



BOARD OF TRUSTEES MEETING AGENDA

5:30 p.m., Monday, January 26, 2026
Hospital Meeting Rooms C-D
100 Medical Parkway, Denison, IA

I. CALL TO ORDER	Jay Mendlik
II. ROLL CALL OF DIRECTORS	Heather Wight
III. ORAL COMMUNICATIONS	
IV. WRITTEN COMMUNICATIONS	
V. CONSENT AGENDA ITEMS	
A. Previous Month's Minutes	
B. Quality Committee Meeting Minutes	
C. Medical Staff Meeting Minutes	
D. Executive Committee Meeting Minutes	
E. Credentialing and Reappointments	
F. Patient Experience Committee Meeting Minutes and Report	
G. Finance Committee Meeting Minutes	
H. Payroll and AP – November	
I. Payroll and AP – December	
J. Mission Committee Meeting Minutes	
<i>Motion needed for Consent Agenda Items</i>	
VI. NEW BUSINESS/REPORTS	
A. Election of Officers	Jay Mendlik
<i>Motion Needed</i>	
B. 2026 Board Meeting / Committee Schedule	Board Chair
<i>Motion Needed</i>	
C. Assignment of Committees (Mission, Quality, Finance, HFCC)	Board Chair
D. IT Department Report	Angie Anderson
E. Purchasing Department Report	Chuck Tasler
F. Behavioral Health Services	Trama Vetter
G. Tax Budget	Rachel Melby
i. Set Tax Rate	
<i>Motion Needed</i>	
ii. Set Hearing Date	
<i>Motion Needed</i>	
H. Conflict of Interest Statement	Heather Rasmussen
<i>Motion Needed</i>	
I. Annual Report	Erin Muck
J. CEO Report	Erin Muck
K. Individual Board Member Comments	Board
VII. ADJOURNMENT	Board Chair
<i>Motion Needed</i>	

Our Mission

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

Crawford County Memorial Hospital

Board of Trustees

November 24, 2025

A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, November 24, 2025, in Hospital Board Room D at Crawford County Memorial Hospital, Denison, Iowa.

Present on site during the meeting were Jay Mendlik, Jon Schuttinga, Amy Schultz, Vernon Sid Leise, Theresa Sheer, Erin Muck (CEO), Heather Rasmussen (Chief Quality Officer), Rachel Melby (CFO), Dr. David Wright (Chief of Staff left at 5:37) and Heather Wight (Recorder). Also in attendance were Macy Waldemar Webb (Director of Human Resources left at 6:17) and Kim Petersen (Med Surg Director left at 6:17). Not in attendance was Dr. Michael Luft (Chief Medical Officer).

Present via Webex was David Reisz.

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 Schuttinga, second by Schultz, to approve October 27, 2025, minutes as presented. Motion carried unanimously.

QUALITY CARE AND SERVICES

Quality Committee Report

- Rasmussen gave a brief update of the Quality Committee activities including the September 2025 HCAHPS scores and noted that the med unit scores have decreased. Kim Petersen and Dana Neemann have created an action plan to address the dip in scores. Erin has been rounding with patients in the morning and it is going well.
- Recommend Board action regarding Medical Staff Accountable Care Committee recommendations for approval of Medical Staff privileges and appointment/re-appointment applications.

Medical Staff Report

Wright shared there has been an offer extended to an EMS Director candidate. Theresa shared the Patient Experience Recognition Dinner date and location have been set with more information to come and the FORVIS consultants conducted their onsite visit.

PATIENT EXPERIENCE

5-Star Journey Update

Sheer reported that staff have completed the second round of workshops, including a second provider-specific session. The Patient Experience Committee met and reviewed more than 100 nominations submitted by staff. These nominations have undergone two levels of review, with the final selections to be made by Board volunteers.

Department Improvement Projects Reports

Huddle Boards

Sheer shared the completion of the Huddle Board Organizational Improvement Project. Huddle boards provide a clear, visual summary of important updates, operational priorities, and clinical actions discussed during huddles. They promote focused communication, reduce omissions, and make it easier to document key decisions, responsibilities, and follow-up actions, supporting continuity of care, regulatory compliance, and team accountability.

Accountability Scorecards

Muck gave a summary of the department accountability scorecards. Implementation of this process helps our focus on quality matrices and to realign with our goals both interdepartmentally and facility wide.

Employee Safety

Waldemar Webb shared the completion of the Employee Safety Organizational Improvement Project. The immediate action items identified by the group include de-escalation training, increased drills for both man made and natural disasters, implement after-action reporting and conflict resolution training for all managers. Administration is aware of the items and have already started addressing them.

Onboarding & Retention

Waldemar Webb shared the current progress of the Onboarding and Retention Organizational Improvement Project including the implementation of 2 days of orientation for clinical staff. During the first day of orientation, all the new hires are together learning the basics while clinical staff will return for a second day of orientation to focus on the clinical specifics.

PEOPLE

Credentialing

A motion was made by Schultz, second by Reisz, to approve the Medical Staff new appointments of Petros and the distant site appointment of Boudreaux and the reappointments of McCormack, Quraishi, Rowe, Kani and Greenberg. Motion carried unanimously.

Mission Committee Report

Muck shared the CEO workplan and an onsite visit with a family medicine provider candidate is scheduled for Wednesday. An anticipated increase in insurance renewal costs will not be passed on to staff.

GROWTH

Department Reports

Interpreters / Human Resources

Waldemar Webb shared that starting on December 1st, interpreters will no longer be on call. CCMH utilizes 2 virtual interpretation services, Propio which is virtual and uses an iPad, and Language Line, which is via telephone.

Medical Unit

Petersen outlined her department's current priorities, including Project Precept and ongoing discussions regarding the next Organizational Improvement Project. Additional areas of focus include audits of pain medication administration and documentation, as well as hand hygiene compliance and education utilizing the Patient Binder.

CEO Report

Muck shared the Sleep Study accreditation was successfully renewed following a highly positive survey. Progress continues toward opening the new clinic space for patient use by the end of February, and we appreciate the participation of multiple local businesses in World Diabetes Day through their support and submission of photos while wearing blue.

FINANCIAL STABILITY

Finance Committee Report

1. Total Payroll & Accounts Payable of \$4,515,787.54 for payment.

A motion was made by Leise, second by Schuttinga, to approve the financial report, total payroll, and accounts payables in the amount of \$4,515,787.54. Motion carried unanimously.

COMMUNITY

December Board Meeting – Discussion / Action

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 not have a December Board of Trustees

Board Chair Comments

Mendlik would like to thank the CCMH employees and Board for their continued hard work. Travel safe over the holidays and enjoy your time with family. Happy Thanksgiving.

ADJOURNMENT

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

CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
January 22, 2026, 12:00 P.M.

A meeting of the Finance Committee of the Board of Trustees was held on January 22, 2026, in the Administrative Conference Room. Present on site were Erin Muck (CEO), Rachel Melby (CFO), Jon Schuttinga, and Heather Wight (recorder). Present via telephone was Jay Mendlik.

The meeting was called to order at 12:15 pm.

Committee Recommendations:

1. Total (November) Payroll & Accounts Payable of \$2,956,731.82 for approval of payment.
2. Total (December) Payroll & Accounts Payable of \$3,001,461.89 for approval of payment.
3. Recommend the Board review and publish the proposed County Budget for FY2027 with a property tax rate of \$1.39896 per \$1,000 of assessed value.
4. Recommend the Board set the FY2027 County Budget Hearing to be held on February 23, 2026, at 5:30 pm.

Approval of Minutes

The November 2025 minutes were reviewed and approved.

CFO Report

The CFO Report was reviewed.

Financial Reports

Statistical, Income and Cash Flow Report

Total hospital procedures were up 6.27% in November and 2.46% in December compared to the previous year. However, year-to-date, acute admissions and patient days are down 7% and 5%, as well as clinic visits down 3.5%. Additionally, although surgical procedures are up 9% year-to-date, they are only averaging about 100 procedures per month compared to roughly 125 budgeted procedures per month.

Contractual adjustments also continue to trend higher at 47%, which is reducing net revenue. As a result, the net loss for November was \$423,577 and the net loss for December was \$6,794. Year-to-date, through 6 months, the total net loss is \$874,275. As a reminder, there have been no Medicaid Directed Payments thus far this fiscal year.

Total Days Cash on Hand at the end of December is 292 days. The biggest impact to cash in December was the semi-annual interest payments on the bonds totaling \$739,928. Operating cash, without project funds continues to remain steady at 198 Days Cash.

The consistency with operating cash is the direct result of our success with accounts receivable management. In December, Days in AR hit a historically low of 43 Days! I don't expect AR to go much lower, as our private pay receivables currently make up 27% of our total AR. Additionally, changes to

**CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
January 22, 2026, 12:00 P.M.**

Medicaid and the elimination of ACA subsidies will likely increase the number of uninsured patients in Crawford County.

Balance Sheet

The Balance Sheet as of 12/31/25 reflects Total Assets of \$80,871,804.

Payroll & Accounts Payable

The committee reviewed and recommends total (November) Payroll & Accounts Payable of \$2,956,731.82 to the Board for approval. This amount includes \$1,968,546.79 in salaries.

The committee reviewed and recommends total (December) Payroll & Accounts Payable of \$3,001,461.89 to the Board for approval. This amount includes \$1,701,956.19 in salaries.

New Business

2027 County Budget

Melby summarized the 2027 county budget and tax asking. The committee recommends keeping the tax levy rate of \$1.39896 per \$1,000 of assessed value. The hearing date is set for the February 23, 2026, at 5:30 pm.

Adjourn - The meeting was adjourned at 1:24 p.m.

Crawford County Memorial Hospital

Comparative Statistical Report

November 2025

	Month to Date			Fiscal Year to Date		
	FY 2026	FY 2025	Variance	FY 2026	FY 2025	Variance
Total Admissions	30	25	20.00%	163	161	1.24%
Acute/OB	25	22	13.64%	133	127	4.72%
Skilled	4	3	33.33%	20	22	-9.09%
ICF	1	0	100.00%	10	8	25.00%
Respite	0	0	0.00%	0	0	0.00%
Newborns	0	0	0.00%	0	4	-100.00%
Total Patient Days*	190	166	14.46%	1,103	1,131	-2.48%
Acute/OB	80	80	0.00%	482	514	-6.23%
Nursery	0	0	0.00%	0	4	-100.00%
Skilled	32	44	-27.27%	225	318	-29.25%
ICF	2	2	0.00%	32	27	18.52%
Respite	0	0	0.00%	0	0	0.00%
Observation	76	40	90.00%	364	268	35.82%
*Includes Observation						
Average LOS (Acute/OB)	2.92	3.94	-25.95%	3.42	3.61	-5.20%
Hospital Procedures						
Inpatient	595	835	-28.74%	4,095	5,052	-18.94%
Outpatient	13,745	12,659	8.58%	71,992	66,550	8.18%
Total	14,340	13,494	6.27%	76,087	71,602	6.26%
Surgical Procedures	99	97	2.06%	508	482	5.39%
Anesthesia Procedures	83	76	9.21%	430	365	17.81%
ER Visits	378	402	-5.97%	2,157	2,311	-6.66%
Admits from ER	25	26	-3.85%	112	166	-32.53%
Scheduled Outpatient Visits	95	88	7.95%	607	582	4.30%
Ambulance Trips	91	90	1.11%	561	582	-3.61%
Xray Procedures	667	586	13.82%	3,283	3,222	1.89%
Mammography Procedures	162	188	-13.83%	728	665	9.47%
Flouro Procedures	3	0	100.00%	27	14	92.86%
Ultrasound Dept Procedures	160	142	12.68%	793	713	11.22%
Echo Procedures	44	34	29.41%	250	136	83.82%
CT Dept Procedures	204	231	-11.69%	1194	1190	0.34%
MRI Dept Procedures	82	63	30.16%	453	385	17.66%
Nuc Med Procedures	2	5	-60.00%	25	20	25.00%
Total Radiology Procedures	1,324	1,249	6.00%	6,753	6,345	6.43%
Respiratory Tx Procedures	63	99	-36.36%	439	356	23.31%
EKG Procedures	140	102	37.25%	728	677	7.53%
Sleep Studies	20	8	150.00%	108	76	42.11%
Lab Procedures	6,790	6,166	10.12%	35,682	32,363	10.26%
Physical Tx Procedures	1,643	1,564	5.05%	9,252	8,233	12.38%
Speech Procedures	51	10	410.00%	286	74	286.49%
OT Procedures	180	125	44.00%	619	710	-12.82%
Cardiac Rehab Procedures	160	109	46.79%	848	611	38.79%
Pulmonary Rehab Procedures	1	10	-90.00%	56	53	5.66%
Specialty Clinic Visits	446	473	-5.71%	2,478	2,570	-3.58%
Total Medical Clinic Visits	2,867	2,916	-1.68%	15,136	15,794	-4.17%

**CRAWFORD COUNTY MEMORIAL HOSPITAL
OPERATING/INCOME STATEMENT
FOR THE MONTH ENDING NOVEMBER 30, 2025**

Gray lines are YTD. All %'s are based on net revenue except for the variance column and gross revenue.		CURRENT MONTH		CURRENT MONTH		CURRENT MONTH		PRIOR YEAR	
		<u>ACTUAL</u>		<u>BUDGET</u>		<u>VARIANCE</u>		<u>ACTUAL</u>	
PATIENT SERVICE REVENUES									
INPATIENT SERVICES		497,352	8.0%	623,804	9.4%	(126,452)	-20.3%	612,859	10.7%
		3,152,777	9.5%	3,123,564	9.4%	29,213	0.9%	2,879,621	9.7%
OUTPATIENT SERVICES		5,635,705	91.1%	5,907,756	88.6%	(272,051)	-4.6%	5,055,417	88.6%
		29,626,973	89.4%	29,581,796	88.6%	45,177	0.2%	25,945,020	87.7%
SWING BED SERVICES		51,755	0.8%	134,565	2.0%	(82,810)	-61.5%	39,256	0.7%
		363,908	1.1%	673,805	2.0%	(309,897)	-46.0%	751,096	2.5%
TOTAL GROSS PATIENT REVENUE		6,184,812	100.0%	6,666,125	100.0%	(481,313)	-7.2%	5,707,532	100.0%
		33,143,658	100.0%	33,379,164	100.0%	(235,506)	-0.7%	29,575,737	100.0%
DEDUCTIONS FROM REVENUE									
MEDICARE ADJUSTMENTS		(1,543,688)	-25.0%	(1,477,839)	-22.2%	(65,849)	4.5%	(1,373,039)	-24.1%
		(7,914,355)	-23.9%	(7,399,957)	-22.2%	(514,398)	7.0%	(6,956,182)	-23.5%
TITLE XIX ADJUSTMENTS		(233,885)	-3.8%	(60,038)	-0.9%	(173,847)	289.6%	2,687,243	47.1%
		(1,456,743)	-4.4%	(300,629)	-0.9%	(1,156,114)	384.6%	3,231,532	10.9%
BLUE CROSS ADJUSTMENTS		(639,673)	-10.3%	(676,180)	-10.1%	36,507	-5.4%	(751,636)	-13.2%
		(3,201,781)	-9.7%	(3,385,825)	-10.1%	184,045	-5.4%	(3,214,297)	-10.9%
OTHER ADJUSTMENTS		(388,126)	-6.3%	(347,459)	-5.2%	(40,668)	11.7%	(227,592)	-4.0%
		(2,107,545)	-6.4%	(1,739,823)	-5.2%	(367,723)	21.1%	(1,286,534)	-4.3%
PROVISION FOR UNCOLLECTIBLE		(194,081)	-3.1%	(166,036)	-2.5%	(28,045)	16.9%	(125,973)	-2.2%
		(907,790)	-2.7%	(831,389)	-2.5%	(76,401)	9.2%	(780,249)	-2.6%
CHARITY CARE		(1,023)	0.0%	(16,892)	-0.3%	15,869	-93.9%	(2,757)	0.0%
		(70,790)	-0.2%	(84,583)	-0.3%	13,793	-16.3%	(67,296)	-0.2%
TOTAL DEDUCTIONS FROM REVENUE		(3,000,477)	-48.5%	(2,744,444)	-41.2%	(256,033)	9.3%	206,246	3.6%
		(15,659,004)	-47.2%	(13,742,206)	-41.2%	(1,916,799)	13.9%	(9,073,025)	-30.7%
NET PATIENT REVENUE		3,184,335	51.5%	3,921,681	58.8%	(737,346)	-18.8%	5,913,778	103.6%
<i>(as % of Gross Patient Revenue)</i>		17,484,653	52.8%	19,636,959	58.8%	(2,152,305)	-11.0%	20,502,712	69.3%
NET PATIENT REVENUE		3,184,335	97.2%	3,921,681	97.1%	(737,346)	-18.8%	5,913,778	96.8%
<i>(as % of Total Operating Revenue)</i>		17,484,653	96.6%	19,636,959	97.1%	(2,152,305)	-11.0%	20,502,712	95.7%
OTHER REVENUE									
DIETARY/MEALS INCOME		9,654	0.3%	7,042	0.2%	2,612	37.1%	7,016	0.1%
		39,025	0.2%	35,208	0.2%	3,816	10.8%	33,626	0.2%
OTHER INCOME		83,527	2.5%	110,200	2.7%	(26,673)	-24.2%	189,327	3.1%
		574,745	3.2%	551,000	2.7%	23,745	4.3%	881,301	4.1%
TOTAL OTHER REVENUE		93,181	2.8%	117,242	2.9%	(24,061)	-20.5%	196,343	3.2%
		613,770	3.4%	586,208	2.9%	27,562	4.7%	914,927	4.3%
TOTAL OPERATING REVENUE		3,277,516	100.0%	4,038,922	100.0%	(761,407)	-18.9%	6,110,121	100.0%
		18,098,423	100.0%	20,223,167	100.0%	(2,124,743)	-10.5%	21,417,639	100.0%
OPERATING EXPENSES									
SALARIES		1,963,924	59.9%	2,024,865	50.1%	(60,941)	-3.0%	1,596,435	26.1%
		9,635,981	53.2%	10,139,069	50.1%	(503,088)	-5.0%	8,580,126	40.1%
BENEFITS		582,236	17.8%	665,008	16.5%	(82,772)	-12.4%	522,259	8.5%
		2,903,739	16.0%	3,329,490	16.5%	(425,751)	-12.8%	2,725,193	12.7%
PROFESSIONAL FEES		290,674	8.9%	262,709	6.5%	27,965	10.6%	375,555	6.1%
		1,736,144	9.6%	1,315,459	6.5%	420,685	32.0%	1,464,626	6.8%
SUPPLIES & EXPENSES		653,801	19.9%	807,615	20.0%	(153,814)	-19.0%	983,698	16.1%
		3,702,403	20.5%	4,040,812	20.0%	(338,409)	-8.4%	4,032,280	18.8%
OCCUPANCY		136,079	4.2%	148,603	3.7%	(12,524)	-8.4%	137,923	2.3%
		666,065	3.7%	743,017	3.7%	(76,952)	-10.4%	734,985	3.4%
DEPRECIATION		205,792	6.3%	223,750	5.5%	(17,958)	-8.0%	193,792	3.2%
		1,024,958	5.7%	1,118,750	5.5%	(93,792)	-8.4%	968,958	4.5%
TOTAL OPERATING EXPENSE		3,832,506	116.9%	4,132,550	102.3%	(300,044)	-7.3%	3,809,663	62.4%
		19,669,290	108.7%	20,686,596	102.3%	(1,017,307)	-4.9%	18,506,168	86.4%
NET OPERATING INCOME (LOSS)		(554,990)	-16.9%	(93,628)	-2.3%	(461,362)	492.8%	2,300,458	37.6%
		(1,570,866)	-8.7%	(463,430)	-2.3%	(1,107,437)	239.0%	2,911,471	13.6%
NONOPERATING REV/EXP									
TAXES		165,896	5.1%	165,896	4.1%	-	0.0%	181,742	3.0%
		829,482	4.6%	829,482	4.1%	-	0.0%	908,712	4.2%
GENERAL CONTRIBUTIONS		-	0.0%	1,000	0.0%	(1,000)	0.0%	100	0.0%
		14,005	0.1%	5,000	0.0%	9,005	0.0%	16,580	0.1%
INTEREST INCOME		101,643	3.1%	116,667	2.9%	(15,023)	-12.9%	87,837	1.4%
		541,926	3.0%	583,333	2.9%	(41,407)	-7.1%	397,650	1.9%
INTEREST EXPENSE		(136,126)	-4.2%	(164,667)	-20.4%	28,541	-17.3%	(70,506)	-1.2%
		(682,028)	-3.8%	(823,333)	-4.1%	141,306	-17.2%	(329,940)	-1.5%
TOTAL NONOPERATING INCOME (LOSS)		131,414	4.0%	118,896	2.9%	12,517	10.5%	199,173	3.3%
		703,385	3.9%	594,482	2.9%	108,903	18.3%	993,002	4.6%
NET INCOME (LOSS)		(423,577)	-12.9%	25,268	0.6%	(448,845)	-1776.3%	2,499,631	40.9%
<i>Year to Date</i>		(867,481)	-4.8%	131,052	0.6%	(998,534)	-761.9%	3,904,473	18.2%

CRAWFORD COUNTY MEMORIAL HOSPITAL
STATEMENT OF CASH FLOWS
FOR THE MONTH ENDING NOVEMBER 30, 2025

	<u>THIS MONTH</u>	<u>YTD</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
CASH RECEIVED FROM PATIENTS AND THIRD-PARTY PAYORS	3,272,230	18,553,228
CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES	(1,274,349)	(8,863,442)
CASH PAID TO EMPLOYEES FOR SERVICES	(1,894,325)	(10,661,363)
OTHER OPERATING REVENUE RECEIVED	93,181	776,478
NET CASH PROVIDED BY OPERATING ACTIVITIES	196,737	(195,099)
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
COUNTY TAXES	134,723	1,165,745
CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT	-	-
PRINCIPAL PAYMENTS ON LONG-TERM DEBT	(55,973)	(285,428)
INTEREST PAID ON LONG-TERM DEBT	(26,964)	(136,164)
ACQUISITION OF PROPERTY AND EQUIPMENT	(51,236)	(665,307)
CONSTRUCTION PROJECT FUNDS	(1,983,455)	(6,253,628)
NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES	(2,117,628)	(7,340,528)
CASH FLOW FROM INVESTING ACTIVITIES		
INTEREST RECEIVED	36,465	298,818
PROCEEDS FROM MATURITIES OF CERTIFICATES OF DEPOSIT	61,928	259,274
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	98,393	558,093
NET INCREASE (DECREASE) IN CASH	(1,687,775)	(5,811,789)
CASH		
BEGINNING	38,118,819	42,242,834
ENDING	36,431,045	36,431,045

OPERATING INDICATORS:	JUN	JUL	AUG	SEP	OCT	NOV	Desirable	Trend
							Target	
Total Margin:	6.88%	-3.90%	-9.72%	1.20%	0.56%	-11.95%	2.00%	Increasing
Debt Service Coverage Ratio:	4.36	4.33	4.19	3.85	3.82	2.78	1.60	Increasing
Days Revenue in Patient A/R:	55	50	49	49	45	47	50	Decreasing
Days Cash on Hand: (w/o Project funds)	377 (219)	343 (210)	329 (204)	314 (198)	312 (196)	299 (197)	180	Increasing

CRAWFORD COUNTY MEMORIAL HOSPITAL
BALANCE SHEET
AS OF: 11/30/25

	Current Month		Prior Month		1-Month Net Change		1 Year Ago Month	
ASSETS								
CURRENT ASSETS								
Total Cash	12,028,997	14.81%	12,159,958	14.93%	(130,961)	-1.08%	12,024,029	13.84%
Patient Receivables	10,161,330	12.51%	9,856,626	12.10%	304,704	3.09%	14,717,587	16.94%
Allowance for Uncollectibles	(937,000)	-1.15%	(739,000)	-0.91%	(198,000)	26.79%	(680,000)	-0.78%
Allowance for Contractuals	(3,130,000)	-3.85%	(3,100,000)	-3.81%	(30,000)	0.97%	(5,220,000)	-6.01%
Net Accounts Receivable	6,094,330	7.50%	6,017,626	7.39%	76,704	1.27%	8,817,587	10.15%
Other Receivables								
Est. Third Party Settlement	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Taxes Receivable	845,067	1.04%	979,790	1.20%	(134,723)	-13.8%	937,114	1.08%
Other	157,226	0.19%	236,608	0.29%	(79,382)	-33.55%	238,623	0.27%
Inventory	1,521,042	1.87%	1,527,716	1.88%	(6,674)	-0.44%	1,477,967	1.70%
Prepaid Expenses & Other	759,188	0.93%	992,699	1.22%	(233,512)	-23.52%	802,839	0.92%
TOTAL CURRENT ASSETS	21,405,850	26.35%	21,914,398	26.91%	(508,549)	-2.32%	24,298,158	27.96%
ASSETS LIMITED AS TO USE								
Investments								
Cash & CD's	12,008,493	14.78%	11,724,207	14.39%	284,285	2.42%	13,520,884	15.56%
Bond/Project Funds	12,393,555	15.26%	14,234,654	17.48%	(1,841,099)	-12.93%	25,087,525	28.87%
Interest Receivable	51,415	0.06%	48,183	0.06%	3,232	6.71%	109,789	0.13%
TOTAL ASSETS LIMITED AS TO USE	24,453,463	30.11%	26,007,044	31.93%	(1,553,581)	-5.97%	38,718,198	44.55%
OTHER ASSETS								
Physician Practice Intangibles	815,000	1.00%	815,000	1.00%	-	100.00%	815,000	0.94%
TOTAL OTHER ASSETS	815,000	1.00%	815,000	1.00%	-	0.00%	815,000	0.94%
PROPERTY & EQUIPMENT, NET								
Land	314,500	0.39%	314,500	0.39%	-	0.00%	314,500	0.36%
Land held for Future Dev	120,400	0.15%	120,400	0.15%	-	0.00%	120,400	0.14%
Land Improvements	2,623,208	3.23%	2,623,208	3.22%	-	0.00%	2,623,208	3.02%
Building	8,817,829	10.86%	8,817,829	10.83%	-	0.00%	8,670,091	9.98%
Fixed Equipment	18,110,326	22.30%	18,110,326	22.24%	-	0.00%	18,262,376	21.01%
Major Moveable Equipment	23,192,503	28.55%	23,141,267	28.41%	51,236	0.22%	21,584,105	24.84%
Leased Equipment	1,439,076	1.77%	1,439,076	1.77%	-	0.00%	1,439,076	1.66%
Deferred Costs	17,520,844	21.57%	15,525,458	19.06%	1,995,386	12.85%	4,079,041	4.69%
Right of Use Subscriptions	486,650	0.60%	486,650	0.60%	-	0.00%	201,265	0.23%
Allowance for Depreciation	(41,648,910)	-51.28%	(41,443,119)	-50.88%	(205,792)	0.50%	(39,117,895)	-45.01%
TOTAL PROPERTY & EQUIP, NET	30,976,425	38.14%	29,135,595	35.77%	1,840,830	6.32%	18,176,166	20.92%
DEFERRED OUTFLOWS OF RESOURCES								
Pension Related Deferred Outflows	2,883,373	3.55%	2,883,373	3.54%	-	0.00%	4,134,804	4.76%
Deferred Loss on Refunding	692,038	0.85%	692,038	0.85%	-	0.00%	761,243	0.88%
TOTAL DEFERRED OUTFLOWS	3,575,411	4.40%	3,575,411	4.39%	-	0.00%	4,896,047	5.63%
TOTAL ASSETS	81,226,148	100.00%	81,447,448	100.00%	(221,300)	-0.27%	86,903,569	100.00%
LIABILITIES & NET ASSETS								
CURRENT LIABILITIES								
Accounts Payable	264,845	0.33%	266,726	0.33%	(1,881)	-0.71%	392,561	0.45%
Accrued Payroll & Payroll Taxes	1,794,917	2.21%	1,531,375	1.88%	263,542	17.21%	1,806,027	2.08%
Accrued Health Insurance	2,340,750	2.88%	2,212,552	2.72%	128,198	5.79%	2,167,943	2.49%
Deferred Pro Tax Receivable	1,161,275	1.43%	1,327,171	1.63%	(165,896)	-12.50%	1,272,196	1.46%
Due to Third Parties - Other	20,355	0.03%	16,725	0.02%	3,629	21.70%	18,778	0.02%
Lease Payable - Short Term	139,052	0.17%	139,052	0.17%	-	0.00%	61,722	0.07%
Est. Third Party Settlements	1,459,089	1.80%	1,587,575	1.95%	(128,486)	-8.09%	1,737,575	2.00%
Construction Payable	570,431	0.70%	570,431	0.70%	-	0.00%	-	0.00%
TOTAL CURRENT LIABILITIES	7,750,714	9.54%	7,651,607	9.39%	99,106	1.30%	7,456,803	8.58%
OTHER LIABILITIES								
Lease Payable - Long Term	240,044	0.30%	240,044	0.29%	-	0.00%	639,398	0.74%
Bonds Payable - Long Term	37,314,438	45.94%	37,370,411	45.88%	(55,973)	-0.15%	43,566,874	50.13%
Interest Payable	682,521	0.84%	573,378	0.70%	109,144	19.04%	230,689	0.27%
Net Pension Liability	6,919,543	8.52%	6,869,543	8.43%	50,000	0.73%	9,473,976	10.90%
TOTAL LONG-TERM LIABILITIES	45,156,547	55.59%	45,053,376	55.32%	103,171	0.23%	53,910,937	62.04%
TOTAL LIABILITIES	52,907,260	65.14%	52,704,983	64.71%	202,277	0.38%	61,367,740	70.62%
DEFERRED INFLOWS OF RESOURCES								
Pension Related Deferred Inflows	1,036,251	1.28%	1,036,251	1.27%	-	0.00%	774,116	0.89%
OPEB Related Deferred Inflows	251,200	0.31%	251,200	0.31%	-	0.00%	300,736	0.35%
TOTAL DEFERRED INFLOWS	1,287,451	1.59%	1,287,451	1.58%	-	0.00%	1,074,852	1.24%
NET ASSETS								
General Fund	27,898,918	34.35%	27,898,918	34.25%	-	0.00%	20,556,504	23.65%
Net Revenue (Loss)	(867,481)	-1.07%	(443,904)	-0.55%	(423,577)	95.42%	3,904,473	4.49%
TOTAL NET ASSETS	27,031,437	33.28%	27,455,014	33.71%	(423,577)	-1.54%	24,460,977	28.15%
TOTAL LIABILITIES & NET ASSETS	81,226,148	100.00%	81,447,448	100.00%	(221,300)	-0.27%	86,903,569	100.00%

CCMH Expenses Paid for the Month of November 2025

Access Technologies - Fees	\$192.97	Feld Fire - Fees	\$1,607.79
Advance Medical Designs, Inc. - Fees	\$225.00	FFF Enterprises, Inc. - Supplies	\$247.00
Advanced Sterilization Products Services - Fees	\$1,200.89	First National Bank Omaha - Expenses	\$6,876.81
Agiliti Health, Inc. - Fees	\$10,092.00	Frontier Telephone Co. - Fees	\$253.64
Airgas USA - Supplies	\$2,339.63	GE Medical Systems Information Tech, Inc. - Fees	\$225.00
Align Ophthalmics, LLC - Supplies	\$2,304.90	GlaxoSmithKline - Supplies	\$805.64
American College of Healthcare Executives - Fees	\$345.00	Megan Gorham - Expenses	\$90.72
American Messaging - Fees	\$46.45	GQR Recruiting Resources LLC - Fees	\$12,149.30
Ameritex Services - Fees	\$8,719.62	Grace Medical, Inc. - Fees	\$465.06
Ampride Tire & Auto Center - Fees	\$1,320.14	Grainger - Supplies	\$57.72
Anderson Erickson Dairy - Supplies	\$751.90	Jamie Gross - Expenses	\$130.20
Angie Andersen - Expenses	\$55.25	GRP & Associates Inc. - Fees	\$1,401.11
Apple, Inc. - Supplies	\$190.00	Jesyca Haines - Fees	\$13,522.60
Applied Medical - Supplies	\$1,017.00	Hasso and Wilson Law Firm PLLC - Fees	\$29,333.33
ARJO, Inc. - Supplies	\$852.30	HD Supply - Supplies	\$276.20
Arnold Motor Supply, LLP - Supplies	\$293.31	Health Care Logistics, Inc. - Fees	\$25.00
Arthrex - Supplies	\$5,067.50	Health Partners of Southwest Iowa - Fees	\$9,520.00
Aspen Surgical Products, Inc. - Supplies	\$567.58	Healthcare Compliance Testing, LLC - Fees	\$450.00
Avel eCare Medical Group, P.C. - Fees	\$3,709.00	Heartland Business Systems, LLC - Fees	\$7,533.90
Avidex Industries, LLC - Fees	\$1,000.12	Highland Medical Staffing - Fees	\$1,439.80
Bairdeholm, LLP - Supplies	\$1,174.50	Hologic, Inc. - Supplies	\$666.00
Bayer Healthcare - Supplies	\$2,086.56	Hoodmasters, Inc. - Fees	\$628.04
Beckman Coulter, Inc. - Supplies	\$2,238.46	Tammy Hulsing - Expenses	\$33.60
Kathy Berens-Brownmiller - Expenses	\$180.00	HyVee, Inc. - Fees	\$189.19
Biovigil Technologies, LLC - Fees	\$2,198.49	IA Dept of Human Services - Fees	\$2,288.00
Bluespace Creative, Inc. - Fees	\$876.98	ICP Medical, LLC. - Supplies	\$745.72
Bomgaars - Supplies	\$625.45	ICU Medical, Inc. - Supplies	\$6,124.80
Boston Scientific Corporation	\$1,405.85	IDEXX Distribution, Inc. - Supplies	\$1,575.89
Bound Tree Medical LLC - Supplies	\$343.04	Iowa Dept of Health & Human Serv - Fees	\$2,220.00
Bracco Diagnostics, Inc. - Supplies	\$1,017.00	Iowa Dept of Inspections Appeals - Fees	\$40.00
Brown's Medical Imaging - Fees	\$11,581.25	Iowa Dept of Inspect. Appeals & Lic. - Fees	\$500.00
Bulletin-Review - Subscription	\$74.99	J&J Health Care Systems, Inc. - Supplies	\$38,002.00
Butterfly Network - Supplies	\$1,200.00	Jackson Physician Search, LLC - Fees	\$5,364.80
Cable Channel 13 - Fees	\$390.00	Dixie Janssen - Expenses	\$149.00
Cardinal Health - Supplies	\$15,996.33	Tarin Jensen - Expenses	\$39.59
Cardinal Supplies and Fresheners - Supplies	\$52.80	JP Gasway Co. - Supplies	\$1,580.00
Carroll Control Systems, Inc. - Fees	\$807.50	JP Turf and Pest, LLC - Fees	\$64.00
Scott Carver - Fees	\$11,800.00	Tracy Kastner - Expenses	\$149.00
CDW Government, Inc. - Supplies	\$351.05	KDSN FM - Advertising	\$4,277.26
CenturyLink - Fees	\$949.54	Knowles Publishing Corp. - Advertising	\$780.50
Cepheid - Supplies	\$6,507.96	Koch Filter Corporation - Fees	\$1,159.44
Cerner Corporation - Fees	\$39,211.07	La Prensa - Advertising	\$2,538.00
Chamber & Development - Fees	\$1,500.00	Language Line Services - Fees	\$70.65
Change Healthcare - Fees	\$5,647.55	Lifeserve Blood Center - Fees	\$2,188.22
Olyvia Charlot - Scholarship	\$1,000.00	Macro Helix LLC - Fees	\$14,416.00
CHI Health - Fees	\$2,840.39	Craig Malone - Rent	\$650.00
City of Dow City - Utilities	\$149.45	Manilla Times - Advertising	\$331.11
Civco Medical Solutions - Supplies	\$152.00	Mapleton Press - Advertising	\$148.00
Cobblestone Inn & Suites - Fees	\$1,089.00	Marco Technologies, LLC - Fees	\$4,562.12
Coker Group Holdings, LLC - Fees	\$8,400.00	Martin Bros Dist. Co., Inc - Supplies	\$3,478.28
Colonial Life - Premiums	\$554.86	McKesson Medical Surgical - Supplies	\$5,089.08
CompHealth - Fees	\$7,741.00	Medical Solutions - Fees	\$116,236.01
Contract Guardian, Inc. - Fees	\$3,885.00	Medline Industries LP - Supplies	\$2,980.61
Cook Medical, LLC - Supplies	\$852.60	Mercy College Training Center - Fees	\$10.00
Curbell Medical Products, Inc. - Supplies	\$49.25	MidAmerican Energy - Utilities	\$101.35
Cutler Anesthesia Services, PLLC - Fees	\$23,320.00	Mindray DS USA, Inc. - Supplies	\$1,274.47
Data Power Technology, LLC - Fees	\$1,982.70	Modular Services Company - Supplies	\$465.00
Dearborn - Premiums	\$28,099.07	Mooney & Co., Inc. - Fees	\$930.00
Denison Bulletin & Review -Advertising	\$447.67	Moria, Inc. - Fees	\$1,045.39
Denison Free Press - Advertising	\$2,250.00	Justin Mumm - Expenses	\$106.40
Denison Municipal Utilities - Utilities	\$17,952.30	MWH Law Group, LLP - Fees	\$8,120.00
DFI-Solutions in Print - Supplies	\$580.10	Network Services - Supplies	\$2,871.23
DIRECTV - Fees	\$813.60	New Century FS - Fuel	\$4,349.02
Do It Best Hardware - Supplies	\$10.99	New York Life - Premiums	\$2,764.52
Dorsey & Whitney, LLP - Fees	\$4,052.67	NW Iowa Yes Center - Fees	\$2,441.25
Draeger, Inc. - Supplies	\$123.98	Observer - Advertising	\$602.52
Echo Group, Inc. - Supplies	\$359.22	Omnicell, Inc. - Fees	\$80.00
EGOLD Fax - Fees	\$102.84	Options Ink of Carroll, Inc. - Supplies	\$111.50
EPCO, Limited - Supplies	\$2,312.00	O'Reilly Auto Parts - Supplies	\$39.95
eSpeakers Marketplace - Fees	\$1,000.00	Owens & Minor - Supplies	\$34,578.55
Ace Ettleman - Rent	\$550.00	Oxen Technology - Fees	\$11.00
Scott Eveloff - Fees	\$2,340.00	Pacira Pharmaceuticals, Inc. - Supplies	\$3,512.00
Eventide Lutheran Home - Fees	\$540.00	Samantha Pauley - Expenses	\$342.80
Fareway Stores - Supplies	\$683.40	Physician Lab Services - Fees	\$886.00
Farmer Bros. Co. - Supplies	\$1,394.04	Pitney Bowes Global Financial - Rent	\$774.03
Federal Express Corp. - Fees	\$213.63	Plunkett's Pest Control - Fees	\$157.98

PPP Web Design - Fees	\$190.00	Streck - Fees	\$620.06
Practical Sleep Services, LLC - Fees	\$11,670.00	Stryker Endoscopy - Supplies	\$3,210.26
Press Ganey Assoc., Inc. - Fees	\$4,140.77	Stryker Rental Services - Fees	\$24.50
Priority Healthcare Dist. - Supplies	\$2,186.34	Stryker Sale LLC - Supplies	\$15,519.33
Professional Computer Solutions - Fees	\$293.00	Swarm Interactive, Inc. - Fees	\$4,092.00
Professional Medical Management - Supplies	\$8,393.00	Tech Medical Services, Inc. - Fees	\$263.00
Professional Security Ins. Co. - Fees	\$3,125.00	Teleflex LLC - Fees	\$833.92
Propio Language Service - Fees	\$1,686.51	Televox - Supplies	\$907.54
Psychiatric Medical Care, LLC - Fees	\$48,523.53	Thoroughcare, Inc. - Fees	\$250.00
Quality Truck Service - Fees	\$1,115.98	Tri-Anim Health Services - Supplies	\$1,284.72
QuVa Pharma, Inc. - Supplies	\$310.40	TruBridge - Fees	\$2,600.00
R&D Batteries, Inc. - Supplies	\$198.94	UKG, Inc. - Fees	\$1,984.15
R&S Waste Disposal - Fees	\$1,524.30	UnityPoint Clinic-Occupational Med - Fees	\$336.00
Radiology Consultants, PC - Fees	\$520.00	UNMC Center for Continuing Ed - Fees	\$710.00
Tiffany Ransom - Expenses	\$120.40	US Foods - Supplies	\$10,609.11
Redsail Technologies - Supplies	\$2.31	Maria Valdez - Expenses	\$95.69
REK Anesthesia - Fees	\$3,725.00	Van Meter, Inc. - Supplies	\$206.26
Remel, Inc. - Supplies	\$797.32	Verizon Wireless - Telephone	\$683.49
Carmen Schuett - Expenses	\$100.00	Trama Vetter - Expenses	\$39.59
Scribe EMR - Fees	\$5,402.10	Vision Service Plan - Premiums	\$3,970.45
Secure Shred Solutions - Fees	\$194.00	Visual Edge IT, Inc. - Fees	\$1,988.32
See The Trainer - Supplies	\$166.70	Wells Fargo Financial Lease - Fees	\$935.18
Shared Medical Technology - Fees	\$6,588.68	Western Iowa Networks - Fees	\$1,663.63
Brenda Shimer - Expenses	\$39.59	Westside Sonography, Inc. - Fees	\$1,080.00
Siemens Healthcare Diagnostics - Supplies	\$1,052.25	WIN - Fees	\$1,500.00
South Central EMS, LLC - Supplies	\$1,165.00	Jessica Wood - Expenses	\$119.00
Staples Advantage - Supplies	\$730.05	WPS Government Health - Fees	\$126,198.00
Dorothy Stehr - Expense	\$5.74	Dr. David Wright - Expenses	\$504.00
Steris Corporation - Supplies	\$1,179.70	Zimmer US, Inc. - Supplies	\$15,717.60
Patrick Stevens - Expenses	\$185.11	Patient Account Refunds	\$5,116.67
Stone Printing - Fees	\$54.99		

November Check Run & ACH Total **\$944,048.56**

DEPRECIATION FUND:

Eakes, Inc. - Facility Project	\$1,450.01
Getinge USA Sales LLC - Facility Project	\$11,778.91
Hitches, Trailer & More - Snow Plow	\$9,300.00
Invision Architecture - Facility Project	\$18,126.30
Lint Van Lines - Facility Project	\$800.00
VOC Associates, LLC - Facility Project	\$2,681.25

Depreciation Total **\$44,136.47**

Salaries **\$1,968,546.79**

GRAND TOTAL **\$2,956,731.82**

Crawford County Memorial Hospital

Comparative Statistical Report

December 2025

	Month to Date			Fiscal Year to Date		
	FY 2026	FY 2025	Variance	FY 2026	FY 2025	Variance
Total Admissions	20	36	-44.44%	183	197	-7.11%
Acute/OB	17	32	-46.88%	150	159	-5.66%
Skilled	1	2	-50.00%	21	24	-12.50%
ICF	2	2	0.00%	12	10	20.00%
Respite	0	0	0.00%	0	0	0.00%
Newborns	0	0	0.00%	0	4	-100.00%
Total Patient Days*	136	182	-25.27%	1,244	1,313	-5.26%
Acute/OB	31	93	-66.67%	512	607	-15.65%
Nursery	0	0	0.00%	0	4	-100.00%
Skilled	13	10	30.00%	240	328	-26.83%
ICF	18	3	500.00%	50	30	66.67%
Respite	0	0	0.00%	0	0	0.00%
Observation	74	76	-2.63%	442	344	28.49%
*Includes Observation						
Average LOS (Acute/OB)	2.27	2.47	-8.42%	3.32	3.40	-2.24%
Hospital Procedures						
Inpatient	245	626	-60.86%	4,335	5,678	-23.65%
Outpatient	14,649	13,910	5.31%	86,641	80,460	7.68%
Total	14,894	14,536	2.46%	90,976	86,138	5.62%
Surgical Procedures	100	77	29.87%	608	559	8.77%
Anesthesia Procedures	80	66	21.21%	510	431	18.33%
ER Visits	440	469	-6.18%	2,597	2,780	-6.58%
Admits from ER	19	18	5.56%	131	184	-28.80%
Scheduled Outpatient Visits	112	89	25.84%	719	671	7.15%
Ambulance Trips	104	113	-7.96%	665	695	-4.32%
Xray Procedures	629	681	-7.64%	3,907	3,903	0.10%
Mammography Procedures	125	122	2.46%	853	787	8.39%
Flouro Procedures	2	0	100.00%	29	14	107.14%
Ultrasound Dept Procedures	157	148	6.08%	950	861	10.34%
Echo Procedures	42	48	-12.50%	292	184	58.70%
CT Dept Procedures	255	239	6.69%	1449	1429	1.40%
MRI Dept Procedures	78	73	6.85%	531	458	15.94%
Nuc Med Procedures	5	4	25.00%	30	24	25.00%
Total Radiology Procedures	1,293	1,315	-1.67%	8,041	7,660	4.97%
Respiratory Tx Procedures	35	97	-63.92%	474	453	4.64%
EKG Procedures	156	129	20.93%	884	806	9.68%
Sleep Studies	33	14	135.71%	141	90	56.67%
Lab Procedures	7,107	6,962	2.08%	42,789	39,325	8.81%
Physical Tx Procedures	1,736	1,582	9.73%	10,988	9,815	11.95%
Speech Procedures	64	5	1180.00%	350	79	343.04%
OT Procedures	76	127	-40.16%	695	837	-16.97%
Cardiac Rehab Procedures	168	125	34.40%	1016	736	38.04%
Pulmonary Rehab Procedures	0	10	-100.00%	56	63	-11.11%
Specialty Clinic Visits	480	454	5.73%	2,958	3,024	-2.18%
Total Medical Clinic Visits	3,014	3,015	-0.03%	18,150	18,809	-3.50%

**CRAWFORD COUNTY MEMORIAL HOSPITAL
OPERATING/INCOME STATEMENT
FOR THE MONTH ENDING DECEMBER 31, 2025**

Gray lines are YTD. All %'s are based on net revenue except for the variance column and gross revenue.	CURRENT MONTH		CURRENT MONTH		CURRENT MONTH		PRIOR YEAR	
	ACTUAL		BUDGET		VARIANCE		ACTUAL	
PATIENT SERVICE REVENUES								
INPATIENT SERVICES	148,979	2.2%	654,843	9.4%	(505,864)	-77.2%	479,503	8.2%
	3,301,756	8.3%	3,778,407	9.4%	(476,651)	-12.6%	3,359,124	9.5%
OUTPATIENT SERVICES	6,524,701	97.3%	6,201,709	88.6%	322,991	5.2%	5,298,213	91.1%
	36,151,674	90.7%	35,783,505	88.6%	368,169	1.0%	31,243,233	88.3%
SWING BED SERVICES	29,606	0.4%	141,261	2.0%	(111,655)	-79.0%	38,323	0.7%
	393,514	1.0%	815,065	2.0%	(421,552)	-51.7%	789,419	2.2%
TOTAL GROSS PATIENT REVENUE	6,703,286	100.0%	6,997,813	100.0%	(294,527)	-4.2%	5,816,038	100.0%
	39,846,944	100.0%	40,376,977	100.0%	(530,034)	-1.3%	35,391,775	100.0%
DEDUCTIONS FROM REVENUE								
MEDICARE ADJUSTMENTS	(1,575,172)	-23.5%	(1,551,372)	-22.2%	(23,800)	1.5%	(1,347,568)	-23.2%
	(9,489,527)	-23.8%	(8,951,329)	-22.2%	(538,198)	6.0%	(8,303,750)	-23.5%
TITLE XIX ADJUSTMENTS	(250,358)	-3.7%	(63,026)	-0.9%	(187,333)	297.2%	(407,964)	-7.0%
	(1,707,102)	-4.3%	(363,655)	-0.9%	(1,343,447)	369.4%	2,823,568	8.0%
BLUE CROSS ADJUSTMENTS	(680,560)	-10.2%	(709,825)	-10.1%	29,265	-4.1%	(542,236)	-9.3%
	(3,882,341)	-9.7%	(4,095,651)	-10.1%	213,310	-5.2%	(3,756,532)	-10.6%
OTHER ADJUSTMENTS	(376,061)	-5.6%	(364,747)	-5.2%	(11,314)	3.1%	(555,853)	-9.6%
	(2,483,606)	-6.2%	(2,104,570)	-5.2%	(379,037)	18.0%	(1,842,387)	-5.2%
PROVISION FOR UNCOLLECTIBLE	(233,862)	-3.5%	(174,298)	-2.5%	(59,564)	34.2%	(144,416)	-2.5%
	(1,141,652)	-2.9%	(1,005,687)	-2.5%	(135,965)	13.5%	(924,665)	-2.6%
CHARITY CARE	(6,544)	-0.1%	(17,733)	-0.3%	11,189	-63.1%	(11,505)	-0.2%
	(77,334)	-0.2%	(102,316)	-0.3%	24,982	-24.4%	(78,801)	-0.2%
TOTAL DEDUCTIONS FROM REVENUE	(3,122,557)	-46.6%	(2,881,001)	-41.2%	(241,557)	8.4%	(3,009,541)	-51.7%
	(18,781,562)	-47.1%	(16,623,206)	-41.2%	(2,158,355)	13.0%	(12,082,567)	-34.1%
NET PATIENT REVENUE (as % of Gross Patient Revenue)	3,580,729	53.4%	4,116,813	58.8%	(536,084)	-13.0%	2,806,497	48.3%
	21,065,382	52.9%	23,753,771	58.8%	(2,688,389)	-11.3%	23,309,209	65.9%
NET PATIENT REVENUE (as % of Total Operating Revenue)	3,580,729	95.9%	4,116,813	97.2%	(536,084)	-13.0%	2,806,497	93.7%
	21,065,382	96.5%	23,753,771	97.1%	(2,688,389)	-11.3%	23,309,209	95.5%
OTHER REVENUE								
DIETARY/MEALS INCOME	7,812	0.2%	7,042	0.2%	770	10.9%	6,320	0.2%
	46,837	0.2%	42,250	0.2%	4,587	10.9%	39,947	0.2%
OTHER INCOME	144,409	3.9%	110,200	2.6%	34,209	31.0%	183,222	6.1%
	719,154	3.3%	661,200	2.7%	57,954	8.8%	1,064,523	4.4%
TOTAL OTHER REVENUE	152,221	4.1%	117,242	2.8%	34,979	29.8%	189,543	6.3%
	765,991	3.5%	703,450	2.9%	62,541	8.9%	1,104,470	4.5%
TOTAL OPERATING REVENUE	3,732,950	100.0%	4,234,054	100.0%	(501,105)	-11.8%	2,996,039	100.0%
	21,831,373	100.0%	24,457,221	100.0%	(2,625,848)	-10.7%	24,413,678	100.0%
OPERATING EXPENSES								
SALARIES	1,842,598	49.4%	2,125,617	50.2%	(283,019)	-13.3%	1,664,929	55.6%
	11,478,579	52.6%	12,264,685	50.1%	(786,106)	-6.4%	10,245,055	42.0%
BENEFITS	589,134	15.8%	695,404	16.4%	(106,270)	-15.3%	519,604	17.3%
	3,492,873	16.0%	4,024,894	16.5%	(532,020)	-13.2%	3,244,797	13.3%
PROFESSIONAL FEES	334,646	9.0%	275,781	6.5%	58,865	21.3%	298,880	10.0%
	2,070,790	9.5%	1,591,240	6.5%	479,550	30.1%	1,763,505	7.2%
SUPPLIES & EXPENSES	812,715	21.8%	826,333	19.5%	(13,618)	-1.6%	708,174	23.6%
	4,515,118	20.7%	4,867,145	19.9%	(352,027)	-7.2%	4,740,454	19.4%
OCCUPANCY	123,995	3.3%	148,603	3.5%	(24,608)	-16.6%	138,884	4.6%
	790,060	3.6%	891,620	3.6%	(101,560)	-11.4%	873,869	3.6%
DEPRECIATION	205,792	5.5%	223,750	5.3%	(17,958)	-8.0%	193,792	6.5%
	1,230,750	5.6%	1,342,500	5.5%	(111,750)	-8.3%	1,162,750	4.8%
TOTAL OPERATING EXPENSE	3,908,880	104.7%	4,295,487	101.5%	(386,608)	-9.0%	3,524,262	117.6%
	23,578,169	108.0%	24,982,084	102.1%	(1,403,914)	-5.6%	22,030,430	90.2%
NET OPERATING INCOME (LOSS)	(175,930)	-4.7%	(61,433)	-1.5%	(114,497)	186.4%	(528,222)	-17.6%
	(1,746,796)	-8.0%	(524,863)	-2.1%	(1,221,934)	232.8%	2,383,249	9.8%
NONOPERATING REV/EXP								
TAXES	165,896	4.4%	165,896	3.9%	-	0.0%	181,742	6.1%
	995,379	4.6%	995,379	4.1%	-	0.0%	1,090,454	4.5%
GENERAL CONTRIBUTIONS	269	0.0%	1,000	0.0%	(731)	0.0%	250	0.0%
	14,274	0.1%	6,000	0.0%	8,274	0.0%	16,830	0.1%
INTEREST INCOME	140,322	3.8%	116,667	2.8%	23,655	20.3%	156,556	5.2%
	682,248	3.1%	700,000	2.9%	(17,752)	-2.5%	554,206	2.3%
INTEREST EXPENSE	(137,351)	-3.7%	(164,667)	-23.3%	27,315	-16.6%	(47,730)	-1.6%
	(819,379)	-3.8%	(988,000)	-4.0%	168,621	-17.1%	(377,670)	-1.5%
TOTAL NONOPERATING INCOME (LOSS)	169,136	4.5%	118,896	2.8%	50,239	42.3%	290,818	9.7%
	872,521	4.0%	713,379	2.9%	159,143	22.3%	1,283,820	5.3%
NET INCOME (LOSS)	(6,794)	-0.2%	57,463	1.4%	(64,257)	-111.8%	(237,404)	-7.9%
<i>Year to Date</i>	(874,275)	-4.0%	188,516	0.8%	(1,062,791)	-563.8%	3,667,068	15.0%

CRAWFORD COUNTY MEMORIAL HOSPITAL
STATEMENT OF CASH FLOWS
FOR THE MONTH ENDING DECEMBER 31, 2025

	<u>THIS MONTH</u>	<u>YTD</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
CASH RECEIVED FROM PATIENTS AND THIRD-PARTY PAYORS	3,776,894	22,330,122
CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES	(1,713,379)	(10,576,821)
CASH PAID TO EMPLOYEES FOR SERVICES	(1,861,980)	(12,523,343)
OTHER OPERATING REVENUE RECEIVED	152,221	928,699
NET CASH PROVIDED BY OPERATING ACTIVITIES	353,756	158,657
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
COUNTY TAXES	25,995	1,191,740
CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT	-	-
PRINCIPAL PAYMENTS ON LONG-TERM DEBT	(56,108)	(341,536)
INTEREST PAID ON LONG-TERM DEBT	(683,820)	(819,984)
ACQUISITION OF PROPERTY AND EQUIPMENT	(147,402)	(812,709)
CONSTRUCTION PROJECT FUNDS	(583,178)	(6,836,806)
NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES	(1,470,508)	(8,811,036)
CASH FLOW FROM INVESTING ACTIVITIES		
INTEREST RECEIVED	85,140	383,958
PROCEEDS FROM MATURITIES OF CERTIFICATES OF DEPOSIT	56,617	315,891
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	141,757	699,849
NET INCREASE (DECREASE) IN CASH	(949,000)	(6,760,789)
CASH		
BEGINNING	36,431,045	42,242,834
ENDING	35,482,045	35,482,045

OPERATING INDICATORS:	JUL	AUG	SEP	OCT	NOV	DEC	Desirable	Trend
							Target	
Total Margin:	-3.90%	-9.72%	1.20%	0.56%	-11.95%	-0.17%	2.00%	Increasing
Debt Service Coverage Ratio:	4.33	4.19	3.85	3.82	2.78	2.47	1.60	Increasing
Days Revenue in Patient A/R:	50	49	49	45	47	43	50	Decreasing
Days Cash on Hand: (w/o Project funds)	343 (210)	329 (204)	314 (198)	312 (196)	299 (197)	292 (198)	180	Increasing

CRAWFORD COUNTY MEMORIAL HOSPITAL
BALANCE SHEET
AS OF: 12/31/25

	Current Month		Prior Month		1-Month Net Change		1 Year Ago Month	
ASSETS								
CURRENT ASSETS								
Total Cash	12,050,653	14.90%	12,028,997	14.81%	21,656	0.18%	10,949,450	12.66%
Patient Receivables	9,371,807	11.59%	10,161,330	12.51%	(789,524)	-7.77%	14,842,754	17.15%
Allowance for Uncollectibles	(638,000)	-0.79%	(937,000)	-1.15%	299,000	-31.91%	(714,000)	-0.83%
Allowance for Contractuals	(2,850,000)	-3.52%	(3,130,000)	-3.85%	280,000	-8.95%	(5,270,000)	-6.09%
Net Accounts Receivable	5,883,807	7.28%	6,094,330	7.50%	(210,524)	-3.45%	8,858,754	10.24%
Other Receivables								
Est. Third Party Settlement	110,400	0.14%	-	0.00%	110,400	0.00%	-	0.00%
Taxes Receivable	819,072	1.01%	845,067	1.04%	(25,995)	-3.1%	905,013	1.05%
Other	262,736	0.32%	157,226	0.19%	105,510	67.11%	365,982	0.42%
Inventory	1,543,508	1.91%	1,521,042	1.87%	22,466	1.48%	1,487,068	1.72%
Prepaid Expenses & Other	737,345	0.91%	759,188	0.93%	(21,843)	-2.88%	929,567	1.07%
TOTAL CURRENT ASSETS	21,407,520	26.47%	21,405,850	26.35%	1,670	0.01%	23,495,835	27.16%
ASSETS LIMITED AS TO USE								
Investments								
Cash & CD's	12,044,955	14.89%	12,008,493	14.78%	36,462	0.30%	13,478,460	15.58%
Bond/Project Funds	11,386,437	14.08%	12,393,555	15.26%	(1,007,118)	-8.13%	23,741,046	27.44%
Interest Receivable	49,918	0.06%	51,415	0.06%	(1,497)	-2.91%	92,467	0.11%
TOTAL ASSETS LIMITED AS TO USE	23,481,309	29.04%	24,453,463	30.11%	(972,154)	-3.98%	37,311,974	43.12%
OTHER ASSETS								
Physician Practice Intangibles	815,000	1.01%	815,000	1.00%	-	100.00%	815,000	0.94%
TOTAL OTHER ASSETS	815,000	1.01%	815,000	1.00%	-	0.00%	815,000	0.94%
PROPERTY & EQUIPMENT, NET								
Land	314,500	0.39%	314,500	0.39%	-	0.00%	314,500	0.36%
Land held for Future Dev	120,400	0.15%	120,400	0.15%	-	0.00%	120,400	0.14%
Land Improvements	2,623,208	3.24%	2,623,208	3.23%	-	0.00%	2,623,208	3.03%
Building	8,817,829	10.90%	8,817,829	10.86%	-	0.00%	8,670,091	10.02%
Fixed Equipment	18,110,326	22.39%	18,110,326	22.30%	-	0.00%	18,262,376	21.11%
Major Moveable Equipment	23,443,856	28.99%	23,192,503	28.55%	251,353	1.08%	22,263,515	25.73%
Leased Equipment	1,439,076	1.78%	1,439,076	1.77%	-	0.00%	1,439,076	1.66%
Deferred Costs	18,091,421	22.37%	17,520,844	21.57%	570,577	3.26%	5,420,686	6.27%
Right of Use Subscriptions	486,650	0.60%	486,650	0.60%	-	0.00%	201,265	0.23%
Allowance for Depreciation	(41,854,702)	-51.75%	(41,648,910)	-51.28%	(205,792)	0.49%	(39,311,687)	-45.44%
TOTAL PROPERTY & EQUIP, NET	31,592,564	39.06%	30,976,425	38.14%	616,138	1.99%	20,003,431	23.12%
DEFERRED OUTFLOWS OF RESOURCES								
Pension Related Deferred Outflows	2,883,373	3.57%	2,883,373	3.55%	-	0.00%	4,134,804	4.78%
Deferred Loss on Refunding	692,038	0.86%	692,038	0.85%	-	0.00%	761,243	0.88%
TOTAL DEFERRED OUTFLOWS	3,575,411	4.42%	3,575,411	4.40%	-	0.00%	4,896,047	5.66%
TOTAL ASSETS	80,871,804	100.00%	81,226,148	100.00%	(354,345)	-0.44%	86,522,286	100.00%
LIABILITIES & NET ASSETS								
CURRENT LIABILITIES								
Accounts Payable	516,352	0.64%	264,845	0.33%	251,507	94.96%	437,324	0.51%
Accrued Payroll & Payroll Taxes	2,004,816	2.48%	1,794,917	2.21%	209,899	11.69%	1,947,207	2.25%
Accrued Health Insurance	2,262,794	2.80%	2,340,750	2.88%	(77,956)	-3.33%	2,189,831	2.53%
Deferred Pro Tax Receivable	995,378	1.23%	1,161,275	1.43%	(165,896)	-14.29%	1,090,454	1.26%
Due to Third Parties - Other	7,889	0.01%	20,355	0.03%	(12,465)	-61.24%	18,919	0.02%
Lease Payable - Short Term	139,052	0.17%	139,052	0.17%	-	0.00%	61,722	0.07%
Est. Third Party Settlements	1,459,089	1.80%	1,459,089	1.80%	-	0.00%	1,737,575	2.01%
Construction Payable	570,431	0.71%	570,431	0.70%	-	0.00%	-	0.00%
TOTAL CURRENT LIABILITIES	7,955,802	9.84%	7,750,714	9.54%	205,088	2.65%	7,483,032	8.65%
OTHER LIABILITIES								
Lease Payable - Long Term	240,044	0.30%	240,044	0.30%	-	0.00%	634,137	0.73%
Bonds Payable - Long Term	37,258,330	46.07%	37,314,438	45.94%	(56,108)	-0.15%	43,512,499	50.29%
Interest Payable	135,991	0.17%	682,521	0.84%	(546,531)	-80.08%	70,218	0.08%
Net Pension Liability	6,969,543	8.62%	6,919,543	8.52%	50,000	0.72%	9,523,976	11.01%
TOTAL LONG-TERM LIABILITIES	44,603,908	55.15%	45,156,547	55.59%	(552,639)	-1.22%	53,740,830	62.11%
TOTAL LIABILITIES	52,559,709	64.99%	52,907,260	65.14%	(347,551)	-0.66%	61,223,861	70.76%
DEFERRED INFLOWS OF RESOURCES								
Pension Related Deferred Inflows	1,036,251	1.28%	1,036,251	1.28%	-	0.00%	774,116	0.89%
OPEB Related Deferred Inflows	251,200	0.31%	251,200	0.31%	-	0.00%	300,736	0.35%
TOTAL DEFERRED INFLOWS	1,287,451	1.59%	1,287,451	1.59%	-	0.00%	1,074,852	1.24%
NET ASSETS								
General Fund	27,898,918	34.50%	27,898,918	34.35%	-	0.00%	20,556,504	23.76%
Net Revenue (Loss)	(874,275)	-1.08%	(867,481)	-1.07%	(6,794)	0.78%	3,667,068	4.24%
TOTAL NET ASSETS	27,024,643	33.42%	27,031,437	33.28%	(6,794)	-0.03%	24,223,573	28.00%
TOTAL LIABILITIES & NET ASSETS	80,871,804	100.00%	81,226,148	100.00%	(354,345)	-0.44%	86,522,286	100.00%

CCMH Expenses Paid for the Month of December 2025

Access Technologies - Fees	\$192.97	Healthmark Industries Co., Inc. - Supplies	\$1,678.54
Agiliti Health, Inc. - Fees	\$9,894.87	Heartland Business Systems, LLC - Fees	\$2,036.70
AHE/AHA - Fees	\$170.00	Hologic, Inc. - Supplies	\$666.00
Airgas USA - Supplies	\$2,869.25	Matthew Howland - Expenses	\$250.00
Alcon Vision, LLC - Supplies	\$18,275.76	Tammy Hulsing - Expenses	\$107.80
Alcor Scientific - Supplies	\$927.69	HyVee, Inc. - Fees	\$97.58
Align Ophthalmics, LLC - Supplies	\$1,050.00	ICAN, Inc. - Advertising	\$1,137.50
American Messaging - Fees	\$94.40	ICU Medical, Inc. - Supplies	\$5,517.44
Ameritex Services - Fees	\$4,461.35	Industrial Bearing Supply Co. - Supplies	\$190.92
Anderson Erickson Dairy - Supplies	\$733.29	Integra Life - Fees	\$7,400.31
Arthrex - Supplies	\$3,815.70	Iowa Poison Control Center - Fees	\$1,250.00
Avel eCare Medical Group, P.C. - Fees	\$3,739.00	Iowa Western Community College - Scholarship	\$8,000.00
Balcon - Supplies	\$882.13	J&J Health Care Systems, Inc. - Supplies	\$113,147.00
Baxter Healthcare Corp - Supplies	\$2,774.75	Jackson Physician Search, LLC - Fees	\$13,200.00
Bio-Rad Laboratories, Inc. - Supplies	\$5,226.98	John Deere Financial - Fees	\$1,164.86
Biovigil Technologies, LLC - Fees	\$2,198.49	Barb Kacmarynski - Fees	\$258.50
Blue Cardinal Chemical, LLC - Supplies	\$598.00	KDSN FM - Advertising	\$4,832.92
Bluespace Creative, Inc. - Fees	\$575.00	Kicktech, LLC - Fees	\$299.70
Bomgaars - Supplies	\$291.88	Makayla Kintner - Expenses	\$51.80
Bound Tree Medical LLC - Supplies	\$352.74	Knowles Publishing Corp. - Advertising	\$892.50
Cable Channel 13 - Fees	\$48.00	Landauer, Inc. - Supplies	\$471.51
Cardinal Health - Supplies	\$75,331.90	Language Line Services - Fees	\$145.20
Cardinal Supplies and Fresheners - Supplies	\$484.00	LifeNet Health - Supplies	\$10,531.42
Carroll Cleaning Supply - Supplies	\$1,230.01	Lifeserve Blood Center - Fees	\$1,786.40
Cassling - Fees	\$58,571.82	Sara Luft - Expenses	\$525.00
CDW Government, Inc. - Supplies	\$603.48	Macro Helix LLC - Fees	\$10,522.06
Centinel Spine, LLC - Supplies	\$10,700.00	Craig Malone - Rent	\$750.00
Central Iowa Detention - Fees	\$988.50	Manilla Times - Advertising	\$342.50
CenturyLink - Fees	\$368.42	Marco Technologies, LLC - Fees	\$2,281.06
Cepheid - Supplies	\$11,063.45	Martin Bros Dist. Co., Inc - Supplies	\$3,363.26
Cerner Corporation - Fees	\$42,074.59	Cyilee Martin - Expenses	\$1,080.59
Chamber & Development - Fees	\$2,000.00	McKesson Medical Surgical - Supplies	\$12,534.48
Change Healthcare - Fees	\$5,647.36	Medical Solutions - Fees	\$136,783.71
CHI Health - Fees	\$2,093.35	Medline Industries LP - Supplies	\$15,277.36
Chubb - Premiums	\$658.00	Medtronic USA, Inc. - Supplies	\$34,900.00
City of Dow City - Utilities	\$268.90	Jill Melby - Expenses	\$25.00
CME Corp - Fees	\$228.72	Julie Meseck - Expenses	\$200.00
Cobblestone Inn & Suites - Fees	\$2,015.00	MidAmerican Energy - Utilities	\$157.50
Colonial Life - Premiums	\$554.86	Midwest Alarm Services - Fees	\$1,598.00
Compliance Resource Center - Fees	\$2,000.00	Tracie Miller - Expenses	\$185.11
Constellation Newenergy - Utilities	\$3,598.69	Mindray DS USA, Inc. - Supplies	\$1,677.20
Cook Medical, LLC - Supplies	\$309.80	Justin Mumm - Expenses	\$106.40
Crawford County Abstract, LLC - Fees	\$290.00	Spring Musfeldt - Expenses	\$173.00
Crawford County Home Health Hospice -Fees	\$54.60	Nebraska Medicine - Fees	\$1,250.00
Custom Trends - Supplies	\$470.00	Nelson Electric Company LC - Fees	\$2,367.34
Cutler Anesthesia Services, PLLC - Fees	\$18,940.00	New York Life - Premiums	\$2,764.52
Denison Bulletin & Review -Advertising	\$154.00	Nuance Communications, Inc. - Fees	\$2,997.61
Denison Free Press - Advertising	\$1,620.00	NW Iowa Yes Center - Fees	\$216.00
Denison Hardscapes, Inc. - Fees	\$1,591.25	Observer - Advertising	\$180.00
Denison Municipal Utilities - Utilities	\$14,880.46	Omnicell, Inc. - Fees	\$80.00
Denison Rotary Club - Fees	\$150.00	Onmedia - Advertising	\$800.00
Denman CPA LLP - Fees	\$26,000.00	Optimum Anesthesia, LLC - Fees	\$1,600.00
Do It Best Hardware - Supplies	\$88.73	Options Ink of Carroll, Inc. - Supplies	\$54.50
Dorsey & Whitney, LLP - Fees	\$4,353.00	Optum 360 - Fees	\$87.50
Dow City Screen - Fees	\$25.00	Owens & Minor - Supplies	\$4,441.58
Dr. Rick Malyszek - Expenses	\$979.00	Oxen Technology - Fees	\$11.00
Ecolab, Inc. - Supplies	\$364.15	Phil's Lawn Landscaping & Nursery - Fees	\$612.50
EGOLD Fax - Fees	\$258.18	Physician Lab Services - Fees	\$42,372.50
Eide Bailly, LLP - Fees	\$8,859.35	Pitney Bowes Bank Inc Reserve - Postage	\$1,500.00
Emergency Nurses Association - Fees	\$475.00	Plunkett's Pest Control - Fees	\$157.98
Ace Ettelman - Rent	\$550.00	Joseph Postanes - Expenses	\$76.31
Scott Eveloff - Fees	\$4,045.00	Practical Sleep Services, LLC - Fees	\$9,300.00
Eventide Lutheran Home - Fees	\$540.00	Priority Healthcare Dist. - Supplies	\$4,372.68
Fareway Stores - Supplies	\$401.97	Professional Computer Solutions - Fees	\$293.00
Farmer Bros. Co. - Supplies	\$941.73	Professional Medical Management - Supplies	\$7,221.50
FDA - Fees	\$548.00	Proprio Language Service - Fees	\$2,353.78
Federal Express Corp. - Fees	\$215.93	Psychiatric Medical Care, LLC - Fees	\$50,084.82
FFF Enterprises, Inc. - Supplies	\$292.52	Qgenda, LLC - Supplies	\$8,316.00
First National Bank Omaha - Expenses	\$8,009.86	Qiagen, Inc. - Supplies	\$1,441.49
Forvis Mazars LLP - Fees	\$15,750.00	QuVa Pharma, Inc. - Supplies	\$539.71
Frehse Manufacturing, Inc. - Fees	\$265.01	R&D Batteries, Inc. - Supplies	\$90.41
Frontier Telephone Co. - Fees	\$253.64	R&S Waste Disposal - Fees	\$1,281.11
GQR Recruiting Resources LLC - Fees	\$54,513.80	Radiology Consultants, PC - Fees	\$200.00
Grainger - Supplies	\$851.69	Relias LLC - Fees	\$30,052.76
GRP & Associates Inc. - Fees	\$618.07	RMP Services LLC - Fees	\$2,809.43
Jesyca Haines - Fees	\$10,697.60	Redsail Technologies - Supplies	\$249.05
Health Care Logistics, Inc. - Fees	\$216.00	REK Anesthesia - Fees	\$6,925.00
Health Industry Business Comm. Council - Fees	\$50.00	The Rhino Group - Fees	\$7,103.77
Health Partners of Southwest Iowa - Fees	\$132.00	Thoroughcare, Inc. - Fees	\$250.00

Jon Schuttinga - Expenses	\$50.00	Thrifty White - Supplies	\$57.12
Screencloud, Inc. - Fees	\$360.00	Tri-Anim Health Services - Fees	\$742.51
Scribe EMR - Fees	\$5,402.10	TruBridge - Fees	\$2,600.00
Secure Shred Solutions - Fees	\$426.00	Tusk Enterprises - Fees	\$3,133.00
See The Trainer - Supplies	\$81.85	UKG, Inc. - Fees	\$35,999.36
Shared Medical Services, Inc. - Fees	\$2,257.50	Uline - Supplies	\$78.85
Sherwin Williams - Supplies	\$314.28	US Foods - Supplies	\$12,957.57
Siemens Healthcare Diagnostics - Supplies	\$239.06	USOC Biomedical, LLC - Supplies	\$1,195.00
Smith & Nephew, Inc. - Supplies	\$2,890.04	V&H Tire Co., Inc. - Fees	\$25.00
Spendmend, LLC - Supplies	\$850.00	Maria Valdez - Expenses	\$233.87
Staples Advantage - Supplies	\$1,258.57	Verizon Wireless - Telephone	\$683.49
Olivia Steadham - Expenses	\$39.59	Vetter Equipment - Supplies	\$1,183.32
Sarah Steadham - Expenses	\$39.59	Vision Service Plan - Premiums	\$3,823.73
Steris Corporation - Supplies	\$4,073.07	Visual Edge IT, Inc. - Fees	\$1,258.80
Stone Printing - Fees	\$337.80	Wells Fargo Financial Lease - Fees	\$935.18
Stryker Endoscopy - Supplies	\$3,405.81	Western Iowa Networks - Fees	\$3,374.10
Stryker Rental Services - Fees	\$24.50	Kelly Wieman - Expense	\$39.59
Stryker Sale LLC - Supplies	\$5,798.82	WIN - Fees	\$1,500.00
Justin Sunderman - Expenses	\$39.59	Dr. David Wright - Expenses	\$771.08
Sweet Treats & More - Fees	\$175.00	Wynden Stark, LLC - Fees	\$6,117.60
Team Ford Lincoln - Fees	\$344.50	Zimmer US, Inc. - Supplies	\$6,672.85
Teleflex LLC - Fees	\$261.08	Patient Account Refunds	\$3,957.89
Televox - Supplies	\$1,027.69		

December Check Run & ACH Total

\$994,167.47

DEPRECIATION FUND:

Arrow Manufacturing, Inc. - Ambulance	\$119,199.20
CME Corp - Facility Project	\$9,565.98
Dell Marketing LP - Workstation Upgrades	\$96,970.63
Heartland Business Systems, LLC - Phone Upgrades	\$27,143.69
Imprivata, Inc. - Workstation Upgrades	\$3,391.84
Invision Architecture - Facility Project	\$17,533.37
Lint Van Lines - Facility Project	\$4,210.00
Nasco Healthcare, Inc. - Training Device	\$1,059.26
Northern Acrylics Inc. - Facility Project	\$2,722.50
SR Instruments, Inc. - Facility Project	\$17,567.00
Stryker Sale LLC - Facility Project	\$4,324.76
VOC Associates, LLC - Facility Project	\$1,650.00

Depreciation Total	\$305,338.23
Salaries	\$1,701,956.19
GRAND TOTAL	\$3,001,461.89

Crawford County Memorial Hospital
 Board of Trustees
 Meeting Schedule
 For January--December 2026

MONTH	MISSION (4:30 PM)	QUALITY (4:30 pm)	FINANCE (12 pm)	BOARD (5:30 pm)
January	15	20	22	26
February	12	17	19	23
March	19	24	26	30
April	16	21	23	27
May	7	12	14	18
June	18	23	25	29
July	16	21	23	27
August	20	25	27	31
September	17	22	24	28
October	15	20	22	26
November	12	17	19	23
December	No meeting	No meeting	No meeting	21

TAXATION STATISTICS

Fiscal Year											Assessed Value	Assessed Value
	Actual FY2017	Actual FY2018	Actual FY2019	Actual FY2020	Actual FY2021	Actual FY2022	Actual FY2023	Actual FY2024	Actual FY2025	Projected FY2026	Proposed FY2027	
Tax Rate	1.52313	1.52313	1.6024	1.54684	1.74461	1.69872	1.56739	1.56739	1.56739	1.39896	1.39896	
Percentage Change	-2.72%	0.00%	5.20%	-3.47%	12.79%	-2.63%	-7.73%	0.00%	0.00%	-10.75%	0.00%	
Total Dollars	\$1,511,484	\$1,572,626	\$1,690,753	\$1,690,753	\$1,990,757	\$1,990,757	\$1,990,750	\$2,014,377	\$2,180,908	\$1,990,757	\$1,980,270	
Published Valuation Increase	2.80%	4.05%	2.19%	3.59%	4.40%	2.70%	8.38%	1.19%	8.27%	2.27%	-0.53%	
Amount From Tax	\$1,511,484	\$1,572,626	\$1,690,753	\$1,690,753	\$1,990,757	\$1,990,757	\$1,990,750	\$2,014,377	\$2,180,908	\$1,990,757	\$1,980,270	
Authorized Levy Categories												
General - Fixed Levy Amount	\$264,487	\$275,575	\$284,887	\$295,120	\$308,094	\$316,417	\$342,928	\$346,998	\$375,685	\$384,217	\$382,193	
Ambulance - Fixed Levy Amount	\$264,487	\$275,575	\$284,887	\$295,120	\$308,094	\$316,417	\$342,928	\$346,998	\$375,685	\$384,217	\$382,193	
IPERS - Actual	\$1,289,474	\$1,334,144	\$1,482,148	\$1,462,906	\$1,359,330	\$1,528,262	\$1,631,563	\$1,593,152	\$1,635,575	\$1,701,258	\$1,871,384	
FICA - Actual	\$947,125	\$1,000,361	\$1,050,707	\$1,064,725	\$1,017,070	\$1,113,491	\$1,189,236	\$1,193,629	\$1,227,932	\$1,286,790	\$1,415,469	
Tort Liability Package	\$2,574,847	\$3,170,649	\$2,778,630	\$3,461,758	\$3,530,055	\$3,670,025	\$3,815,551	\$4,298,312	\$4,137,285	\$4,421,600	\$4,775,328	
Unemployment	\$26,045	\$28,665	\$0	\$0	\$6,035	\$0	\$593	\$6,218	\$3,225	\$10,000	\$20,000	
Total	\$5,366,465	\$6,084,969	\$5,881,259	\$6,579,629	\$6,528,678	\$6,944,612	\$7,322,799	\$7,785,307	\$7,755,387	\$8,188,082	\$8,846,567	
Percent Funded Via Property Tax	28%	26%	29%	26%	30%	29%	27%	26%	28%	24%	22%	
Additional Funded From Operation	(\$3,854,981)	(\$4,512,343)	(\$4,190,506)	(\$4,888,876)	(\$4,537,921)	(\$4,953,855)	(\$5,332,049)	(\$5,770,930)	(\$5,574,479)	(\$6,197,325)	(\$6,866,296)	

* Keep dollars the same \$1,990,759	\$1.40637
* Cover IPERS & Ambulance \$2,253,577	\$1.59204

CRAWFORD COUNTY MEMORIAL HOSPITAL

County Budget for FY2027

	Actual FY2021	Actual FY2022	Actual FY2023	Actual FY2024	Actual FY2025	Annualized FY2026	County Budget FY2027
PATIENT REVENUE							
INPATIENT	8,341,407	7,061,018	6,043,008	4,622,084	7,087,292	6,603,512	7,263,863
OUTPATIENT	47,157,651	53,597,681	60,062,328	58,913,886	64,621,497	72,803,348	83,723,851
SWING BED	<u>337,945</u>	<u>265,843</u>	<u>353,103</u>	<u>652,261</u>	<u>1,346,423</u>	<u>787,028</u>	<u>865,730</u>
TOTAL PATIENT REVENUE	55,837,003	60,924,542	66,458,439	64,188,231	73,055,213	80,193,888	91,853,444
DEDUCTIONS FROM REVENUE							
MEDICARE ADJUSTMENTS	(11,062,352)	(11,217,473)	(13,824,270)	(14,406,955)	(16,614,835)	(18,979,055)	(21,738,459)
TITLE XIX ADJUSTMENTS	(2,036,848)	(3,600,870)	(4,053,460)	5,689,789	4,751,458	(3,414,203)	(3,910,602)
BLUE CROSS ADJUSTMENT	(7,314,267)	(7,580,515)	(6,433,458)	(6,421,392)	(7,241,892)	(7,764,681)	(8,893,605)
OTHER ADJUSTMENTS	(1,531,521)	(2,355,353)	(3,904,240)	(3,638,521)	(4,723,159)	(4,967,212)	(5,689,406)
PROVISION FOR UNCOLLECT	(1,481,937)	(1,347,565)	(1,620,726)	(1,796,839)	(1,808,854)	(2,433,304)	(2,676,634)
CHARITY CARE	<u>(165,035)</u>	<u>(239,181)</u>	<u>(250,514)</u>	<u>(225,454)</u>	<u>(178,545)</u>	<u>(154,668)</u>	<u>(241,235)</u>
REDUCTION OF EARNINGS	(23,591,961)	(26,340,956)	(30,086,667)	(20,799,372)	(25,815,827)	(37,713,123)	(43,149,940)
NET PATIENT REVENUE	32,245,043	34,583,586	36,371,771	43,388,859	47,239,386	42,480,764	48,703,504
% of Gross Revenue	-42.25%	-43.24%	-45.27%	-32.40%	-35.34%	-47.03%	-46.98%
OTHER REVENUE							
DIETARY/MEALS INCOME	75,238	78,834	78,099	74,444	82,116	93,673	94,610
OTHER INCOME	<u>1,905,259</u>	<u>1,638,345</u>	<u>2,733,941</u>	<u>1,576,315</u>	<u>1,800,982</u>	<u>1,438,309</u>	<u>1,445,500</u>
OTHER OPERATING REVENUE	1,980,497	1,717,179	2,812,041	1,650,759	1,883,097	1,531,982	1,540,110
TOTAL OP REVENUE	34,225,540	36,300,765	39,183,812	45,039,617	49,122,483	44,012,746	50,243,614
OPERATING EXPENSES							
SALARIES	17,215,770	18,404,711	19,838,245	19,763,927	20,315,597	23,457,158	25,802,874
BENEFITS	6,181,322	3,221,561	4,248,612	5,070,826	5,033,260	6,985,746	7,474,748
PROFESSIONAL FEES	1,551,220	2,497,098	2,834,341	3,277,083	3,828,439	4,391,579	4,830,737
SUPPLIES & EXPENSES	7,183,866	6,833,139	7,920,091	8,565,524	9,758,702	9,030,236	9,933,259
OCCUPANCY	1,216,563	1,411,214	1,583,302	1,564,340	1,793,631	1,580,120	1,738,131
DEPRECIATION	<u>2,620,442</u>	<u>2,642,304</u>	<u>2,684,463</u>	<u>2,012,330</u>	<u>2,547,297</u>	<u>2,661,500</u>	<u>3,341,621</u>
TOTAL EXPENSE	35,969,184	35,010,026	39,109,054	40,254,030	43,276,926	48,106,339	53,121,371
OPERATING INCOME (LOSS)	(1,743,644)	1,290,739	74,758	4,785,588	5,845,558	(4,093,593)	(2,877,757)
NONOPERATING GAINS							
INTEREST INCOME	60,697	78,631	203,513	599,884	1,401,581	1,364,495	1,023,371
INTEREST EXPENSE	(1,102,795)	(783,571)	(690,239)	(656,835)	(2,157,526)	(1,988,758)	(1,939,773)
GENERAL CONTRIBUTIONS	1,058	9,387	2,666	(482,010)	18,733	16,000	1,000
PRF / PPP / FEMA	3,353,692	1,216,711	192,799	1,180,110	-	-	-
TAX INCOME	<u>2,040,318</u>	<u>2,019,962</u>	<u>2,013,634</u>	<u>2,076,233</u>	<u>2,234,064</u>	<u>1,990,757</u>	<u>1,980,270</u>
TOTAL NONOP GAINS	4,352,970	2,541,121	1,722,374	2,717,382	1,496,852	1,382,494	1,064,868
NET REVENUE (LOSS)	2,609,326	3,831,859	1,797,132	7,502,970	7,342,410	(2,711,098)	(1,812,889)
Operating margin	-5.09%	3.56%	0.19%	10.63%	11.90%	-9.30%	-5.73%
Net margin	7.62%	10.56%	4.59%	16.66%	14.95%	-6.16%	-3.61%

PROCEDURE FOR DISCLOSING &
RESOLVING CONFLICTS OF INTEREST

January 26, 2026

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 their personal influence on the matter, and they 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 their position in the matter, nor from answering pertinent questions of other board members since their 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 2026:

Jason R. Mendlik **Date**

Jon Schuttinga **Date**

Amy Schultz **Date**

David Reisz **Date**

Vernon Sid Leise **Date**



CRAWFORD COUNTY
MEMORIAL HOSPITAL



2025
ANNUAL
REPORT

A Letter from the CEO

As we mark 74 years of service to the people of Crawford County, Crawford County Memorial Hospital continues to evolve with purpose. While the healthcare landscape grows more complex—financially, operationally, and technologically—our commitment remains simple and strong: to provide exceptional, compassionate care close to home.

The foundation of that commitment is a belief we hold deeply: Health is the foundation of everything else in life. This belief is at the center of every decision we make at CCMH.



ERIN MUCK
President & CEO

In 2025, we're making real progress toward our goal of becoming a 5-Star CMS-rated facility, not for the recognition, but because it reflects the kind of care our patients deserve. Achieving this means continuous improvements in safety, service quality, patient experience, and access to care.

Some of our key efforts this year include:

- Advancing our **\$28 million expansion and renovation project**, which will modernize clinic space and fully remodel rehabilitation services.
- **Expanding service lines** in orthopedic surgery, general surgery, diabetes education, pain management, and more, based on the needs of our patients.
- Strengthening our workforce with **new providers and specialized staff**, while investing in training and retention.
- **Prioritizing financial stability**—both for the hospital and the individuals and families we serve—through clear communication and patient-friendly billing practices.
- **Enhancing newly implemented** Electronic Medical Record (EMR)

Beyond our walls, we remain a committed community partner—collaborating with area EMS, schools, public health agencies, and local organizations to promote wellness, prevention, and future workforce development.

Healthcare will always bring challenges, but we face them with optimism, strategy, and a deep respect for those we serve. Thank you for supporting us in this important work.

Sincerely,
Erin Muck
President and CEO

About Us

Crawford County Memorial Hospital (CCMH) is a 25-bed critical access hospital located in Denison, Iowa. Since opening in 1951, CCMH has grown into a modern healthcare facility, with a state-of-the-art hospital and clinic campus that opened in 2011 at 100 Medical Parkway.

CCMH provides a broad range of inpatient, outpatient, and diagnostic services. The provider-based rural health clinic features family medicine physicians, advanced practitioners, and in-house specialists in general surgery, orthopedics, and pediatrics. The hospital also operates Crawford County EMS, employs full-time ER physicians, and is certified as a Level IV Trauma Center with 24-hour anesthesia coverage.



Outpatient services include visiting specialists in cardiology, endocrinology, podiatry, ophthalmology, Ear, Nose and Throat (ENT) and more. Imaging services feature advanced technology including MRI, 3D mammography, and a 128-slice CT scanner. CCMH also offers comprehensive rehab therapies and a full-service in-house lab.

With 265 employees and over \$23 million in annual payroll, CCMH is both a healthcare leader and a key economic contributor in the region.

Board of Trustees



JAY MENDLIK
Chairman



JON SCHUTTINGA
Vice Chair/
Secretary



AMY SCHULTZ
Treasurer



DAVID REISZ
Board Member



SID LEISE
Board Member

At Crawford County Memorial Hospital, our mission and vision work hand in hand to guide our daily actions and long-term goals, ensuring we provide exceptional care while building a healthier future for our community.

Vision

We strive to be the trusted choice for healthcare services by improving the health and wellness of our community.

What this means to us:

At Crawford County Memorial Hospital, our vision guides everything we do. We aim to be the trusted choice for healthcare by improving the health and wellness of our entire community. Through prevention, education, and innovation, we empower individuals and families to live healthier lives. By fostering strong partnerships and addressing the unique needs of our rural population, we are building a healthier future—one where quality care is always within reach.

Mission

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

How we live our mission each day:

Our mission is to provide convenient access to safe, high-quality, patient-centered healthcare. Every day, our skilled and trusted professionals deliver care with compassion, integrity, and excellence. We focus on creating a welcoming environment, ensuring open communication, and tailoring care to each patient's needs. By combining advanced medical expertise with a personal touch, we strive not only to meet expectations but to consistently exceed them.

New Providers

As healthcare needs continue to evolve, we remain committed to expanding access to high-quality care. The addition of new providers this year reflects our ongoing investment in clinical excellence and our mission to deliver comprehensive, compassionate care to our community. Five providers joined us at CCMH in 2025.



DR. RICHARD MALYSZEK
General Surgery



CYILEE MARTIN, DNP, FNP-C
Family Medicine



SAMANTHA PAULEY, ARNP, MSN
Family Medicine



MACKLIN CONRAD, PA-C MSPAS
Family Medicine



KIAYA ALDERSON, PA-C MSPAS
Family Medicine

2025 Highlights

CCMH Add New State-of-the-Art CT Machine

The addition of the new CT machine means patients will not have to travel long distances to receive the high-quality imaging services they desire.

"The new CT machine not only improves the quality of imaging but also ensures a faster and more comfortable experience for patients. This means shorter scan times and quicker results, which can be critical for early diagnosis and treatment", Katie Tremel, Director of Radiology, explained.

According to Tremel, staying at the forefront of diagnostic technology is essential for delivering exceptional care.

"The new CT machine features the newest imaging technology, allowing for vastly improved image clarity, and reduced radiation exposure for patients. This upgrade will enhance diagnostic capabilities, allowing our providers to detect and diagnose conditions with greater accuracy and efficiency," says Tremel.

Gaul Earns Certified Diabetes

Care Specialist Certification

Sara Gaul, MSN, RN Population Health Manager, has achieved her Certified Diabetes Care and Education Specialist (CDCES) certification. This certification recognizes Gaul's specialized knowledge and expertise in supporting individuals with diabetes and prediabetes.

As a CDCES, Gaul provides personalized education and guidance to those managing Type 1, Type 2, gestational diabetes, and prediabetes. Her focus is on empowering patients to take charge of their health and achieve their diabetes management goals.



2025 Highlights

Expanding Access: Speech-Language Pathology Now at CCMH

CCMH rehabilitative services is now offering Speech Language Pathology. This service allows individuals experiencing difficulties with speech, language, communication, and swallowing to receive high-quality, personalized care close to



TAMMY HULSING, MA, CCC-SLP
Speech Language Pathologist

home. Since launching the program, CCMH has been able to meet a growing need in the community—offering both pediatric and adult speech therapy services without requiring patients to travel out of town.

Collaboration in Action: Regional EMS Conference at CCMH

CCMH hosted the 28th Annual Crawford County EMS Conference, offering free, high-quality training for EMS professionals and community members. Nearly 100 attendees from across western Iowa participated in sessions on trauma, pediatric and geriatric emergencies, rural prehospital delivery, and more. Hands-on simulations from SIM Iowa provided realistic training scenarios, enhancing clinical skills in a no-risk environment. The event not only delivered valuable continuing education but also strengthened collaboration among regional emergency responders.



Senior Life Solutions

Crawford County Memorial Hospital's Senior Life Solutions is an intensive outpatient group therapy program designed to meet the unique needs of individuals—typically age 65 and older—experiencing depression or anxiety related to life changes often associated with aging.

Senior Life Solutions is located in the Outpatient Services Building at 2540 N Avenue. They started seeing patients in October 2025.

Economic and Community Impact

Crawford County Memorial Hospital is not only a provider of essential healthcare services — it also plays a vital role in supporting the local economy. As one of the largest employers in the area, CCMH plays a key role in supporting local jobs and economic growth. In addition, many community benefit programs simply wouldn't be possible without the hospital's leadership, resources, and commitment to the well-being of Crawford County residents.

Crawford County Memorial Hospital Created ...



595.5
Total Jobs



\$38.8 Million
Total Wages



\$70.8 Million
Total Expenditures



\$2.3 Million
in community
benefits were
delivered.



4,312
encounters through
community service
programs

We served **847** participants in our
Community Wellness Screenings

We certified **217** participants in
various levels of CPR classes.

Through our commitment to the community, we provided over \$300,000 in charity care.

Care Support Groups
CPR Training & EMS Conference
EMS Standby Coverage for Events

Patient Family Advisory Council
Bike Safety Training & Helmets
SIM Iowa Education

Community Lunch & Learns
Health Fairs
Health Presentations for Schools

Financial Stewardship

Did You Know?

Only about 5% of CCMH's annual revenue comes from local property taxes.

That means **95%** of our funding is generated through the care we provide — from clinic visits and hospital stays to therapy, lab work, and other services.

While we're **proud to be a county-owned** hospital, we work hard to be financially responsible and self-sustaining. Tax support plays a small but important role — helping us maintain facilities, equipment, and essential services that benefit everyone in our community. But the vast majority of our operating budget comes from patient care and insurance reimbursements.



Living Our Promise

Clinic Patient Care

36,548

Visits



Specialty Clinic Patient Care

6,066

Visits

Inpatient Admissions

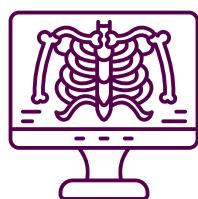
410

Intakes

Outpatient Services

1,324

Visits



Radiology Visits

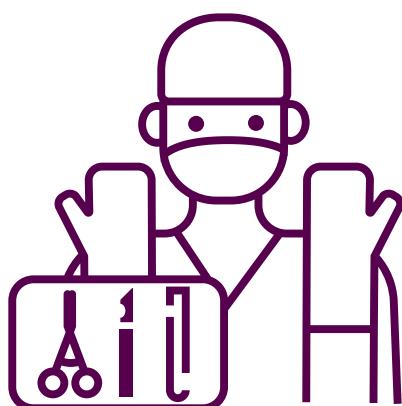
15,546

Patients

Lab Visits

82,308

Tests



Surgery Procedures

56

Inpatient

1,083

Outpatient

Emergency Room

5,422

Visits



Ambulance

1,314

Trips



Living Our Promise

Rehabilitation services offered
Physical Therapy

19,308
Visits

Speech Therapy

195
Visits

Occupational Therapy

1,788
Visits

Cardiac Rehab Procedures

1,620
Visits

Pulmonary Rehab

164
Visits

CCMH is working in collaboration with the Denison Community School District to provide local athletic training care on campus and on the field to help keep our student athletes safe and healthy.



SARAH BRANNING
Athletic Training

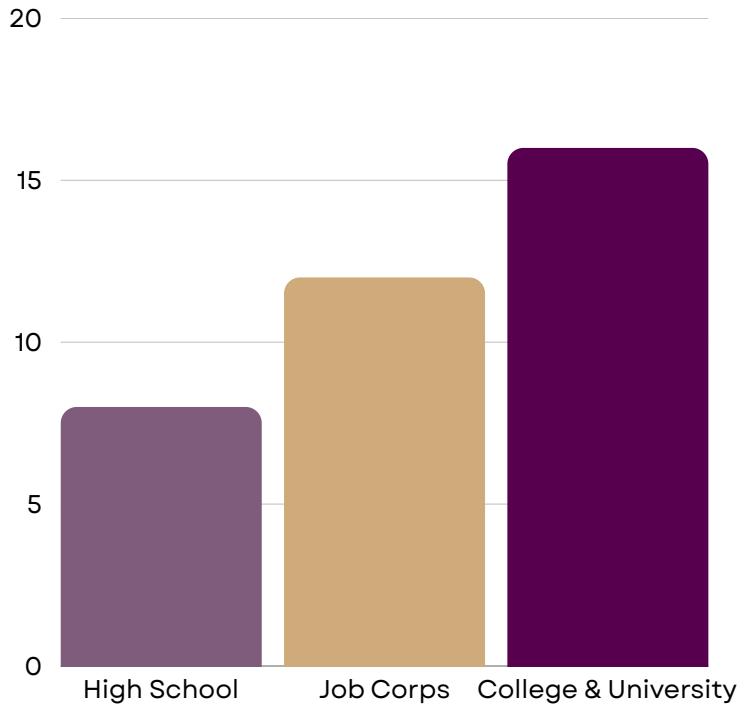


Tomorrow's Care starts with Today's Students

Students come to CCMH in the following capacities

- Work-based learning opportunities through Job Corps
- Career Exploration through Denison Community Schools
- Work-based learning opportunities from high school such as: Boyer Valley Community Schools, OABCIG, MVACOU, and other schools upon request
- Clinical rotations with WITCC, Job Corps, Des Moines University, Methodist College, Iowa Central College, UNMC, DMACC, Creighton, University of Iowa and other colleges
- Observation hours required by more schools prior to applying to advanced programs.

Students Represented at CCMH



151 Students were exposed to the Health Care field at CCMH in FY25



Interns at CCMH

- One Rehab Services Intern
- One Radiology Intern
- Four Nursing Interns
 - Rotations included: ED, MU, Surgery

Empowering Youth Through Health Career Exposure

At Scrubs Camp, participants gain firsthand insight into exciting healthcare professions, exploring areas such as radiology, emergency services, laboratory science, surgery and anesthesia, physical therapy, nursing, and more.

- ⌚ 126 participants in FY25
- ⌚ 100% of students reported they would recommend Scrubs Camp to a friend



Engaging Our Community

Community engagement continues to be an essential part of our work. Through outreach, education, and partnerships, we promote wellness, strengthen relationships, and support the evolving needs of our community.

Wear Blue for Diabetes Awareness

The community wore blue to bring awareness to Diabetes on World Diabetes Day in November.



Parades and Community Events

Our team loves to support our community and the citizens of Crawford County.

Looking Ahead

Our Top Priorities

As we plan for the future, CCMH is focused on growing access, expanding services, and deepening our connection with the community. Here are our top priorities for the coming year:

Expanding Access to Care

We plan to extend clinic hours to better serve patients with busy schedules, ensuring more opportunities for same-day and after-hours appointments.

Growing Our Team of Experts

Recruiting additional providers and bringing in new specialties will allow us to offer more comprehensive care right here in our county.

Building Stronger Community Connections

A new Community Liaison role will help us better engage with local organizations, respond to community health needs, and share important resources.

New & Upcoming Programs

We're excited to introduce programs that support whole-person care and meet the evolving needs of our patients:

- Senior Life Solutions – A program focused on the emotional and mental well-being of older adults.
- Expanded Rural Health Clinic Services – Enhancing care options within our Rural Health Clinic to better serve local patients.
- AI Integration – Implementing artificial intelligence tools to improve patient safety, streamline workflows, and support provider decision-making.

Facility Enhancements Underway

Construction is bringing exciting improvements — from modernized spaces to more patient-friendly environments. These upgrades reflect our commitment to comfort, safety, and quality care for every patient at every visit.



Contact Us

712-265-2500

WeCareForLife@ccmhia.com

www.ccmhia.com

We are deeply grateful to our patients, staff, and community members for their trust, dedication, and support throughout the past year.

To our patients, thank you for allowing us the privilege of caring for you and your families.

To our staff, your compassion, professionalism, and commitment to excellence make our mission possible every day.

And to our community, your partnership and encouragement strengthen the foundation of our work. Together, we continue to build a healthier future for Crawford County and beyond.

Our Volunteers Make a Difference

Crawford County Memorial Hospital is supported by dedicated volunteers who generously give their time and talents to strengthen healthcare access across our community.

Volunteers support key programs including the Community Cares Patient Transportation Program, the Good Samaritan Center Thrift Shop, the Senior Health Insurance Information Program (SHIIP), and the Patient Partners Program, among others.

Volunteer Drivers Make and Impact in the Transportation Program

- Over 600 patients served
- Over 1200 rides
- Over 2300 volunteer hours
- Over 21,000 miles driven





BOARD SUMMARY:

CEO Summary

By: Erin Muck, CEO

Date: January 2026

SUMMARY:

Quality

The Quality Committee agenda and format was transitioned this month to have a higher focus on quality activities. Our goal is to assure all board members have access and understand our quality metrics and are informed about improvement efforts. This year we will be working towards our ISO 9001 certification. Our expectation is, after the survey, the number of metrics will increase.

Our trauma redesignated survey was conducted this week. We are looking forward to receiving the results and recommendations.

Patient Experience

The Swing Bed overall Press Ganey score is in the 99th percentile for the month of October. Inpatient Willingness to Recommend was in the 72nd percentile. We are working on a “quietness at night” campaign to improve those scores.

This year's plans for customer service training and trainers, leadership training, and organizational improvement projects were finalized this week. We will have three (3) projects that will focus on teamwork and quality: TeamSTEPPS®, documents and forms in Spanish, and becoming an Age-Friendly Health System. Customer service training will cover caring for diverse populations, implicit bias awareness, health literacy, teach back, and teamwork. These will be broken out into two sessions. Topics for the leadership training will be finalized after compiling a survey that is being sent out to staff.

People

Employee forums are scheduled early next month to prepare staff for the transition from phase I to phase II of the building project. We have also opened enrollment for our staff to sign up for YMCA memberships. For full-time employees that are eligible for benefits, we plan on covering 80% of the cost for their membership, same as our health insurance plan. This will provide a very economical option to meet their own personal wellness goals. The YMCA has graciously set up 2 times for our staff to tour the new space at 5pm on 1/29 and 2/2. Feel free to join if you have not had a chance to see it. Also new this year, staff using our health plan will have Wellbeats available which provides over 1000 on-demand classes for fitness, nutrition, and mindfulness.

We have a family medicine interview scheduled for 2/12/26. Heather has sent out a meeting invite for lunch.

Growth

Extended clinic hours are going very well, with the evening hours filled most nights. We continue to promote these hours and anticipate that the morning ones will start to fill up as soon as more people are aware.

We will begin offering mental health services here by the end of the month. We have partnered with Integrated Telehealth Partners (ITP) to provide mental health therapy and medication management in our Rural Health Clinic. ITP currently assists us in our Emergency Department providing mental health evaluations. The mental health therapist will start on 1/29 and will provide therapy two days a week. The nurse practitioner will start in February and will provide services including medication management two days a week. We continue to look at options to offer more services as we know there is a continued need. There is a marketing plan to get this out to the public as soon as all details are finalized.

Finance

Total hospital procedures are up over 5.5% for the first half of the fiscal year. Although inpatient procedures are down almost 24%, observation patient days are up over 28%. Surgical procedures have increased almost 9% so far this year. Total radiology exams are up almost 5%. Of note, Echo procedures are up almost 59%. Both lab (almost 9%) and physical therapy (almost 12%) volumes continue to trend up. Total Medical Clinic visits are still lagging 3.5% but showing some improvement.

Financial positive notes include Days in AR hitting 43 days which is the lowest anyone in the current administration has seen here. Days cash on hand without project funds remain steady at 198 days.

Year-to-date the total net loss is \$874,275. Contractual adjustments are up for the year at 47%. The Iowa Directed Payment Program Preprint has been approved by CMS. The specifics are not yet available, and we have not received any payments thus far this year.

The Tax Budget will be on the agenda for the Board Meeting where you will need to set the tax rate and hearing date. It is also that time again to sign the conflict-of-interest statement.

Community

SIM Iowa was onsite this week with simulations for our clinical staff that focused on pediatric care and scenarios. There were also two groups of Scrubs Camp students who were able to experience healthcare careers. In the past few years, some of our previous Scrub Camp students have become part of our team as employees. The goal has been to hopefully influence just one student into going into the healthcare field.

Respectfully,

Erin