.00
Bayer Healthcare - Supplies	\$2,092.23	Jackson Physician Search, LLC - Fees	\$20,466.14
Beckman Coulter, Inc. - Supplies	\$2,511.43	Jambiz - Rent	\$1,050.00
Bell Medical, Inc. - Supplies	\$102.42	Lori Johannsen - Expenses	\$159.43
Biomedical Services, Inc. - Fees	\$495.00	Courtney Johnson - Expenses	\$39.59
Biovigil Technologies, LLC - Supplies	\$2,198.49	Joint Restoration Foundation - Supplies	\$406.00
Bluespace Creative, Inc. - Fees	\$594.91	JP Gasway Co. - Supplies	\$1,580.00
Bomgaars - Supplies	\$175.96	JP Turf and Pest, LLC - Fees	\$64.00
Boulders Event Center - Fees	\$634.00	KDSN FM - Advertising	\$3,561.59
Bound Tree Medical LLC - Supplies	\$29.50	Keystone Construction Services, LLC - Fees	\$4,500.00
Bracco Diagnostics, Inc. - Supplies	\$610.20	Jill Kierscht - Expenses	\$324.80
Brightly Software, Inc. - Fees	\$3,127.11	Language Line Services - Fees	\$150.67
Dr. Benjamin Burkett - Expenses	\$652.12	LifeNet Health - Supplies	\$1,204.88
Cable Channel 13 - Fees	\$806.00	Lifeserve Blood Center - Fees	\$3,533.36
Cardinal Health - Supplies	\$7,024.65	Dr. Patrick Luft - Expenses	\$1,030.00
Cardinal Supplies and Fresheners - Supplies	\$52.80	Macro Helix LLC - Fees	\$10,924.55
Carroll Cleaning Supply - Supplies	\$2,858.93	Craig Malone - Rent	\$750.00
Scott Carver - Expenses	\$16,750.00	Manning Regional Healthcare Center - Fees	\$33.35
Cassling - Fees	\$11,612.00	Marco Technologies, LLC - Fees	\$2,281.06
CDW Government, Inc. - Supplies	\$336.63	Martin Bros Dist. Co., Inc - Supplies	\$4,971.24
CenturyLink - Fees	\$410.29	Masimo Americas, Inc. - Supplies	\$2,195.22
Cepheid - Supplies	\$13,110.88	Maxtown Medical Corp., LLC - Supplies	\$1,276.50
Cerner Corporation - Fees	\$35,884.00	McKesson Medical Surgical - Supplies	\$16,460.95
Chamber & Development - Fees	\$89.00	Medical Solutions - Fees	\$76,021.37
Change Healthcare - Fees	\$5,648.58	Mediroutes - Fees	\$1,800.00
CHI Health - Fees	\$300.00	Medline Industries LP - Supplies	\$20,318.50
Chubb - Premiums	\$41,396.42	Medtronic USA, Inc. - Supplies	\$1,499.00
Clark F Howland & Associate, Inc. - Fees	\$941.84	Mid-American Publishing - Advertising	\$140.00
Cobblestone Inn & Suites - Fees	\$3,536.00	MidAmerican Energy - Utilities	\$178.60
Colonial Life - Premiums	\$554.86	Mindray DS USA, Inc. - Supplies	\$2,305.33
Constellation Newenergy - Utilities	\$17,491.52	Nebraska Medicine - Fees	\$1,250.00
Convegeone, Inc. - Fees	\$54,622.19	New Century FS - Fuel	\$220.59
Cook Medical, LLC - Supplies	\$387.25	New York Life - Premiums	\$2,764.52
Crawford Co. Engineer's Office - Fees	\$1,183.00	Nuance Communications, Inc. - Fees	\$1,520.96
Cutler Anesthesia Services, PLLC - Fees	\$11,200.00	Observer - Advertising	\$267.50
Dearborn - Premiums	\$22,039.57	Omnicell, Inc. - Fees	\$80.00
Dell Marketing LP - Supplies	\$935.90	Onmedia - Advertising	\$1,100.00
Denison Free Press - Advertising	\$5,070.00	Options Ink of Carroll, Inc. - Supplies	\$269.00
Denison Hardscapes, Inc. - Fees	\$1,591.25	Optum 360 - Fees	\$176.91
Denison Municipal Utilities - Utilities	\$16,401.04	Oxen Technology - Fees	\$76.80
DFI-Solutions in Print - Supplies	\$953.97	Pararev - Fees	\$1,912.50
Directv - Fees	\$813.60	Performance Health Supply LLC - Supplies	\$389.60
Do It Best Hardware - Supplies	\$78.75	Physician Lab Services - Fees	\$6,290.00
Dorsey & Whitney, LLP - Fees	\$5,180.23	Pitney Bowes Bank Inc Reserve - Postage	\$1,500.00
Dr. Rick Malyszczek - Expenses	\$1,089.48	Plunkett's Pest Control - Fees	\$315.96
Eakes Inc. - Supplies	\$1,131.42	Positive Promotions, Inc. - Supplies	\$220.95
Ebsco Information Services - Fees	\$12,248.25	Practical Sleep Services, LLC - Fees	\$10,740.00
Ecolab, Inc. - Supplies	\$139.48	Precision Dynamics Corporation - Supplies	\$1,321.80
EGOLD Fax - Fees	\$619.14	Press Ganey Ass., Inc. - Fees	\$8,281.58
Eide Bailly, LLP - Fees	\$49,839.80	Professional Computer Solutions - Fees	\$293.00
Espeakers Marketplace - Fees	\$1,000.00	Professional Medical Management - Supplies	\$7,067.50
Ace Ettleman - Rent	\$550.00	Propio Language Service - Fees	\$1,782.45
Fareway Stores - Supplies	\$777.46	Psychiatric Medical Care, LLC - Fees	\$51,817.39
Farmer Bros. Co. - Supplies	\$356.19	QuVa Pharma, Inc. - Supplies	\$162.60
Federal Express Corp. - Fees	\$172.16	R&D Batteries, Inc. - Supplies	\$279.97
Jennifer Finken - Expenses	\$240.13	R&S Waste Disposal - Fees	\$1,266.56
First National Bank Omaha - Expenses	\$8,814.81	Radiology Consultants, PC - Fees	\$400.00
FNIC - Premiums	\$182,764.64	Cori Rayevich - Expenses	\$185.11
Forvis Mazars LLP - Fees	\$17,513.94	Remel, Inc. - Supplies	\$1,762.08
Frontier Telephone Co. - Fees	\$253.39	RMP Services LLC - Fees	\$1,309.02
Yeseni Garcia Patino - Expenses	\$185.11	Scribe EMR - Fees	\$5,402.10
Genzyme Corporation - Supplies	\$3,044.24	Secure Shred Solutions - Fees	\$319.00
Megan Gorham - Expenses	\$185.11	See The Trainer - Supplies	\$213.90
GQR Recruiting Resources LLC - Fees	\$22,514.80	Shared Medical Services, Inc. - Fees	\$4,515.00
Grainger - Supplies	\$435.66	Shared Medical Technology - Fees	\$2,335.68

Skold Door & Floor Company, Inc. - Fees	\$11,300.00	Tri-Anim Health Services - Fees	\$649.26
Solventum Health Information System - Fees	\$110.96	TruBridge - Fees	\$2,600.00
Spendmend, LLC - Supplies	\$9,988.85	Lauryn Turin - Scholarship	\$1,000.00
Standard Textile Co., Inc. - Supplies	\$195.12	Tusk Enterprises - Fees	\$137.75
Staples Advantage - Supplies	\$1,197.32	UKG, Inc. - Fees	\$766.78
Steris Corporation - Supplies	\$799.85	UnityPoint Clinic - Occupational Med - Fees	\$126.00
Stone Printing - Fees	\$168.50	UNMC Center for Continuing Ed. - Fees	\$10.00
Stryker Endoscopy - Supplies	\$2,521.36	US Foods - Supplies	\$7,998.14
Stryker Rental Services - Fees	\$24.50	Veit, LLC - Fees	\$1,065.26
Stryker Sale LLC - Supplies	\$1,102.00	Verizon Wireless - Telephone	\$683.38
Surgical Product Solutions LLC - Supplies	\$54.60	Vision Service Plan - Premiums	\$3,810.73
Sweet Treats & More - Fees	\$210.00	VVC Holding LLC - Fees	\$7,046.00
Sysmex America, Inc. - Supplies	\$8,439.00	Lisa Weber - Expenses	\$85.50
System One Medical - Supplies	\$232.91	Joe Weber - Expenses	\$279.28
Team Ford Lincoln - Fees	\$4,754.39	Wells Fargo Financial Lease - Fees	\$935.18
Teleflex LLC - Fees	\$197.50	Westside Sonography, Inc. - Fees	\$1,035.00
Televox - Supplies	\$1,315.51	WIN - Fees	\$1,500.00
Thoroughcare, Inc. - Fees	\$250.00	Zimmer US, Inc. - Supplies	\$165.30
Thrifty White - Supplies	\$9.34	Patient Account Refunds	\$35,547.12

January Check Run & ACH Total **\$1,179,385.13**

DEPRECIATION FUND:

CDW Government, Inc. - Monitors/Video Displays	\$72,795.74
Cornerstone Commissioning - Facility Project	\$1,482.00
Eakes Inc. - Facility Project	\$429,263.83
Echo Group, Inc. - Lighting	\$2,120.40
Electronic Sound, Inc. - Nurse Call Systems	\$115,867.67
Grainger - Facility Project	\$5,345.21
Heartland Business Systems, LLC - Exchange Upgrade	\$10,450.00
Invision Architecture - Facility Project	\$17,784.00
Lint Van Lines - Facility Project	\$800.00
McKesson Medical Surgical - Facility Project	\$1,402.20
VOC Associates, LLC - Facility Project	\$2,117.50

Depreciation Total **\$659,428.55**

Salaries **\$2,231,288.04**

GRAND TOTAL **\$4,070,101.72**

GOVERNANCE FORUM

March 10



PROGRAM OVERVIEW

Effectively governed hospitals need motivated and knowledgeable trustees who understand how to think and lead strategically. IHA has designed its Governance Forum to educate trustees and CEOs about governance functions, health care trends, advocacy initiatives and leadership competencies.

INTENDED AUDIENCE

- Hospital and health system board chairs and members
- Hospital C-suite members
- Staff members coordinating governing board activities

PROGRAM SCHEDULE

8:50 a.m. Welcome

9 a.m. IHA Advocacy Update

Clare Kelly, Chief Government & External Affairs Officer, Iowa Hospital Association, Des Moines

State and national political and regulatory environments deeply affect health care. Advocacy is a crucial function of IHA and an essential duty of health care leaders. This session will outline IHA's legislative agenda and explain how to get involved in IHA's advocacy efforts.

Learning objectives:

- Discuss updates about legislative and regulatory issues facing the Iowa Legislature and U.S. Congress and their impact on hospitals
- Explain how to get involved with IHA advocacy efforts
- Outline components of IHA's state and federal legislative agendas

9:45 a.m. Break

10 a.m. Effective Communications Response During a Cybersecurity Crisis

Jamie Singer, Senior Managing Director, Cybersecurity and Data Privacy Communications, FTI Consulting, Chicago

In today's digital environment, cybersecurity incidents are not a matter of if, but when. Effective communication during a cyber event is crucial for managing an organization's reputation, keeping stakeholder trust and ensuring regulatory compliance. Singer will draw from her decades of experience navigating high-stakes data breaches and cybersecurity crises. She'll outline key strategies for preparing communication plans before an incident, responding in real time and rebuilding trust afterward. Attendees will learn practical, initiative-taking approaches for engaging internal and external audiences and how to navigate the complexities of public and media scrutiny during a cybersecurity incident. This session will provide tools to help health care leaders and communicators strengthen their crisis response and reputation resilience.

Learning objectives:

- Describe cybersecurity risks facing health care organizations
- Detail learning to enhance organizational preparedness
- Explore realistic scenarios and discuss lessons learned
- Review best practices for effectively responding to cybersecurity crises

11 a.m. From Macro Forces to Main Street Hospitals: Translating National Health Care Trends Into Iowa Realities

Michelle Mader, Senior Managing Director, Ankura, Chicago

Health care spending rose sharply again in 2024, and policy headwinds are building. Yet, the story for providers is about cash flow, payer mix, workforce and what happens when supplemental dollars taper. This session translates the national financial picture into practical implications for Iowa's hospitals, including Medicaid state-directed payments, Medicare Advantage dynamics, and affordability pressures on patients and employers. We'll outline no-regrets moves for leadership and map policy scenarios that management should plan for now.

Learning objectives:

- Assess exposure to Medicaid state-directed payments, Medicare Advantage dynamics and Affordable Care Act marketplace affordability risks
- Build scenario plans and find partnerships with payers, employers and county resources to protect community access
- Prioritize actions across payer contracting, revenue cycle, workforce and technology to stabilize margins
- Translate national spending and policy trends into a clear financial-risk outlook for Iowa hospitals

Noon Lunch

12:45 p.m. Hospital and trustee awards

1:15 p.m. Governing for Quality: The Board's Role in Advancing Hospital Quality and Safety

Corey Martin, Senior Vice President, Education Services, and Jen Nutt, Vice President, Nursing and Clinical Services, Iowa Hospital Association, Des Moines

Hospital boards play a critical role in setting expectations, overseeing performance, and sustaining a culture of quality and patient safety. Yet, boards often vary widely in how they structure their quality oversight, engage with clinical leadership and use data to drive improvement. This interactive, small-group session is a best-practice sharing forum for board members and senior leaders to exchange practical approaches, tools and lessons learned concerning board governance of quality. Through guided discussion, attendees will explore how effective boards prioritize quality, ask the right questions, and align governance practices with organizational goals to improve outcomes and patient experience.

Learning objectives:

- Describe key governance responsibilities of boards concerning quality and patient safety, including oversight structures, performance monitoring and accountability
- Name effective board practices and tools, such as dashboards, quality committees and board-level metrics that support meaningful quality oversight
- Share and apply peer-tested strategies for strengthening board engagement in quality improvement and fostering a culture of safety in hospitals

2:15 p.m. Break

2:30 p.m. Traits of a High-Performing Board: What the Best Boards Do Differently

Keith Wysocki, Vice President, The Governance Institute, Lincoln, Nebraska

What sets the best boards apart isn't talent or experience, it's intention. High-performing boards are clear about their roles, disciplined about where they focus and thoughtful about how they partner with executive leadership. They know what belongs in the boardroom, what doesn't and how to use their time to make decisions that move the organization forward.

Learning objectives:

- Apply practical governance strategies to improve board effectiveness, alignment and strategic impact
- Describe how industry shifts are reshaping expectations of boards
- Evaluate board practices concerning focus, information flow, decision-making and executive partnership
- Identify the core traits and behaviors that distinguish high-performing health care boards from underperforming ones

3:30 p.m. Break

3:45 p.m.

AI Governance in Health Care: Measure Twice, Cut Once

Darren Skyles, J.D., Partner, Nelson Mullins, Houston

Artificial intelligence is rapidly reshaping health care delivery, operations and decision-making, but its adoption presents significant governance, regulatory, and organizational challenges for hospitals and health systems. This session will explore practical best practices for building and implementing an effective AI governance program, including key structural, legal and compliance considerations unique to health care. Participants will gain insight into current and emerging federal and state AI laws affecting hospitals, as well as the importance of a disciplined, measurement-driven process that aligns AI adoption with the organization's mission, roles and patient care goals. The discussion will emphasize how thoughtful governance enables hospitals and health care providers to harness AI, mitigate risk and improve care coordination responsibly.

Learning objectives:

- Illustrate how to design governance structures, processes and roles to support responsible AI use while advancing patient care and operational efficiency
- Name the core principles and best practices underlying an effective AI governance program for hospitals and health systems
- Recommend a measurement-driven, mission-aligned framework to assess AI tools and initiatives before making investment and deployment decisions
- Specify key federal and state legal, regulatory and compliance considerations shaping AI in health care

5 p.m.

Closing comments

SPEAKERS



Clare Kelly is the chief government & external affairs officer at the Iowa Hospital Association. Before joining IHA, she was a health policy adviser to Gov. Kim Reynolds. Before her state service, Kelly was executive vice president and CEO of the Iowa Medical Society and was also executive director of government and external affairs for Children's National Hospital in Washington, D.C. She's a native of Fort Dodge and received her bachelor's degree in English and political science from the University of Iowa.



Michelle Mader is a senior managing director at Ankura with over 25 years of experience driving transformative strategies for health care organizations globally. Mader specializes in systemwide strategic planning, network development, ambulatory and provider optimization, operational efficiency, financial due diligence and facility program implementation. She's an adviser to a diverse range of health care entities, helping leadership teams achieve growth, profitability and portfolio diversification. Mader guides capital prioritization and delivers insights for complex, multiyear investments. She has led over 500 master plans and supported over 200 organizations, using advanced analytics, AI simulation and consumer-driven strategies to inform decision-making. Before joining Ankura, Mader was president of an architectural, engineering and construction firm's consulting division. Her leadership has shaped some of the nation's largest health care systems through innovative planning, performance improvement and strategic restructuring.



Corey Martin is the senior vice president of education services for the Iowa Hospital Association. Martin is responsible for key educational programming, including the IHA Annual Meeting, Governance Forum, Advanced Leadership Academy and oversees all other programs. In addition, Martin is the executive director of the Iowa Rural Telehealth Program Consortium. He holds a bachelor's degree in sociology focusing on gender studies from the University of Northern Iowa. Before joining IHA, Martin worked in hospitals for 26 years, finishing as the supply chain director at Rose Medical Center in 2017. Here, he increased customer satisfaction and employee engagement scores by over 40% while helping with the most financially profitable year in the medical center's history. While at Rose, Martin became a Crucial Conversations trainer and provided communications training to leadership teams within Rose and their sister hospitals in the HCA Continental Division.



Jennifer Nutt, DNP, RN, CENP, is the vice president of nursing and clinical services for the Iowa Hospital Association. Nutt leads the hospital-based nursing profession in advocacy and education, and facilitates workforce, clinical research, quality and patient safety topics for IHA member hospitals and health systems. She is a liaison with various national and state nursing organizations including the Iowa Organization for Nursing Leadership and as the IHA spokesperson on workforce and clinical service issues. In this role, she develops workforce solutions and clinical education programs, participates in statewide quality and patient safety initiatives and is a liaison with various clinical and quality-related organizations. Nutt received her doctoral degree in nursing practice in health systems in 2015 and her bachelor's in nursing in 2004 from the University of Iowa. She has worked at IHA since 2015.



Jamie Singer co-leads FTI Consulting's cybersecurity and data privacy communications practice and has counseled hundreds of organizations through significant, high-profile cybersecurity crises in the past decade. Singer works closely with leading cybersecurity law firms, insurance companies and forensic providers to help organizations with strategic communications and reputation management before, during and after significant cyber incidents. She's a recognized expert, speaker and thought leader in health care cybersecurity crisis communications, having supported health systems, hospitals and insurance companies through significant health care data breaches. Singer strategically leads clients through the complexity of high-impact crises in challenging environments with a critical eye on reputation management and responsive crisis communications. She has spoken and written about data security and privacy crisis communications for industry-leading organizations, including NetDiligence, HIPAA Summit, the Healthcare Information and Management Systems Society, and Security Magazine. Singer won the 2023 Cybersecurity Excellence Award for Cybersecurity PR Professional of the Year.



Darren Skyles focuses his practice on the intersection of health care law, operations and the governance of artificial intelligence. Skyles advises hospitals, health systems, and health care organizations on the responsible adoption of AI and data-driven technologies, helping clients navigate the rapidly evolving governance, regulatory, privacy, and operational issues that accompany AI's expanding role in patient care and health system management. He grounds his approach to AI governance in a deep understanding of how legal, clinical operational and strategic considerations intersect, enabling clients to implement AI that's compliant, practical and aligned with their missions.



Keith Wysocki is a speaker, facilitator and governance expert with more than 16 years of experience supporting nonprofit hospital and health system boards. As Vice President at The Governance Institute, Wysocki helps boards pinpoint the issues that matter most and turn those insights into meaningful education and development plans. He spends much of his time gathering information from board members, executives, and industry thought leaders to understand emerging needs and expand the ways to support nonprofit hospitals and health systems. Wysocki has presented at numerous national and regional industry conferences, including ACHE Congress, the Western Regional Trustee Symposium, and state hospital and senior living association meetings. His articles have appeared in "Management in Healthcare" and in various journals and newsletters published by The Governance Institute.

REGISTRATION

Register online at www.ihaonline.org.

- IHA member – \$75
- IHA associate member – \$350
- IHA nonmember – \$500

PROGRAM INFORMATION

IHA Conference Center, 100 E. Grand Ave., Suite 100, Des Moines.

- This is a paperless conference. IHA will email conference materials when available.
- If you have dietary restrictions or allergies, email jharegistration@ihaonline.org.
- Dress for the conference is business casual. Layered clothing is recommended for your comfort.
- This event is being offered only in-person. Please register before seats fill.

CONTINUING EDUCATION

American College of Healthcare Executives (ACHE)-qualified education: IHA will award 5.75 ACHE-qualified education credits for the conference toward ACHE advancement or recertification. Program participants who wish to have the continuing education hours applied toward ACHE-qualified education credit should note their attendance when sending their application to ACHE for advancement or recertification.

Hospital board certification: Board members who take part in IHA's Hospital Board Certification Program can earn 5.75 hours of education toward accreditation by attending the 2026 IHA Governance Forum.

Nursing: IHA will provide a certificate of attendance on completion of the program evaluation and strongly encourages nurses to keep a program brochure as documentation of their participation. Nurses decide whether course content meets the Iowa Board of Nursing's criteria for proper continuing education.

HOSPITAL BOARD AND TRUSTEE CERTIFICATION PROGRAM

IHA has designed the Hospital Board Certification program to help hospitals use governance best practices to promote care coordination and the best use of resources. This demonstrates to lawmakers, regulators, physicians, employees, the business community and other community stakeholders that Iowa hospitals:

- Embrace community accountability and transparency.
- Govern according to a standard of excellence.
- Understand and embrace the need for governance accountability.

Certified trustees are recognized each year at the IHA Governance Forum.

LODGING

IHA has a discounted corporate rate that attendees can use for overnight accommodation. The discounted rate is offered to IHA event attendees on “non-last room” availability, meaning there are times when this rate will not be available because of high demand. Book early if you think you may need arrangements. When calling, please reference the corporate ID:

Staybridge Suites Des Moines
Corporate rate: \$139/night plus taxes
515-280-3828
Corporate ID No.: IXNRB

Downtown Des Moines AC Marriott
Corporate rate: \$177/night plus taxes
515-518-6060
Corporate ID Code: 3QR

CANCELLATION/REFUND POLICY

- Cancellations and substitutions are welcome anytime. Email cancellations and substitution requests to iharegistration@ihaonline.org.
- IHA will refund cancellations received 10 or more business days before the conference.
- IHA will charge a \$50 administrative fee to cancellations received six to nine business days before the conference.
- IHA will not refund cancellations received five or fewer business days before the conference.
- IHA will calculate refunds by the date received and the IHA business days remaining before the conference.
- IHA may cancel the conference because of low enrollment. If so, IHA will notify preregistered participants and provide full refunds.

ADA POLICY

IHA does not discriminate in its educational programs based on race, religion, color, sex or disability. IHA wishes to ensure no one with a disability is excluded, denied services, segregated or treated differently than others because of the absence of auxiliary aids and services. If you need auxiliary aids or services identified in the Americans With Disabilities Act to attend this conference, call IHA at 515-288-1955 or write to the IHA Education Department.

THANK YOU TO OUR SPONSORS!





BOARD SUMMARY:

CEO Summary

By: Erin Muck, CEO

Date: February 2026

SUMMARY:

Quality

The fire door project is almost complete with the last door being installed Monday the 23rd, with all hardware and door adjustments completed by Friday the 27th.

Patient Experience

The Swing Bed and Rehab Services overall Press Ganey score is in the 99th percentile for the month of December. Inpatients willingness to recommend was in the 51st percentile.

The Organizational Improvement Project Teams have started meeting. The first customer service training draft is completed.

People

Thank you for attending last week's provider interview. The candidate reported their favorite part was the time they were able to spend with community members. We are grateful for our community partners who stepped up and took the time to show them what our community has to offer. Their enthusiasm was very impressive.

Growth

Monday February 23rd we will start seeing family medicine patients in our new rural health clinic space. This marks the end of phase I and the beginning of phase II of our project. Phase II will have many logistical and patient wayfinding challenges and even though a team has developed plans and signage, adjustments will likely be needed. Marketing has put out social media information and will have new signage outside.

The initiation of mental health telemedicine visits has gone well. Marketing is underway and traction is noted.

Finance

The meeting will begin with the public hearing for next year's tax levy. Please forward administration any written communications you receive so we can add it to the meeting and minutes.

CCMH was approved for 2 Rural Health Transformation Program grants which included the replacement of our MRI and requirement of 2 family medicine physicians. A budget was submitted and requires approval from CMS before we are notified of the amount we are approved for. The timeline is unknown at the time.

There was a net profit in January of \$21,573.39 after receipt of a Medicare Cost Report retro payment. Total hospital procedures were up almost 4.5% with notable increases in lab, physical therapy, and speech therapy. Total Days Cash on Hand is 284 with project funds and 194 without.

Community

The County Board of Supervisors held the first of 3 public hearings regarding designating EMS as an Essential Service. This will be on the agenda at the Board meeting to provide background information and allow you to ask questions.

Respectfully,

Erin