



## **BOARD OF TRUSTEES MEETING AGENDA**

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

---

### **I. CALL TO ORDER**

### **II. APPROVAL OF PREVIOUS MONTH'S MINUTES**

### **III. COMMUNITY**

- A. Board Chair Comments
- B. Public Comments
- C. Wellness Center Update

### **IV. QUALITY CARE AND SERVICES**

- A. Quality Committee Report
- B. Medical Staff Report
- C. Conflict of Interest Statement Resolution - Recommendation / Action

### **V. PATIENT EXPERIENCE**

- A. 5 Star Journey Update
- B. Patient Letters

### **VI. PEOPLE**

- A. Credentialing
  - i. Appointments & Reappointments – Discussion / Action
- B. Mission Committee Report
- C. Policy 105.00 Board of Trustee Public Access Policy – Discussion / Action
- D. Policy 105.01 Investment Policy – Discussion / Action
- E. Policy 105.02 Physician Recruitment Policy – Discussion / Action
- F. Policy 105.03 Document Provision and Requests Policy – Discussion / Action
- G. Policy 105.04 Personal Information Policy – Discussion / Action

### **VII. GROWTH**

- A. Department Reports
  - i. Surgery
  - ii. Medical Clinic
  - iii. Specialty Clinic
- B. Building Project Update
- C. CEO Report

### **VIII. FINANCIAL STABILITY**

- A. Tax Budget – Recommendation / Action
  - i. Tax Rate
  - ii. Set Hearing Date
- B. Finance Committee Report
  - i. Approval of Payroll & AP
- C. EMR Update

### **IX. ADJOURNMENT**

## Crawford County Memorial Hospital

### Board of Trustees

December 18, 2023

A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, December 18, 2023, in Hospital Board Room D at Crawford County Memorial Hospital, Denison, Iowa, and via WebEx.

Present on site during the meeting were Jay Mendlik, David Reisz, Amy Schultz, Jon Schuttinga, Heather Rasmussen (Chief Quality & Ancillary Services Officer), Theresa Sheer (CNO), Dr. David Wright (Chief of Staff), Dr. Michael Luft (Chief Medical Officer), Erin Muck (CEO) and Heather Wight (Recorder). In addition, Macy Waldemar (interim HR Manager arrival at 5:33), Ana Zarazua (Medical Interpreter arrival at 5:46 and left at 6:08), Irajai Corona (Medical Interpreter arrival at 5:46 and left at 6:08) and Dan Mundt (Denison Free Press arrived at 5:43). Not in attendance were Rachel Melby (CFO) and Vernon Sid Leise.

**CALL TO ORDER:** The Board of Trustees meeting was called to order at 5:30 p.m. by Mendlik.

### APPROVAL OF PREVIOUS MONTH'S MINUTES

A motion was made by Schuttinga, second by Schultz, to approve the November 20, 2023, minutes as presented. Motion carried unanimously.

### COMMUNITY

2024 Board Meeting / Committee Schedule – Election of Officers – Assignment of Committees

A motion was made by Reisz, second by Schuttinga, to approve the 2024 Board Meeting / Committee Schedule as presented. Motion carried unanimously.

### Election of Officers

A motion was made by Reisz, and seconded by Schuttinga, for officers to retain their positions (Mendlik as Chairperson, Leise as Vice Chair/Secretary and Schultz as Treasurer) for the coming year. Motion carried unanimously.

The committees were structured as follows:

#### GOVERNANCE/EXECUTIVE

Jay Mendlik – Chairperson  
Sid Leise

#### FINANCE

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

#### MISSION

Jay Mendlik – Chairperson  
David Reisz  
Erin Muck  
Provider Representative

#### QUALITY

Sid Leise - Chairperson  
Jay Mendlik  
Erin Muck  
Theresa Sheer  
Heather Rasmussen  
Provider Representative

#### FOUNDATION REPRESENTATIVE

Jon Schuttinga

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

Crawford County Memorial Hospital

**Board of Trustees**

December 18, 2023

**Board Chair Comments**

Mendlik spoke on the challenging year that we have had and overcome and how overall impressed he is.

**Public Comments**

There were no public comments.

**QUALITY CARE AND SERVICES**

**BioVigil Hand Hygiene Solution**

Rasmussen gave a summary of the BioVigil Hand Hygiene Solution that has been implemented and its progress.

**Infection Preventionist Authorization**

Rasmussen gave a summary of the role of Infection Preventionist Authorization and nomination of Heather Rasmussen by the Medical Staff.

A motion was made by Schultz, second by Reisz, to approve the Infection Preventionist Authorization and nomination of Rasmussen as Infection Preventionist. Motion carried unanimously.

**Medical Staff Report**

Wright gave a summary of the recent Medical Staff which included BioVigil Hand Hygiene education.

**PATIENT EXPERIENCE**

**5-Star Journey Update**

Muck gave an update on our inpatient Press Ganey scores, which is where our star rating comes from, and the improvement in each domain of the clinic scores from 2022.

**PEOPLE**

**Credentialing**

A motion was made by Schuttinga, second by Schultz, to approve Medical Staff reappointment of Gregory Beyer as presented. Motion carried unanimously.

**GROWTH**

**Department Reports**

**HR**

Waldemar shared the progress of the interpreting software Propio, employee statistics and the creation of a clinical and non-clinical intern program.

**Interpreters**

Corona and Zarazua gave a summary of the services that they offer patients including returning phone calls, scheduling, and accompanying patients during appointments.

**CEO Report**

Muck shared that with Terry Welker retiring in January, Macy Waldemar will be interim Human Resources manager. EMR training is in full swing. The kickoff call with Main Street Health was today with middle of March for implementation and finishing up design process for the proposed building project.

**Board of Trustees**

December 18, 2023

**FINANCIAL STABILITY**

**Finance Committee Report**

Due to no committee meetings in December, Muck gave a verbal finance report. November statistics are still lagging behind last years by 5.13%. As a result, Gross Patient Revenue was under budget by \$855,000. Contractual adjustments were down 42% and expenses were under budget by \$260,000. The net loss for the month was \$80,893.

1. Total Payroll & Accounts Payable of \$2,851,657.68 for payment.

A motion was made by Reisz, second by Schuttinga, to approve the financial report, total payroll, and accounts payables in the amount of \$2,851,657.68. Motion carried unanimously.

**Wireless Internet Upgrade Capital Purchase**

Andersen shared details regarding the need for the upgraded wireless internet and associated costs. The current wireless coverage is insufficient to support the new EMR.

A motion was made by Schuttinga, second by Schultz, to approve the capital purchase of wireless internet upgrade not to exceed \$220,000. Motion carried unanimously.

**ADJOURNMENT**

A motion was made by Schultz, second by Reisz, that the meeting be adjourned at 6:44 p.m. Motion carried unanimously.



**From:** [Erin C. Muck](#)  
**To:** [Heather Wight](#)  
**Subject:** FW: Amended and Expanded: Request to Speak at January 29, 2024 Monthly Board Meeting  
**Date:** Wednesday, January 24, 2024 4:05:43 PM

---

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: Jason Mendlik [REDACTED]  
Date: 1/24/24 3:59 PM (GMT-06:00)  
To: Deb Knowles [REDACTED]  
Cc: "Erin C. Muck" [REDACTED]  
Subject: Re: Amended and Expanded: Request to Speak at January 29, 2024 Monthly Board Meeting

**\*This email is from an external source. Please verify the legitimacy before replying, clicking on any links, or opening attachments. If any uncertainty please use the Phish Alert Button!\***

I approve your request to speak in person at the January 29th CCMH Board meeting starting at 5:30 in meeting room D.

Thanks,  
Have a great day!!

Jay Mendlik  
[REDACTED]

On Jan 24, 2024, at 2:52 PM, Deb Knowles [REDACTED] wrote:

FINALLY IT SEEMS I CAN GET THROUGH!

Good afternoon,

Should I elect to attend the Monday, January 29, 2024, monthly board meeting, I request permission to address the following topics

from the January agenda:

B. Patient Letters C. Policy 105.00 Board of  
Trustee Public Access Policy A. Tax Budget - i. Tax  
Rate

In order to prepare an educated address of the  
three topics, I hereby request copies of any such  
Patient Letters,  
Public Access Policy Posture and Proposed Tax Rate, I  
hereby request copies of any such patient letters, the  
rationale  
for any changes to the Policy 105 Public Access Policy  
and the rationale and proposed Tax Rate.

Please confirm receipt, reply and and approval.

Thank you.

Rich Knowles  
712-263-4952

Notice: This Crawford County Memorial Hospital e-mail (including attachments) is covered by the Electronic Communications Privacy Act, 18 U.S.C. 2510-2521 and is intended only for the use of the individual or entity to which it is addressed, and may contain information that is privileged, confidential, and exempt from disclosure under applicable law. If you are not the intended recipient, any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please notify the sender immediately and delete or destroy all copies of the original message and attachments thereto. Email sent to or from Crawford County Memorial Hospital may be retained as required by law or regulation. Thank you.

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

A meeting of the Quality Committee of the Board of Trustees was held on Tuesday, January 23, 2024. Present: Sid Leise, Jay Mendlik (by phone), Erin Muck, CEO, Theresa Sheer, CNO, Dana Neemann, Director of Education and Patient Experience (exit 4:49pm), Heather Rasmussen, Chief Quality & Ancillary Services Officer.

Absent: Michael Luft, DO

Sid Leise called the meeting to order at 4:35pm

**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 November 2023 updated scorecard for HCAHPS. We had a response rate of 24.1%, slightly above the national average of 23.1%. The national average is 27.8%. The 5-Star Nurse was implemented in December 2023.

**II. Statistics**

Muck reviewed the December 2023 statistics with the Committee. Total patient volumes in December were up almost 4%. Inpatient volumes increased over the last couple week.

**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. Quality Scorecard**

The FY2024 Strategic Goals Scorecard was shared with the Committee.

**V. Committee Reports/Minutes**

- i. **Medical Staff Meeting:** The Committee reviewed the minutes from the Medical Staff meeting held on January 15, 2024.
- ii. **PFAC:** Neemann gave an update on the activities of the PFAC. The PFAC reviewed the scores and continued to discuss the discharge process. The feedback for questions to ask from the PFAC will be utilized for the discharge process and will be included on the initial interview.
- iii. **5 Star Journey:** Muck shared that we will be implementing a Train the Trainer course this year. Year V trainings begin in February.

**VI. Peer Review:** Tabled

**VII. Other Business/Updates**

- i. **Mammography Inspection:** Rasmussen shared the Mammography Inspection that occurred on November 30, 2023. There were zero deficiencies noted.
- ii. **Recruitment:** Muck gave an update on recruitment.
- iii. **Building Project:** Muck gave an update on the building project.
- iv. **Oracle Cerner Update:** Sheer shared that the kickoff for the new EMR process was held on January 18, 2024. She shared that next week begins the workflow and integration process and upcoming training sessions. Go live date is June 24, 2024.

**VIII. Adjournment** Heather Rasmussen, Recorder. 5:42pm

**Medical Staff Meeting Minutes**

January 15, 2024

A meeting of the Medical Staff of Crawford County Memorial Hospital was held on Monday, January 15, 2024 in the hospital's Meeting Rooms C-D.

Present were David Wright DO, Erin Schechinger DNP, Michael Luft DO, Eric Simons MD, Julie Graeve ARNP, Jill Kierscht ARNP, Patrick Luft MD, Lori Johannsen, PA-C, Kylee LeFebvre ARNP, Erin Muck CEO, Heather Rasmussen, Chief Quality & Ancillary Services Officer Recorder: Marcy Fink

Ad Hoc: Travis Mettenbrink

Absent were John Ingram MD, Elizabeth Ranniger MD, Sara Luft ARNP, Randy Kilnoski CRNA, Theresa Sheer CNO, Angie Andersen, IT Director

The meeting was called to order by David Wright DO at 12:39.

**APPROVAL OF PREVIOUS MONTH'S MINUTES**

The voting members of the medical staff approved the minutes of the December 12, 2023 meeting.

**BUSINESS**

**A. Medical Staff Assignments**

Erin Muck

1. The following changes were made to the Medical Staff Committees & Officers
  - Motion was made by Dr. M. Luft that Dr. P. Luft be Vice President. Seconded by Dr. Simons.
  - Dr. P. Luft will be on Pharmacy & Therapeutics
  - Dr. Lothrop was removed from the Utilization Review Committee
  - Dr. P. Luft will be the advisor for Cardiac / Pulmonary Rehab
  - Dr. M. Luft will be the advisor for Patient Care / Med Unit
  - Dr. P. Luft will be the advisor for Radiology
  - Dr. M. Luft replaced Dr. Lothrop on the Finance Committee

Motion was made by Dr. M. Luft and seconded by Dr. P. Luft to accept the changes as listed. Motion carried unanimously.

**ADJOURNMENT** The meeting was adjourned to the Executive Committee at 12:50.

**David Wright, DO President, Medical Staff**



## **BOARD SUMMARY:**

### **Conflict of Interest**

**By: Erin Muck, CEO**

**Date: January 2024**

## **Background Information:**

As a Hospital Board of Trustee, you are required to sign a Conflict of Interest statement every year. A Conflict of Interest is a direct or indirect conflict between a Trustee's own personal interest and the fiduciary duties that a Trustee owes the organization. Pursuant to the Duty of Loyalty, a Trustee must avoid situations where their private and personal interests will be in conflict with the interests of the organization. They must act in the best interest of the organization when making Board decisions. Conflicts of Interest can arise when a Trustee, Officer or employee, or family members receive improper personal benefits as a result of his or her position in the organization. Trustees and Officers have the duty to hold information in confidence and to use it only for purposes of the organization and not for personal gain. Conflicts are not rare, and an organization may conduct business with a Trustee so long as procedures are met to make sure the organizations interests prevail in the Board's decision making (AHA 2024). This may mean a trustee will need to abstain themselves from a vote or discussion.

## **Administrative Recommendation:**

It is the administrative recommendation that the Board of Trustees all sign the Conflict of Interest form for 2024.

**PROCEDURE FOR DISCLOSING &  
RESOLVING CONFLICTS OF INTEREST**

**January 29, 2024**

WHEREAS, The proper governance of the nation's health care institutions depends on governing board members who give of their time for the benefit of their health communities; and,

WHEREAS, The giving of this service, because of the varied interests and backgrounds of the governing board members, may result in situations involving a dual interest that might be interpreted as conflict of interest; and,

WHEREAS, This service should not be rendered impossible solely by reason of duality of interest or possible conflict of interest; and,

WHEREAS, This service nevertheless carries with it a requirement of loyalty and fidelity to the institution served, it being the responsibility of the members of the board to govern the institution's affairs honestly and economically, exercising their best care, skill, and judgment for the benefit of the institution; and,

WHEREAS, The matter of any duality of interest or possible conflict of interest can best be handled through full disclosure of any such interest, together with non-involvement in any vote wherein the interest is involved;

NOW, THEREFORE, BE IT RESOLVED: That the following policy of duality and conflict of interest is hereby adopted:

1. Any duality of interest or possible conflict of interest on the part of any governing board member should be disclosed to the other members of the board and made a matter of record, either through an annual procedure or when the interest becomes a matter of board action.
2. Any governing board member having a duality of interest or possible conflict of interest on any matter should not vote or use his personal influence on the matter, and he should not be counted in determining the quorum for the meeting, even where permitted by law. The minutes of the meeting should reflect that a disclosure was made, the abstention from voting, and the quorum situation.
3. The foregoing requirements should not be construed as preventing the governing board member from briefly stating his position in the matter, nor from answering pertinent questions of other board members since his knowledge may be of great assistance.

BE IT FURTHER RESOLVED: That this policy be reviewed annually, for the information and guidance of governing board members, and that any new member be advised of the policy upon entering on the duties of his office.

Agreed to by the following in January 2024:

_____ <b>Jason R. Mendlik</b>	_____ <b>Date</b>
----------------------------------	----------------------

_____ <b>Sid Leise</b>	_____ <b>Date</b>
---------------------------	----------------------

_____ <b>Amy Schultz</b>	_____ <b>Date</b>
-----------------------------	----------------------

_____ <b>David Reisz</b>	_____ <b>Date</b>
-----------------------------	----------------------

_____ <b>Jon Schuttinga</b>	_____ <b>Date</b>
--------------------------------	----------------------

My name is

a Patient in your

Swing Bed operation. When I got here from the hospital

in Omaha I was very weak and wasn't sure where I would end

up. First day Jamie from PT came in to evaluate where I'm at

and said lets see if we can at least stand up with ~~two~~ <sup>one</sup> of them and myself. I was sure it was not happening, I told them I couldn't do it and

Jamie grabbed me tighter and said you can I tried to sit back down

but she wasn't having it. I told myself if she's as much as she is

then I better be to and stood up. It took a lot out of me but it

was a huge accomplishment. Each day since has been a big improvement.

I just want everyone here to know how much Jamie is a Rock Star!

Everyone here at CAMH is so polite with cheery attitudes just a

pleasure to be here. Can't thank everyone enough. and hats off

to the Dietary Team for their great food. Everyone always complains

about hospital food, there's no reason for that here. It was very good.

Once again Thanks to CAMH for organizing a great crew.

Thank you



## Erin C. Muck

---

**From:**  
**Sent:**  
**To:** Erin C. Muck  
**Subject:** Recent Visit

**\*This email is from an external source. Please verify the legitimacy before replying, clicking on any links, or opening attachments. If any uncertainty please use the Phish Alert Button!\***

Erin: I would just like to commend all your staff at CCMH. My father was in the emergency room on 1/11/18 for a slight blockage in his heart, then admitted. All your staff, including Michael Luft did an excellent job. All the nurses were all friendly and very helpful. After being admitted, I could not believe how friendly everyone was, from the nurses, housekeeping, and everyone you would meet in the hallway. Heather, the RN, was very good with my father. I would also like to thank Jay Mendlik for helping my mother out to the car when I pulled it around. I mentioned a few names, but everyone should be recognized for their "hospitality". In my opinion, you are running a first-rate facility. Thank you.

This document contains confidential information belonging to the sender which may be legally privileged and is protected by the Electronic Communications Privacy Act, 18 USC 2510, et. seq.. The information is intended only for the use of the individual or entity named above. If you are not the intended recipient, you are hereby notified that any disclosure, copying, distribution or taking of any action in reliance upon the content of this email is strictly prohibited. If you have received this email in error, please notify the sender immediately, and delete this email from your system. We do not guarantee that this material is free from viruses or any other defects although due care has been taken to minimize the risk. Any views expressed in this message are those of the individual sender, except where the sender specifically states them to be the views of



I wanted to share this with everyone. reached out to me and sent me a message that she wanted me to share.

"You have some pretty great nurses! Courtney Heese came and checked on us when she heard I was there. Gee Cee was awesome. She made us so comfortable and took very good care of us. She got my IV on the first stick and if you ask around the infusion center, you know I am not an easy stick and I was really dehydrated. Gee Cee was so kind and polite, and I was something extra thrown at her at the end of her shift, she did not bat an eye! I have had my fair share of nurses over the last few years, and she was so sweet."

"Kendra Hartwig knows who I am from my story. I was having an anxiety attack when I went to the ED and didn't recognize her. The girls at the desk were going to give me directions on where to go and Kendra said, "No, I got this, I'll be right back." She walked me down to my room and said, "I'm Kendra." I started to cry, and she hugged me and made sure I got to my room and taken care of. These ladies made something that was hard for me to do, very comfortable. I just wanted to make sure you knew."

**KUDO'S to all our fabulous employees!!**

FROM:

TO:

**Crawford County Memorial Hospital (CCMH)**  
**Emergency Department (ED)**  
100 Medical Pkwy  
Denison, IA 51442  
712.265.2500

RE:

**ED**

ATTN:

**On-Duty ED Staff & Hospital Leadership (*Please Share*)**

I am writing to give a genuine and heartfelt commendation to the clinical (Dr. Morse, Nurse Spring, Nurse Deb, EMT Alex, et. al.) and administrative (Dustin, reception, et. al.) staff that tended to me \_\_\_\_\_ emergently during the above-mentioned hospital stay. I presented with chest pain and GI issues and as a previous stroke victim \_\_\_\_\_, with complex comorbidities, this was obviously of great concern to me. As such, the staff did a wonderful job of triaging me and getting to work, post haste, in stabilizing me. Their thoroughness/thoughtfulness in my care (bedside manner, labs, imaging, diet, etc.) made me feel absolutely confident about my outcome. As a healthcare quality and patient safety professional, I am truly honored and privileged to have interacted with such a dedicated and professional team. From what I have just personally experienced, CCMH truly provides its patients with expert, dignified, confidence-inspiring care. And for that... Thank You!

With Gratitude.

## **JANUARY 2024 CREDENTIALING**

### **NEW APPOINTMENTS**

Kylee Lefebvre, ARNP, FNP-C  
Euclid St. Hill, MD

### **REAPPOINTMENTS**

David Jaskierny, MD  
Erin Schechinger, DNP

**Crawford County Memorial Hospital**  
**Mission Committee**  
**January 18, 2024 4:30 PM**

A meeting of the Mission Committee of the Board of Trustees was held on Thursday, January 18, 2024. Present on site were Erin Muck (CEO), Rachel Melby (CFO), Jay Mendlik, David Reisz and Heather Wight (recorder).

The meeting was called to order at 4:27 p.m.

**QUALITY CARE AND SERVICES**

**Scorecard**

Muck shared the Strategic Goals Scorecard for FY2024.

**PATIENT EXPERIENCE**

**5-Star Journey Update**

- Muck shared the recent Press Ganey scores for the Dietary and Emergency Departments. We will be implementing Train the Trainer course this year and Year V trainings will be starting the beginning of February.

**PEOPLE**

**Union Negotiations**

- Muck shared union negotiations will be held on January 29<sup>th</sup>.

**Policy Review**

- The committee reviewed board policy 105.00, 105.02, 105.03, and 105.04. All recommended for approval by the board with only one minor change to policy 105.02.

**EMR Update**

- Melby shared the Oracle Cerner kickoff event that was held today and discussed the upcoming training sessions, timeline and the go live date of June 24, 2024.

**Strategic Planning**

- Muck shared the tentative plan for strategic planning 2024.

**GROWTH**

**Statistics**

- December patient volumes were up 3.63% when compared to last year. We remain down 5.52% year to date.

**FINANCE**

**Building Project Update**

- Muck reviewed the current work being done for the proposed building project. There is a biweekly meeting with USDA to assure we are completing their requirements. Planning has begun on phasing and administration is navigating the requirements to be able to use the building to the south of the hospital.

**Tax Asking**

- Melby reviewed this year's valuation assessments, summary of Iowa's public hospitals tax rates and amounts, and our tax statistics.

**COMMUNITY**

**New CCMH Website**

- Muck shared the new website is up and running. Still working out some glitches but things are running more smoothly now.

**Next Wellness March 19<sup>th</sup> & 20<sup>th</sup>**

- Muck shared next CCMH Wellness Event is scheduled for March 19<sup>th</sup> and 20<sup>th</sup>.

**Bomgaar's Girls Night Out**

- Muck shared the November 2023 Bomgaar's Girls Night Out raised over \$1400.

**The meeting adjourned at 6:12 p.m.** Heather Wight, Recorder

*Marketing, pricing strategies, and proprietary information where public disclosure of such information would harm the hospital's competitive position are protected under Iowa Code 21.5 (1)(l)*



## **BOARD SUMMARY:**

### **Policy 105.00 Review**

**By: Erin Muck, CEO**

**Date: January 2024**

## **Background Information:**

In your packet is policy 105.00, Board of Trustee Public Access Policy (Formerly Conduct at Public Meetings). All policies require a review every 2 years to meet our DVM rules and regulations. This policy was last updated in May of 2023. To put it on the same timeframe review with all board policies, I would ask that we review it now. The policy was presented to Mission Committee for review and recommendation for approval by the Board. There were no recommended changes.

## **Administrative Recommendation:**

It is the administrative recommendation to approve the policy without any new changes.



Status **Active** PolicyStat ID **13584624**



**CRAWFORD COUNTY**  
MEMORIAL HOSPITAL

Origination 07/2014

Last 05/2023

Approved

Effective 05/2023

Last Revised 05/2023

Next Review 05/2024

Owner Erin Muck

Area Board of  
Directors

## 105.00 Board of Trustee Public Access Policy (Formerly Conduct at Public Meetings)

### Rights of the Public

1. **Addressing the Board of Trustees by Appointment:** The Board of Trustees welcomes feedback and comments relevant to its oversight of the operation of the hospital. The Board of Trustees has made and will enforce the reasonable rules described in this policy "for the conduct of its meetings to assure those meetings are orderly, and free from interference or interruption by spectators." Iowa Code § 21.7. Any person desiring to address the Board of Trustees by oral communication shall first secure the permission of the presiding officer. This request to address the Board must be made to the hospital's Administrator by 3:00 p.m. on the Wednesday immediately preceding the regular Board of Trustees meeting of their desire to speak. This request needs to include specifically what will be addressed. Only three (3) items will be accepted when addressing the board each month. Topics to be addressed must be specific to the current month's agenda regardless if the agenda has been posted prior to the request to speak. No open-ended topics will be accepted. The determination of whether a topic is relevant to the Board of Trustee's oversight of the operation of the hospital shall be solely in the discretion of the presiding officer.
2. **Manner of Addressing the Board of Trustees:**
  - a. Time Limit. Each person addressing the Board of Trustees shall stand, give their name and address, and if representing an organization or another person, shall so state, in an audible tone of voice for the records, and, unless further time is granted by the presiding officer, shall limit their address to five (5) minutes.
  - b. All remarks shall be addressed to the Board of Trustees as a body, not to any hospital officer or employee. No person, other than members of the Board of Trustees and the person having the floor, shall be permitted to enter any discussion, either directly or through the members of the Board of Trustees.



- c. No questions shall be asked of individual Board Members nor of any hospital officer or employee, except through the presiding officer.

### **3. Conduct when Addressing the Board of Trustees:**

- a. Any person addressing the Board of Trustees will do so in an acceptable manner. The determination of whether a person addressing the Board of Trustees is doing so in an acceptable manner shall be in the discretion of the presiding officer, but a majority of the Board of Trustees may overrule the presiding officer's determination. The following is a non-exclusive list of unacceptable practices:
  - i. Directly or indirectly making personal or slanderous remarks about any community member, CCMH employee, or Board Member as such remarks are not relevant to the Board of Trustees' oversight of the operation of the hospital.
  - ii. Yelling and / or raising one's voice in anger, swearing or the use of profanity, and use of intimidation toward any community member, CCMH employee, or Board Member.
  - iii. Any patient who has received care at CCMH may address the Board of Trustees regarding her or his own care. However, it is unacceptable for an individual who is not the patient to talk about a patient's care unless the patient has provided written consent to the Board of Trustees permitting the speaker to talk about the patient's care.
  - iv. Addressing items not approved by the presiding officer.
  - v. Not yielding to the Board when directed to do so.
- b. Anyone attending the meeting will immediately excuse themselves when the Board goes into any closed session. This includes in person and online attendance.

### **4. Addressing inappropriate conduct:**

- a. Any person(s) who does not address the Board of Trustees in an acceptable manner shall be removed from the meeting. Any additional occurrence of unacceptable conduct will result in removal from the meeting and may result in a six (6) month ban from orally addressing the Board of Trustees at a meeting. Written Communication can be conducted per below.
- b. Any aggressive or threatening behavior from anyone attending the meeting will result in a permanent ban from attending Board of Trustee meetings.
- c. The Board of Trustees reserves the right to involve law enforcement in any circumstance related to this policy, including to address circumstances in which it is believed an individual is willfully disturbing the Board of Trustees "with the purpose of disrupting the functioning" of the Board of Trustees "by tumultuous behavior, or coercing by force or the threat of force any official conduct or proceeding." Iowa Code § 718.3.

- 5. **Reading of Protests:** Interested persons, or their authorized representatives, may address the Board of Trustees for the reading of protests, petitions, or communications relating to any matter over which the Board of Trustees has control when the item is under consideration by



the Board of Trustees, if a majority of the Board Members present agrees to let them be heard. This Provision will not impair the right of any citizen to present a petition to the Board.

6. **Written Communications:** Interested parties, or their authorized representatives, may address the Board of Trustees by written communication regarding any matter concerning the hospital's business or over which the hospital has control at any time by direct mail or by addressing the hospital Administrator in writing. All such written communications must be received by the Administrator by 3:00 p.m. on the Wednesday immediately preceding the regular Board of Trustees meeting regarding their desire to be heard.

## Suspension of Rules

Any provision of these rules not otherwise governed by this policy or the Code of Iowa, may be temporarily suspended by a vote of the majority of the Board Members present.

### Approval Signatures

Step	Description	Approver	Date
	Quality & Compliance Approval	Marcy Fink	05/2023
	Policy Owner	Erin Muck	05/2023



## **BOARD SUMMARY:**

### **Policy 105.01 Review**

**By: Erin Muck, CEO**

**Date: January 2024**

## **Background Information:**

In your packet is policy 105.01, Investment Policy. This policy to assure CCMH's investment practices comply with Iowa Code, Chapter 12B and provides Board direction on managing our investments. Not unlike our other Board policies, this policy must be reviewed at policy driven intervals. This policy was reviewed by the Finance Committee on 1/25/24. Upon review, there was question if we must provide this policy to all depository institutions or third parties assisting with or facilitating investments of funds of CCMH. In Chapter 12B.10C "Regulation of public fund custodial agreements", under 2b. requires us as a political subdivision to provide this written investment policy to "all depository institutions or fiduciaries for public funds of the public entity." I have included Iowa Code, Chapter 12B for your reference.

## **Administrative Recommendation:**

It is administrative recommendation to approve policy 105.01 without any changes.



Status **Active** PolicyStat ID **12815077**



**CRAWFORD COUNTY**  
MEMORIAL HOSPITAL

Origination 03/2005  
Last 12/2022  
Approved  
Effective 12/2022  
Last Revised 01/2014  
Next Review 12/2023

Owner Erin Muck  
Area Board of Directors

## 105.01 Investment Policy

### SECTION 1 – SCOPE OF INVESTMENT POLICY

The Investment Policy of Crawford County Memorial Hospital (CCMH) shall apply to all operating funds, bond proceeds and other funds and all investment transactions involving operating funds, bond proceeds, and other funds accounted for in the financial statements of CCMH. Each investment made pursuant to this Investment Policy must be authorized by applicable law and this written Investment Policy.

The investment of bond funds or sinking funds shall comply not only with this Investment Policy, but also be consistent with any applicable bond resolution.

This Investment Policy is intended to comply with Iowa Code, Chapter 12B.

Upon passage and upon future amendment, if any, copies of this Investment Policy shall be delivered to all of the following:

1. The governing body or officer of CCMH to which the Investment Policy applies.
2. All depository institutions of fiduciaries for public funds of CCMH
3. The auditor engaged to audit any fund of CCMH

In addition, a copy of this Investment Policy shall be delivered to every fiduciary or third party assisting with or facilitating investment of the funds of CCMH.

### SECTION 2 – DELEGATION OF AUTHORITY

In accordance with Section 12B.10(1), the responsibility for conducting investment transactions resides with the Treasurer of CCMH. Only the treasurer and those authorized by ordinance or resolution may invest public funds, and a copy of any empowering ordinance or resolution shall be attached to this

## Investment Policy.

All contracts or agreements with outside persons investing public funds, advising on the investment of public funds, directing the deposit or investment of public funds or acting in a fiduciary capacity for CCMH, shall require the outside person to notify in writing CCMH within thirty days of receipt of all communication from the Auditor of the outside person or any regulatory authority of the existence of a material weakness in internal control structure of the outside person or regulatory orders or sanctions regarding the type of services being provided by CCMH by the outside person.

The records of investment transactions made by or on behalf of CCMH are public records and are the property of CCMH whether in the custody of CCMH or in the custody of a fiduciary or other third party.

The Treasurer shall establish a written system of internal control and investment practices. The controls shall be designed to prevent losses of public funds, to document those officers and employees of CCMH responsible for elements of the investment process and to address the capability of investment management. The controls shall provide for receipt and review of the audited financial statement and related report on internal control structure of all outside persons performing any of the following for this public body.

1. Investing public funds
2. Advising on the investment of public funds
3. Directing the deposit or investment of public funds
4. Acting in a fiduciary capacity for this public body

A Bank, Savings and Loan Association, or Credit Union providing only depository services shall not be required to provide an audited financial statement and related report on internal control structure.

The Treasurer of CCMH and all employees authorized to place investments shall be insured under Directors & Officers policy at \$2,000,000 per claim or employee theft at \$500,000 per claim.

## **SECTION 3 –OBJECTIVES OF INVESTMENT POLICY**

The primary objectives, in order of priority, of all investment activities involving the financial assets of CCMH shall be the following:

1. Safety: Safety and preservation of principal in the overall portfolio is the foremost investment objective.
2. Liquidity: Maintaining the necessary liquidity to match expected liabilities is the second investment objective.
3. Return: Obtaining a reasonable return is the third investment objective.

## **SECTION 4 -- PRUDENCE**

The Treasurer of CCMH, when investing or depositing public funds, shall exercise the care, skill, prudence and diligence under the circumstances when prevailing that a person acting in a like capacity

and familiar with such matters would use to attain the Section 3 investment objectives. This standard requires that when making investment decisions, the Treasurer shall consider the role that the investment or deposit plays within the portfolio of assets of CCMH and the investment objectives stated in Section 3.

When investing assets of CCMH for a period longer than six (6) months, the Treasurer shall request competitive investment proposals for comparable credit and term investments from a minimum of three (3) investment providers.

## **SECTION 5 – INSTRUMENTS ELIGIBLE FOR INVESTMENT**

Assets of CCMH may be invested in the following:

1. Interest bearing savings accounts, interest bearing money market accounts, and interest bearing checking accounts at any bank, savings and loan association, or credit union and any bank approved as a properly declared depository by the governing body of CCMH. Each bank must be on the most recent Approved Bank List as distributed by the Treasurer of the State of Iowa or as amended as necessary by notice inserted in the monthly mailing by the Rate Setting Committee. Each financial institution shall be properly declared as a depository by the governing body of CCMH. Deposits in any financial institution shall not exceed the depository limits approved by the governing body of CCMH.
2. Obligations of the United States government, its agencies and instrumentalities.
3. Certificate of deposit and other evidences of deposit at federally insured Iowa depository institutions approved and secured pursuant to Chapter 12C.
4. Iowa Public Agency Investment Trust (IPAIT).
5. Prime bankers' acceptances that mature within 270 days of purchase and that are eligible for purchase by a federal reserve bank.
6. Commercial paper or other short-term corporate debt that matures within 270 days of purchase and is rated within the two highest classifications, as established by at least one of the standard rating services approved by the superintendent of banking.
7. An open-end management investment company registered with the Securities and Exchange Commission under the federal Investment Company Act of 1940, 15 U.S.C. Section 80(a) and operated in accordance with 17 C.F.R. Section 270.2a-7, whose portfolio investments are limited to those instruments individually authorized in Section 5 of this Investment Policy.

All instruments eligible for investment are further qualified by all other provisions of this Investment Policy, including Section 7 investment maturity limitations and Section 8 diversification requirements.

Upon the departure of the Treasurer from office, the following instruments otherwise authorized as eligible for investment in Section 5 shall not be authorized for investment until further action is taken by the governing body of CCMH:

- Only savings certificates from a federally insured bank shall be eligible.

## SECTION 6 – PROHIBITED INVESTMENTS AND INVESTMENT PRACTICES

Assets of CCMH shall not be invested in the following:

1. Reverse repurchase agreement
2. Futures and options contracts

Assets of CCMH shall not be invested pursuant to the following investment practices:

1. Trading of securities for speculation or the realization of short-term trading gains
2. Pursuant to a contract providing for the compensation of an agent or fiduciary based upon the performance of the invested assets
3. If a fiduciary or other third party with custody of public investment transaction records of CCMH fails to produce requested records when requested by this public body within a reasonable time, CCMH shall make no new investment with or through the fiduciary or third party and shall not renew maturing investments with or through the fiduciary or third party.

## SECTION 7 – INVESTMENT MATURITY LIMITATIONS

Operating Funds must be identified and distinguished from all other funds available for investment. Operating Funds are defined as those funds which are reasonably expected to be expended during a current budget year or within fifteen months of receipt.

All investments authorized in Section 5 are further subject to the following investment maturity limitations:

1. Operating Funds may only be invested in instruments authorized in Section 5 of this Investment Policy that mature within three hundred ninety-seven (397) days.
2. The Treasurer may invest funds of CCMH that are not identified as Operating Funds in investments with maturities longer than three hundred ninety-seven (397) days. However, all investments of CCMH shall have maturities that are consistent with the needs and uses of CCMH.

## SECTION 8 – DIVERSIFICATION

Investments of CCMH are subject to the following diversification requirements:

### Prime bankers' acceptances:

1. At the time of purchase, no more than ten percent (10%) of the investment portfolio of CCMH shall be invested in prime bankers' acceptances, and
2. At the time of purchase, no more than five percent (5%) of the investment portfolio of CCMH shall be invested in the securities of a single issuer.

## Commercial paper or other short-term debt:

1. At the time of purchase, no more than ten percent (10%) of the investment portfolio of CCMH shall be in commercial paper or other short-term corporate debt.
2. At the time of purchase, no more than five percent (5%) of the investment portfolio of CCMH shall be invested in the securities of a single issuer, and;
3. At the time of purchase, no more than five percent (5%) of all amounts invested in commercial paper and other short-term corporate debt shall be invested in paper and debt rated in the second highest classification.

Where possible, it is the policy of CCMH to diversify its investment portfolio. Assets shall be diversified to eliminate the risk of loss resulting from over concentration of assets in a specific maturity, a specific issuer, or a specific class of securities. In establishing specific diversification strategies, the following general policies and constraints shall apply:

1. Portfolio maturities shall be staggered in a way that avoids undue concentration of assets in a specific maturity sector. Maturities shall be selected which provide stability of income and reasonable liquidity.
2. Liquidity practices to ensure that the next disbursement date and payroll date are covered through maturing investments, marketable U.S. Treasury bills or cash on hand shall be used at all times.
3. Risks of market price volatility shall be controlled through maturity diversification so that aggregate price losses on Instruments with maturities approaching one year shall not be greater than coupon interest and Investment Income received from the balance of the portfolio.

## SECTION 9 – SAFEKEEPING AND CUSTODY

All invested assets of CCMH involving the use of a public funds' custodial agreement, as defined in Section 12B.10C, shall comply with all rules adopted by the Treasurer of the State of Iowa pursuant to Iowa Code Chapters 12B and 17A. All custodial agreements shall be in writing and shall contain a provision that all custodial services be provided in accordance with the laws of the State of Iowa.

## SECTION 10 – ETHICS AND CONFLICT OF INTEREST

The Treasurer and all officers and employees of CCMH involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Any personal investment or loan in excess of \$250,000 in or with the entity that CCMH has declared as a depository or regularly conducts investment business with shall be disclosed in writing to the governing body of CCMH.

## SECTION 11 – REPORTING

The Treasurer shall submit quarterly an investment report that summarizes recent market conditions and investment strategies employed since the last investment report. The investment report shall set out the current portfolio in terms of maturity, rates of return, and other features and shall summarize all investment transactions that have occurred during the reporting period and compare the investment results with the budgetary expectations.

## SECTION 12 – INVESTMENT POLICY REVIEW AND AMENDMENT

This Investment Policy shall be reviewed every two (2) years, or more frequently as appropriate. Notice of amendments to this Investment Policy shall be promptly given to all parties noted in Section 1.

### Approval Signatures

Step Description	Approver	Date
Quality & Compliance Approval	Marcy Fink	12/2022
Policy Owner	Erin Muck	12/2022



## CHAPTER 12B

### SECURITY OF THE REVENUE

Referred to in [§12E.8](#), [16.5](#), [28J.9](#), [257C.6](#), [331.401](#), [331.902](#)

This chapter not enacted as a part of this title; transferred from chapter 452 in Code 1993

12B.1	Definitions.	12B.10A	Public investment maturity and procedural limitations.
12B.1A	County responsible to state.	12B.10B	Written investment policies.
12B.2	Interest on warrants.	12B.10C	Regulation of public funds custodial agreements.
12B.3	Discounting warrants.		
12B.4	Loans by county treasurer.	12B.11	Manner and details of settlement.
12B.5	Loans by treasurer of state.	12B.12	Duty of examining officer.
12B.6	Certain public funds of political subdivisions.	12B.13	Report of settlement filed.
12B.7	Settlement by retiring treasurer.	12B.14	False statements or reports.
12B.8	Supervisors to report to state auditor.	12B.15	Official delinquency.
12B.9	Correct balances.	12B.16	Refund to counties.
12B.10	Public funds investment standards.	12B.17	Warrant for excess.
		12B.18	Delivery to treasurer.

#### 12B.1 Definitions.

As used in [this chapter](#), unless the context otherwise requires, “book”, “list”, “record”, or “schedule” kept by a county auditor, assessor, treasurer, recorder, sheriff, or other county officer means the county system as defined in [section 445.1](#).

[2000 Acts, ch 1148, §1](#)

#### 12B.1A County responsible to state.

Each county is responsible to the state for the full amount of tax levied for state purposes, excepting such amounts as are certified to be unavailable, double, or erroneous assessments.

[R60, §793; C73, §908; C97, §1453; C24, 27, 31, 35, 39, §**7398**; C46, 50, 54, 58, 62, 66, 71, 73, 75, 77, 79, 81, §452.1]

C93, §12B.1

C2001, §12B.1A

#### 12B.2 Interest on warrants.

When interest is due and allowed by the treasurer of state on the redemption of state warrants, or by the county treasurer on the redemption of county warrants, the same shall be receipted on the warrants by the holder, with the date of the payment, and no interest shall be allowed by the department of administrative services or board of supervisors except such as is thus receipted.

[R60, §795; C73, §910; C97, §1455; C24, 27, 31, 35, 39, §**7400**; C46, 50, 54, 58, 62, 66, 71, 73, 75, 77, 79, 81, §452.2]

C93, §12B.2

[2003 Acts, ch 145, §286](#)

Analogous section, [§74.7](#)

#### 12B.3 Discounting warrants.

If the treasurer of state or any county treasurer, personally or through another, discounts the director of the department of administrative services' or auditor's warrants, either directly or indirectly, the treasurer shall be guilty of a serious misdemeanor.

[R60, §796; C73, §911; C97, §1456; C24, 27, 31, 35, 39, §**7401**; C46, 50, 54, 58, 62, 66, 71, 73, 75, 77, 79, 81, §452.3]

C93, §12B.3

[2003 Acts, ch 145, §286](#); [2004 Acts, ch 1101, §11](#)

**12B.4 Loans by county treasurer.**

A county treasurer shall be guilty of a serious misdemeanor for loaning out, or in any manner using for private purposes, state, county, or other funds in the treasurer's hands.

[R60, §797; C73, §912; C97, §1457; S13, §1457; C24, 27, 31, 35, 39, §7402; C46, 50, 54, 58, 62, 66, 71, 73, 75, 77, 79, 81, §452.4]

C93, §12B.4

**12B.5 Loans by treasurer of state.**

The treasurer of state shall be guilty of a serious misdemeanor for loaning out, or in any manner using for private purposes, state, county, or other funds in the treasurer's hands.

[R60, §797; C73, §912; C97, §1457; S13, §1457; C24, 27, 31, 35, 39, §7403; C46, 50, 54, 58, 62, 66, 71, 73, 75, 77, 79, 81, §452.5]

C93, §12B.5

**12B.6 Certain public funds of political subdivisions.**

All funds received, expended, or held by an association of elected county officers before, on, or after June 16, 2005, to implement a state-authorized program, are subject to audit by the auditor of state at the request of the general assembly's standing committees on government oversight or the legislative council. All such funds received or held on and after July 1, 2005, shall be deposited in a fund in the office of the treasurer of state.

2005 Acts, ch 179, §98, 103; 2006 Acts, ch 1010, §175, 177; 2010 Acts, ch 1069, §4

**12B.7 Settlement by retiring treasurer.**

When a county treasurer goes out of office, the treasurer shall make a full and complete settlement with the board of supervisors, and deliver up all books, papers, moneys, and all other property pertaining to the office, to the treasurer's successor, taking a receipt therefor.

[R60, §802; C73, §917; C97, §1461; C24, 27, 31, 35, 39, §7409; C46, 50, 54, 58, 62, 66, 71, 73, 75, 77, 79, 81, §452.7]

C93, §12B.7

Referred to in §331.555

**12B.8 Supervisors to report to state auditor.**

The board of supervisors shall make a statement of state dues to the auditor of state, showing all charges against the treasurer during the treasurer's term of office, and all credits made, the delinquent taxes and other unfinished business charged over to the treasurer's successor, and the amount of money paid over to the treasurer's successor, showing to what year and to what account the amount so paid over belongs.

[R60, §802; C73, §917; C97, §1461; C24, 27, 31, 35, 39, §7410; C46, 50, 54, 58, 62, 66, 71, 73, 75, 77, 79, 81, §452.8]

C93, §12B.8

**12B.9 Correct balances.**

The board of supervisors shall also see that the books of the treasurer are correctly balanced before passing into the possession and control of the treasurer-elect.

[R60, §802; C73, §917; C97, §1461; C24, 27, 31, 35, 39, §7411; C46, 50, 54, 58, 62, 66, 71, 73, 75, 77, 79, 81, §452.9]

C93, §12B.9

**12B.10 Public funds investment standards.**

1. a. In addition to investment standards and requirements otherwise provided by law, the investment of public funds by the treasurer of state, state agencies authorized to invest funds, and political subdivisions of this state, shall comply with [this section](#), except where otherwise provided by another statute specifically referring to [this section](#).

b. The treasurer of state and the treasurer of each political subdivision shall at all times keep funds coming into their possession as public money in a vault or safe to be provided for that purpose or in one or more depositories approved pursuant to [chapter 12C](#). However, the

treasurer of state, state agencies authorized to invest public funds, and political subdivisions shall invest, unless otherwise provided, any public funds not currently needed in investments authorized by [this section](#).

2. The treasurer of state, state agencies authorized to invest funds, and political subdivisions of this state, when investing or depositing public funds, shall exercise the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in a like capacity and familiar with such matters would use to attain the goals of [this subsection](#). This standard requires that when making investment decisions, a public entity shall consider the role that the investment or deposit plays within the portfolio of assets of the public entity and the goals of [this subsection](#). The primary goals of investment prudence shall be based in the following order of priority:

- a. Safety of principal is the first priority.
- b. Maintaining the necessary liquidity to match expected liabilities is the second priority.
- c. Obtaining a reasonable return is the third priority.

3. a. Investments of public funds shall be made in accordance with written policies. A written investment policy shall address the goals set out in [subsection 2](#) and shall also address, but is not limited to, compliance with state law, diversification, maturity, quality, and capability of investment management.

b. The trading of securities in which any public funds are invested for the purpose of speculation and the realization of short-term trading profits is prohibited.

c. Investments by a political subdivision must have maturities that are consistent with the needs and use of that political subdivision or agency.

4. a. The treasurer of state and all other state agencies authorized to invest funds shall only purchase and invest in the following:

(1) Obligations of the United States government, its agencies, and instrumentalities.

(2) Certificates of deposit and other evidences of deposit at federally insured depository institutions approved pursuant to [chapter 12C](#).

(3) Prime bankers' acceptances that mature within two hundred seventy days and that are eligible for purchase by a federal reserve bank, provided that at the time of purchase no more than thirty percent of the investment portfolio of the treasurer of state or any other state agency shall be in investments authorized by this subparagraph and that at the time of purchase no more than five percent of the investment portfolio shall be invested in the securities of a single issuer.

(4) Commercial paper or other short-term corporate debt that matures within two hundred seventy days and that is rated within the two highest classifications, as established by at least one of the standard rating services approved by the superintendent of banking by rule adopted pursuant to [chapter 17A](#), provided that at the time of purchase no more than five percent of all amounts invested in commercial paper and other short-term corporate debt shall be invested in paper and debt rated in the second highest classification, and provided further that at the time of purchase no more than thirty percent of the investment portfolio of the treasurer of state or any other state agency shall be in investments authorized by this subparagraph and that at the time of purchase no more than five percent of the investment portfolio shall be invested in the securities of a single issuer.

(5) Repurchase agreements whose underlying collateral consists of the investments set out in subparagraphs (1) through (4) if the treasurer of state or state agency takes delivery of the collateral either directly or through an authorized custodian. Repurchase agreements do not include reverse repurchase agreements.

(6) Investments authorized for the Iowa public employees' retirement system in [section 97B.7A](#), except that investment in common stocks is not permitted.

(7) An open-end management investment company organized in trust form registered with the federal securities and exchange commission under the federal Investment Company Act of 1940, 15 U.S.C. §80a-1 et seq., and operated in accordance with [17 C.F.R. §270.2a-7](#).

(8) Investments authorized under [subsection 7](#).

(9) Obligations of the Iowa finance authority issued pursuant to [chapter 16](#), bearing interest at market rates, provided that at the time of purchase the Iowa finance authority has an issuer credit rating within the two highest classifications or the obligations to be

purchased are rated within the two highest classifications, as established by at least one of the standard rating services approved by the superintendent of banking by rule adopted pursuant to [chapter 17A](#).

b. Futures and options contracts are not permissible investments.

5. a. Political subdivisions of this state, including entities organized pursuant to [chapter 28E](#) whose primary function is other than to jointly invest public funds, shall purchase and invest only in the following:

(1) Obligations of the United States government, its agencies, and instrumentalities.

(2) Certificates of deposit and other evidences of deposit at federally insured depository institutions approved pursuant to [chapter 12C](#).

(3) Prime bankers' acceptances that mature within two hundred seventy days and that are eligible for purchase by a federal reserve bank, provided that at the time of purchase no more than ten percent of the investment portfolio shall be in investments authorized by this subparagraph and that at the time of purchase no more than five percent of the investment portfolio shall be invested in the securities of a single issuer.

(4) Commercial paper or other short-term corporate debt that matures within two hundred seventy days and that is rated within the two highest classifications, as established by at least one of the standard rating services approved by the superintendent of banking by rule adopted pursuant to [chapter 17A](#), provided that at the time of purchase no more than five percent of all amounts invested in commercial paper and other short-term corporate debt shall be invested in paper and debt rated in the second highest classification, and provided further that at the time of purchase no more than ten percent of the investment portfolio shall be in investments authorized by this subparagraph and that at the time of purchase no more than five percent of the investment portfolio shall be invested in the securities of a single issuer.

(5) Repurchase agreements whose underlying collateral consists of the investments set out in subparagraph (1) if the political subdivision takes delivery of the collateral either directly or through an authorized custodian. Repurchase agreements do not include reverse repurchase agreements.

(6) An open-end management investment company registered with the federal securities and exchange commission under the federal Investment Company Act of 1940, 15 U.S.C. §80a-1, and operated in accordance with [17 C.F.R. §270.2a-7](#).

(7) (a) A joint investment trust organized pursuant to [chapter 28E](#), provided that the joint investment trust shall be one of the following:

(i) Rated within the two highest classifications by at least one of the standard rating services approved by the superintendent of banking by rule adopted pursuant to [chapter 17A](#) and operated in accordance with either [17 C.F.R. §270.2a-7](#), or with the requirements of the governmental accounting standards board for external investment pools.

(ii) Registered with the federal securities and exchange commission under the federal Investment Company Act of 1940, 15 U.S.C. §80a-1, and operated in accordance with [17 C.F.R. §270.2a-7](#).

(b) The manager or investment advisor of the joint investment trust shall be registered with the federal securities and exchange commission under the Investment Advisor Act of 1940, 15 U.S.C. §80b-1.

(8) Warrants or improvement certificates of a levee or drainage district.

(9) Investments authorized under [subsection 7](#).

b. Futures and options contracts are not permissible investments.

6. The following investments are not subject to [this section](#):

a. Investments by the public safety peace officers' retirement system governed by [chapter 97A](#).

b. Investments by the Iowa public employees' retirement system governed by [chapter 97B](#).

c. Investments by the Iowa finance authority governed by [chapter 16](#).

d. Investments by the state board of regents. However, investments by the state board of regents or institutions governed by the state board of regents are limited to the following:

(1) Those investments set out in [subsection 4](#).

(2) The common fund for nonprofit organizations.

(3) Common stocks.

(4) For investments of short-term operating funds, the funds shall not be invested in investments having effective maturities exceeding sixty-three months.

e. A pension and annuity retirement system governed by [chapter 294](#).

f. Investments by the statewide fire and police retirement system governed by [chapter 411](#).

g. Investments by the judicial retirement system governed by [chapter 602, article 9](#).

h. Investments under the deferred compensation plan established by the executive council pursuant to [section 509A.12](#).

i. Investments made by city hospitals as provided in [section 392.6](#). However, investments by city hospitals are limited to the following:

(1) The same types of investments as the treasurer of state and other state agencies may make under [this section](#).

(2) Investment in common stocks.

j. Investments by the tobacco settlement authority governed by [chapter 12E](#).

k. Investments by municipal utility retirement systems governed under [chapter 412](#).

l. Investments in a qualified trust established pursuant to governmental accounting standards board statement number forty-three that is governed by a board of trustees of a joint investment trust organized pursuant to [chapter 28E](#) and that is registered with the federal securities and exchange commission under the federal Investment Company Act of 1940, 15 U.S.C. §80a-1.

m. Investments by a student organization or club of moneys from an entrepreneurial education fund governed by [section 298A.15](#).

7. Notwithstanding [sections 12C.2, 12C.4, 12C.6, 12C.6A](#), and any other provision of law relating to the deposits of public funds, if public funds are deposited in a depository, as defined in [section 12C.1](#), any uninsured portion of the public funds invested through the depository may be invested in insured deposits or certificates of deposit arranged by the depository that are placed in or issued by one or more federally insured banks or savings associations regardless of location for the account of the public funds depositor if all of the following requirements are satisfied:

a. The full amount of the principal and any accrued interest on such public funds or each such certificate of deposit issued shall be covered by federal deposit insurance.

b. The depository, either directly or through an agent or subcustodian, shall act as custodian of the insured deposits or certificates of deposit.

c. On the same day that the public funds deposits are placed or the certificates of deposit are issued, the depository shall have received deposits in an amount eligible for federal deposit insurance from, and, with regard to certificates of deposit, shall have issued certificates of deposit to, customers of other financial institutions wherever located that are equal to or greater than the amount of public funds invested under [this subsection](#) by the public funds depositor through the depository.

8. As used in [this section](#), “public funds” means the same as defined in [section 12C.1, subsection 2](#).

[R60, §804; C73, §918; C97, §1462; S13, §1462; C24, 27, 31, 35, 39, §7412; C46, 50, 54, 58, 62, 66, 71, 73, 75, 77, 79, 81, §452.10]

84 Acts, ch 1194, §1; 84 Acts, ch 1230, §4; 85 Acts, ch 194, §1; 87 Acts, ch 105, §3; 88 Acts, ch 1027, §1; 88 Acts, ch 1187, §1; 90 Acts, ch 1233, §30; 91 Acts, ch 249, §1; 92 Acts, ch 1156, §16 C93, §12B.10

94 Acts, ch 1012, §1; 96 Acts, ch 1187, §75; 97 Acts, ch 185, §1; 2000 Acts, ch 1156, §1; 2000 Acts, ch 1208, §20, 25; 2001 Acts, ch 68, §2, 24; 2001 Acts, ch 102, §1; 2003 Acts, ch 179, §91; 2006 Acts, ch 1023, §1 – 4; 2008 Acts, ch 1075, §1; 2011 Acts, ch 55, §1; 2012 Acts, ch 1051, §1; 2013 Acts, ch 71, §2, 4; 2014 Acts, ch 1092, §163; 2015 Acts, ch 30, §3, 4; 2016 Acts, ch 1032, §1; 2017 Acts, ch 29, §13

Referred to in §12B.10A, 12B.10B, 12B.14, 12C.1, 12C.7, 12C.9, 12C.10, 12C.22, 12C.23A, 28E.5, 161A.80A, 279.29, 331.555, 347.13, 357A.11, 384.21, 523I.507, 905.6

**12B.10A Public investment maturity and procedural limitations.**

1. The investment of public funds which are operating funds by a political subdivision shall be subject to the following:

a. As used in [this section](#), “*operating funds*” means those funds which are reasonably expected to be expended during a current budget year or within fifteen months of receipt.

b. Operating funds must be identified and distinguished from all other funds available for investment.

c. (1) Operating funds may only be invested in investments which mature within three hundred ninety-seven days or less and which are authorized by law for the investing public entity.

(2) Notwithstanding subparagraph (1), a political subdivision which has or expects to accrue in the current budget year an amount of public funds that exceeds operating funds by at least thirty-three percent may invest amounts exceeding thirty-three percent of operating funds in certificates of deposit at federally insured depository institutions approved pursuant to [chapter 12C](#) which mature within sixty-three months or less provided that the political subdivision invests an amount reasonably expected to be expended during the current budget year or within fifteen months of receipt in investments pursuant to subparagraph (1).

2. All investments of public funds by political subdivisions shall be subject to the following:

a. Each investment must be authorized by applicable law and the written investment policy of the political subdivision.

b. Each political subdivision whose investments involve the use of a public funds custodial agreement, as defined in [section 12B.10C](#), shall comply with rules adopted pursuant to [section 12B.10C](#) relating to those investments. All contracts providing for the investment of public funds shall be in writing and shall contain a provision requiring that all investments shall be made in accordance with the laws of this state.

c. A contract for the investment or deposit of public funds shall not provide for compensation of an agent or fiduciary based upon investment performance.

3. A treasurer of a political subdivision may invest funds of the political subdivision or agency that are not operating funds in investments having maturities longer than three hundred and ninety-seven days.

4. As used in [this section](#), “*public funds*” means all funds that are public funds within the meaning of [section 12C.1](#), [subsection 2](#), paragraph “e”, except state funds invested by the treasurer of state.

5. [This section](#) shall not be construed to supersede any provision of [this chapter](#) or of [chapter 12C](#).

6. The following entities are not subject to [this section](#):

a. The public safety peace officers’ retirement system governed by [chapter 97A](#).

b. The Iowa public employees’ retirement system governed by [chapter 97B](#).

c. The Iowa finance authority governed by [chapter 16](#).

d. The state board of regents. However, investments by the state board of regents or institutions governed by the state board of regents are limited to the following:

(1) Those investments set out in [section 12B.10, subsection 4](#).

(2) The common fund for nonprofit organizations.

(3) Common stocks.

(4) For investments of short-term operating funds, the funds shall not be invested in investments having effective maturities exceeding sixty-three months.

e. A pension and annuity retirement system governed by [chapter 294](#).

f. The statewide fire and police retirement system governed by [chapter 411](#).

g. The judicial retirement system governed by [chapter 602, article 9](#).

h. The deferred compensation plan established by the executive council pursuant to [section 509A.12](#).

i. The tobacco settlement authority governed by [chapter 12E](#).

7. A joint investment trust organized pursuant to [chapter 28E](#) whose primary function is to invest public funds shall report to the general assembly not later than January 1 of each



year the amount of any trust royalty, residual payment, administrative or service fee, or other fee paid by the trust, the services performed for the fee, and the person receiving the fee.

92 Acts, ch 1156, §17; 96 Acts, ch 1187, §76; 97 Acts, ch 185, §2; 2000 Acts, ch 1208, §21, 25; 2003 Acts, ch 179, §92; 2018 Acts, ch 1114, §1

Referred to in §12B.10B, 12B.14, 28E.5, 279.29, 331.555, 357A.11, 384.21, 905.6

### **12B.10B Written investment policies.**

1. Political subdivisions shall approve written investment policies which incorporate the guidelines specified in [sections 12B.10, 12B.10A, this section, and section 12B.10C](#), and any other provisions deemed necessary to adequately safeguard invested public funds.

2. The written investment policy required by [section 12B.10](#) shall be delivered to all of the following:

- a. The governing body or officer of the public entity to which the policy applies.
- b. All depository institutions or fiduciaries for public funds of the public entity.
- c. The auditor of the public entity.
3. The following entities are not subject to [this section](#):
  - a. The public safety peace officers' retirement system governed by [chapter 97A](#).
  - b. The Iowa public employees' retirement system governed by [chapter 97B](#).
  - c. The Iowa finance authority governed by [chapter 16](#).
  - d. The state board of regents governed by [chapter 262](#).
  - e. A pension and annuity retirement system governed by [chapter 294](#).
  - f. The statewide fire and police retirement system governed by [chapter 411](#).
  - g. The judicial retirement system governed by [chapter 602, article 9](#).
  - h. The deferred compensation plan established by the executive council pursuant to [section 509A.12](#).
  - i. The tobacco settlement authority governed by [chapter 12E](#).
  - j. Municipal utility retirement systems governed under [chapter 412](#).

92 Acts, ch 1156, §18; 96 Acts, ch 1187, §77; 97 Acts, ch 185, §3; 2000 Acts, ch 1208, §22, 25; 2001 Acts, ch 102, §2; 2010 Acts, ch 1061, §4

Referred to in §12B.14, 28E.5, 331.303

### **12B.10C Regulation of public funds custodial agreements.**

1. The treasurer of state, in consultation with the attorney general, shall adopt rules under [chapter 17A](#) requiring the inclusion in public funds custodial agreements of any provisions necessary to prevent loss of public funds.

2. As used in [this section](#), "*public funds custodial agreement*" means any contractual arrangement pursuant to which one or more persons, including but not limited to investment advisors, investment companies, trustees, agents and custodians, are authorized to act as a custodian of or to designate another person to act as a custodian of public funds or any security or document of ownership or title evidencing public funds investments other than custodial agreements between an open-end management investment company registered with the federal securities and exchange commission under the federal Investment Company Act of 1940, 15 U.S.C. §80a-1 and a custodian bank.

3. As used in [this section](#) "*public funds*" means public funds as defined in [section 12C.1](#). However, [this section](#) does not apply to public funds that are invested under the provisions of a resolution or indenture for the issuance of bonds, notes, certificates, warrants, or other evidences of indebtedness. To the extent that a provision of [this section](#) conflicts with federal law, it shall be construed to avoid the conflict.

4. The following entities are not subject to [this section](#):
  - a. The public safety peace officers' retirement system governed by [chapter 97A](#).
  - b. The Iowa public employees' retirement system governed by [chapter 97B](#).
  - c. Investments by the Iowa finance authority governed by [chapter 16](#).
  - d. A pension and annuity retirement system governed by [chapter 294](#).
  - e. The statewide fire and police retirement system governed by [chapter 411](#).
  - f. The judicial retirement system governed by [chapter 602, article 9](#).

g. The deferred compensation plan established by the executive council pursuant to [section 509A.12](#).

h. The tobacco settlement authority governed by [chapter 12E](#).

i. Municipal utility retirement systems governed under [chapter 412](#).

j. The state board of regents governed by [chapter 262](#).

[92 Acts, ch 1156, §19; 96 Acts, ch 1187, §78; 97 Acts, ch 185, §4; 2000 Acts, ch 1208, §23, 25; 2001 Acts, ch 102, §3; 2005 Acts, ch 179, §147; 2008 Acts, ch 1032, §201; 2015 Acts, ch 30, §5](#)

Referred to in [§12B.10A](#), [12B.10B](#), [12B.14](#), [28E.5](#)

### **12B.11 Manner and details of settlement.**

At the time of any examination of any such office, or at the time of any settlement with the treasurer in charge of any such public funds, the treasurer is not required to produce and count in the presence of the officer or officers making such examination or settlement, unless otherwise requested by the board of supervisors, all moneys or funds then on deposit in the safe or vault in the treasurer's office. The treasurer shall produce a statement of all money or funds on deposit with any depository wherein the treasurer is authorized to deposit such funds, and shall correctly show the balance remaining on deposit in such depository at the close of business on the day preceding the day of such settlement. The treasurer shall also file a statement setting forth the numbers, dates, and amounts of all outstanding checks, or other items of difference, reconciling the balance as shown by the treasurer's books with those of the depositories. The state treasurer shall also file a statement showing the numbers, dates, and amounts of all United States government bonds held as part of said public fund.

[R60, §804; C73, §918; C97, §1462; S13, §1462; C24, 27, 31, 35, 39, §7413; C46, 50, 54, 58, 62, 66, 71, 73, 75, 77, 79, 81, §452.11]

C93, §12B.11

[2003 Acts, ch 24, §1; 2006 Acts, ch 1070, §1, 31](#)

Referred to in [§12B.12](#), [12B.13](#), [12B.14](#)

### **12B.12 Duty of examining officer.**

It shall be the duty of the officer or officers making a settlement described under [section 12B.11](#) to see that the amount of securities and money produced and counted, together with the amounts so certified by the legally designated depositories, agrees with the balance with which such treasurer should be charged, and the officer shall make a report in writing of any such settlement or examination, and attach thereto the certified statement of all such depositories.

[S13, §1462; C24, 27, 31, 35, 39, §7414; C46, 50, 54, 58, 62, 66, 71, 73, 75, 77, 79, 81, §452.12]

C93, §12B.12

[2017 Acts, ch 29, §14](#)

Referred to in [§12B.14](#)

### **12B.13 Report of settlement filed.**

The report of any settlement under [section 12B.11](#) with the treasurer of state shall be filed in the office of the director of the department of management. The report of a settlement under [section 12B.11](#) with a county treasurer shall be filed with the auditor of the county.

[S13, §1462; C24, 27, 31, 35, 39, §7415; C46, 50, 54, 58, 62, 66, 71, 73, 75, 77, 79, 81, §452.13]

C93, §12B.13

[2017 Acts, ch 29, §15](#)

Referred to in [§12B.14](#)

### **12B.14 False statements or reports.**

Any officer or other person making a false statement or report or in any manner violating any of the provisions of [sections 12B.10 to 12B.13](#) shall be guilty of a fraudulent practice.

[S13, §1462-a; C24, 27, 31, 35, 39, §7416; C46, 50, 54, 58, 62, 66, 71, 73, 75, 77, 79, 81, §452.14]

C93, §12B.14

Fraudulent practices; see [§714.8](#)



**12B.15 Official delinquency.**

If any auditor or treasurer or other officer shall neglect or refuse to perform any act or duty specifically required of the officer, such officer shall be guilty of a simple misdemeanor, and the officer and the officer's surety shall be liable on the official bond for any fine imposed, and for the damages sustained by any person through such neglect or refusal.

[R60, §744, 749, 805; C73, §919; C97, §1463; C24, 27, 31, 35, 39, §7417; C46, 50, 54, 58, 62, 66, 71, 73, 75, 77, 79, 81, §452.15]

C93, §12B.15

**12B.16 Refund to counties.**

The director of the department of administrative services shall draw the warrant on the state treasury in favor of any county in the state for the amount of any excess in any fund or tax due the state from said county, excepting the state taxes.

[C97, §1464; C24, 27, 31, 35, 39, §7418; C46, 50, 54, 58, 62, 66, 71, 73, 75, 77, 79, 81, §452.16]

C93, §12B.16

[2003 Acts, ch 145, §286](#)

**12B.17 Warrant for excess.**

When it shall appear from the books in the department of administrative services that there is a balance due any county in excess of any revenue due the state, except state taxes, the director of the department of administrative services shall draw a warrant for such excess in favor of the county entitled thereto, and forward the same by mail, or otherwise, to the county auditor of the county to which it belongs, and charge the amount so sent to such county.

[C97, §1465; C24, 27, 31, 35, 39, §7419; C46, 50, 54, 58, 62, 66, 71, 73, 75, 77, 79, 81, §452.17]

C93, §12B.17

[2003 Acts, ch 145, §286](#)

**12B.18 Delivery to treasurer.**

The auditor to whom said warrant is sent shall immediately, upon receipt thereof, deliver it to the treasurer of the county, and charge the amount thereof to the treasurer, and shall acknowledge the receipt of the amount to the director of the department of administrative services.

[C97, §1466; C24, 27, 31, 35, 39, §7420; C46, 50, 54, 58, 62, 66, 71, 73, 75, 77, 79, 81, §452.18]

C93, §12B.18

[2003 Acts, ch 145, §286](#)

Referred to in §331.502



## **BOARD SUMMARY:**

### **Policy 105.02 Review**

**By: Erin Muck, CEO**

**Date: January 2024**

## **Background Information:**

In your packet is policy 105.02, Physician Recruitment Policy. This policy is to guide administration in incentive packages and compensation when recruiting physicians. This assures that CCMH does not violate any Federal or State rules including Stark and Medicare Anti-Kickback statutes and that we stay within fair market value standards when paying physicians. The policy does state that it shall be updated and reviewed every three years. In order to be in compliance with DVM, we need to review policies at least every 2 years. The policy was presented to Mission Committee for review and recommended to go to the board for approval with the below change.

## **Administrative Recommendation:**

It is the administrative recommendation to approve policy 105.02 with the change of "11." in the policy to, "The Board shall review and update the policy as necessary not less than once every two years."



Status **Active** PolicyStat ID **12815078**



**CRAWFORD COUNTY**  
MEMORIAL HOSPITAL

Origination 03/2012  
Last 12/2022  
Approved  
Effective 12/2022  
Last Revised 03/2012  
Next Review 12/2023

Owner Erin Muck  
Area Board of Directors

## 105.02 Physician Recruitment Policy

### PURPOSE:

- Assure that physician recruitment activities are conducted in compliance with governing law;
- Subject to compliance with governing law, provide flexibility in approach to ensure that CCMH is competitive and can effectively recruit physicians to serve the community;
- Assure that recruited physicians actually address the underlying needs of CCMH's service area in a meaningful way in return for the incentives provided to them; and
- Support accessible health care services in the community and assure that all recruited physicians make their services broadly available to the public and treat Medicare and Medicaid participants without discrimination.

### BACKGROUND:

Crawford County Memorial Hospital's service area is the city of Denison and surrounding communities in Crawford County, Iowa; and there is a shortage of physicians with CCMH's service area. The service area is designated as a Health Professional Shortage Area by the federal government. such shortage of physicians undermines the ability of CCMH to provide needed health care services to the public; adversely affects the health of residents of the service area; creates difficult working conditions for physicians who do practice in the service area; and makes recruitment of additional physicians to the service area difficult by virtue of the physician shortage and difficult working conditions.

It is within the authority of the Board of Trustees, in its operation and governance of CCMH, and it is in the interest of the residents of CCMH's service area, that CCMH take steps to recruit, employ, retain, and establish practice arrangements for physicians to provide services to CCMH and to the public.

CCMH's ability to provide financial incentives in order to recruit physicians is regulated by a number of laws, including, without limitation, the Constitution of the State of Iowa, the federal Ethics in Patient

Referral Act ("Stark"), and the Medicare anti-kickback statute. Within the limitations of governing laws, CCMH desires flexibility in designing recruitment incentives to maintain a competitive role to recruit and employ physicians and to serve the health care needs of its community. CCMH is committed to maintaining compliance with all governing laws, and maintains an active compliance program for this purpose.

## POLICY:

1. All physician recruitment arrangements shall be proportional to an identified community need at the time the arrangements are made.
2. Terms of individual recruitment arrangements should be consistent with the Policy.
3. The Policy should allow for individualization of incentive packages as needed to effectively recruit physicians to CCMH. Individual incentives and the combination of incentives shall be reasonable and limited to amounts and types reasonably necessary to induce physicians to relocate to the community and to join CCMH's medical staff.
4. Recruitment compensation shall be designed to assist Recruited Physician in establishing a viable medical practice in the community, in order to promote the health of the community. Recruitment compensation may include relocation expenses, sign-on payments, student loan repayment, and income guarantees.
5. The recruitment compensation in its entirety shall be commercially reasonable and shall endeavor to fall within the fair market value ranges as determined by the median physician compensation as reported by the Medical Group Management Association. Any compensation variation from high or low of median shall be brought before the Board for consideration.
6. All terms and conditions of the Recruitment Agreement, including all terms of compensation and benefits, shall be in writing, shall be the result of arms-length bargaining, and shall be signed by both parties.
7. No portion of compensation paid under the Recruitment Agreement shall be conditioned on the Recruited Physician's referral of patients to Hospital.
8. CCMH shall not enter into any loan agreement, forgivable or not, which is in violation of Article VII, Section 1 of the Constitution of the State of Iowa.
9. The Policy shall permit the Board and CCMH to engage in joint recruitment activities with other resources in the community where such participation is considered beneficial to the recruitment process.
10. Material variations from this policy shall be brought before the Board for review and action.
11. The Board shall review and update the Policy as necessary not less than once every three years.

## Approval Signatures

Step Description

Approver

Date

Quality & Compliance Approval  
Policy Owner

Marcy Fink  
Erin Muck

12/2022  
12/2022

COPY



## **BOARD SUMMARY:**

### **Policy 105.03 Review**

**By: Erin Muck, CEO**

**Date: January 2024**

## **Background Information:**

In your packet is policy 105.03, Document Provision and Requests Pursuant to Chapter 22, Code of Iowa. As a public entity, we are required to provide public documents as they pertain to business conducted by CCMH per Iowa Code Chapter 22. This policy guides staff in processing outside document requests. This policy was presented to Mission Committee for review and recommended to go to the Board for approval.

## **Administrative Recommendation:**

It is the administrative recommendation to approve policy 105.03 without any changes.



Status **Active** PolicyStat ID **12815073**



**CRAWFORD COUNTY**  
MEMORIAL HOSPITAL

Origination 07/2013  
Last 12/2022  
Approved  
Effective 12/2022  
Last Revised 10/2017  
Next Review 12/2023

Owner Erin Muck  
Area Board of Directors

## 105.03 Document Provision and Requests Pursuant to Chapter 22, Code of Iowa

### PURPOSE:

To set forth a policy for providing the public information/documents as they pertain to business conducted by Crawford County Memorial Hospital.

### POLICY:

In accordance with Iowa Code Chapter 22, every person has the right to examine and copy and to publish or otherwise disseminate public records not protected under law by other law, rule and/or regulation. The right to examine includes the right to examine an authorized public record without charge while the public record is in the physical possession of the custodian (hospital). Code Chapter 22 also authorizes the custodian to charge a reasonable fee for the services of supervising records during examination and copying. Therefore, the hospital has established the following guidelines for publication and establishing charges for the copying and construction of records and documents in response to requests for specific information:

1. For Document contained in files distributed in the normal course of business. This shall include materials related to the distribution of the monthly Board packet, special public meetings of the Board and other information and materials related to the care and safety of citizens.
  - a. No Charge for materials printed as information provided at the beginning of a public meeting, including but not limited to each Board meeting.
  - b. No hospital charge for information accessed via the CCMH web site ([www.ccmhia.com](http://www.ccmhia.com)). Information not on the web site, or removed from the site, charges shall apply as outlined below.

NOTE: For purposes of this policy the "Board packet" is a compilation of several documents contained in individual, and discrete, electronic and paper files. These compiled documents include, but are not limited to, various financial files, various meeting minutes' files and files relating to a specific agenda item scheduled for Board review/action.

2. For Documents not distributed in the normal course of business including, but not limited to, building plans & specifications, paper documents, e-mails and other related materials a fee shall be assessed as follows.
  - a. Personnel Cost:  
Personnel assigned to any on premises document review, research, scanning and/or retrieval process will be charged at a rate based on the cost of personnel assigned.
  - b. Paper copy requests: For all documents provided in paper format:  
Copying/printing fee of \$.25 per page for black/white and \$.50 per page of color copies.
  - c. Electronic copies: For all documents kept in electronic file format:  
Requests will be subject to cost of personnel assigned and any storage device or delivery cost.
  - d. For e-mail research requests: A determination will first be made of the number of e-mails requested. Requests will be subject to cost of personnel assigned.
3. Fee Payment: All fees must be paid as estimated in advance. Any excess fee shall be refunded to the requesting party within five (5) working days after the requested work is completed.
4. Conflicts: All questions regarding document classification and related fees shall be routed to the CEO for review and disposition.

---

## Attachments

[Public Records Request Form.pdf](#)

## Approval Signatures

Step Description	Approver	Date
Quality & Compliance Approval	Marcy Fink	12/2022
Policy Owner	Erin Muck	12/2022





## **BOARD SUMMARY:**

### **Policy 105.04 Review**

**By: Erin Muck, CEO**

**Date: January 2024**

## **Background Information:**

In your packet is policy 105.04, Personal Information. For our Medicare and Medicaid enrollment compliance, we are required to give out personal information of the Board and Officers of CCMH. This policy's intention is to protect the confidentiality of personal information. Each Board member is provided at CCMH's expense identity theft monitoring and are highly encouraged to sign up for it. Please let administration know if you need help getting that done. This policy was presented to Mission Committee for review and recommended to go to the board for approval.

## **Administrative Recommendation:**

It is the administrative recommendation to approve policy 105.04 without any changes.



Status **Active** PolicyStat ID **12815074**



**CRAWFORD COUNTY**  
MEMORIAL HOSPITAL

Origination 02/2016  
Last 12/2022  
Approved  
Effective 12/2022  
Last Revised 02/2016  
Next Review 12/2023

Owner Erin Muck  
Area Board of Directors

## 105.04 Personal Information

Crawford County Memorial Hospital is dedicated to protecting the personal security and privacy of all officers and board members. In the ordinary course of its business, and for a variety of legitimate business reasons, the CCMH may collect and store personal information about its officers and board members, including but not limited to social security numbers ("SSN"), in hard copy or digital storage.

Crawford County Memorial Hospital takes measures to prevent the unauthorized disclosure of SSNs, including without limitation:

- Protecting the confidentiality of SSNs;
- Prohibiting unlawful or unauthorized disclosure of SSNs;
- Limiting the number of people with access to SSNs; and
- Properly disposing of documents (hard copy or digital) that contain SSNs;

The Crawford County Memorial Hospital will maintain the security and confidentiality of every document containing the SSN. This means that Crawford County Memorial Hospital will maintain all files containing SSNs under lock, and that any access to digital files containing all or any part of a SSN will be password protected.

Furthermore, except as otherwise required under Crawford County Memorial Hospital processes, no officer or trustee shall display or disclose a SSN. Crawford County Memorial Hospital will not mail any document containing a SSN that is visible on, or from, the outside of the mailed article.

Crawford County Memorial Hospital will not require officers nor trustees to use or transmit their SSN over the Internet, intranet, computer system, or network unless the connection is secure or the transmission is encrypted. Crawford County Memorial Hospital restricts access to any document displaying a SSN to those with a legitimate business need to access those documents who are acting consistent with Crawford County Memorial Hospital policy and in accordance with their assigned job tasks. Documents containing a SSN will be disposed of in a manner that maintains their confidentiality.

Crawford County Memorial Hospital shall not communicate an officer's nor trustee's personal information to the general public. "Personal Information" shall include SSN, home address or telephone number, personal electronic mail address, Internet identification name or password, last name prior to marriage, date of birth or drivers' license number.

Crawford County Memorial Hospital may, as required by law, be required to provide Personal Information. By way of example, in accordance with 42 CFR 455.104 - Disclosure by Medicaid providers and fiscal agents: Information on ownership and control. In such instances when such disclosure is required by law, Crawford County Memorial Hospital shall, as a reasonable business expense provide to such officers and directors identify theft monitoring during and for a period of seven (7) years after such officer or director's service to Crawford County Memorial Hospital.

## Approval Signatures

Step Description	Approver	Date
Quality & Compliance Approval	Marcy Fink	12/2022
Policy Owner	Erin Muck	12/2022



## TAXATION STATISTICS

									Assessed Value \$1,285,180	Assessed Value \$1,391,427	
Fiscal Year	Actual FY2016	Actual FY2017	Actual FY2018	Actual FY2019	Actual FY2020	Actual FY2021	Actual FY2022	Actual FY2023	Projected FY2024	Proposed FY2025	
<b>Tax Rate</b>	1.56577	1.52313	1.52313	1.6024	1.54684	1.74461	1.69872	1.56739	1.56739	<b>1.56739</b>	<b>No Rate Increase</b>
<b>Increase Percentage</b>	0.00%	-2.72%	0.00%	5.20%	-3.47%	12.79%	-2.63%	-7.73%	0.00%	0.00%	
<b>Total Dollars</b>	\$1,511,484	\$1,511,484	\$1,572,626	\$1,690,753	\$1,690,753	\$1,990,757	\$1,990,757	\$1,990,750	\$2,014,378	<b>\$2,180,908</b>	
<b>Published Valuation Increase</b>	2.73%	2.80%	4.05%	2.19%	3.59%	4.40%	2.70%	8.38%	1.19%	8.27%	
<b>Amount From Tax</b>	<b>\$1,511,484</b>	<b>\$1,511,484</b>	<b>\$1,572,626</b>	<b>\$1,690,753</b>	<b>\$1,690,753</b>	<b>\$1,990,757</b>	<b>\$1,990,757</b>	<b>\$1,990,750</b>	<b>\$2,014,378</b>	<b>\$2,180,908</b>	
<b>Authorized Levy Catagories</b>											
General - Fixed Levy Amount	\$257,213	\$264,487	\$275,575	\$284,887	\$295,120	\$308,094	\$316,417	\$342,928	\$346,998	\$375,685	
Ambulance - Fixed Levy Amount	\$257,213	\$264,487	\$275,575	\$284,887	\$295,120	\$308,094	\$316,417	\$342,928	\$346,998	\$375,685	
IPERS - Actual	\$1,191,460	\$1,289,474	\$1,334,144	\$1,482,148	\$1,462,906	\$1,359,330	\$1,528,262	\$1,631,563	\$1,713,141	\$1,798,798	
FICA - Actual	\$898,847	\$947,125	\$1,000,361	\$1,050,707	\$1,064,725	\$1,017,070	\$1,113,491	\$1,189,236	\$1,248,698	\$1,311,133	
Tort Liability Package	\$2,527,684	\$2,574,847	\$3,170,649	\$2,778,630	\$3,461,758	\$3,530,055	\$3,670,025	\$3,816,144	\$4,343,682	\$4,691,177	
Unemployment	\$20,000	\$26,045	\$28,665	\$0	\$0	\$6,035	\$0	\$593	\$15,000	\$25,000	
<b>Total</b>	<b>\$5,152,417</b>	<b>\$5,366,465</b>	<b>\$6,084,969</b>	<b>\$5,881,259</b>	<b>\$6,579,629</b>	<b>\$6,528,678</b>	<b>\$6,944,612</b>	<b>\$7,323,392</b>	<b>\$8,014,517</b>	<b>\$8,577,477</b>	
Percent Funded Via Property Tax	29%	28%	26%	29%	26%	30%	29%	27%	25%	25%	
Additional Funded From Operation	(\$3,640,933)	(\$3,854,981)	(\$4,512,343)	(\$4,190,506)	(\$4,888,876)	(\$4,537,921)	(\$4,953,855)	(\$5,332,642)	(\$6,000,139)	(\$6,396,569)	

**CRAWFORD COUNTY MEMORIAL HOSPITAL  
FINANCE COMMITTEE MEETING  
January 25, 2024 4:30 P.M.**

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

The meeting was called to order at 4:43 pm.

**Committee Recommendations:**

1. Total Payroll & Accounts Payable of \$3,781,900.52 for approval of payment.
2. Recommend the Board review and publish the proposed County Budget for FY2025 with a property tax rate of \$1.56739 per \$1,000 of assessed value.
3. Recommend the Board set the FY2025 County Budget Hearing to be held on February 27, 2024 at 5:30 pm.

**Approval of Minutes**

The November 2023 minutes were reviewed and approved.

**CFO Report**

The CFO Report was reviewed.

**Financial Reports**

**Statistical, Income and Cash Flow Report**

Although patient volumes are down 5.52% on a yearly comparison basis, volumes in the month of December were up 3.63% compared to last December. A very busy ER produced an increase in observation admissions on the floor, and in turn an increase of almost 24% in patient days. In addition, total radiology procedures were up almost 11%, lab procedures were up almost 5%, and medical clinic visits were up slightly even with being down several Providers. However, surgical procedures continue to lag and were down 17% for the month and are still down almost 8% year-to-date, which has a considerable impact on revenue.

Nonetheless, we had a small net profit of \$4,495 for the month, even though revenue was under budget by \$600,000. Much appreciation goes to the board of the Hospital Foundation of Crawford County for their donation in the amount of \$15,600. The money was raised from last year's golf tournament and has been used to purchase 2 new Lucas automated CPR devices for our ER and Ambulance. These devices help provide high-quality chest compressions for patients in cardiac arrest.

Total cash balance decreased for the month by \$868,413, which is expected in months with 3 payrolls. We also make our semi-annual interest payments on our bonds in December. Days cash on hand is still above target at 186 days and the DSR also remains healthy at 1.53. Days in AR increased to 54 days due to Medicare, which is typically slower to pay in their open enrollment period.

**CRAWFORD COUNTY MEMORIAL HOSPITAL  
FINANCE COMMITTEE MEETING  
January 25, 2024 4:30 P.M.**

**Balance Sheet**

The Balance Sheet as of 12/31/23 reflects Total Assets of \$47,838,096.

**Payroll & Accounts Payable**

The committee reviewed and recommends total Payroll & Accounts Payable of \$3,781,900.52 to the Board for approval. This amount includes \$2,438,363.51 in salaries. The committee also agreed that going forward it is best practice to issue checks and payments on a weekly basis to avoid any potential late fees or interest charges, and checks will not be held until after the Board meeting.

**Accounts Receivable**

Patient Accounts Receivable as of 12/31/2023 totaled \$ 9,236,689 which is an increase of \$571,725 from last month.

**New Business**

**2025 County Budget**

Melby summarized the 2025 county budget and tax asking. In reviewing the current challenges in healthcare locally and nationwide the committee is not proposing a rate increase, but rather recommends leaving the tax levy rate the same as last year at \$1.56739 per \$1,000 of assessed value. The hearing date should be set for the February board meeting on 2/26/24 at 5:30 pm.

**Other Business**

**EMR Update**

The committee was updated on the progress with the implementation of Cerner/Oracle. Melby will give a short presentation to the full board explaining the events and trainings that will occur between now and “go live” on June 24<sup>th</sup>.

**Quarterly Investment Review**

The quarterly investment report was reviewed by the committee. In FY2024, our investment income is averaging about \$51,000 per month.

**Investment Policy Review - biennial**

The committee discussed the investment policy at length. As a public entity, our investment policy is governed by the Iowa Code Chapter 12B. It was noted that the only recent change to Iowa Code Chapter 12B is the addition of allowing investments in common stocks. At this time there are no recommended changes.

**Adjourn** - The meeting was adjourned at 6:20 pm.

# Crawford County Memorial Hospital

## Comparative Statistical Report

December 2023

	Month to Date			Fiscal Year to Date		
	FY 2024	FY 20223	Variance	FY 2024	FY 2023	Variance
<b>Total Admissions</b>	47	49	-4.08%	213	323	-34.06%
Acute/OB	36	39	-7.69%	165	247	-33.20%
Skilled	6	1	500.00%	19	13	46.15%
ICF	0	1	-100.00%	1	5	-80.00%
Respite	0	1	-100.00%	0	1	-100.00%
Newborns	5	7	-28.57%	28	57	-50.88%
Observation Admissions	24	16	50.00%	115	108	6.48%
<b>Total Adjusted Admits</b>	71	65	9.23%	328	431	-23.90%
<b>Total Patient Days*</b>	218	176	23.86%	1,062	1,240	-14.35%
Acute/OB	108	104	3.85%	498	699	-28.76%
Nursery	8	10	-20.00%	47	97	-51.55%
Skilled	36	7	414.29%	164	100	64.00%
ICF	0	5	-100.00%	3	20	-85.00%
Respite	0	2	-100.00%	0	2	-100.00%
Observation	66	48	37.50%	350	322	8.70%
*Includes Observation						
<b>Average LOS (Acute/OB)</b>	2.81	3.07	-8.50%	3.05	2.98	2.36%
<b>Hospital Procedures</b>						
Inpatient	681	727	-6.33%	3,813	5,293	-27.96%
Outpatient	14,127	13,562	4.17%	82,091	85,630	-4.13%
<b>Total</b>	14,808	14,289	3.63%	85,904	90,923	-5.52%
Surgical Procedures	88	106	-16.98%	586	635	-7.72%
Anesthesia Procedures	78	92	-15.22%	474	571	-16.99%
ER Visits	510	453	12.58%	2,565	2,686	-4.50%
Admits from ER	20	28	-28.57%	153	201	-23.88%
Scheduled Outpatient Visits	109	69	57.97%	591	511	15.66%
Ambulance Trips	102	114	-10.53%	688	691	-0.43%
Xray Procedures	563	525	7.24%	3,580	3,814	-6.14%
Mammography Procedures	147	145	1.38%	838	855	-1.99%
Flouro Procedures	1	3	-66.67%	8	16	-50.00%
Ultrasound Dept Procedures	184	168	9.52%	1062	1180	-10.00%
Echo Procedures	36	33	9.09%	230	249	-7.63%
CT Dept Procedures	200	166	20.48%	1227	1192	2.94%
MRI Dept Procedures	85	59	44.07%	467	374	24.87%
Nuc Med Procedures	10	8	25.00%	46	30	53.33%
Total Radiology Procedures	1,226	1,107	10.75%	7,458	7,710	-3.27%
Respiratory Tx Procedures	121	103	17.48%	510	742	-31.27%
EKG Procedures	193	153	26.14%	936	940	-0.43%
Sleep Studies	9	14	-35.71%	52	89	-41.57%
Lab Procedures	6,863	6,557	4.67%	37,690	41,256	-8.64%
Physical Tx Procedures	1,575	1,607	-1.99%	10,576	9,958	6.21%
Speech Procedures	28	23	21.74%	192	168	14.29%
OT Procedures	148	163	-9.20%	1028	987	4.15%
Cardiac Rehab Procedures	99	96	3.13%	756	660	14.55%
Pulmonary Rehab Procedures	11	4	175.00%	55	113	-51.33%
Specialty Clinic Visits	464	481	-3.53%	3,148	3,490	-9.80%
Total Medical Clinic Visits	3,286	3,261	0.77%	19,287	20,407	-5.49%

**CRAWFORD COUNTY MEMORIAL HOSPITAL  
OPERATING/INCOME STATEMENT  
FOR THE MONTH ENDING DECEMBER 31, 2023**

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	
<b><u>PATIENT SERVICE REVENUES</u></b>								
INPATIENT SERVICES	511,592	9.2%	614,866	9.9%	(103,274)	-16.8%	556,253	9.8%
	2,381,892	7.5%	3,610,256	9.9%	(1,228,364)	-34.0%	3,561,590	10.7%
OUTPATIENT SERVICES	5,012,156	89.8%	5,537,234	89.5%	(525,078)	-9.5%	5,131,860	90.0%
	29,029,809	91.7%	32,512,500	89.5%	(3,482,692)	-10.7%	29,581,040	88.8%
SWING BED SERVICES	59,094	1.1%	35,563	0.6%	23,532	66.2%	13,526	0.2%
	240,744	0.8%	208,809	0.6%	31,935	15.3%	187,899	0.6%
<b>TOTAL GROSS PATIENT REVENUE</b>	<b>5,582,842</b>	<b>100.0%</b>	<b>6,187,663</b>	<b>100.0%</b>	<b>(604,821)</b>	<b>-9.8%</b>	<b>5,701,639</b>	<b>100.0%</b>
	31,652,445	100.0%	36,331,566	100.0%	(4,679,121)	-12.9%	33,330,530	100.0%
<b><u>DEDUCTIONS FROM REVENUE</u></b>								
MEDICARE ADJUSTMENTS	(1,347,780)	-24.1%	(1,250,988)	-20.2%	(96,792)	7.7%	(909,286)	-15.9%
	(7,229,192)	-22.8%	(7,345,318)	-20.2%	116,126	-1.6%	(6,175,966)	-18.5%
TITLE XIX ADJUSTMENTS	(236,555)	-4.2%	(382,860)	-6.2%	146,305	-38.2%	(425,030)	-7.5%
	(1,223,886)	-3.9%	(2,248,007)	-6.2%	1,024,121	-45.6%	(2,016,685)	-6.1%
BLUE CROSS ADJUSTMENTS	(494,190)	-8.9%	(627,830)	-10.1%	133,640	-21.3%	(587,356)	-10.3%
	(3,087,698)	-9.8%	(3,686,376)	-10.1%	598,678	-16.2%	(3,309,812)	-9.9%
OTHER ADJUSTMENTS	(238,534)	-4.3%	(353,568)	-5.7%	115,034	-32.5%	(371,831)	-6.5%
	(1,504,886)	-4.8%	(2,076,017)	-5.7%	571,131	-27.5%	(1,939,532)	-5.8%
PROVISION FOR UNCOLLECTIBLE	(144,287)	-2.6%	(173,131)	-2.8%	28,844	-16.7%	(172,147)	-3.0%
	(843,227)	-2.7%	(1,016,558)	-2.8%	173,332	-17.1%	(890,981)	-2.7%
CHARITY CARE	(13,909)	-0.2%	(27,009)	-0.4%	13,100	-48.5%	(17,945)	-0.3%
	(111,950)	-0.4%	(158,586)	-0.4%	46,636	-29.4%	(121,096)	-0.4%
TOTAL DEDUCTIONS FROM REVENUE	(2,475,255)	-44.3%	(2,815,387)	-45.5%	340,132	-12.1%	(2,483,595)	-43.6%
	(14,000,839)	-44.2%	(16,530,862)	-45.5%	2,530,023	-15.3%	(14,454,071)	-43.4%
<b>NET PATIENT REVENUE</b>	<b>3,107,587</b>	<b>55.7%</b>	<b>3,372,276</b>	<b>54.5%</b>	<b>(264,689)</b>	<b>-7.8%</b>	<b>3,218,044</b>	<b>56.4%</b>
<i>(as % of Gross Patient Revenue)</i>	17,651,605	55.8%	19,800,703	54.5%	(2,149,098)	-10.9%	18,876,459	56.6%
<b>NET PATIENT REVENUE</b>	<b>3,107,587</b>	<b>96.8%</b>	<b>3,372,276</b>	<b>94.3%</b>	<b>(264,689)</b>	<b>-7.8%</b>	<b>3,218,044</b>	<b>95.8%</b>
<i>(as % of Total Operating Revenue)</i>	17,651,605	94.3%	19,800,703	94.1%	(2,149,098)	-10.9%	18,876,459	94.0%
OTHER REVENUE								
DIETARY/MEALS INCOME	4,880	0.2%	7,300	0.2%	(2,420)	-33.2%	6,065	0.2%
	36,140	0.2%	43,800	0.2%	(7,660)	-17.5%	41,076	0.2%
OTHER INCOME	97,248	3.0%	198,167	5.5%	(100,918)	-50.9%	135,714	4.0%
	1,027,515	5.5%	1,189,000	5.7%	(161,485)	-13.6%	1,165,374	5.8%
TOTAL OTHER REVENUE	102,128	3.2%	205,467	5.7%	(103,339)	-50.3%	141,778	4.2%
	1,063,655	5.7%	1,232,800	5.9%	(169,145)	-13.7%	1,206,449	6.0%
<b>TOTAL OPERATING REVENUE</b>	<b>3,209,715</b>	<b>100.0%</b>	<b>3,577,743</b>	<b>100.0%</b>	<b>(368,028)</b>	<b>-10.3%</b>	<b>3,359,823</b>	<b>100.0%</b>
	18,715,260	100.0%	21,033,503	100.0%	(2,318,243)	-11.0%	20,082,908	100.0%
<b><u>OPERATING EXPENSES</u></b>								
SALARIES	1,643,922	51.2%	1,914,744	53.5%	(270,822)	-14.1%	1,687,995	50.2%
	10,246,187	54.7%	11,256,755	53.5%	(1,010,569)	-9.0%	9,946,229	49.5%
BENEFITS	492,170	15.3%	599,860	16.8%	(107,690)	-18.0%	539,044	16.0%
	3,009,512	16.1%	3,562,778	16.9%	(553,267)	-15.5%	3,246,168	16.2%
PROFESSIONAL FEES	315,554	9.8%	107,037	3.0%	208,517	194.8%	231,330	6.9%
	1,508,231	8.1%	630,079	3.0%	878,153	139.4%	1,553,323	7.7%
SUPPLIES & EXPENSES	629,887	19.6%	730,695	20.4%	(100,808)	-13.8%	717,522	21.4%
	3,963,426	21.2%	4,323,171	20.6%	(359,746)	-8.3%	4,206,300	20.9%
OCCUPANCY	138,359	4.3%	135,905	3.8%	2,454	1.8%	117,345	3.5%
	760,501	4.1%	815,428	3.9%	(54,927)	-6.7%	747,520	3.7%
DEPRECIATION	173,150	5.4%	224,700	6.3%	(51,550)	-22.9%	210,000	6.3%
	1,022,600	5.5%	1,348,200	6.4%	(325,600)	-24.2%	1,260,000	6.3%
<b>TOTAL OPERATING EXPENSE</b>	<b>3,393,042</b>	<b>105.7%</b>	<b>3,712,941</b>	<b>103.8%</b>	<b>(319,899)</b>	<b>-8.6%</b>	<b>3,503,237</b>	<b>104.3%</b>
	20,510,456	109.6%	21,936,411	104.3%	(1,425,955)	-6.5%	20,959,540	104.4%
<b>NET OPERATING INCOME (LOSS)</b>	<b>(183,327)</b>	<b>-5.7%</b>	<b>(135,198)</b>	<b>-3.8%</b>	<b>(48,129)</b>	<b>35.6%</b>	<b>(143,414)</b>	<b>-4.3%</b>
	(1,795,195)	-9.6%	(902,907)	-4.3%	(892,288)	98.8%	(876,632)	-4.4%
<b><u>NONOPERATING REV/EXP</u></b>								
TAXES	166,359	5.2%	167,865	4.7%	(1,506)	-0.9%	165,896	4.9%
	998,151	5.3%	1,007,189	4.8%	(9,038)	-0.9%	995,379	5.0%
GENERAL CONTRIBUTIONS	15,650	0.5%	500	0.0%	15,150	0.0%	100	0.0%
	16,150	0.1%	500	0.0%	15,650	0.0%	156	0.0%
COVID/PRF/FEMA FUNDING	-	0.0%	-	0.0%	-	#DIV/0!	-	0.0%
	235,980	22.2%	-	0.0%	235,980	#DIV/0!	192,799	16.0%
INTEREST INCOME	59,769	1.9%	10,833	0.3%	48,935	451.7%	23,477	0.7%
	309,251	1.7%	65,000	0.3%	244,251	375.8%	40,976	0.2%
INTEREST EXPENSE	(53,956)	-1.7%	(62,900)	-10.5%	8,944	-14.2%	(52,001)	-1.5%
	(296,536)	-1.6%	(377,401)	-1.8%	80,865	-21.4%	(314,901)	0.7%
<b>TOTAL NONOPERATING INCOME (LOSS)</b>	<b>187,821</b>	<b>5.9%</b>	<b>116,298</b>	<b>3.3%</b>	<b>71,524</b>	<b>61.5%</b>	<b>137,473</b>	<b>4.1%</b>
	1,262,996	6.7%	695,287	3.3%	567,708	81.7%	914,409	4.6%
<b>NET INCOME (LOSS)</b>	<b>4,495</b>	<b>0.1%</b>	<b>(18,900)</b>	<b>-0.5%</b>	<b>23,395</b>	<b>-123.8%</b>	<b>(5,941)</b>	<b>-0.2%</b>
<i>Year to Date</i>	(532,200)	-2.8%	(207,620)	-1.0%	(324,580)	156.3%	37,777	0.2%



**CRAWFORD COUNTY MEMORIAL HOSPITAL  
STATEMENT OF CASH FLOWS  
FOR THE MONTH ENDING DECEMBER 31, 2023**

	<u>THIS MONTH</u>	<u>YTD</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
CASH RECEIVED FROM PATIENTS AND THIRD -PARTY PAYORS	2,844,564	18,125,779
CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES	(1,580,638)	(9,806,749)
CASH PAID TO EMPLOYEES FOR SERVICES	(2,051,158)	(11,239,893)
OTHER OPERATING REVENUE RECEIVED	102,128	1,337,762
NET CASH PROVIDED BY OPERATING ACTIVITIES	(685,104)	(1,583,102)
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES</b>		
COUNTY TAXES	61,156	1,186,696
<b>CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>		
PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT	-	-
PRINCIPAL PAYMENTS ON LONG-TERM DEBT	(55,982)	(338,874)
INTEREST PAID ON LONG-TERM DEBT	(142,325)	(297,297)
ACQUISITION OF PROPERTY AND EQUIPMENT	(128,459)	(868,645)
NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES	(326,766)	(1,504,817)
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>		
INTEREST RECEIVED	82,300	299,126
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	82,300	299,126
<b>NET INCREASE (DECREASE) IN CASH</b>	(868,413)	(1,602,097)
<b>CASH</b>		
BEGINNING	20,562,805	21,296,488
ENDING	19,694,391	19,694,391
<b>DAYS CASH ON HAND</b>		186

<u>OPERATING INDICATORS:</u>	<u>JUL</u>	<u>AUG</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>Target</u>	<u>Desirable Trend</u>
Total Margin:	-3.20%	-2.79%	-3.88%	-3.66%	-2.37%	0.13%	2.00%	Increasing
Debt Service Coverage Ratio:	1.81	1.69	1.51	1.31	1.52	1.53	1.60	Increasing
Days Revenue in Patient A/R:	50	50	53	51	49	54	50	Decreasing
Days Cash on Hand:	209	188	184	194	193	186	180	Decreasing

**CRAWFORD COUNTY MEMORIAL HOSPITAL**  
**BALANCE SHEET**  
**AS OF: 12/31/23**

	Current Month		Prior Month		1-Month Net Change		1 Year Ago Month	
ASSETS								
CURRENT ASSETS								
Total Cash	6,400,093	13.38%	7,288,427	15.12%	(888,334)	-12.19%	13,985,580	28.79%
Patient Receivables	9,236,689	19.31%	8,425,970	17.48%	810,719	9.62%	9,389,740	19.33%
Allowance for Uncollectibles	(833,000)	-1.74%	(801,000)	-1.66%	(32,000)	4.00%	(716,000)	-1.47%
Allowance for Contractuals	(2,730,000)	-5.71%	(2,360,000)	-4.89%	(370,000)	15.68%	(2,750,000)	-5.66%
Net Accounts Receivable	5,673,689	11.86%	5,264,970	10.92%	408,719	7.76%	5,923,740	12.19%
Other Receivables								
Est. Third Party Settlement	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Taxes Receivable	825,003	1.72%	886,159	1.84%	(61,156)	-6.9%	844,002	1.74%
Other	698,105	1.46%	628,350	1.30%	69,755	11.10%	304,130	0.63%
Inventory	1,426,957	2.98%	1,427,199	2.96%	(242)	-0.02%	1,165,209	2.40%
Prepaid Expenses & Other	1,517,577	3.17%	1,511,519	3.13%	6,058	0.40%	987,747	2.03%
TOTAL CURRENT ASSETS	16,541,424	34.58%	17,006,624	35.27%	(465,200)	-2.74%	23,210,408	47.78%
ASSETS LIMITED AS TO USE								
Investments								
Cash & CD's	12,945,403	27.06%	12,864,927	26.68%	80,476	0.63%	6,549,041	13.48%
Bond/Project Funds	348,895	0.73%	409,450	0.85%	(60,556)	-14.79%	360,568	0.74%
Interest Receivable	79,619	0.17%	102,150	0.21%	(22,531)	-22.06%	31,033	0.06%
TOTAL ASSETS LIMITED AS TO USE	13,373,917	27.96%	13,376,528	27.74%	(2,611)	-0.02%	6,940,642	14.29%
OTHER ASSETS								
Physician Practice Intangibles	815,000	1.70%	815,000	1.69%	-	100.00%	815,000	1.68%
TOTAL OTHER ASSETS	815,000	1.70%	815,000	1.69%	-	0.00%	815,000	1.68%
PROPERTY & EQUIPMENT, NET								
Land	314,500	0.66%	314,500	0.65%	-	0.00%	314,500	0.65%
Land held for Future Dev	120,400	0.25%	120,400	0.25%	-	0.00%	120,400	0.25%
Land Improvements	2,511,827	5.25%	2,511,827	5.21%	-	0.00%	2,511,827	5.17%
Building	8,670,091	18.12%	8,670,091	17.98%	-	0.00%	8,670,091	17.85%
Fixed Equipment	18,068,106	37.77%	18,018,159	37.37%	49,947	0.28%	17,796,915	36.64%
Major Moveable Equipment	18,782,629	39.26%	18,600,306	38.58%	182,323	0.98%	18,709,782	38.52%
Leased Equipment	1,439,076	3.01%	1,439,076	2.98%	-	0.00%	1,491,468	3.07%
Deferred Costs	682,961	1.43%	650,560	1.35%	32,401	0.00%	125,512	0.26%
Allowance for Depreciation	(37,079,954)	-77.51%	(36,906,804)	-76.55%	(173,150)	0.47%	(35,414,027)	-72.90%
TOTAL PROPERTY & EQUIP, NET	13,509,636	28.24%	13,418,115	27.83%	91,521	0.68%	14,326,468	29.49%
DEFERRED OUTFLOWS OF RESOURCES								
Pension Related Deferred Outflows	2,767,672	5.79%	2,767,672	5.74%	-	0.00%	2,385,266	4.91%
Deferred Loss on Refunding	830,448	1.74%	830,448	1.72%	-	0.00%	899,653	1.85%
TOTAL DEFERRED OUTFLOWS	3,598,120	7.52%	3,598,120	7.46%	-	0.00%	3,284,919	6.76%
TOTAL ASSETS	47,838,096	98.30%	48,214,386	98.31%	(376,290)	-0.78%	48,577,436	96.47%
LIABILITIES & NET ASSETS								
CURRENT LIABILITIES								
Accounts Payable	506,184	1.06%	443,440	0.92%	62,744	14.15%	650,866	1.34%
Accrued Payroll & Payroll Taxes	1,858,810	3.89%	2,133,551	4.43%	(274,741)	-12.88%	1,797,819	3.70%
Accrued Health Ins & Flex	1,579,925	3.30%	1,603,517	3.33%	(23,593)	-1.47%	1,817,884	3.74%
Deferred Pro Tax Receivable	998,151	2.09%	1,164,510	2.42%	(166,359)	-14.29%	995,371	2.05%
Due to Third Parties - Other	13,357	0.03%	(2,157)	0.00%	15,514	-719.33%	16,915	0.03%
Lease Payable - Short Term	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Est. Third Party Settlements	1,226,500	2.56%	1,126,500	2.34%	100,000	8.88%	200,000	0.41%
TOTAL CURRENT LIABILITIES	6,182,927	12.92%	6,469,361	13.42%	(286,434)	-4.43%	5,478,856	11.28%
OTHER LIABILITIES								
Lease Payable - Long Term	81,394	0.17%	84,554	0.18%	(3,160)	-3.74%	220,004	0.45%
Bonds Payable - Long Term	18,980,891	39.68%	19,033,714	39.48%	(52,822)	-0.28%	19,996,423	41.16%
Interest Payable	47,653	0.10%	136,022	0.28%	(88,369)	-64.97%	50,975	0.10%
Net Pension Liability	7,835,095	16.38%	7,785,095	16.15%	50,000	0.64%	702,586	1.45%
TOTAL LONG-TERM LIABILITIES	26,945,034	56.33%	27,039,385	56.08%	(94,351)	-0.35%	20,969,988	43.17%
TOTAL LIABILITIES	33,127,961	69.25%	33,508,745	69.50%	(380,785)	-1.14%	26,448,844	54.45%
DEFERRED INFLOWS OF RESOURCES								
Pension Related Deferred Inflows	2,013,105	4.21%	2,013,105	4.18%	-	0.00%	10,629,374	21.88%
OPEB Related Deferred Inflows	175,696	0.37%	175,696	0.36%	-	0.00%	205,039	0.42%
TOTAL DEFERRED INFLOWS	2,188,801	4.58%	2,188,801	4.54%	-	0.00%	10,834,413	22.30%
NET ASSETS								
General Fund	13,053,534	27.29%	13,053,534	27.07%	-	0.00%	11,256,402	23.17%
Net Revenue (Loss)	(532,200)	-1.11%	(536,694)	-1.11%	4,495	-0.84%	37,777	0.08%
TOTAL NET ASSETS	12,521,334	26.17%	12,516,840	25.96%	4,495	0.04%	11,294,179	23.25%
TOTAL LIABILITIES & NET ASSETS	47,838,096	100.00%	48,214,386	100.00%	(376,290)	-0.78%	48,577,436	100.00%

**TO BE PAID THIS MONTH -DECEMBER 2023**

Abbott Laboratories - Supplies	\$242.36	Kelli's Gift Shop Supplier - Supplies	\$508.64
Access Technologies, Inc. - Fees	\$169.81	Knowels Publishing Corp. - Advertising	\$5,049.00
Advanced Sterilization Pro - Fees	\$93.27	Laborie Medical Technology - Fees	\$157.00
Alcon Vision, LLC - Supplies	\$4,795.00	Lifeserve Blood Center - Supplies	\$4,527.76
Ameritex Services - Fees	\$3,926.99	Mapleton Press - Advertising	\$639.00
Ampride Tire & Auto Center - Fees	\$112.31	Marco, Inc. - Fees	\$6,359.40
Anderson Erickson Dairy - Supplies	\$549.33	Martin Bros Dist. Co., Inc - Supplies	\$3,474.88
Arthrex - Supplies	\$986.50	Masimo Corporation - Supplies	\$2,201.16
Bayer Healthcare - Supplies	\$1,443.30	MDM Commercial - Fees	\$150.00
Bio-Rad Laboratories - Supplies	\$1,720.70	Mid-American Publishing - Advertising	\$130.00
Bluespace Creative - Fees	\$1,305.10	Mindray DS USA, Inc. - Supplies	\$1,943.45
Bomgaars - Supplies	\$193.93	Neighbors Business Review - Advertising	\$129.50
Boss Instruments, LTD. Inc. - Supplies	\$1,336.00	Observer - Advertising	\$302.50
Boston Scientific Corp. - Supplies	\$393.27	Ohio Medical - Supplies	\$285.06
Bound Tree Medical - Supplies	\$622.02	Optum - Fees	\$67.96
Carefusion - Supplies	\$506.82	Performance Health - Fees	\$4,938.24
Caresfield, LLC - Supplies	\$211.72	Philips Healthcare - Supplies	\$5,797.00
Carroll Broadcasting Co. - Advertising	\$150.00	Plunkett's Pest Control - Fees	\$196.62
CDW Government - Supplies	\$331.43	Precision Dynamics Corporation - Supplies	\$1,320.90
Cephied - Supplies	\$6,855.17	Professional Computer Solutions - Fees	\$264.00
Cook Medical Incorporated - Supplies	\$243.00	Professional Medical Management - Supplies	\$7,810.00
CPSI - Fees	\$31,722.00	Quality Truck Service - Fees	\$1,415.50
Denison Free Press - Advertising	\$800.00	R & D Batteries, Inc. - Supplies	\$70.64
Echo Group, Inc. - Supplies	\$80.31	Sanofi Pasteur, Inc. - Supplies	\$2,353.22
Electronic Engineering Co. - Supplies	\$703.67	Secure Shred Solutions - Fees	\$370.00
Fareway Stores - Supplies	\$1,227.07	Sensoscientific - Supplies	\$3,439.00
Farmer Bros. Co. - Supplies	\$440.48	Sherwin Williams - Supplies	\$177.96
Getinge USA - Supplies	\$3,019.73	Siemens Healthcare Diagnostics - Supplies	\$1,781.35
Grainger - Supplies	\$311.42	Standard Textile Co., Inc. - Supplies	\$601.20
GRP & Associates, Inc. - Fees	\$402.21	Steris Corporation - Supplies	\$1,739.77
Health Care Logistics - Supplies	\$43.18	Streck - Supplies	\$79.75
Hologic, Inc. - Supplies	\$594.00	Stryker Endoscopy - Supplies	\$2,389.34
Home Depot Pro - Supplies	\$590.16	Stryker Sales Corp. - Supplies	\$1,072.95
Hy-Vee, Inc. - Supplies	\$20.51	Teleflex LLC - Supplies	\$2,326.15
ICP Medical, LLC - Supplies	\$970.78	Tennant Sales and Service - Supplies	\$822.00
ID Apparel, LLC - Supplies	\$1,385.17	Uline - Supplies	\$502.34
Industrial Bearing Supply - Supplies	\$418.71	Ultra-Chem, Inc. - Supplies	\$303.53
Johnstone Supply - Supplies	\$50.04	Vapotherm - Supplies	\$524.16
JP Gasway Co. - Fees	\$1,580.00	Visual Edge IT, Inc. - Fees	\$923.10
KCI USA, Inc. - Supplies	\$354.50	Vyair Medical 211, Inc. - Supplies	\$273.00
KDSN FM - Advertising	\$3,572.35	WIN - Fees	\$1,500.00
		<b>December Check Run</b>	<b>\$143,391.35</b>

Abbvie US, LLC - Supplies	\$4,662.00	Barb Kacmarynski - Fees	\$252.00
Cassidie Ahart - Expenses	\$169.06	KDSN FM - Advertising	\$4,252.35
Airgas USA, LLC - Supplies	\$2,652.60	Jill Kierscht - Expenses	\$81.22
Alcon Vision, LLC - Supplies	\$9,229.75	Makayla Kintner - Expenses	\$114.45
American College of Healthcare Exec. - Fees	\$345.00	La Prensa - Advertising	\$198.00
American Heart Association - Fees	\$102.00	Language Line Services - Fees	\$197.80
American Messaging - Fees	\$59.75	Lynch Dallas, PC - Fees	\$13,090.00
Ampride Tire & Auto Center - Fees	\$28.75	Macro Helix LLC - Fees	\$12,815.08
Avant Healthcare Professionals, LLC - Fees	\$27,049.89	Manilla Times - Advertising	\$202.50
Bairdholm, LLP - Fees	\$1,400.00	Masimo Corporation - Supplies	\$13.08
Bio-Rad Laboratories - Supplies	\$670.11	McKesson Medical Surgical - Supplies	\$21,084.78
Biovigil Technologies, LLC - Fees	\$25,612.80	Medical Solutions, LLC - Fees	\$83,184.80
Bound Tree Medical, LLC - Supplies	\$306.99	Medline Industries, Inc. -	\$2,090.67
Bracco Diagnostics, Inc. - Supplies	\$612.15	Julie Meseck - Expenses	\$200.00
Butterfly Network, Inc. - Supplies	\$1,200.00	Michael & Sara Luft - Fees	\$300.00
Cable Channel 13 - Fees	\$348.00	MidAmerican Energy - Utilities	\$74.29
Cardinal Health - Supplies	\$32,261.39	Dr. Stephen Morse - Fees	\$37,793.28
Cardinal Supplies and Fresheners - Supplies	\$633.60	Network Services Company - Supplies	\$1,048.01
Carroll Broadcasting Co. - Advertising	\$150.00	New Century FS - Fuel	\$2,461.27
Cassling - Fees	\$34,064.33	New York Life - Premiums	\$3,349.96
CDW Government, Inc. - Supplies	\$1,883.69	NW Iowa Yes Center - Fees	\$793.75
CenturyLink - Telephone	\$972.68	Observer - Advertising	\$277.50
Central Iowa Detention - Fees	\$702.90	Onmedia - Advertising	\$491.00
Cepheid - Supplies	\$9,296.26	Oriental Trading Co. Inc. - Supplies	\$49.98
Change Healthcare - Fees	\$6,132.18	Owens & Minor - Supplies	\$14,476.20
Charter Oak Commercial Club - Sponsorship	\$25.00	Oxen Technology - Fees	\$10.00
CHI Health - Fees	\$1,636.50	Performance Health - Supplies	\$84.34
Cisco Systems Capital Corp - Fees	\$62,496.05	Pfizer, Inc. - Supplies	\$460.38
City of Dow City - Utilities	\$207.55	Pharmacy OneSource - Fees	\$533.49
Cobblestone Inn & Suites - Fees	\$4,086.08	Phil's Landscaping - Fees	\$588.00
CompHealth - Fees	\$46,318.70	Physicians Lab Services - Fees	\$32,645.50
Compliance Resource Center - Fees	\$2,000.00	PICC STAT Clinical Service - Fees	\$2,100.00
Compression Dynamics, LLC - Supplies	\$450.45	Pipeline Health Holdings - Fees	\$2,900.35
Craw Co Sanitary Landfill - Fees	\$12.00	Pitney Bowes Global Finance - Fees	\$723.93
Crawford Co Home Health - Fees	\$45.00	Pitney Bowes Bank, Inc. - Postage	\$1,500.00
Culligan of Ida Grove - Supplies	\$573.43	Practical Sleep Services - Fees	\$4,380.00
Edward Cutler - Fees	\$18,940.00	Press Ganey Assoc., Inc. - Fees	\$3,588.01
Database Solutions, Inc. - Fees	\$3,920.00	Propio Language Service - Fees	\$439.55
Dearborn National - Premiums	\$14,823.09	QuVa Pharma, Inc. - Supplies	\$367.85
Denison Community School - Sponsorship	\$1,517.07	R&S Waste Disposal - Fees	\$1,412.39
Denison Free Press - Advertising	\$470.00	Radiology Consultants, PC - Fees	\$40.00
Denison Municipal Utilities - Utilities	\$15,025.16	Redsail Technologies - Fees	\$209.01
Denman & Company - Fees	\$10,330.00	Recruiting Resources - Fees	\$109,848.60
Dish - Fees	\$900.74	Roo Bea Design, LLC - Supplies	\$700.00
DMS Health Technologies - Supplies	\$1,013.00	Lisa Sample - Expenses	\$23.71
Do It Best Hardware - Supplies	\$259.67	Screencloud, Inc. - Fees	\$4,320.00
Dollar General Corporation - Supplies	\$126.10	Scribe EMR - Fees	\$48,828.69
Dorsey & Whitney - Fees	\$6,316.50	See The Trainer - Supplies	\$27.95
Echo Group, Inc. - Supplies	\$32.42	Andrew Segebart - Expenses	\$137.00
Eide Bailly LLP - Fees	\$484.00	Shared Medical Services - Fees	\$3,225.00
Ace Ettleman - Fees	\$550.00	Brenda Shimer - Expenses	\$36.38
Eventide Lutheran Home - Fees	\$270.00	Siemens Healthcare Diagnostic - Supplies	\$2,624.09
Evergreen Medical Services - Supplies	\$332.80	Sister Sweets - Fees	\$240.00
Federal Express Corp - Fees	\$24.45	SpendMend - Fees	\$850.00
FDA-MQSA Program - Fees	\$548.00	St. Anthony Regional Hospital - Fees	\$4,068.52
FFF Enterprises - Supplies	\$1,811.10	Staples Advantage - Supplies	\$697.98
First National Bank Omaha - Expenses	\$9,800.89	State Hygienic Laboratory - Fees	\$324.00
FNIC - Premium	\$29,545.53	Streck - Supplies	\$494.63
Frontier Telephone - Telephone	\$421.80	Stryker Rental Services - Fees	\$24.50
Yeseni Garcia - Expenses	\$169.06	T.A. Penke & Associates - Fees	\$32.00
Grainger - Supplies	\$12.40	Teleflex, LLC - Fees	\$107.50
Jamie Gross - Expenses	\$25.61	Televox - Fees	\$583.26
H&R Accounts, Inc. - Fees	\$2,746.19	Thoroughcare, Inc. - Fees	\$814.00
Health Partners of SW IA - Fees	\$2,804.00	Tri-Anim Health Services - Fees	\$707.97
Heartland Business Systems - Fees	\$2,842.14	UKG, Inc. - Fees	\$23,078.46
Henry Schein - Supplies	\$59.40	UnityPoint Health - Fees	\$294.00
Hy-Vee, Inc. - Supplies	\$259.73	UNMC Center for Continuing Education - Fees	\$640.00
IA Dept Inspect & Appeals - Fees	\$500.00	US Foods - Supplies	\$6,379.49
ICAN, Inc. - Fees	\$350.00	Van Meter, Inc. - Supplies	\$82.17
ICU Medical, Inc. - Supplies	\$5,167.90	Vascular Access Plus - Fees	\$700.00
IDPH Bureau of Radiology - Fees	\$2,220.00	Verizon Wireless - Telephone	\$277.86
Implant Resources, Inc. - Supplies	\$1,496.50	VVC Holding LLC - Fees	\$650.00
Dr. John Ingram - Expenses	\$457.00	Pat Walker - Supplies	\$149.00
Innomed, Inc. - Supplies	\$3,361.88	Walmart / Capital One - Supplies	\$365.36
Internap Holding, LLC - Fees	\$242.31	West Bend Mutual Inc. - Premium	\$9,209.40
Iowa Hospital Association - Fees	\$25,176.00	Western Iowa Networks - Telephone	\$1,463.24
Iowa Poison Control - Fees	\$1,250.00	Kelly Wieman - Expenses	\$73.85
Iowa Western Community College - Scholarship	\$7,645.00	Dr. David Wright - Expenses	\$1,392.77
IRHTP - Fees	\$545.00	Patient Account Refunds	\$12,883.75
Joe's Welding - Fees	\$64.50		
		<b>Manual Check &amp; ACH Total</b>	<b>\$940,483.48</b>

**DEPRECIATION FUND:**

Alcon Vision, LLC - Cataract Equipment	\$2,200.00
Echo Group, Inc. - LED Lighting	\$6,937.50
Graham Construction Co - Master Facility Planning	\$32,401.00
Heartland Business Systems - Firewall Replacement	\$16,637.50
Masimo Corporation - CO2 Detectors	\$2,160.00
MDM Commercial - TV Upgrades	\$6,945.00
Plumbing & Heating Whsl - Pharmacy HVAC	\$1,525.12
Rasmussen Mechanical Services - Boiler Exhaust Stacks	\$41,484.67
Skytron - OR Slider Table	\$60,549.52
Steris Corporation - Endoscope Washing Machine	\$50,115.47
Stryker Medical - Med Unit Beds	\$38,706.40

<b>Depreciation Total</b>	<b>\$259,662.18</b>
---------------------------	---------------------

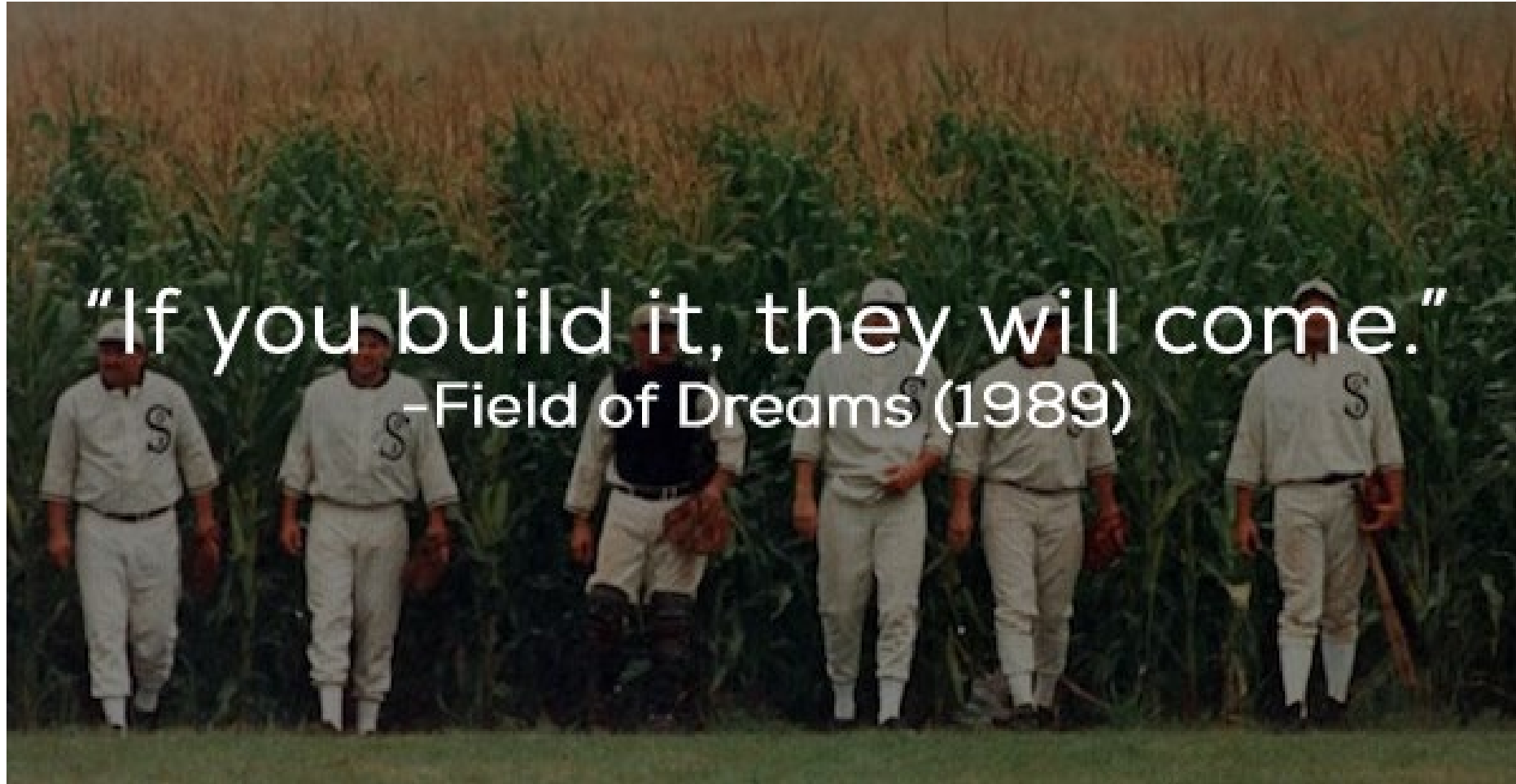
<b>Salaries</b>	<b>\$2,438,363.51</b>
-----------------	-----------------------

<b>GRAND TOTAL</b>	<b>\$3,781,900.52</b>
--------------------	-----------------------

The background features abstract, overlapping green geometric shapes, primarily triangles and polygons, in various shades of green, creating a modern, dynamic feel. The shapes are layered, with some appearing more prominent than others, and they extend from the top and right edges towards the center.

ORACLE

Cerner



## EMR Steering Committee

Angie Andersen

Rachel Melby

Theresa Sheer

Travis Mettenbrink

Jill Klinker

Jess Wood

Tahlia Nelson

Heather Rasmussen

## Provider Champions

Dr. Michael Luft

Dr. Patrick Luft

Dr. Elizabeth Ranniger



# Implementation Super Users/Subject Matter Experts

Jessica Allyn

Nicole Dehner

Hannah Vary

Erin Staley

Connie Schwabe

Chelcea Miller

Cassidie Ahart

Tara Gorden

Mandi Plumb

Kendra Hartwig

Jennifer Boeckman

Kristine Meyers

Yesenia Garcia

Cori Rayevich

Kelby Eck

Julie Meseck

Kelly Wieman

Patrick Stevens

Abby Houston

Jackie Valdez

Jen Knickman

Chuck Tasler

Sara Gaul

Stacy Hardy

Patty Aguilar

Katlyn Gosch

Dana Neeman

Brooke Tasler

TJ Hodne

Taryn Gute

Andy Segebart

Linnae Langner

Katie Tremel

Nate Nielsen

Susan Ernst

Tracy Kastner

Laura Gross

Kristine Summerfield

Ashley Dickerson

