



BOARD OF TRUSTEES MEETING AGENDA

5:00 p.m., Monday, January 27, 2025
Hospital Meeting Rooms C-D
100 Medical Parkway, Denison, IA

- I. CALL TO ORDER**
- II. APPROVAL OF MINUTES**
 - A. Previous Month's Minutes
- III. COMMUNITY**
 - A. 2025 Board Meeting / Committee Schedule – Discussion / Action
 - B. Election of Officers
 - C. Assignment of Committees (Mission, Quality, Finance, HFCC)
 - D. Board Chair Comments
- IV. FINANCIAL STABILITY**
 - A. Resolution approving and authorizing the conversion and reissuance of the Hospital's Hospital Revenue Bonds (Crawford County Memorial Hospital Project), Series 2024, and approving other documents and matters related thereto; and authorizing the redemption of its Taxable Hospital Revenue Refunding Bonds (Crawford County Memorial Hospital Project), Series 2020C – Discussion / Action
 - B. Tax Budget – Recommendation / Action
 - i. Tax Rate
 - ii. Set Hearing Date
 - C. Corporate Banking Authorization Resolution – Discussion / Action
 - D. Finance Committee Report
 - i. Approval of Payroll & AP – November
 - ii. Approval of Payroll & AP – December
 - iii. Approval of Sale or Disposal of Equipment
- V. QUALITY CARE AND SERVICES**
 - A. Quality Committee Report
 - B. Medical Staff Report
 - C. Conflict of Interest Statement – Discussion / Action
- VI. PATIENT EXPERIENCE**
 - A. 5 Star Journey Update
- VII. PEOPLE**
 - A. Credentialing
 - i. Appointments & Reappointments – Discussion / Action
 - B. Mission Committee Report
- VIII. GROWTH**
 - A. CEO Report
- IX. ADJOURNMENT**

Our Mission

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

Crawford County Memorial Hospital

Board of Trustees

November 25, 2024

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

Present on site during the meeting were Jay Mendlik, David Reisz, Vernon Sid Leise, Jon Schuttinga, Amy Schultz, Theresa Sheer (CNO), Dr. David Wright (Chief of Staff), Heather Rasmussen (Chief Quality & Ancillary Services Officer), Rachel Melby (CFO), Erin Muck (CEO), and Heather Wight (Recorder). In addition, Angie Andersen, Director of IT, Travis Mettenbrink, Director of Clinics, Trama Vetter, Clinic Nurse Manager, and Hannah Vary, Specialty Clinic Manager. Not present were Dr. David Wright (Chief of Staff) and Dr. Michael Luft (Chief Medical Officer).

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

APPROVAL OF MINUTES

A motion was made by Reisz, second by Schuttinga, to approve the October 28, 2024, minutes as presented. Motion carried unanimously.

QUALITY CARE AND SERVICES

Quality Committee Report

- Rasmussen gave a brief update of the Quality Committee activities including continued targeted rounding and introduction of bylaws to the PFAC.
- Recommend Board action regarding Medical Staff Accountable Care Committee recommendations for approval of Medical Staff privileges and appointment/re-appointment applications.

Medical Staff Report

Rasmussen shared that patient fall education was provided to staff. Patrick Stevens discussed sleep testing orders, while Angie Anderson shared the Cerner consultant would return quarterly for continuing education.

PATIENT EXPERIENCE

Patient Portal Demo

Andersen gave a demonstration of the new patient portal. The new patient portal app is called HealthLife Portal (Heal the Life). All healthcare facilities that have Cerner for their EMR use this portal. The old patient portal will have medical information up to June 24, 2024, while any information from June 25 to the present will be in the new patient portal. Links to both portals can be found under the Patient Portal tab on the CCMH website.

5-Star Journey Update

Muck shared the certificates CCMH received at the HCSEC in Orlando and acknowledged Patty Aguilar, winner of the Pinnacle Achievement for Exceptional Employee Non-Clinical award. The conference went well with great speakers and breakout sessions.

PEOPLE

Credentialing

A motion was made by Leise, second by Schultz, to approve Medical Staff new appointments of Dziewatkoski and Mofle and the reappointments of Baron, Akin, Krehbiel and Pandya as presented. In addition, the distant site new appointments of Anton, Feinberg, Greenberg, Huckabee, Kani, Rafiei, Rowe and Barker and reappointments of Cambron, Dabbasi, DiVito, Fogarty, Grennan, Henley, Jaksha, Kuo, Phillips, Quraishi, Ruvo, St. Clair, Thompson, Vrdoljak, Welte and Eiland as presented. Motion carried unanimously.

Board of Trustees

November 25, 2024

Mission Committee Report

Muck shared the committee discussed bringing in external assistance for our annual strategic planning session.

GROWTH

Department Reports

Medical Clinic

Mettenbrink shared that the team is experiencing exciting growth and change. Recruitment efforts are going well, with promising progress ahead. Dr. Burkett continues to impress. The team is also identifying areas for improvement and working on refining processes.

Vetter shared one of the main areas of focus right now is managing our chronic care patients more appropriately with better education. Collaboration between nursing, providers and patient access is ongoing and continues to improve. With new staff onboarding, the nurses have created and implemented a nurse mentor process, which is also going well.

Specialty Clinic

Vary took over after Marcy Larson's retirement this summer and is doing an excellent job. She is working closely with the outreach facilities to manage patient care amidst staffing shortages, including maternity leave and changes with outreach provider facilities.

CEO Report

Muck shared that our Quality program is being restructured for improvement. Our HCHAPS score was in the 90th percentile for September, but there are still more opportunities for growth. Recruitment is progressing well, and Cyilee is completing her orientation and will begin seeing patients next week. Construction is on track, with beams now in place in the infill area of rehab services.

Finance Committee Report

1. Total Payroll & Accounts Payable of \$3,472,261.04 for payment.

A motion was made by Schuttinga, second by Reisz, to approve the financial report, total payroll, and accounts payables in the amount of \$3,472,261.04. Motion carried unanimously.

COMMUNITY

December Board Meeting

A recommendation was made to cancel the December board meeting, as there are traditionally no committee meetings in December and no items that need board approval.

A motion was made by Leise, second by Schultz, to cancel the December Board Meeting. Erin will send out any important updates and we will reconvene in January 2025.

Board Chair Comments

Mendlik would like to thank everyone for their time and dedication. Please enjoy the time away and be present with your loved ones.

ADJOURNMENT

A motion was made by Leise, second by Schultz, that the meeting be adjourned at 6:46 p.m. Motion carried unanimously.

Crawford County Memorial Hospital
Board of Trustees
Meeting Schedule
For January--December 2025

MONTH	MISSION (4:30 PM)	QUALITY (4:30 pm)	FINANCE (12 pm)	BOARD (5:30 pm)	MEETINGS
January	16	21	23	27	
February	13	18	20	24	
March	20	25	27	31	
April	17	22	24	28	
May	8	13	15	19	
June	19	24	26	30	
July	17	22	24	28	
August	14	19	21	25	
September	18	23	25	29	
October	16	21	23	27	
November	13	18	20	24	
December	No meeting	No meeting	No meeting	22	

RESOLUTION AUTHORIZING
CONVERSION AND
REISSUANCE OF HOSPITAL
REVENUE BONDS (SERIES
2024); REDEMPTION NOTICE
(SERIES 2020C)

Denison, Iowa

January 27, 2025

The Board of Trustees of Crawford County Memorial Hospital, met on the above date at _____, at the Crawford County Memorial Hospital, Denison, Iowa.

The meeting was called to order by the Chairperson, and the roll being called, the following named Trustees were present and absent:

Present: _____

Absent: _____.

* * * Other Business * * *

MOTION TO APPROVE RESOLUTION

After discussion of other agenda items, the Board took up for consideration matters relating to the conversion and reissuance of its Hospital Revenue Bonds (Crawford County Memorial Hospital Project), Series 2024 from taxable to tax-exempt bonds and the notice of redemption of its Taxable Hospital Revenue Refunding Bonds (Crawford County Memorial Hospital Project), Series 2020C.

After due consideration and discussion, Trustee _____ introduced the following resolution and moved its adoption, seconded by Trustee _____. The Chairperson put the question upon the adoption of said resolution, and the roll being called, the following Trustees voted:

Ayes: _____

Nays: _____

Abstained: _____.

Whereupon, the Chairperson declared the resolution duly adopted, as follows:

RESOLUTION NO. _____

Resolution approving and authorizing the conversion and reissuance of the Hospital's Hospital Revenue Bonds (Crawford County Memorial Hospital Project), Series 2024, and approving other documents and matters related thereto; and authorizing the redemption of its Taxable Hospital Revenue Refunding Bonds (Crawford County Memorial Hospital Project), Series 2020C

WHEREAS, Crawford County Memorial Hospital (the "Hospital") is a county public hospital organized and existing under the laws and constitution of the State of Iowa, and is authorized and empowered by Chapter 347 of the Code of Iowa (the "Act") to borrow money for the purpose of financing improvements to the county public hospital; and

WHEREAS, the Hospital previously issued its Taxable Hospital Revenue Refunding Bonds (Crawford County Memorial Hospital Project), Series 2020C in the principal amount of \$5,190,000 (the "Series 2020C Bonds") on December 30, 2020, pursuant to an Indenture of Trust dated as of September 1, 2009 (the "Original Indenture") between the Hospital and UMB Bank, n.a., successor to Bankers Trust Company, as trustee thereunder (the "Trustee"), as amended and supplemented by a First Supplemental Indenture of Trust dated as of December 1, 2020 (the "First Supplemental Indenture") for the purposes of (i) refunding the outstanding obligations of the Hospital, and (ii) paying the costs of issuance of the Series 2020C Bonds and costs related thereto; and

WHEREAS, pursuant to the First Supplemental Indenture and the Series 2020C Bonds, the Hospital reserved the right optionally redeem prior to maturity any or all of the Series 2020C Bonds on June 1, 2025, or June 1, 2030; and

WHEREAS, the Hospital previously issued its Hospital Revenue Bonds (Crawford County Memorial Hospital Project) Series 2024 in the principal amount of \$3,330,000 (the "Series 2024 Bonds") on August 1, 2024, pursuant to the Original Indenture, as amended and supplemented by the First Supplemental Indenture and by the Second Supplemental Indenture of Trust dated as of August 1, 2024 (the "Second Supplemental Indenture" and, together with the Original Indenture and the First Supplemental Indenture, the "Indenture"), for the purposes of (i) undertaking to construct, improve, equip, expand and/or remodel the Hospital's hospital facilities located on the Hospital's campus at 100 Medical Parkway, Denison, Iowa including, without limitation, a new centralized patient registration area and expansion of and improvements to the rural health clinic and the physical therapy department, and (ii) paying the costs of issuance of the Series 2024 Bonds and costs related thereto; and

WHEREAS, the Series 2024 Bonds were originally issued as Taxable Bonds (as defined in the Second Supplemental Indenture); and

WHEREAS, the Second Supplemental Indenture provided that the Series 2024 Bonds could be converted and reissued as Tax-Exempt Bonds (as defined in the Second Supplemental Indenture) on any date on or after January 1, 2025, upon the satisfaction of the conditions to such conversion set forth in the Second Supplemental Indenture; and

WHEREAS, the following actions are now considered to be in the best interests of the Hospital.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF CRAWFORD COUNTY MEMORIAL HOSPITAL, AS FOLLOWS:

Section 1. The Hospital authorizes the Series 2024 Bonds to be converted and reissued as Tax-Exempt Bonds on February 3, 2025 (the “Reissuance Date”), as provided in Section 2.04 of the Second Supplemental Indenture and, after such conversion and reissuance, the Series 2024 Bonds shall thereafter bear interest at the Series 2024 Reissued Rate as set forth in the Second Supplemental Indenture, upon satisfaction of the conditions to such conversion and reissuance of the Series 2024 Bonds as set forth in the Second Supplemental Indenture. All actions taken by the officers of the Board, the CEO, and the CFO, in furtherance of the conversion and reissuance of the Series 2024 Bonds, including the release of written notices related thereto, are ratified and confirmed.

The Chairperson, Secretary, CEO, and CFO are each authorized and directed to execute and deliver all necessary documents as required by the Second Supplemental Indenture and bond counsel to effectuate the conversion and reissuance of the Series 2024 Bonds as Tax-Exempt Bonds, including but not limited to written notices, tax agreements, and closing certificates.

Section 2. Qualified Tax-Exempt Obligations. Upon conversion and reissuance of the Series 2024 Bonds as Tax-Exempt Bonds, the Hospital designates the Series 2024 Bonds as “qualified tax-exempt obligations” pursuant to Section 265(b) of the Internal Revenue Code, for calendar year 2025 and represents that the reasonably anticipated amount of “tax-exempt obligations” (including the Series 2024 Bonds) which will be issued by the Hospital during the 2025 calendar year will not exceed \$10 million.

Section 3. Source of Payment. The Series 2024 Bonds and the interest thereon shall continue to be payable solely out of the Net Revenues (on a parity with the Prior Bonds (as defined in the Second Supplemental Indenture) and any other Additional Indebtedness (as defined in the Indenture) issued on a parity with the Series 2024 Bonds and from amounts held in any fund or account established by the Indenture and pledged to the payment of the Series 2024 Bonds.

Section 4. Redemption Notice for Series 2020C Bonds. The Series 2020C Bonds are hereby called for redemption on June 1, 2025 (the “Optional Redemption Date”), and the Trustee, as registrar and paying agent for the Series 2020C Bonds, is instructed to take all actions necessary to redeem the Series 2020C Bonds on the Optional Redemption Date, including sending a conditional notice of such redemption not less than thirty (30) days before the Optional Redemption Date to the owners of any Series 2020C Bonds designated for redemption at their addresses appearing on the registration books maintained by the Trustee. Such notice, pursuant to the Indenture, may be rescinded on any date three (3) days prior to the Optional Redemption Date.

Section 5. Severability. If any section, paragraph, or provision of this Resolution shall be held to be invalid or unenforceable for any reason, the invalidity or unenforceability of such section, paragraph or provision shall not affect any of the remaining provisions.

Section 6. Repeal of Conflicting Resolutions and Orders, and Effective Date. All other resolutions and orders, or parts thereof, in conflict with the provisions of this Resolution are, to the extent of such conflict, hereby repealed; and this Resolution shall be in effect from and after its adoption.

Adopted and approved this 27th day of January, 2025.

Chairperson, Board of Trustees

Attest:

Secretary

* * * Other Business * * *

On motion and vote, the meeting adjourned.

STATE OF IOWA

SS:

CRAWFORD COUNTY

I, the undersigned, Secretary of Crawford County Memorial Hospital (the “Hospital”), do hereby certify that attached hereto is a true and correct copy of the proceedings of the Board of Trustees relating to the Board’s authorization of the conversion and reissuance of the Hospital’s Hospital Revenue Bonds (Crawford County Memorial Hospital Project), Series 2024 (the “Series 2024 Bonds”), approving other documents and matters related to the conversion and reissuance of the Series 2024 Bonds, and authorizing the optional redemption of the Hospital’s Taxable Hospital Revenue Refunding Bonds (Crawford County Memorial Hospital Project), Series 2020C.

WITNESS MY HAND hereto affixed this ____ day of January, 2025.

Secretary

TAXATION STATISTICS

										Assessed Value	Assessed Value	
										\$1,391,427	\$1,423,026	
Fiscal Year	Actual FY2016	Actual FY2017	Actual FY2018	Actual FY2019	Actual FY2020	Actual FY2021	Actual FY2022	Actual FY2023	Actual FY2024	Projected FY2025	Proposed FY2026	
Tax Rate	1.56577	1.52313	1.52313	1.6024	1.54684	1.74461	1.69872	1.56739	1.56739	1.56739	1.39896	Rate Decrease
Percentage Change	0.00%	-2.72%	0.00%	5.20%	-3.47%	12.79%	-2.63%	-7.73%	0.00%	0.00%	-10.75%	
Total Dollars	\$1,511,484	\$1,511,484	\$1,572,626	\$1,690,753	\$1,690,753	\$1,990,757	\$1,990,757	\$1,990,750	\$2,180,908	\$2,180,908	\$1,990,757	
Published Valuation Increase	2.73%	2.80%	4.05%	2.19%	3.59%	4.40%	2.70%	8.38%	1.19%	8.27%	2.27%	
Amount From Tax	\$1,511,484	\$1,511,484	\$1,572,626	\$1,690,753	\$1,690,753	\$1,990,757	\$1,990,757	\$1,990,750	\$2,180,908	\$2,180,908	\$1,990,757	
Authorized Levy Categories												
General - Fixed Levy Amount	\$257,213	\$264,487	\$275,575	\$284,887	\$295,120	\$308,094	\$316,417	\$342,928	\$346,998	\$375,685	\$384,217	
Ambulance - Fixed Levy Amount	\$257,213	\$264,487	\$275,575	\$284,887	\$295,120	\$308,094	\$316,417	\$342,928	\$346,998	\$375,685	\$384,217	
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	\$1,593,152	\$1,672,810	\$1,756,450	
FICA - Actual	\$898,847	\$947,125	\$1,000,361	\$1,050,707	\$1,064,725	\$1,017,070	\$1,113,491	\$1,189,236	\$1,193,629	\$1,253,310	\$1,315,976	
Tort Liability Package	\$2,527,684	\$2,574,847	\$3,170,649	\$2,778,630	\$3,461,758	\$3,530,055	\$3,670,025	\$3,815,551	\$4,298,312	\$4,173,484	\$4,507,363	
Unemployment	\$20,000	\$26,045	\$28,665	\$0	\$0	\$6,035	\$0	\$593	\$6,218	\$15,000	\$25,000	
Total	\$5,152,417	\$5,366,465	\$6,084,969	\$5,881,259	\$6,579,629	\$6,528,678	\$6,944,612	\$7,322,799	\$7,785,307	\$7,865,974	\$8,373,223	
Percent Funded Via Property Tax	29%	28%	26%	29%	26%	30%	29%	27%	28%	28%	24%	
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)	(\$5,332,049)	(\$5,604,399)	(\$5,685,066)	(\$6,382,466)	

**CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
January 23, 2025 12:00 P.M.**

A meeting of the Finance Committee of the Board of Trustees was held on January 23, 2025, in the Administrative Conference Room. Present on site were Rachel Melby (CFO), Erin Muck, (CEO), Amy Schultz, Jon Schuttinga, and Heather Wight (recorder).

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

Committee Recommendations:

1. Total (November) Payroll & Accounts Payable of \$4,572,250.53 for approval of payment.
2. Total (December) Payroll & Accounts Payable of \$3,159,067.96 for approval of payment.
3. Recommend the Board review and publish the proposed County Budget for FY2026 with a property tax rate of \$1.39896 per \$1,000 of assessed value.
4. Recommend the Board set the FY2026 County Budget Hearing to be held on February 24, 2025, at 5:30 pm.
5. Recommend the Board approve the sale or disposal of depreciated equipment.

Approval of Minutes

The November 2024 minutes were reviewed and approved.

CFO Report

The CFO Report was reviewed.

Financial Reports

Statistical, Income and Cash Flow Report

Total hospital procedures were down 3.22% compared to last December, with only 77 surgical procedures performed. This was a decrease of 20 procedures compared to November. Total Medical Clinic Visits were also down considerably, almost 14% compared to last December. With those declines, the loss for December was \$237,404. However, the hospital still has a year-to-date profit of \$3,667,068 which is entirely due to the receipt of 2 Medicaid Directed Payments totaling \$4,114,910.

Although cash increased just over \$1.5 million in November, December's total cash decreased as expected with our semi-annual bond interest payments due every December and June. The total cash decrease in December was \$2,463,481. Of that decrease, \$1,330,276 was for project expenditures and \$690,021 was for capital equipment purchases. The largest capital expenditure was for the new CT, which totaled \$589,828.

Balance Sheet

The Balance Sheet as of 12/31/24 reflects Total Assets of \$86,522,286.

Payroll & Accounts Payable

The committee reviewed and recommends total (November) Payroll & Accounts Payable of \$4,572,250.53 to the Board for approval. This amount includes \$2,523,782.39 in salaries.

**CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
January 23, 2025 12:00 P.M.**

The committee reviewed and recommends total (December) Payroll & Accounts Payable of \$3,159,067.96 to the Board for approval. This amount includes \$1,638,720.27 in salaries.

Accounts Receivable

In November, some progress was made in with AR and total AR decreased \$636,095. However, there was a slight increase in December of \$125,168. Since the EMR conversion, total AR is up \$5.4 million with Medicare claims making up 60% of THE increase. In December, we had a Senior Consultant with Cerner on site for 2 days to help identify and work through our revenue cycle setup issues. Although numerous issues were identified and reported, many are yet to be resolved. We continue to have weekly calls and seek resolutions.

New Business

Series 2024 Bond Conversion

The committee discussed the proposed resolution to convert a portion of the 2024 Bond Series to tax exempt. The bondholders of the \$3.33 million bond series have been given notice.

Series 2020 Bond Redemption

The committee discussed the proposed resolution to redeem the 2020C taxable bond series. This bond series totals \$5.19 million and will affect cash flow by approximately 40 days of cash. This redemption comes at the recommendation of UMB Bank, our bond trustee. Administration believes it is important to pay down older debt obligations, prior to the completion of the construction project, while we are in a stable cash position with the Medicaid Directed Payments.

Equipment for Sale or Disposal

The committee recommends the board approve the sale or disposal of 2 capital items that have been replaced in the dietary department in the last year. Both items are fully depreciated.

2026 County Budget

Melby summarized the 2026 county budget and tax asking. The committee recommends lowering the tax levy rate to \$1.39896 per \$1,000 of assessed value. The hearing date should be set for the February 24th at 5:30 pm.

Adjourn - The meeting was adjourned at 12:59 pm.

Crawford County Memorial Hospital

Comparative Statistical Report

November 2024

	Month to Date			Fiscal Year to Date		
	FY 2025	FY 2024	Variance	FY 2025	FY 2024	Variance
Total Admissions	25	41	-39.02%	161	166	-3.01%
Acute/OB	22	34	-35.29%	127	129	-1.55%
Skilled	3	4	-25.00%	22	13	69.23%
ICF	0	0	0.00%	8	1	700.00%
Respite	0	0	0.00%	0	0	0.00%
Newborns	0	3	-100.00%	4	23	-82.61%
Total Patient Days*	155	199	-22.11%	1,033	844	22.39%
Acute/OB	77	81	-4.94%	511	390	31.03%
Nursery	0	4	-100.00%	4	39	-89.74%
Skilled	43	34	26.47%	317	128	147.66%
ICF	0	0	0.00%	25	3	733.33%
Respite	0	0	0.00%	0	0	0.00%
Observation	35	80	-56.25%	176	284	-38.03%
<small>*Includes Observation</small>						
Average LOS (Acute/OB)	3.94	2.97	32.70%	3.61	3.14	14.93%
Hospital Procedures						
Inpatient	835	776	7.60%	5,053	3,132	61.33%
Outpatient	12,659	13,958	-9.31%	66,532	69,191	-3.84%
Total	13,494	14,734	-8.42%	71,585	72,323	-1.02%
Surgical Procedures	97	116	-16.38%	482	498	-3.21%
Anesthesia Procedures	76	90	-15.56%	365	396	-7.83%
ER Visits	402	415	-3.13%	2,311	2,055	12.46%
Admits from ER	26	39	-33.33%	166	133	24.81%
Scheduled Outpatient Visits	88	75	17.33%	582	482	20.75%
Ambulance Trips	90	110	-18.18%	582	586	-0.68%
Xray Procedures	586	606	-3.30%	3,222	3,017	6.79%
Mammography Procedures	188	195	-3.59%	665	691	-3.76%
Flouro Procedures	0	0	0.00%	15	7	114.29%
Ultrasound Dept Procedures	142	200	-29.00%	713	878	-18.79%
Echo Procedures	34	42	-19.05%	136	194	-29.90%
CT Dept Procedures	231	188	22.87%	1190	1027	15.87%
MRI Dept Procedures	63	80	-21.25%	385	382	0.79%
Nuc Med Procedures	5	7	-28.57%	20	36	-44.44%
Total Radiology Procedures	1,249	1,318	-5.24%	6,346	6,232	1.83%
Respiratory Tx Procedures	99	118	-16.10%	338	389	-13.11%
EKG Procedures	102	156	-34.62%	677	743	-8.88%
Sleep Studies	8	10	-20.00%	76	43	76.74%
Lab Procedures	6,166	6,242	-1.22%	32,363	30,827	4.98%
Physical Tx Procedures	1,564	1,671	-6.40%	8,233	9,001	-8.53%
Speech Procedures	10	34	-70.59%	74	164	-54.88%
OT Procedures	125	143	-12.59%	710	880	-19.32%
Cardiac Rehab Procedures	109	164	-33.54%	611	657	-7.00%
Pulmonary Rehab Procedures	10	12	-16.67%	53	44	20.45%
Specialty Clinic Visits	473	494	-4.25%	2,570	2,544	1.02%
Total Medical Clinic Visits	2,916	3,676	-20.67%	15,794	17,368	-9.06%

**CRAWFORD COUNTY MEMORIAL HOSPITAL
OPERATING/INCOME STATEMENT
FOR THE MONTH ENDING NOVEMBER 30, 2024**

Gray lines are YTD. All %'s are based on net revenue except for the variance column and gross revenue.

	CURRENT MONTH <u>ACTUAL</u>		CURRENT MONTH <u>BUDGET</u>		CURRENT MONTH <u>VARIANCE</u>		PRIOR YEAR <u>ACTUAL</u>	
PATIENT SERVICE REVENUES								
INPATIENT SERVICES	612,859	10.7%	409,038	7.1%	203,821	49.8%	366,925	6.9%
	2,879,621	9.7%	2,002,107	7.1%	877,515	43.8%	1,870,300	7.2%
OUTPATIENT SERVICES	5,055,417	88.6%	5,313,158	91.9%	(257,740)	-4.9%	4,891,127	92.2%
	25,945,020	87.7%	26,006,178	91.9%	(61,158)	-0.2%	24,017,653	92.1%
SWING BED SERVICES	39,256	0.7%	60,516	1.0%	(21,260)	-35.1%	45,378	0.9%
	751,096	2.5%	296,207	1.0%	454,889	153.6%	181,650	0.7%
TOTAL GROSS PATIENT REVENUE	5,707,532	100.0%	5,782,712	100.0%	(75,180)	-1.3%	5,303,430	100.0%
	29,575,737	100.0%	28,304,491	100.0%	1,271,246	4.5%	26,069,603	100.0%
DEDUCTIONS FROM REVENUE								
MEDICARE ADJUSTMENTS	(1,373,039)	-24.1%	(1,300,762)	-22.5%	(72,277)	5.6%	(1,241,790)	-23.4%
	(6,956,182)	-23.5%	(6,366,806)	-22.5%	(589,376)	9.3%	(5,881,412)	-22.6%
TITLE XIX ADJUSTMENTS	2,687,243	47.1%	345,953	6.0%	2,341,290	676.8%	(59,755)	-1.1%
	3,231,532	10.9%	1,693,328	6.0%	1,538,205	90.8%	(987,331)	-3.8%
BLUE CROSS ADJUSTMENTS	(751,636)	-13.2%	(562,818)	-9.7%	(188,819)	33.5%	(483,119)	-9.1%
	(3,214,297)	-10.9%	(2,754,810)	-9.7%	(459,486)	16.7%	(2,593,508)	-9.9%
OTHER ADJUSTMENTS	(220,903)	-3.9%	(290,192)	-5.0%	69,290	-23.9%	(293,868)	-5.5%
	(1,274,604)	-4.3%	(1,420,397)	-5.0%	145,793	-10.3%	(1,266,352)	-4.9%
PROVISION FOR UNCOLLECTIBLE	(125,973)	-2.2%	(154,468)	-2.7%	28,495	-18.4%	(128,753)	-2.4%
	(780,249)	-2.6%	(756,071)	-2.7%	(24,178)	3.2%	(698,939)	-2.7%
CHARITY CARE	(2,757)	0.0%	(23,552)	-0.4%	20,795	-88.3%	(22,892)	-0.4%
	(67,296)	-0.2%	(115,280)	-0.4%	47,984	-41.6%	(98,041)	-0.4%
TOTAL DEDUCTIONS FROM REVENUE	212,935	3.7%	(1,985,839)	-34.3%	2,198,774	-110.7%	(2,230,177)	-42.1%
	(9,061,096)	-30.6%	(9,720,037)	-34.3%	658,941	-6.8%	(11,525,584)	-44.2%
NET PATIENT REVENUE	5,920,467	103.7%	3,796,872	65.7%	2,123,595	55.9%	3,073,253	57.9%
<i>(as % of Gross Patient Revenue)</i>	20,514,642	69.4%	18,584,455	65.7%	1,930,187	10.4%	14,544,018	55.8%
NET PATIENT REVENUE	5,920,467	96.9%	3,796,872	97.1%	2,123,595	55.9%	3,073,253	96.6%
<i>(as % of Total Operating Revenue)</i>	20,514,642	95.8%	18,584,455	97.1%	1,930,187	10.4%	14,544,018	93.8%
OTHER REVENUE								
DIETARY/MEALS INCOME	7,016	0.1%	6,308	0.2%	707	11.2%	6,759	0.2%
	33,626	0.2%	31,542	0.2%	2,085	6.6%	31,260	0.2%
OTHER INCOME	182,638	3.0%	105,875	2.7%	76,763	72.5%	100,193	3.2%
	869,371	4.1%	529,375	2.8%	339,996	64.2%	930,267	6.0%
TOTAL OTHER REVENUE	189,654	3.1%	112,183	2.9%	77,471	69.1%	106,952	3.4%
	902,997	4.2%	560,917	2.9%	342,081	61.0%	961,527	6.2%
TOTAL OPERATING REVENUE	6,110,121	100.0%	3,909,056	100.0%	2,201,065	56.3%	3,180,205	100.0%
	21,417,639	100.0%	19,145,371	100.0%	2,272,268	11.9%	15,505,546	100.0%
OPERATING EXPENSES								
SALARIES	1,596,435	26.1%	1,884,942	48.2%	(288,507)	-15.3%	1,723,284	54.2%
	8,580,126	40.1%	9,231,877	48.2%	(651,752)	-7.1%	8,602,264	55.5%
BENEFITS	522,259	8.5%	554,666	14.2%	(32,406)	-5.8%	390,171	12.3%
	2,725,193	12.7%	2,746,616	14.3%	(21,422)	-0.8%	2,517,342	16.2%
PROFESSIONAL FEES	375,555	6.1%	202,389	5.2%	173,166	85.6%	291,965	9.2%
	1,464,626	6.8%	991,241	5.2%	473,385	47.8%	1,252,631	8.1%
SUPPLIES & EXPENSES	983,698	16.1%	934,076	23.9%	49,622	5.3%	747,463	23.5%
	4,032,280	18.8%	5,023,206	26.2%	(990,926)	-19.7%	3,273,585	21.1%
OCCUPANCY	137,923	2.3%	136,415	3.5%	1,508	1.1%	113,413	3.6%
	734,895	3.4%	682,075	3.6%	52,820	7.7%	622,142	4.0%
DEPRECIATION	193,792	3.2%	186,375	4.8%	7,417	4.0%	173,150	5.4%
	968,958	4.5%	931,875	4.9%	37,083	4.0%	849,450	5.5%
TOTAL OPERATING EXPENSE	3,809,663	62.4%	3,898,863	99.7%	(89,200)	-2.3%	3,439,445	108.2%
	18,506,078	86.4%	19,606,890	102.4%	(1,100,812)	-5.6%	17,117,414	110.4%
NET OPERATING INCOME (LOSS)	2,300,458	37.6%	10,193	0.3%	2,290,265	22469.8%	(259,240)	-8.2%
	2,911,561	13.6%	(461,519)	-2.4%	3,373,079	-730.9%	(1,611,869)	-10.4%
NONOPERATING REV/EXP								
TAXES	181,742	3.0%	181,742	4.6%	-	0.0%	166,359	5.2%
	908,712	4.2%	908,712	4.7%	-	0.0%	831,793	5.4%
GENERAL CONTRIBUTIONS	100	0.0%	833	0.0%	(733)	0.0%	-	0.0%
	16,580	0.1%	4,167	0.0%	12,414	0.0%	500	0.0%
COVID/PRF/FEMA FUNDING	-	0.0%	-	0.0%	-	0.0%	-	0.0%
	-	0.0%	-	0.0%	-	0.0%	235,980	24.5%
INTEREST INCOME	87,837	1.4%	50,000	1.3%	37,837	75.7%	60,190	1.9%
	397,650	1.9%	250,000	1.3%	147,650	59.1%	249,482	1.6%
INTEREST EXPENSE	(70,506)	-1.2%	(162,119)	-20.7%	91,614	-56.5%	(48,201)	-1.5%
	(329,940)	-1.5%	(810,596)	-4.2%	480,656	-59.3%	(242,580)	1.2%
TOTAL NONOPERATING INCOME (LOSS)	199,173	3.3%	70,456	1.8%	128,717	182.7%	178,347	5.6%
	993,002	4.6%	352,282	1.8%	640,720	181.9%	1,075,174	6.9%
NET INCOME (LOSS)	2,499,631	40.9%	80,649	2.1%	2,418,982	2999.4%	(80,893)	-2.5%
<i>Year to Date</i>	3,904,563	18.2%	(109,236)	-0.6%	4,013,799	-3674.4%	(536,694)	-3.5%

**CRAWFORD COUNTY MEMORIAL HOSPITAL
STATEMENT OF CASH FLOWS
FOR THE MONTH ENDING NOVEMBER 30, 2024**

	<u>THIS MONTH</u>	<u>YTD</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
CASH RECEIVED FROM PATIENTS AND THIRD -PARTY PAYORS	6,029,303	20,728,287
CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES	(1,888,140)	(8,547,478)
CASH PAID TO EMPLOYEES FOR SERVICES	(2,130,607)	(9,540,245)
OTHER OPERATING REVENUE RECEIVED	189,654	946,223
NET CASH PROVIDED BY OPERATING ACTIVITIES	2,200,210	3,586,787
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
COUNTY TAXES	312,725	1,260,379
CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT	-	-
PRINCIPAL PAYMENTS ON LONG-TERM DEBT	(57,567)	(291,029)
INTEREST PAID ON LONG-TERM DEBT	(28,845)	(145,847)
ACQUISITION OF PROPERTY AND EQUIPMENT	(32,686)	(1,288,551)
CONSTRUCTION PROJECT FUNDS	(970,465)	23,410,153
NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES	(1,089,563)	21,684,726
CASH FLOW FROM INVESTING ACTIVITIES		
INTEREST RECEIVED	84,893	293,307
PROCEEDS FROM MATURITIES OF CERTIFICATES OF DEPOSIT	-	-
PURCHASE OF CERTIFICATE OF DEPOSIT	-	-
PROCEEDS OF MATURITIES OF U.S. GOVERNMENT AGENCY SECURITIES	-	77,058
PURCHASE OF GOVERNMENT AGENCY SECURITIES	-	-
NET CASH PROVIDED BY INVESTING ACTIVITIES	84,893	370,365
NET INCREASE (DECREASE) IN CASH	1,508,264	26,902,258
CASH		
BEGINNING	49,124,174	23,730,180
ENDING	50,632,438	50,632,438

<u>OPERATING INDICATORS:</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>Target</u>	<u>Desirable Trend</u>
Total Margin:	58.71%	1.17%	1.98%	21.14%	5.52%	39.18%	2.00%	Increasing
Debt Service Coverage Ratio:	5.86	3.19	3.55	7.46	6.96	14.08	1.60	Increasing
Days Revenue in Patient A/R:	56	59	69	77	79	76	50	Increasing
Days Cash on Hand: (w/o Project funds)	227	234	453 (199)	436 (208)	434 (205)	442 (223)	180	Increasing

Crawford County Memorial Hospital

Comparative Statistical Report

December 2024

	Month to Date			Fiscal Year to Date		
	FY 2025	FY 2024	Variance	FY 2025	FY 2024	Variance
Total Admissions	36	47	-23.40%	197	213	-7.51%
Acute/OB	32	36	-11.11%	159	165	-3.64%
Skilled	2	6	-66.67%	24	19	26.32%
ICF	2	0	100.00%	10	1	900.00%
Respite	0	0	0.00%	0	0	0.00%
Newborns	0	5	-100.00%	4	28	-85.71%
Total Patient Days*	176	220	-20.00%	1,211	1,064	13.82%
Acute/OB	89	110	-19.09%	604	500	20.80%
Nursery	0	8	-100.00%	4	47	-91.49%
Skilled	9	36	-75.00%	327	164	99.39%
ICF	3	0	100.00%	30	3	900.00%
Respite	0	0	0.00%	0	0	0.00%
Observation	75	66	13.64%	246	350	-29.71%
*Includes Observation						
Average LOS (Acute/OB)	2.47	2.81	-11.89%	3.40	3.05	11.37%
Hospital Procedures						
Inpatient	626	681	-8.08%	5,678	3,813	48.91%
Outpatient	13,910	14,338	-2.99%	80,442	83,529	-3.70%
Total	14,536	15,019	-3.22%	86,120	87,342	-1.40%
Surgical Procedures	77	88	-12.50%	559	586	-4.61%
Anesthesia Procedures	66	78	-15.38%	431	474	-9.07%
ER Visits	469	510	-8.04%	2,780	2,565	8.38%
Admits from ER	18	20	-10.00%	184	153	20.26%
Scheduled Outpatient Visits	89	109	-18.35%	671	591	13.54%
Ambulance Trips	113	102	10.78%	695	688	1.02%
Xray Procedures	681	563	20.96%	3,903	3,580	9.02%
Mammography Procedures	122	147	-17.01%	787	838	-6.09%
Flouro Procedures	0	1	-100.00%	14	8	75.00%
Ultrasound Dept Procedures	148	184	-19.57%	861	1062	-18.93%
Echo Procedures	48	36	33.33%	184	230	-20.00%
CT Dept Procedures	239	200	19.50%	1429	1227	16.46%
MRI Dept Procedures	73	85	-14.12%	458	467	-1.93%
Nuc Med Procedures	4	10	-60.00%	24	46	-47.83%
Total Radiology Procedures	1,315	1,226	7.26%	7,660	7,458	2.71%
Respiratory Tx Procedures	97	121	-19.83%	435	510	-14.71%
EKG Procedures	129	193	-33.16%	806	936	-13.89%
Sleep Studies	14	9	55.56%	90	52	73.08%
Lab Procedures	6,962	6,863	1.44%	39,325	37,690	4.34%
Physical Tx Procedures	1,582	1,575	0.44%	9,815	10,576	-7.20%
Speech Procedures	5	28	-82.14%	79	192	-58.85%
OT Procedures	127	148	-14.19%	837	1028	-18.58%
Cardiac Rehab Procedures	125	99	26.26%	736	756	-2.65%
Pulmonary Rehab Procedures	10	11	-9.09%	63	55	14.55%
Specialty Clinic Visits	454	464	-2.16%	3,024	3,008	0.53%
Total Medical Clinic Visits	3,015	3,497	-13.78%	18,809	20,865	-9.85%

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

Gray lines are YTD. All %'s are based on net revenue except for the variance column and gross revenue.

	CURRENT MONTH ACTUAL		CURRENT MONTH BUDGET		CURRENT MONTH VARIANCE		PRIOR YEAR ACTUAL	
PATIENT SERVICE REVENUES								
INPATIENT SERVICES	479,503	8.2%	410,974	7.1%	68,528	16.7%	511,592	9.2%
	3,359,124	9.5%	2,413,081	7.1%	946,043	39.2%	2,381,892	7.5%
OUTPATIENT SERVICES	5,298,213	91.1%	5,338,309	91.9%	(40,096)	-0.8%	5,012,156	89.8%
	31,243,233	88.3%	31,344,486	91.9%	(101,254)	-0.3%	29,029,809	91.7%
SWING BED SERVICES	38,323	0.7%	60,803	1.0%	(22,480)	-37.0%	59,094	1.1%
	789,419	2.2%	357,010	1.0%	432,409	121.1%	240,744	0.8%
TOTAL GROSS PATIENT REVENUE	5,816,038	100.0%	5,810,085	100.0%	5,953	0.1%	5,582,842	100.0%
	35,391,775	100.0%	34,114,576	100.0%	1,277,199	3.7%	31,652,445	100.0%
DEDUCTIONS FROM REVENUE								
MEDICARE ADJUSTMENTS	(1,347,568)	-23.2%	(1,306,919)	-22.5%	(40,649)	3.1%	(1,347,780)	-24.1%
	(8,303,750)	-23.5%	(7,673,725)	-22.5%	(630,025)	8.2%	(7,229,192)	-22.8%
TITLE XIX ADJUSTMENTS	(407,964)	-7.0%	347,591	6.0%	(755,555)	-217.4%	(236,555)	-4.2%
	2,823,568	8.0%	2,040,918	6.0%	782,650	38.3%	(1,223,886)	-3.9%
BLUE CROSS ADJUSTMENTS	(542,236)	-9.3%	(565,482)	-9.7%	23,246	-4.1%	(494,190)	-8.9%
	(3,756,532)	-10.6%	(3,320,293)	-9.7%	(436,240)	13.1%	(3,087,698)	-9.8%
OTHER ADJUSTMENTS	(551,025)	-9.5%	(291,566)	-5.0%	(259,459)	89.0%	(238,534)	-4.3%
	(1,825,629)	-5.2%	(1,711,963)	-5.0%	(113,667)	6.6%	(1,504,886)	-4.8%
PROVISION FOR UNCOLLECTIBLE	(144,416)	-2.5%	(155,199)	-2.7%	10,784	-6.9%	(144,287)	-2.6%
	(924,665)	-2.6%	(911,270)	-2.7%	(13,395)	1.5%	(843,227)	-2.7%
CHARITY CARE	(11,505)	-0.2%	(23,664)	-0.4%	12,158	-51.4%	(13,909)	-0.2%
	(78,801)	-0.2%	(138,944)	-0.4%	60,142	-43.3%	(111,950)	-0.4%
TOTAL DEDUCTIONS FROM REVENUE	(3,004,714)	-51.7%	(1,995,240)	-34.3%	(1,009,474)	50.6%	(2,475,255)	-44.3%
	(12,065,809)	-34.1%	(11,715,276)	-34.3%	(350,533)	3.0%	(14,000,839)	-44.2%
NET PATIENT REVENUE	2,811,324	48.3%	3,814,846	65.7%	(1,003,521)	-26.3%	3,107,587	55.7%
<i>(as % of Gross Patient Revenue)</i>	23,325,966	65.9%	22,399,300	65.7%	926,666	4.1%	17,651,605	55.8%
NET PATIENT REVENUE	2,811,324	93.8%	3,814,846	97.1%	(1,003,521)	-26.3%	3,107,587	96.8%
<i>(as % of Total Operating Revenue)</i>	23,325,966	95.5%	22,399,300	97.1%	926,666	4.1%	17,651,605	94.3%
OTHER REVENUE								
DIETARY/MEALS INCOME	6,320	0.2%	6,308	0.2%	12	0.2%	4,880	0.2%
	39,947	0.2%	37,850	0.2%	2,097	5.5%	36,140	0.2%
OTHER INCOME	178,395	6.0%	105,875	2.7%	72,520	68.5%	97,248	3.0%
	1,047,766	4.3%	635,250	2.8%	412,516	64.9%	1,027,515	5.5%
TOTAL OTHER REVENUE	184,715	6.2%	112,183	2.9%	72,532	64.7%	102,128	3.2%
	1,087,712	4.5%	673,100	2.9%	414,612	61.6%	1,063,655	5.7%
TOTAL OPERATING REVENUE	2,996,039	100.0%	3,927,029	100.0%	(930,990)	-23.7%	3,209,715	100.0%
	24,413,678	100.0%	23,072,400	100.0%	1,341,278	5.8%	18,715,260	100.0%
OPERATING EXPENSES								
SALARIES	1,664,929	55.6%	1,893,609	48.2%	(228,680)	-12.1%	1,643,922	51.2%
	10,245,055	42.0%	11,125,487	48.2%	(880,432)	-7.9%	10,246,187	54.7%
BENEFITS	519,604	17.3%	555,866	14.2%	(36,262)	-6.5%	492,170	15.3%
	3,244,797	13.3%	3,302,482	14.3%	(57,685)	-1.7%	3,009,512	16.1%
PROFESSIONAL FEES	298,880	10.0%	203,320	5.2%	95,560	47.0%	327,021	10.2%
	1,763,505	7.2%	1,194,560	5.2%	568,945	47.6%	1,579,652	8.4%
SUPPLIES & EXPENSES	708,174	23.6%	936,196	23.8%	(228,022)	-24.4%	618,420	19.3%
	4,740,454	19.4%	5,959,402	25.8%	(1,218,949)	-20.5%	3,892,005	20.8%
OCCUPANCY	138,884	4.6%	136,415	3.5%	2,469	1.8%	138,359	4.3%
	873,869	3.6%	818,490	3.5%	55,379	6.8%	760,501	4.1%
DEPRECIATION	193,792	6.5%	186,375	4.7%	7,417	4.0%	173,150	5.4%
	1,162,750	4.8%	1,118,250	4.8%	44,500	4.0%	1,022,600	5.5%
TOTAL OPERATING EXPENSE	3,524,262	117.6%	3,911,781	99.6%	(387,519)	-9.9%	3,393,042	105.7%
	22,030,430	90.2%	23,518,671	101.9%	(1,488,241)	-6.3%	20,510,456	109.6%
NET OPERATING INCOME (LOSS)	(528,222)	-17.6%	15,248	0.4%	(543,470)	-3564.2%	(183,327)	-5.7%
	2,383,249	9.8%	(446,271)	-1.9%	2,829,519	-634.0%	(1,795,195)	-9.6%
NONOPERATING REV/EXP								
TAXES	181,742	6.1%	181,742	4.6%	-	0.0%	166,359	5.2%
	1,090,454	4.5%	1,090,454	4.7%	-	0.0%	998,151	5.3%
GENERAL CONTRIBUTIONS	250	0.0%	833	0.0%	(583)	0.0%	15,650	0.5%
	16,830	0.1%	5,000	0.0%	11,830	0.0%	16,150	0.1%
COVID/PRF/FEMA FUNDING	-	0.0%	-	0.0%	-	0.0%	-	0.0%
	-	0.0%	-	0.0%	-	0.0%	235,980	22.2%
INTEREST INCOME	156,556	5.2%	50,000	1.3%	106,556	213.1%	59,769	1.9%
	554,206	2.3%	300,000	1.3%	254,206	84.7%	309,251	1.7%
INTEREST EXPENSE	(47,730)	-1.6%	(162,119)	-24.8%	114,389	-70.6%	(53,956)	-1.7%
	(377,670)	-1.5%	(972,715)	-4.2%	595,045	-61.2%	(296,536)	1.0%
TOTAL NONOPERATING INCOME (LOSS)	290,818	9.7%	70,456	1.8%	220,361	312.8%	187,821	5.9%
	1,283,820	5.3%	422,739	1.8%	861,081	203.7%	1,262,996	6.7%
NET INCOME (LOSS)	(237,404)	-7.9%	85,704	2.2%	(323,109)	-377.0%	4,495	0.1%
<i>Year to Date</i>	3,667,068	15.0%	(23,532)	-0.1%	3,690,600	-15683.5%	(532,200)	-2.8%

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

	<u>THIS MONTH</u>	<u>YTD</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
CASH RECEIVED FROM PATIENTS AND THIRD -PARTY PAYORS	2,882,559	23,610,847
CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES	(1,747,222)	(10,294,699)
CASH PAID TO EMPLOYEES FOR SERVICES	(1,670,573)	(11,210,819)
OTHER OPERATING REVENUE RECEIVED	154,715	1,100,939
NET CASH PROVIDED BY OPERATING ACTIVITIES	(380,520)	3,206,267
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
COUNTY TAXES	32,100	1,292,479
CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT	-	-
PRINCIPAL PAYMENTS ON LONG-TERM DEBT	(59,636)	(350,665)
INTEREST PAID ON LONG-TERM DEBT	(208,160)	(354,007)
ACQUISITION OF PROPERTY AND EQUIPMENT	(690,021)	(1,978,572)
CONSTRUCTION PROJECT FUNDS	(1,330,276)	22,079,878
NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES	(2,288,093)	19,396,634
CASH FLOW FROM INVESTING ACTIVITIES		
INTEREST RECEIVED	87,044	380,350
PROCEEDS FROM MATURITIES OF CERTIFICATES OF DEPOSIT	85,988	85,988
PURCHASE OF CERTIFICATE OF DEPOSIT	-	-
PROCEEDS OF MATURITIES OF U.S. GOVERNMENT AGENCY SECURITIES	-	77,058
PURCHASE OF GOVERNMENT AGENCY SECURITIES	-	-
NET CASH PROVIDED BY INVESTING ACTIVITIES	173,032	543,397
NET INCREASE (DECREASE) IN CASH	(2,463,481)	24,438,777
CASH		
BEGINNING	50,632,438	23,730,180
ENDING	48,168,957	48,168,957

<u>OPERATING INDICATORS:</u>	JUL	AUG	SEP	OCT	NOV	DEC	Target	Desirable Trend
Total Margin:	1.17%	1.98%	21.14%	5.52%	39.18%	-7.12%	2.00%	Increasing
Debt Service Coverage Ratio:	3.19	3.55	7.46	6.96	11.88	7.44	1.60	Increasing
Days Revenue in Patient A/R:	59	69	77	79	76	77	50	Increasing
Days Cash on Hand:	234	453	436	434	442	425	180	Increasing
(w/o Project funds)		(199)	(208)	(205)	(223)	(215)		

**CRAWFORD COUNTY MEMORIAL HOSPITAL
BALANCE SHEET
AS OF: 12/31/24**

ASSETS	Current Month		Prior Month		1-Month Net Change		1 Year Ago Month	
CURRENT ASSETS								
Total Cash	10,949,450	12.66%	12,024,029	13.84%	(1,074,579)	-8.94%	6,400,093	13.38%
Patient Receivables	14,842,754	17.15%	14,717,587	16.94%	125,168	0.85%	9,236,689	19.31%
Allowance for Uncollectibles	(714,000)	-0.83%	(680,000)	-0.78%	(34,000)	5.00%	(833,000)	-1.74%
Allowance for Contractuals	(5,270,000)	-6.09%	(5,220,000)	-6.01%	(50,000)	0.96%	(2,730,000)	-5.71%
Net Accounts Receivable	8,858,754	10.24%	8,817,587	10.15%	41,168	0.47%	5,673,689	11.86%
Other Receivables								
Est. Third Party Settlement	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Taxes Receivable	905,013	1.05%	937,114	1.08%	(32,100)	-3.4%	825,003	1.72%
Other	365,982	0.42%	238,623	0.27%	127,359	53.37%	698,105	1.46%
Inventory	1,487,068	1.72%	1,477,967	1.70%	9,102	0.62%	1,426,957	2.98%
Prepaid Expenses & Other	929,567	1.07%	802,839	0.92%	126,727	15.78%	1,517,577	3.17%
TOTAL CURRENT ASSETS	23,495,835	27.16%	24,298,158	27.96%	(802,324)	-3.30%	16,541,424	34.58%
ASSETS LIMITED AS TO USE								
Investments								
Cash & CD's	13,478,460	15.58%	13,520,884	15.56%	(42,424)	-0.31%	12,945,403	27.06%
Bond/Project Funds	23,741,046	27.44%	25,087,525	28.87%	(1,346,479)	-5.37%	348,895	0.73%
Interest Receivable	92,467	0.11%	109,789	0.13%	(17,321)	-15.78%	79,619	0.17%
TOTAL ASSETS LIMITED AS TO USE	37,311,974	43.12%	38,718,198	44.55%	(1,406,224)	-3.63%	13,373,917	27.96%
OTHER ASSETS								
Physician Practice Intangibles	815,000	0.94%	815,000	0.94%	-	100.00%	815,000	1.70%
TOTAL OTHER ASSETS	815,000	0.94%	815,000	0.94%	-	0.00%	815,000	1.70%
PROPERTY & EQUIPMENT, NET								
Land	314,500	0.36%	314,500	0.36%	-	0.00%	314,500	0.66%
Land held for Future Dev	120,400	0.14%	120,400	0.14%	-	0.00%	120,400	0.25%
Land Improvements	2,623,208	3.03%	2,623,208	3.02%	-	0.00%	2,511,827	5.25%
Building	8,670,091	10.02%	8,670,091	9.98%	-	0.00%	8,670,091	18.12%
Fixed Equipment	18,262,376	21.11%	18,262,376	21.01%	-	0.00%	18,068,106	37.77%
Major Moveable Equipment	22,263,515	25.73%	21,584,105	24.84%	679,411	3.15%	18,782,629	39.26%
Leased Equipment	1,439,076	1.66%	1,439,076	1.66%	-	0.00%	1,439,076	3.01%
Deferred Costs	5,420,686	6.27%	4,079,041	4.69%	1,341,646	32.89%	682,961	1.43%
Right of Use Subscriptions	201,265	0.23%	201,265	0.23%	-	0.00%	-	0.00%
Allowance for Depreciation	(39,311,687)	-45.44%	(39,117,895)	-45.01%	(193,792)	0.50%	(37,079,954)	-77.51%
TOTAL PROPERTY & EQUIP, NET	20,003,431	23.12%	18,176,166	20.92%	1,827,265	10.05%	13,509,636	28.24%
DEFERRED OUTFLOWS OF RESOURCES								
Pension Related Deferred Outflows	4,134,804	4.78%	4,134,804	4.76%	-	0.00%	2,767,672	5.79%
Deferred Loss on Refunding	761,243	0.88%	761,243	0.88%	-	0.00%	830,448	1.74%
TOTAL DEFERRED OUTFLOWS	4,896,047	5.66%	4,896,047	5.63%	-	0.00%	3,598,120	7.52%
TOTAL ASSETS	86,522,286	100.00%	86,903,569	100.00%	(381,282)	-0.44%	47,838,096	100.00%
LIABILITIES & NET ASSETS								
CURRENT LIABILITIES								
Accounts Payable	437,324	0.51%	392,561	0.45%	44,763	11.40%	450,370	0.94%
Accrued Payroll & Payroll Taxes	1,947,207	2.25%	1,806,027	2.08%	141,180	7.82%	1,858,810	3.89%
Accrued Health Insurance	2,189,831	2.53%	2,167,943	2.49%	21,888	1.01%	1,636,328	3.42%
Deferred Pro Tax Receivable	1,090,454	1.26%	1,272,196	1.46%	(181,742)	-14.29%	998,151	2.09%
Due to Third Parties - Other	18,919	0.02%	18,778	0.02%	140	0.75%	12,768	0.03%
Lease Payable - Short Term	61,722	0.07%	61,722	0.07%	-	0.00%	-	0.00%
Est. Third Party Settlements	1,737,575	2.01%	1,737,575	2.00%	-	0.00%	1,226,500	2.56%
TOTAL CURRENT LIABILITIES	7,483,032	8.65%	7,456,803	8.58%	26,229	0.35%	6,182,927	12.92%
OTHER LIABILITIES								
Lease Payable - Long Term	634,137	0.73%	639,398	0.74%	(5,261)	-0.82%	81,394	0.17%
Bonds Payable - Long Term	43,512,499	50.29%	43,566,874	50.13%	(54,375)	-0.12%	18,980,891	39.68%
Interest Payable	70,218	0.08%	230,689	0.27%	(160,471)	-69.56%	47,653	0.10%
Net Pension Liability	9,523,976	11.01%	9,473,976	10.90%	50,000	0.53%	7,835,095	16.38%
TOTAL LONG-TERM LIABILITIES	53,740,830	62.11%	53,910,937	62.04%	(170,107)	-0.32%	26,945,034	56.33%
TOTAL LIABILITIES	61,223,861	70.76%	61,367,740	70.62%	(143,878)	-0.23%	33,127,961	69.25%
DEFERRED INFLOWS OF RESOURCES								
Pension Related Deferred Inflows	774,116	0.89%	774,116	0.89%	-	0.00%	2,013,105	4.21%
OPEB Related Deferred Inflows	300,736	0.35%	300,736	0.35%	-	0.00%	175,696	0.37%
TOTAL DEFERRED INFLOWS	1,074,852	1.24%	1,074,852	1.24%	-	0.00%	2,188,801	4.58%
NET ASSETS								
General Fund	20,556,504	23.76%	20,556,504	23.65%	-	0.00%	13,053,534	27.29%
Net Revenue (Loss)	3,667,068	4.24%	3,904,473	4.49%	(237,404)	-6.08%	(532,200)	-1.11%
TOTAL NET ASSETS	24,223,573	28.00%	24,460,977	28.15%	(237,404)	-0.97%	12,521,334	26.17%
TOTAL LIABILITIES & NET ASSETS	86,522,286	100.00%	86,903,569	100.00%	(381,282)	-0.44%	47,838,096	100.00%

CCMH Expenses Paid for the Month of November 2024

AbbVie US, LLC - Supplies	\$2,745.00	Frontier Telephone Co. - Telephone	\$206.93
Access Technologies - Fees	\$181.00	Sara Gaul - Expenses	\$237.14
Acute Care, Inc. - Fees	\$28,387.75	Getinge USA Sales, LLC - Supplies	\$9,469.55
Advanced Sterilization Products - Supplies	\$1,209.57	GQR Recruiting Resources LLC - Fees	\$24,066.30
Aerogen - Supplies	\$580.00	GRP & Associates, Inc. - Fees	\$1,022.73
Patrisia Aguilar - Expenses	\$713.75	H&R Accounts - Fees	\$5,577.69
AHE/AHA - Fees	\$165.00	Megan Hanigan - Expenses	\$38.52
Airgas USA - Supplies	\$3,604.13	Health Partners of Southwest Iowa - Fees	\$1,457.00
Alcon Vision - Supplies	\$294.48	Healthcare Infection Control Solutions - Fees	\$266.06
Align Ophthalmic, LLC - Supplies	\$2,400.00	Healthmark Industries Co., LLC - Supplies	\$520.87
American College of Healthcare Exec. - Fees	\$645.00	Heartland Business Systems, LLC - Fees	\$7,533.90
American Messaging - Fees	\$39.42	ICAN - Advertising	\$425.00
American Surgical Specialties - Supplies	\$355.14	ICP Medical, LLC - Supplies	\$903.65
Ameritex Services - Fees	\$4,068.68	ICU Medical, Inc. - Supplies	\$6,655.06
Ampride Tire & Auto - Fees	\$390.03	ID Apparel, LLC - Supplies	\$240.00
Angie Andersen - Expenses	\$113.90	IDEXX Distribution, Inc. - Supplies	\$1,187.82
Anderson Erickson Dairy - Supplies	\$570.39	Iowa Department of Health and Human Serv - Fe	\$2,220.00
Luis Arrazola - Expenses	\$133.31	Iowa Department of Human Services - Fees	\$59,877.00
Arthrex - Supplies	\$10,662.80	Iowa Department of Inspection Appeals - Fees	\$280.00
Bayer Healthcare - Supplies	\$1,538.20	J&J Health Care Systems, Inc. - Supplies	\$61,730.00
Beckman Coulter, Inc. - Supplies	\$730.69	Jackson Physician Search - Fees	\$21,497.00
Tracie Bergman - Expenses	\$179.76	Jambiz - Rent	\$3,300.00
Bio-Rad Laboratories - Supplies	\$2,571.94	Lori Johannsen - Expenses	\$888.00
Bluesight - Fees	\$11,000.00	JP Gasway Co. - Supplies	\$1,580.00
Bluespace Creative, Inc. - Fees	\$669.00	JP Turf and Pest, LLC - Fees	\$653.57
Darcy Boettger - Expenses	\$38.52	KCI USA, Inc. - Supplies	\$887.68
Bomgaars - Supplies	\$25.37	KDSN FM - Advertising	\$4,012.35
Bound Tree Medical - Supplies	\$67.74	Makayla Kintner - Expenses	\$6.16
Boxout, LLC - Supplies	\$3,380.22	Knowles Publishing Corp. - Advertising	\$476.50
Bracco Diagnostics, Inc. - Supplies	\$2,078.11	La Prensa - Advertising	\$192.00
Dr. Kyle Brown - Expenses	\$5,000.00	Laborie Medical Technology - Supplies	\$200.00
Bill Bruce - Expenses	\$159.40	Language Line Services - Fees	\$303.48
Butterfly Network, Inc. - Supplies	\$1,200.00	Life Instrument Corporation - Supplies	\$1,440.00
Cable Channel 13 - Advertising	\$378.00	Lifeserve Blood Center - Fees	\$1,909.85
Cardinal Health - Supplies	\$37,105.16	Don Luensmann - Expenses	\$120.00
Cardinal Supplies and Fresheners - Supplies	\$52.80	Dr. Patrick Luft - Expenses	\$890.00
Central Iowa Detention - Fees	\$230.65	Macro Helix, LLC - Fees	\$14,891.58
Cephied - Supplies	\$9,557.60	Craig Malone - Rent	\$650.00
Cerner Corporation - Fees	\$35,884.00	Manilla Times - Advertising	\$769.86
Certified Health Partners, Inc. - Fees	\$3,588.00	Manning Regional Healthcare Center - Fees	\$150.00
Chamber & Development - Fees	\$500.00	Mapleton Press - Advertising	\$148.00
Change Healthcare - Fees	\$6,560.66	Marco Technologies, LLC - Fees	\$271.55
CHI Health - Fees	\$2,884.22	Martin Bros Dist. Co., Inc - Supplies	\$2,718.68
City of Denison - Wellness Center Contribution	\$500,000.00	McKesson Medical Surgical - Supplies	\$5,330.82
City of Dow City - Fees	\$129.45	Medical Solutions - Fees	\$68,336.38
Cobblestone Inn & Suites - Fees	\$4,566.84	Medicus Firm, Inc. - Fees	\$15,000.00
College of American Pathologists - Fees	\$10,716.80	Medline Industries LP - Supplies	\$2,193.87
Colonial Life - Premiums	\$1,175.08	Mercy College Training Center - Fees	\$5.00
CompHealth - Fees	\$23,205.90	Travis Mettenbrink - Expenses	\$199.86
Cook Medical, LLC - Supplies	\$545.20	Michael & Sara Luft - Fees	\$300.00
Custom Trends, LLC - Fees	\$672.70	Mid-American Publishing Corp. - Fees	\$184.00
Cutler Anesthesia Services - Fees	\$49,650.00	MidAmerican Energy - Utilities	\$50.11
Database Solutions, Inc. - Fees	\$3,920.00	Mindray DS USA, Inc. - Supplies	\$787.14
Dearborn - Premiums	\$21,238.95	Jan Michelle Mirasol - Expenses	\$1,135.02
Dell Marketing LP - Supplies	\$2,514.30	Dr. Stephen Morse - Fees	\$60,954.42
Denison Bulletin & Review - Advertising	\$460.33	Nasco Healthcare, Inc. - Fees	\$377.60
Denison Free Press - Advertising	\$720.00	National Assn. of Rural Health Clinics - Fees	\$450.00
Denison Municipal Utilities - Utilities	\$16,676.59	Neighbors Business Review - Advertising	\$129.50
Denman & Company, LLP - Fees	\$9,000.00	Network Services Company - Supplies	\$2,669.64
DFI-Solutions - Supplies	\$3,175.00	New Century FS - Fuel	\$3,651.50
DIRECTV - Fees	\$391.20	New York Life - Premiums	\$2,944.50
Do It Best Hardware - Supplies	\$100.66	Nuance Communication, Inc. - Fees	\$2,867.46
Dollar General Corporation - Supplies	\$38.95	NW Iowa Yes Center - Fees	\$3,464.55
Dorsey & Whitney, LLP - Fees	\$8,195.50	Observer - Advertising	\$517.84
Ebsco Information Services - Fees	\$11,665.64	Omnicell, Inc. - Fees	\$80.00
Echo Group, Inc. - Supplies	\$1,234.76	Onmedia - Advertising	\$407.00
Ecolab, Inc. - Supplies	\$177.33	Optimum Anesthesia, LLC - Fees	\$16,000.00
Electronic Engineering - Supplies	\$1,820.89	Owens & Minor - Supplies	\$15,956.67
Ace Ettleman - Rent	\$550.00	Oxen Technology - Fees	\$10.00
Eventide Lutheran Home - Fees	\$1,091.25	Pentax Medical - Supplies	\$450.00
Fareway Stores - Supplies	\$603.27	Pfizer, Inc. - Supplies	\$672.47
Farmer Bros. Co. - Supplies	\$692.72	Pharmacy OneSource - Supplies	\$560.16
FDA-MQSA Program - Fees	\$548.00	Physicians Lab Services - Fees	\$21,972.00
Federal Express Corp. - Fees	\$24.40	PICC Stat Clinical Services - Fees	\$4,800.00
FFF Enterprises, Inc. - Supplies	\$446.31	Pipeline Health Holdings, LLC - Fees	\$2,575.41
First National Bank Omaha - Expenses	\$6,350.63	Pitney Bowes Global Financial - Postage	\$2,169.90

Plunkett's Pest Control - Fees	\$151.90
Point Lighting Corporation - Fees	\$2,372.00
PPP Web Design - Fees	\$190.00
Practical Sleep Services, LLC - Fees	\$7,860.00
Precision Dynamics Corporation - Supplies	\$1,320.90
Press Ganey Assoc., Inc. - Fees	\$371.51
Professional Computer Solutions - Fees	\$293.00
Professional Medical Management - Supplies	\$7,876.00
Propio Language Service - Fees	\$1,179.72
Quality Truck Service - Supplies	\$749.20
QuVa Pharma, Inc. - Supplies	\$137.30
R&S Waste Disposal - Fees	\$1,435.07
Radiology Consultants, PC - Fees	\$27.00
Redsail Technologies - Fees	\$2.87
REK Anesthesia - Fees	\$24,720.00
RJ Tide Construction Co., Inc. - Fees	\$4,596.00
Brandi Ruskell - Expenses	\$414.88
Lisa Sample - Expenses	\$24.39
ScanMed - Fees	\$4,400.00
Scribe EMR - Fees	\$20,982.68
Secure Shred Solutions - Fees	\$270.00
See The Trainer - Supplies	\$83.90
Shared Medical Services, Inc. - Fees	\$2,257.50
Shared Medical Technology - Fees	\$2,158.83
Shelton-Dehaan Co. - Fees	\$270.00
Siemens Healthcare Diagnostics - Supplies	\$2,744.42
Smith Medical - Supplies	\$3,200.00
SpendMend, LLC - Supplies	\$3,719.50
St. Anthony Regional Hospital - Fees	\$3,447.50
Staples Advantage - Supplies	\$892.42
Steris Corporation - Supplies	\$1,983.08
Patrick Stevens - Expenses	\$2,179.03
Stone Printing - Supplies	\$312.60

Stryker Endoscopy - Supplies	\$2,389.35
Stryker Sales, LLC - Supplies	\$1,209.60
Rhea Suarnaba - Expenses	\$1,135.02
Swarm Interactive, Inc. - Fees	\$4,542.00
T.A. Penke & Associates - Fee	\$32.00
Team Ford Lincoln - Fees	\$708.14
Teleflex, LLC - Fees	\$116.50
Thrifty White - Fees	\$163.66
Tri-Anim Health Services - Supplies	\$2,052.17
TruBridge - Fees	\$2,609.00
UKG, Inc. - Fees	\$138.28
Uline - Supplies	\$359.85
UnityPoint Health - Fees	\$786.00
UNMC Center for Continuing Ed. - Fees	\$900.00
US Foods - Supplies	\$8,670.28
Van Meter, Inc. - Supplies	\$295.88
Verathon, Inc.- Supplies	\$855.60
Verizon Wireless - Telephone	\$575.95
Trama Vetter - Expenses	\$129.85
Vision Service Plan - Premiums	\$3,746.44
Visual Edge IT, Inc. - Fees	\$1,381.53
VVC Holding LLC - Supplies	\$4,386.13
Walmart / Capital One - Supplies	\$1,009.82
Weatherby Locums, Inc. - Fees	\$43,041.65
Lisa Weber - Expenses	\$38.52
Wells Fargo Financial Lease - Fees	\$935.18
Western Iowa Networks - Fees	\$1,634.33
Westside sonography, Inc. - Fees	\$450.00
Kelly Wieman - Expenses	\$551.49
WIN - Fees	\$3,000.00
Dr. David Wright - Expenses	\$1,480.52
Zimmer US, Inc. - Supplies	\$287.64
Patient Account Refunds	\$654.06

November Check Run \$1,536,901.98

DEPRECIATION FUND:

Blickman Industries, LLC - Warming Cabinet	\$5,962.37
Certified Testing Services, Inc. - Facility Project	\$1,219.00
Invision Architecture - Facility Planning	\$16,235.85
Maxtown Medical Corp., LLC - Ortho Equipment	\$3,359.94
Midwest Floor Covering, Inc. - Flooring Upgrades	\$12,927.00
Siemens Med Solutions USA, Inc. - CT Scanner	\$471,862.00

Depreciation Total \$511,566.16

Salaries \$2,523,782.39

GRAND TOTAL \$4,572,250.53

CCMH Expenses Paid for the Month of December 2024

AbbVie US, LLC - Supplies	\$1,968.00	First National Bank Omaha - Expenses	\$5,237.11
Access Technologies - Fees	\$181.00	Fluke Electronics - Supplies	\$5,634.00
Acute Care, Inc. - Supplies	\$10,212.98	FNIC - Premiums	\$179,041.25
Krystin Adams - Expenses	\$2,000.00	Frontier Telephone Co. - Telephone	\$206.93
Advanced Sterilization Products - Supplies	\$29.34	GE Healthcare Precision Healthcare - Fees	\$20,876.50
Patrisia Aguilar - Expenses	\$30.00	GQR Recruiting Resources LLC - Fees	\$48,774.54
Airgas USA - Supplies	\$2,289.06	Grainger - Supplies	\$1,110.03
Alcon Vision - Supplies	\$10,401.32	GRP & Associates, Inc. - Fees	\$492.25
Align Ophthalmic, LLC - Supplies	\$1,350.00	Health Care Logistics, Inc. - Supplies	\$50.00
American Messaging - Fees	\$39.46	Health Partners of Southwest Iowa - Fees	\$626.00
American Surgical Specialties - Supplies	\$169.36	Healthcare Compliance Testing, LLC - Fees	\$900.00
Ameritex Services - Fees	\$4,235.02	Healthcare Infection Control Solutions - Fees	\$906.50
Ampride Tire & Auto - Fees	\$577.48	Hologic, Inc. - Supplies	\$594.00
Anderson Erickson Dairy - Supplies	\$541.66	Home Depot Pro - Supplies	\$557.39
Arnold Motor Supply - Supplies	\$84.43	ICAN - Advertising	\$425.00
Athrex - Supplies	\$2,094.00	ICP Medical, LLC - Supplies	\$903.65
Bayer Healthcare - Supplies	\$2,144.36	ICU Medical, Inc. - Supplies	\$7,054.82
BC Group International, Inc. - Supplies	\$1,032.50	ID Apparel, LLC - Supplies	\$725.00
Beckman Coulter, Inc. - Supplies	\$2,348.56	Insight Health Corp - Supplies	\$39,456.00
Tracie Bergman - Expenses	\$179.76	Iowa Dept of Inspections Appeals - Fees	\$500.00
Bio-Rad Laboratories - Supplies	\$1,733.89	Iowa Poison Control Center - Supplies	\$1,250.00
Black Hills Energy - Utilities	\$34.50	J&J Health Care Systems, Inc. - Supplies	\$45,200.50
Blink Foundation, Inc. - Supplies	\$5,000.00	Jackson Physician Search - Fees	\$22,250.00
Bluespace Creative, Inc. - Fees	\$1,677.34	Jambiz - Rent	\$2,250.00
Bomgaars - Supplies	\$702.55	John Deere Financial - Fees	\$27.65
Bound Tree Medical - Supplies	\$138.98	K&D Construction - Fees	\$4,032.00
Bracco Diagnostics, Inc. - Supplies	\$610.20	Barb Kacmarynski - Fees	\$246.00
Bulletin - Review - Fees	\$71.99	KCI USA, Inc. - Supplies	\$776.72
Cardinal Health - Supplies	\$60,179.24	KDSN FM - Advertising	\$4,072.35
Cardinal Supplies and Fresheners - Supplies	\$536.80	Makayla Kintner - Expenses	\$45.84
Caresfield, LLC - Supplies	\$436.14	Knowles Publishing Corp. - Advertising	\$5,842.50
Carroll Broadcasting Co. - Advertising	\$50.00	Laborie Medical Technology - Supplies	\$3,320.00
Carroll Control Systems, Inc. - Fees	\$488.75	Landauer, Inc. - Supplies	\$422.71
Carroll Glass Company - Supplies	\$664.48	Lifeserve Blood Center - Fees	\$4,276.40
Cassling - Fees	\$34,131.32	Macro Helix, LLC - Fees	\$13,668.03
CDW Government, Inc. - Supplies	\$4,353.29	Craig Malone - Rent	\$650.00
Central Iowa Detention - Fees	\$510.73	Manilla Times - Advertising	\$275.00
CenturyLink - Telephone	\$419.03	Manning Regional Healthcare Center - Fees	\$150.00
Cephied - Supplies	\$7,610.09	Mapleton Press - Advertising	\$148.00
Cerner Corporation - Fees	\$73,876.00	Marco Technologies, LLC - Fees	\$1,181.28
Chamber & Development - Fees	\$6,500.00	Martin Bros Dist. Co., Inc - Supplies	\$2,933.44
Change Healthcare - Fees	\$16,940.91	McKesson Medical Surgical - Supplies	\$11,155.92
CHI Health - Fees	\$1,530.12	Medical Solutions - Fees	\$31,619.89
Chubb & Son - Premiums	\$66,095.00	Medline Industries LP - Supplies	\$1,699.43
City of Dow City - Fees	\$139.45	Michael & Sara Luft - Fees	\$300.00
Cobblestone Inn & Suites - Fees	\$3,045.80	Mid-American Publishing Corp. - Fees	\$140.00
Colonial Life - Premiums	\$587.54	MidAmerican Energy - Utilities	\$112.18
CompHealth - Fees	\$7,728.60	Mindray DS USA, Inc. - Supplies	\$1,284.40
Compliance Resources Center - Fees	\$2,000.00	Jocelyn Moran - Expenses	\$2,000.00
Constellation New Energy - Utilities	\$3,260.32	Dr. Stephen Morse - Fees	\$49,929.71
Convergeone, Inc. - Supplies	\$4,856.22	Nebraska Medicine - Fees	\$1,300.00
Crawford Co. Engineer's Office - Fees	\$537.68	Network Services Company - Supplies	\$1,830.83
Crawford Co. Home Health - Fees	\$47.68	New York Life - Premiums	\$2,944.50
Culligan of Ida Grove - Supplies	\$11.20	Nuance Communication, Inc. - Fees	\$4,217.42
Custom Motorcycle & Small Engine - Fees	\$487.98	Observer - Advertising	\$435.00
Custom Trends, LLC - Fees	\$179.76	Omnicell, Inc. - Fees	\$80.00
Cutler Anesthesia Services - Fees	\$39,140.00	Onmedia - Advertising	\$416.00
Database Solutions, Inc. - Fees	\$345.00	Optimum Anesthesia, LLC - Fees	\$6,400.00
Dearborn - Premiums	\$20,474.42	Optum 360 - Fees	\$67.96
Dell Marketing LP - Supplies	\$7,924.08	O'Reilly Auto Parts - Supplies	\$95.94
Denison Bulletin & Review - Advertising	\$1,397.29	Owens & Minor - Supplies	\$19,011.75
Denison Free Press - Advertising	\$300.00	Oxen Technology - Fees	\$10.00
Denison Municipal Utilities - Utilities	\$13,904.07	Partsource, Inc. - Supplies	\$240.36
Denison Rotary - Fees	\$275.00	Performance Health Supply, LLC - Supplies	\$158.69
Denman & Company, LLP - Fees	\$10,200.00	Pfizer, Inc. - Supplies	\$657.98
DNV Healthcare USA, Inc. - Supplies	\$4,042.27	Pharmacy OneSource - Supplies	\$560.16
Do It Best Hardware - Supplies	\$98.77	Phil's Lawn Landscaping & Nursery - Fees	\$612.50
Dorsey & Whitney, LLP - Fees	\$2,877.00	Physicians Lab Services - Fees	\$22,992.00
Echo Group, Inc. - Supplies	\$977.51	PICC Stat Clinical Services - Fees	\$800.00
Eide Bailly, LLP - Fees	\$385.35	Pipeline Health Holdings, LLC - Fees	\$4,034.30
Ace Ettleman - Rent	\$550.00	Pitney Bowes Global Financial - Postage	\$3,500.00
Expand-A-Band Medical, Inc. - Supplies	\$299.00	Practical Sleep Services, LLC - Fees	\$3,270.00
Fareway Stores - Supplies	\$394.67	Precision Dynamics Corporation - Supplies	\$1,320.90
Farmer Bros. Co. - Supplies	\$564.90	Press Ganey Assoc., Inc. - Fees	\$3,737.51
Federal Express Corp. - Fees	\$929.95	Professional Computer Solutions - Fees	\$293.00
Feld Fire - Fees	\$315.62	Professional Medical Management - Supplies	\$6,919.00
FFF Enterprises, Inc. - Supplies	\$11,483.65	Propio Language Service - Fees	\$1,531.21

Qgenda, LLC - Fees	\$4,950.00	T.A. Penke & Associates - Fee	\$64.00
QuVa Pharma, Inc. - Supplies	\$430.55	Team Ford Lincoln - Fees	\$84.48
R&D Batteries, Inc. - Supplies	\$74.37	Teleflex, LLC - Fees	\$196.50
R&S Waste Disposal - Fees	\$1,436.17	Televox -Supplies	\$1,222.16
Rasmussen Mechanical Service - Fees	\$2,673.00	Tri-Anim Health Services - Supplies	\$630.76
Redsail Technologies - Fees	\$229.70	TruBridge - Fees	\$2,609.00
Roo Bea Design, LLC - Fees	\$275.00	UKG, Inc. - Fees	\$32,108.86
Screencloud, Inc. - Fees	\$490.24	UnityPoint Health - Fees	\$660.00
Scribe EMR - Fees	\$11,750.28	US Foods - Supplies	\$9,612.48
Secure Shred Solutions - Fees	\$485.50	V&H Tire Co., Inc. - Fees	\$26.31
See The Trainer - Supplies	\$51.90	Van Meter, Inc. - Supplies	\$295.88
Shared Medical Services, Inc. - Fees	\$1,128.75	Van-Wall Equipment, Inc. - Supplies	\$697.97
Shared Medical Technology - Fees	\$2,391.60	Verizon Wireless - Telephone	\$575.95
Theresa Sheer - Expenses	\$376.94	Vision Service Plan - Premiums	\$3,490.74
Smith & Nephew, Inc. - Supplies	\$3,914.72	Visual Edge IT, Inc. - Fees	\$956.21
Smith Medical - Supplies	\$368.64	VVC Holding LLC - Supplies	\$4,386.13
SpendMend, LLC - Supplies	\$3,207.40	Walmart / Capital One - Supplies	\$962.20
St. Anthony Regional Hospital - Fees	\$1,890.00	Weatherby Locums, Inc. - Fees	\$67,952.78
Staples Advantage - Supplies	\$2,251.20	Wells Fargo Financial Lease - Fees	\$935.18
Steris Corporation - Supplies	\$1,495.35	Western Iowa Networks - Fees	\$1,634.33
Stone Printing - Supplies	\$180.30	Westside Sonography, Inc. - Fees	\$1,395.00
Streck - Supplies	\$569.01	WIN - Fees	\$1,500.00
Stryker Endoscopy - Supplies	\$2,389.35	Dr. David Wright - Expenses	\$1,755.53
Stryker Orthopedics - Supplies	\$27,151.00	Lilly Wyatt - Expenses	\$38.97
Stryker Rental Services - Fees	\$450.00	Ana Zarazua - Expenses	\$499.00
Stryker Sales Corporation - Supplies	\$227.05	Zimmer US, Inc. - Supplies	\$351.50
Stryker Sales, LLC - Supplies	\$1,815.96	Patient Account Refunds	\$165.00

December Check Run **\$1,286,189.25**

DEPRECIATION FUND:

American Surgical Specialties - Ortho Equipment	\$396.79
Arrow Manufacturing, Inc. - Ambulance Down Pymt	\$75,952.80
Certified Testing Services, Inc. - Facility Project	\$530.50
Convergeone, Inc. - Phone Upgrade	\$4,179.71
Cornerstone Commissioning - Facility Project	\$1,170.00
Invision Architecture - Facility Project	\$16,260.20
Lint Van Lines - Equipment Transportation	\$8,649.00
Maxtown Medical Corp., LLC - Ortho Equipment	\$7,953.44
Siemens Med Solutions USA, Inc. - CT Scanner	\$117,966.00
Steris Corporation - Scope Cabinet Install	\$1,100.00

Depreciation Total **\$234,158.44**

Salaries **\$1,638,720.27**

GRAND TOTAL **\$3,159,067.96**

EQUIPMENT FOR SALE OR DISPOSAL

Equipment	Cost	Currently
1 Gas Range: 60" steel Vulcan Model G60SS-10, ten 32,000 BTU burners with lift-off burner heads, 2 standard oven bases	2011 Cost: \$3,375	Sitting in storage. Replaced in August 2024 with updated grill top model.
2 Convection Oven: Vulcan Model VC44GD, Gas, double-deck, standard depth, electronic spark igniters, stainless steel front, top and sides, s/s doors with windows, 44,000 BTU, 115v/1ph	2011 Cost: \$5,898	Sitting in storage. Replaced in March 2024 with updated Vulcan model. Ignitor replaced in 2023 for \$300-\$400.

* All dietary equipment was purchased new as a bulk order in 2011 and has been fully depreciated.

Crawford County Memorial Hospital
QUALITY COMMITTEE OF THE BOARD OF TRUSTEES
January 21, 2025 Meeting Minutes

A meeting of the Quality Committee of the Board of Trustees was held on Tuesday, January 21, 2025. Present: Sid Leise, Jay Mendlik, Michael Luft, DO (arrival 5:02pm), Erin Muck, CEO, Theresa Sheer, CNO, Heather Rasmussen, Chief Quality & Ancillary Services Officer, Dana Neemann Director of Education and Patient Experience (exit 4:35pm).

Jay Mendlik called the meeting to order at 4:31pm

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 updated November 2024 scorecard for HCAHPS. She noted Communication with Nurses and Doctors are both in the 99th percentile. Cleanliness and Quietness of Hospital Environment were at the 99th percentile as well. Care Transitions is also in the 99th percentile.

II. Statistics

Muck reviewed the December 2024 statistics with the Committee. Total hospital procedures were down 3.22% for the month. Total patient days were down 23.40%. ER visits were down 8.04% and admits from ER were down 10%. Surgical procedures were down 12.50%. Medical Clinic visits were down 13.78%.

III. Medical Staff Credentialing

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

IV. Committee Reports/Minutes

- i. **Medical Staff Meeting:** The Committee reviewed the minutes from the Medical Staff meeting held on January 14, 2025.
- ii. **Pharmacy & Therapeutics Committee:** The Committee reviewed the minutes from the meeting held on January 7, 2025.
- iii. **CAH Service Provision Evaluation FY2024:** The Committee reviewed the FY2024 CAH Service Provision Evaluation.
- iv. **PFAC:** Tabled.
- v. **5 Star Journey:** Sheer shared that on January 28th, Marcus Engel's "Compassion is Action: An Unforgettable Tribute to Healthcare Professionals" will be live streamed for all staff at 9:00am and 1:00pm. Mr. Engel was blinded and severely injured by a drunk driver and his story inspires healthcare professionals to reignite their passion for providing excellent patient care. Muck shared that our CLS Annual Evaluation will take place on February 4th. Sheer shared that the Swing Bed Academy had a marketing campaign contest and our brochure, designed by Lilly Wyatt, won.

V. Peer Review: Tabled

VI. Other Business/Updates

- i. **Misc. Insurance/Payment:** Muck shared recent activities regarding billing/payment and incentive program work.
- ii. **CEO Workplan:** Muck shared the Quality aspect of her CEO Workplan.
- iii. **Building Project:** Muck gave a brief update on the Building Project. Tours for the Board and staff will take place next week.

- iv. **Recruitment:** Muck shared recent recruitment activities. Two new providers will be joining CCMH in February and March. Erin has conducted phone screenings for ED physicians and have been referred to Dr. M. Luft for follow-up.

VIII. Adjournment Heather Rasmussen, Recorder. 6:00pm

Peer review records are privileged and confidential. Quality Improvement activities are protected from discovery under Iowa Code 147.135.

Crawford County Memorial Hospital

Medical Staff Meeting Minutes

January 14, 2025

A meeting of the Medical Staff of Crawford County Memorial Hospital was held on Tuesday, January 14, 2025 in the hospital's Meeting Room C & D.

Present were David Wright DO, Michael Luft DO, Patrick Luft MD, Evelina Todd MD, Julie Graeve ARNP, Benjamin Burkett MD, Erin Schechinger DNP, Cyilee Martin, DNP, Jill Kierscht ARNP, Kyle Brown MD, Theresa Sheer CNO, Heather Rasmussen, Chief Quality & Ancillary Services Officer Recorder: Marcy Fink

Ad Hoc: Robert Bowen MD, Trenton Hodne, Lab Director, Andy Segebart, Pharm-D, Director of Pharmacy

Absent were Kylee LeFebvre ARNP, Elizabeth Ranniger MD, Sara Luft ARNP, Lori Johannsen, PA-C, Erin Muck CEO, Angie Andersen, IT Director

The meeting was called to order by David Wright, DO at 8:03 a.m.

APPROVAL OF PREVIOUS MONTH'S MINUTES

The voting members of the Medical Staff approved the minutes of the December 17, 2024 meeting.

CNO UPDATE

Theresa Sheer

- Kim Petersen has taken on the role of Nurse Director of Medical Unit.
- A night shift RN has been hired.
- Marinna VanHouten will be starting on weekends in the Med Unit/ER.

BUSINESS

A. IT Updates / Q&A

Heather Rasmussen

- In the absence of Angie Andersen, Heather Rasmussen gave a report.
- There is a change in appointment reminders – 3 days out with a 1 day retry. The addition of same day text reminder should be 'live' by the end of this week.
- Clinic Medication Scanning was approved – looking at kicking off the project end of the month – beginning of February.
- Our Cerner representative, Matt, will be returning tentatively at the end of March.

B. Medical Staff Assignments

Heather Rasmussen

1. The following changes were made to the Medical Staff Committees & Officers

- Evelina Todd, MD was added to the Infection Control Committee
- Evelina Todd, MD was added to Pharmacy and Therapeutics
- Evelina Todd, MD was added to the Antibiotic Stewardship
- Evelina Todd, MD and Kim Petersen, RN was added to the Utilization Review Committee
- Benjamin Burkett, MD was added to the Surgery/Anesthesia Committee
- Benjamin Burkett, MD replaced Patrick Luft, MD as advisor for Physical Therapy
- Evelina Todd, MD replaced Patrick Luft, MD as advisor for Radiology
- Erin Schechinger, DNP replaced Ed Cutler as Safety advisor
- Benjamin Burkett, MD replaced Ed Cutler as advisor for the Mission Committee
- Evelina Todd, MD will join Michael Luft, DO as an advisor for the Quality Committee
- Evelina Todd, MD replaces Elizabeth Ranniger, MD and Michael Luft, DO as Finance Committee advisor

C. Conflict of Interest

Heather Rasmussen

- Conflict of Interest Policy was reviewed, and each provider was given a statement to sign and return to Administration regarding the same.

ADJOURNMENT The meeting was adjourned to the Executive Committee at 8:14 a.m.

David Wright, DO President, Medical Staff

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

January 27, 2025

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 2025:

Jason R. Mendlik **Date**

Sid Leise **Date**

Amy Schultz **Date**

David Reisz **Date**

Jon Schuttinga **Date**

JANUARY 2025 CREDENTIALING

NEW APPOINTMENTS

Cyilee Martin, DNP
David Montney, Jr., CRNA
Rajendra Singh, MD
Lisa Newman, CRNA

REAPPOINTMENTS

Barry Fanders, MD
Heather Schultz, MD
Ryan Zucker, MD

DISTANT SITE CREDENTIALING

NEW APPOINTMENTS

Allison Summers, MD
Andrew Ciccarelli, MD
Kevin Marcum, MD
Matthew Bourne, DO
Steven McCormack, MD

REAPPOINTMENTS

Timothy Conner, MD
Shawn Stone, MD

**Crawford County Memorial Hospital
Mission Committee
January 16, 2025, 4:30 PM**

A meeting of the Mission Committee of the Board of Trustees was held on Thursday, January 16, 2025. Present on site were Erin Muck (CEO), Jay Mendlik, David Reisz, and Heather Wight (recorder).

The meeting was called to order at 4:32 p.m.

Statistics

- November and December statistics were reviewed with the committee. The addition of Dr. Todd, another FM provider in February, and general surgeon will influence volumes over the next several months.

CEO Workplan

- Muck shared the current goals for FY2025 including population health, survey readiness and patient experience.

Strategic Planning

- Muck discussed FY2026 strategic planning options and possible plans.

The meeting adjourned at 6:11 p.m. Heather Wight, Recorder



BOARD SUMMARY:

CEO Summary

By: Erin Muck, CEO

Date: January 2025

SUMMARY:

Quality

Main Street Health presented to the medical staff this week. In 2024, the goals were to embed their navigators into our clinic to assist with Medicare patients, and to implement the Care Coordination Assessments (CCA's) forms within the providers. Our providers met the goal of completing 80% of the forms in only 8 months.

This year's activities will focus on closing quality gaps, medication adherence, patient experience, and transitions of care. The Main Street team will assist in addressing preventative screenings, scheduling chronic care management appointments, and working with patients to remove barriers to taking their medications.

The clinic has implemented a "Pod" concept. These provider/nurse pod teams work together through new processes to improve the patient, provider, and staff experience with follow up, phone calls, medication refills and other patient care activities. This has been a very positive change.

We have also implemented an increase in appointment reminders from 1 to 3 to decrease our "no shows."

Patient Experience

On January 28th at 9am and 1pm the staff will have two opportunities to attend a presentation by Marcus Engel. You are more than welcome to attend either of those times. Sid has seen his presentation and it is definitely worth your time.

The Service Excellence Council met this week and have completed the audit assessment for 2024. We have our CLS formal audit on February 4th. For 2025, there will be 3 OASIS teams working on Department Accountability Spreadsheet, Clinical Orientation, and Staffing Fix Standardization. The new SEA recommendations will go to the administrative team for final approval.

HCAHPS scores for communication with nurses and doctors are both at the 99th percentile. Cleanliness and quietness of hospital, and care transitions were also in the 99th percentile.

People

Dr. Todd started this month and is getting settled. Cyilee Martin, DNP is seeing all acute visits to assist with our same day visit strategy. We are getting ready for the start of another family medicine provider in early February and general surgeon in March. Space is a challenge in the clinic, but everyone has been great working together to make it work. News releases are in process. We continue to recruit for ER and CRNA providers.

There continues to be low controllable turn over. Last quarters' rate was only 2.59%.

Growth

Do not forget that the Board walk through is at 4:15pm before the Board meeting. I am excited for you to see the internal changes taking place. It is fun to see the new walls and canopy going up.

Finance

This month's board meeting is going to be very finance heavy. Attached you will see the resolution regarding the 2024 Bond conversion from taxable to tax-exempt and the Series 2020 Bond redemption of \$5,190,000. Although this will decrease days of cash by 40, this is an opportunity to pay down some of debt while we are in a good cash position.

Also at the meeting, the tax rate and hearing date will need to be set. If there is a change in Board leadership, you will need to approve the Corporate Banking Resolution.

Community

The 2025 Board meeting and Committee Schedule is included in the packet. You will need to elect Offers and assign Board members to committees.

Also in the packet, you will see the marketing campaign for our swing bed program. We are participating in CLS Swing Bed program with 8 other organizations. Part of this project was to create a swing bed marketing campaign. CCMH was voted the best campaign! Congratulations to the Swing Bed team and especially Lilly Wyatt, marketing assistant.

See you soon,

Erin

Homeward Healing

**CRAWFORD COUNTY MEMORIAL HOSPITAL
SWINGBED MARKETING MATERIALS**



Interior

Back

Cover

Q: What is a "Swing Bed"?
 A: Swing Bed refers to a rehab program that allows for an alternative discharge plan beyond an extended acute care stay or short-term facility placement. Our Swing Bed program allows patients who no longer require critical care, but still need skilled services, to recover in the comfort of a local hospital.

Q: How long will I stay?
 A: The average length of stay is 10 days. However, your length of stay depends on your progress and participation towards physician led goals.

Q: Will my insurance pay?
 A: Medicare will cover the first 20 days at 100% and the last 80 days at 80% (most secondary insurances will pick up the remaining 20% balance beyond 20 days), depending on the need for skilled services. Most private insurance companies will cover Swing Bed services and other government funded insurances will often consider coverage based on prior authorization. Our Swing Bed Coordinator and Case Manager will verify your benefits and help you understand your personal coverage.

CRAWFORD COUNTY MEMORIAL HOSPITAL

To request more information about the Swing Bed Program at Crawford County Memorial Hospital, please contact the Utilization Review/Case Management Department at 712.265.2577

100 MEDICAL PARKWAY
 DENISON, IA 51442
 ccmhia.com · 712.265.2700

HOSPITAL

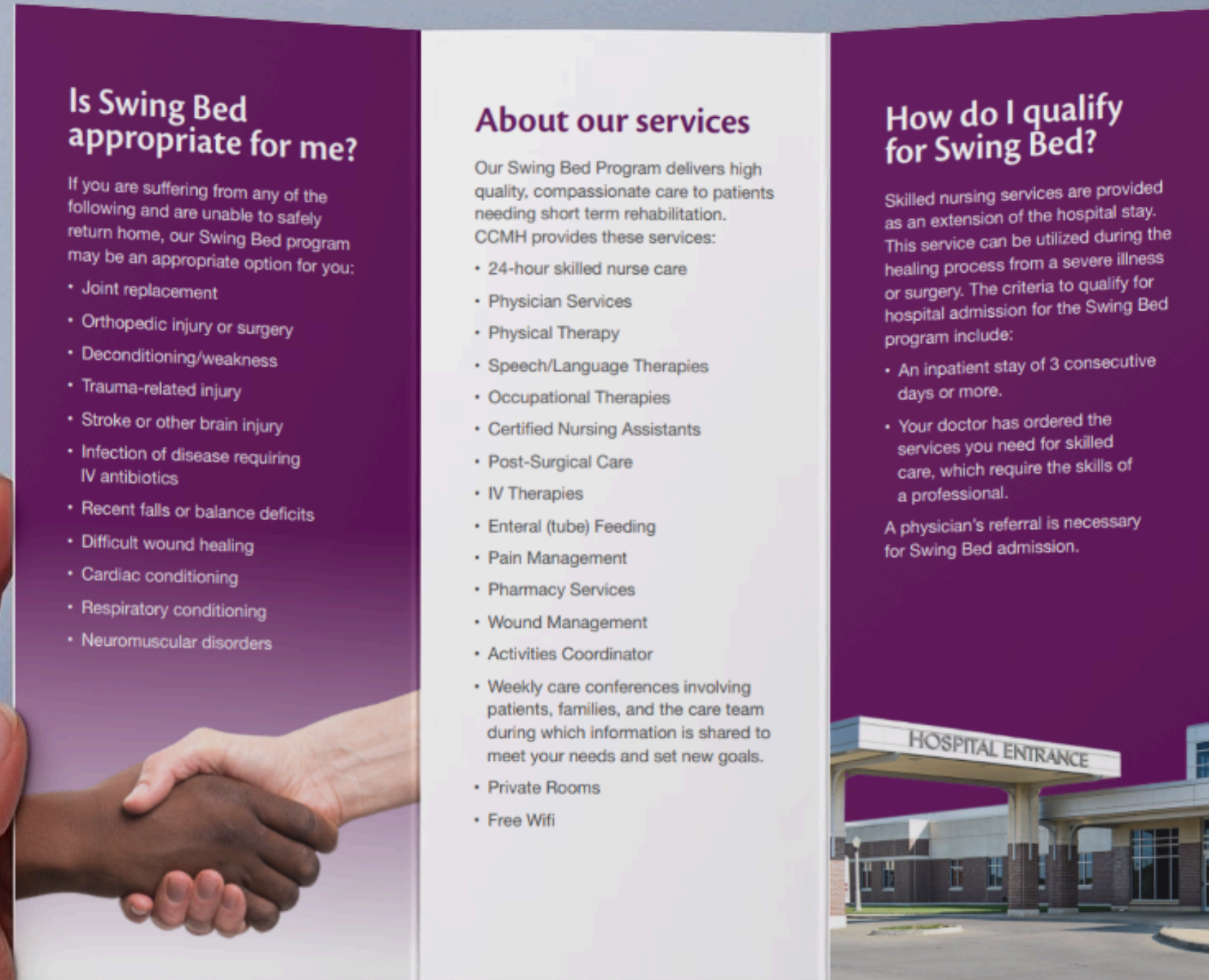
Homeward Healing
Swing Bed Rehabilitation

Providing skilled nursing & rehabilitation services to support your recover and help you regain independence, all in the comfort of your local hospital.

We care for life™

BROCHURE

Interior



BROCHURE



CRAWFORD COUNTY
MEMORIAL HOSPITAL

WEATHER
TODAY

62°
45°



CLEAR THROUGHOUT THE DAY



CLINIC ANNOUNCEMENTS

PLEASE CHECK IN AT THE INFORMATION DESK

**NEW
DIGITAL
SIGNAGE**

ViewMedica
VMcast

UPDATED PATIENT DISCHARGE PACKET

PATIENT RESOURCE GUIDE

Patient Room Number _____

Telephone Number _____

Patient ID _____



Crawford County Memorial Hospital
100 Medical Parkway, Denison, IA 51442

Hospital Operator 712-265-2500
Specialty Clinic 712-265-2600
CCMH Medical Clinic 712-265-2700
Servicios de Intérprete 712-265-2726
EMERGENCY 9-1-1

www.ccmhia.com

wecareforlife@ccmhia.com

[CCMHDenison](https://www.facebook.com/CCMHDenison)



HOMeward HEALING

When recovering from an acute medical condition or surgery, you may require ongoing care to regain your independence and return home safely. At CCMH, we call this next step Homeward Healing. Homeward Healing is designed to provide short-term, comprehensive care for patients transitioning from hospital treatment to home or another care setting. With a focus on personalized support, Homeward Healing helps you recover in a nurturing environment tailored to your needs by bridging the gap between hospital-level care and everyday life with expert nursing support and rehabilitation services.

Services We Provide:

Homeward Healing offers comprehensive care through rehabilitation, skilled nursing, physical therapy, occupational therapy, and other key medical and therapeutic services tailored to support your recovery.

Why Homeward Healing?

Homeward Healing is ideal for patients recovering from acute illnesses or surgeries who require additional medical and rehabilitation support before returning home. It is particularly beneficial for older adults with chronic or complex conditions who need assistance regaining strength and functionality. The program is designed for individuals capable of actively participating in daily intensive rehabilitation therapy. This multidisciplinary approach allows us to care for patients with multiple complex conditions. To qualify for admission, patients must meet certain criteria, including a minimum three-day inpatient hospital stay, a need for ongoing therapy or IV medications, and daily nursing assessments. Admission requires a physician's referral, and most insurance policies cover a portion of skilled nursing services. Skilled nursing at CCMH provides expert care to help patients regain independence and transition safely to the next phase of recovery. The Homeward Healing program is designed to provide a seamless recovery experience. By offering expert medical care and rehabilitative services in a comfortable setting, we aim to help you achieve your maximum level of independence and prepare you for your journey home.



CRAWFORD COUNTY MEMORIAL HOSPITAL

HOMeward HEALING

SWING BED REHABILITATION




Swing Bed refers to a rehab program that allows for an alternative discharge plan beyond an extended acute care stay or short-term facility placement. Our Swing Bed program allows patients who no longer require critical care, but still need skilled services, to recover in the comfort of a local hospital.



QUALIFICATIONS

- > An inpatient stay of 3 consecutive days or more.
- > Your doctor has ordered the services you need for skilled care, which require the skills of a professional.

More Information
712-265-2693

www.ccmhia.com
100 Medical Parkway, Denison, IA 51442



CRAWFORD COUNTY MEMORIAL HOSPITAL www.ccmhia.com

HOMeward HEALING

SWING BED REHABILITATION

712-265-2693

What is a "Swing Bed?"

Swing Bed refers to a rehab program that allows for an alternative discharge plan beyond an extended acute care stay or short-term facility placement. Our Swing Bed program allows patients who no longer require critical care, but still need skilled services, to recover in the comfort of a local hospital.

- Skilled Nursing Care
- On-Site Therapy
- Nutritional Support
- Assistance with Personal Cares
- Case Management & Discharge Planning

100 Medical Parkway, Denison, IA 51442 | 712-265-2693 | bschwery@ccmhia.com

CRAWFORD COUNTY MEMORIAL HOSPITAL

HOMeward HEALING

SWING BED REHABILITATION

HOW DO YOU QUALIFY?

- 1 Skilled nursing or skilled rehabilitative therapies are needed daily.
- 2 Three overnight stays in a hospital as an inpatient within the last 30 days.
- 3 The care needed relates to the reason for the acute care hospital stay.

SERVICES AVAILABLE

Based on the condition of the patient and the physician's orders, a patient may receive the following care:

- SKILLED NURSING CARE**
 - IV Therapy
 - Wound Care
 - Assessment and Monitoring
- THERAPY**
 - Physical
 - Occupational
 - Speech
 - Respiratory
- NUTRITIONAL SUPPORT**
- ASSISTANCE WITH PERSONAL CARES**
- CASE MANAGEMENT & DISCHARGE PLANNING**

100 Medical Parkway, Denison, IA 51442 | 712-265-2693 | bschwery@ccmhia.com

FLYERS

YOUR

Referrals

ARE THE

Sweetest



Brooke Schwery, RN, BSN
Care Transition/Utilization Review Nurse
712-265-2693 | bschwery@ccmhia.com

your

REFERRALS

are

TREE

memories

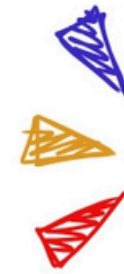


Brooke Schwery, RN, BSN
Care Transition/Utilization Review Nurse
712-265-2693 | bschwery@ccmhia.com



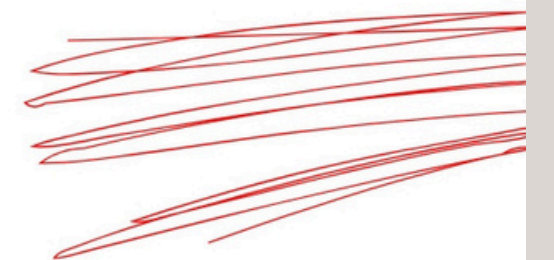
Call

YOUR REFERRALS
HAPPEN TO BE
INK CREDIBLE!



CRAWFORD COUNTY
MEMORIAL HOSPITAL

Brooke Schwery, RN, BSN
Care Transition/Utilization Review Nurse
712-265-2693 | bschwery@ccmhia.com



REFERRAL CARDS

REFERRAL MARKETING GIFT BOXES





NEW EPISODE

HERE'S TO YOUR HEALTH PODCAST



HOMeward HEALING

🔊 Guest Speaker:
Theresa Sheer
Chief Nursing Officer

8:47

10:50

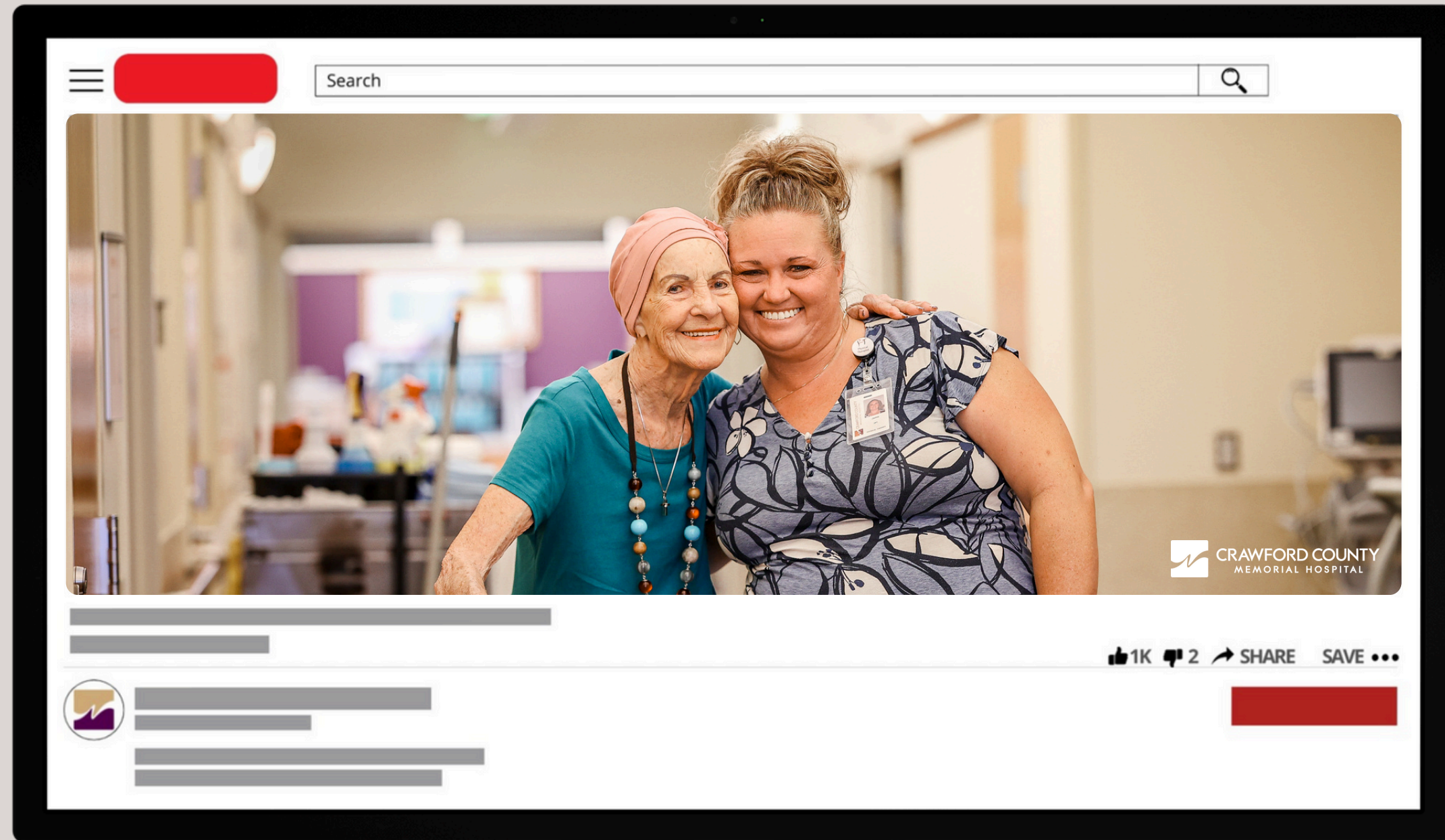


KDSN
FM 105 • AM 1530



- CCMH PODCAST EPISODE
- LOCAL RADIO ADS

PATIENT TESTIMONIALS & RELATED VIDEOS



SWING BED TEAM AS UPCOMING GUEST SPEAKERS AT CARE SUPPORT GROUP

