



## **BOARD OF TRUSTEES MEETING AGENDA**

5:30 p.m., Monday, July 28, 2025  
Hospital Meeting Rooms C-D  
100 Medical Parkway, Denison, IA

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**I. CALL TO ORDER**

**II. APPROVAL OF MINUTES**

A. Previous Month's Minutes

**III. QUALITY CARE AND SERVICES**

A. Quality Committee Report  
B. Medical Staff Report

**IV. PATIENT EXPERIENCE**

A. 5 Star Journey Update

**V. PEOPLE**

A. Credentialing  
i. Appointments & Reappointments – Discussion / Action  
B. Mission Committee Report

**VI. GROWTH**

A. Department Reports  
i. Thrift Shop  
ii. Volunteer Services  
B. CEO Report

**VII. FINANCIAL STABILITY**

A. Finance Committee Report  
i. Approval of Payroll & AP  
B. Capital Purchase – Quote Updates  
C. Policy 105.05 Limitations on Executive Authority

**VIII. COMMUNITY**

A. Board Chair Comments

**IX. ADJOURNMENT**

### **Our Mission**

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

**Board of Trustees**

June 30, 2025

A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, June 30, 2025, 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 (left at 6:03), Amy Schultz, Theresa Sheer (CNO), Heather Rasmussen (Chief Quality Officer), Rachel Melby (CFO), Erin Muck (CEO), and Heather Wight (Recorder). Also in attendance were Gordon Wolf (Denison Free Press), Don Luensmann (Executive Director of Marketing and Development left at 6:44) and Dana Neemann (Director of Education & Patient Experience left at 6:44). Not in attendance were Jon Schuttinga, 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 5:35 p.m. by Mendlik.

**APPROVAL OF MINUTES**

A motion was made by Reisz, second by Leise, to approve the May 19, 2025, minutes as presented. Motion carried unanimously.

A motion was made by Schultz, second by Leise, to approve the June 23, 2025, special meeting minutes as presented. Motion carried unanimously.

**QUALITY CARE AND SERVICES**

**Quality Committee Report**

- Rasmussen gave a brief update of the Quality Committee activities including sharing that the ER's overall score is 95% and there are still issues with the reporting rehab services data with Cerner.
- 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 the recruiting efforts for the med unit and EMS. Although only required to staff a crew for 911 calls, we maintain a second crew to support transfers and additional 911 calls. We recently shifted from a call-based second crew to a dedicated duty crew for this purpose. The implementation of the clinic lab draws on July 1 and patient satisfaction scores were also discussed.

**PATIENT EXPERIENCE**

**5-Star Journey Update**

Muck shared the Patient Experience Committee (formerly Service Excellence Council) met and received updates on the 4 Organizational Improvement Project Teams (formerly OASIS teams). The Accountability Scorecard includes quality metrics and yearly goals all in one place. The Workplace Safety team is working to increase safety for staff. Muck also shared the updated 5 Star calendar with emphasis on the first round of two 5 Star Training workshops in August and guest speaker on August 12.

**PEOPLE**

**Credentialing**

A motion was made by Schultz, second by Reisz, to approve Medical Staff new appointments of DaSilva and Tweedy and the distant site credentialing of Cook, Lane, Selthofner, Chavis, Sheehan, Luna, Bahl, Lopez and Murphy Jr. Motion carried unanimously.

**Mission Committee Report**

Muck shared the updated accountability dashboard along with progress on patient experience initiatives. Family medicine and ER recruitment efforts continue. The Community Health Needs Assessment has been completed and a summary is expected in September.

**GROWTH**

**Department Reports**

**Education & Patient Experience**

Neemann shared in FY25, education and development enhanced clinical excellence, staff preparedness, and community engagement through a range of initiatives. These included delivering over 160 clinical certifications (ACLS, PALS, BLS, Heart Saver, PEARS), hosting a critical care course, and offering specialty continuing education. Quarterly competencies addressed 22 clinical topics, while SIM Iowa and an EMS Conference expanded professional learning opportunities. The department strengthened student engagement through Scrubs Camp and formalized student tracking, supported patient-centered care with monthly support groups and PFAC initiatives, and used data from Press Ganey and satisfaction surveys to drive quality improvements and educational planning.

**Marketing**

Luensmann shared the marketing department has made significant progress in enhancing the organization's visibility, community engagement, and strategic communication. Key initiatives include hiring a full-time Marketing Assistant to oversee social media and digital signage, fully implementing VM Cast digital displays across the facility, and expanding advertising efforts through new channels like KDSN social media and local store checkout. The launch of a new website in January 2025 has improved content control and reduced costs. The department has grown with the addition of new roles, including plans for a Spanish-language Community Outreach position to better serve diverse populations. Community engagement remains strong through participation in local events and quarterly wellness programs, while strategic support efforts such as the OASIS Team and wayfinding initiatives are being reactivated to align with upcoming building renovations.

**CEO Report**

Muck shared the annual golf outing numbers haven't been finalized yet but was successful. The profits from the golf outing are going towards a new transportation van. The Hospital Foundation fundraiser this year is raffling off an ATV to help fund the purchase of education manikins. Otherwise still watching the legislation regarding Medicaid and rural hospital funding.

**Board of Trustees**

June 30, 2025

**FINANCIAL STABILITY**

**Finance Committee Report**

1. Total Payroll & Accounts Payable of \$4,076,102.57 for payment.

A motion was made by Reisz, second by Schultz, to approve the financial report, total payroll, and accounts payables in the amount of \$4,076,102.57. Motion carried unanimously.

**Capital Purchase – Ice Machine**

The ice machine in Same Day Services (currently Specialty Clinic) is broken and the repair costs were quoted at \$3,000 for replacement parts. Under the CEO's signature authority, the decision was made to purchase a new ice machine for \$5,259.56.

A motion was made by Schultz, second by Leise, to approve the purchase of the ice machine in the amount of \$5,259.56. Motion carried unanimously.

**Capital Purchase – Office Furniture**

The Certified Diabetes Care and Education Specialist has been moved from an exam room in the clinic to office space in the hospital. In doing so, new office equipment is needed for their office. They regularly meet with patients in their office. To have the order expedited and delivered timely, the CEO signed off on the purchase with her signing authority in the amount of \$9,265.31.

A motion was made by Reisz, second by Schultz, to approve the purchase of the office furniture for the Diabetic Care and Education office in the amount of \$9,265.31. Motion carried unanimously.

**FY26 Operating Budget & Capital Budgets**

Melby detailed the FY26 Operating & Capital budgets.

A motion was made by Leise, second by Reisz, to approve the FY26 Operating & Capital budgets as proposed. Motion carried unanimously.

**COMMUNITY**

**Board Chair Comments**

Mendlik shared comments on Medicaid and the future financial success of rural hospitals.

**ADJOURNMENT**

A motion was made by Schultz, second by Reisz, that the meeting be adjourned at 6:52 p.m. Motion carried unanimously.

**Crawford County Memorial Hospital**  
**QUALITY COMMITTEE OF THE BOARD OF TRUSTEES**  
**July 22, 2025 Meeting Minutes**

A meeting of the Quality Committee of the Board of Trustees was held on Tuesday, July 22, 2025. Present: Jay Mendlik, David Reisz, Michael Luft, DO (arrival 4:37pm), Erin Muck, CEO, Theresa Sheer, CNO, Heather Rasmussen, CQO, Dana Neemann, Director of Education and Patient Experience (exit 5:15pm), Dustin Durbin (exit 4:46pm), DeAnn Reetz (exit 4:46pm), Don Luensmann (exit 4:46pm), Trama Vetter (exit 5:03pm).

David Reisz called the meeting to order at 4:32pm

**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 May 2025 scorecard for HCAHPS. All questions scored in either the 98 or 99<sup>th</sup> percentile for the month. Neemann shared CCMH has obtained 4 Stars through the National Rural Rating System.

**II. Statistics**

Muck reviewed June 2025 statistics with the Committee. Total hospital procedures were up 14.5%, inpatient was up 10%, swing bed was up 331%, and surgical procedures were up 29% for the month. Ancillary services (Radiology, Laboratory, and Rehab Services) were also up for the month. Emergency Department visits were down 3.69%. Clinic visits were up 4.23%. Cerner was implemented in June of 2024.

**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 July 12, 2025.
- ii. **PFAC:** Dana gave a brief update on the PFAC.
- iii. **FY2025 Accountability Dashboard:** The Committee reviewed the FY2025 Accountability Dashboard.
- iv. **Accountability Scorecard:** The Committee reviewed the FY2026 Accountability Scorecard. Leadership was trained and the Scorecard went live on July 1<sup>st</sup>.
- v. **Departmental Reports:**
  - a. **Volunteer Services:** Durbin reviewed the services of the transportation buses and volunteer services activity.
  - b. **Thrift Shop:** Reetz and Luensmann shared the activities of the Thrift Shop.
- vi. **Patient Experience Committee:** Muck shared Dr. Ranniger was recognized for her Press Ganey scores on July 22<sup>nd</sup>. Employee forums are scheduled for the beginning of August and the first 5 Star Training workshop is scheduled at the end of August. The updated 5 Star calendar was reviewed.
- vii. **RHC Annual Review:** Vetter reviewed the FY2025 RHC Annual Program Review.

**V. Peer Review:** Tabled

**VI. Other Business/Updates**

- i. **Recruitment:** Muck shared Dr. Rinek will be starting in the Emergency Department next week. There is an interview with an ER provider on July 25<sup>th</sup> and an interview with a

Spanish-speaking Family Medicine provider on-site on August 25<sup>th</sup>. Two PA's and one ARNP has accepted offers. Anticipated start date for all three is October 2025.

- ii. **Building Project:** Muck gave an update on Phase I and Phase II of the Building Project. The opening of Rehab Services has moved to September. Once a final open date has been confirmed, CCMH will plan a community grand opening.

**VII. Adjournment** Heather Rasmussen, Recorder. 5:50pm

*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

July 8, 2025

A meeting of the Medical Staff of Crawford County Memorial Hospital was held on Tuesday, July 8, 2025 in the hospital's Meeting Room C & D.

Present were David Wright DO, Michael Luft DO, Patrick Luft MD, Richard Malyszczek MD, Laxmi Kumari MD, Sara Luft ARNP, Erin Schechinger DNP, Cyilee Martin DNP, Jill Kierscht ARNP, Angie Andersen, IT Director, Erin Muck CEO, Theresa Sheer CNO, Heather Rasmussen, Chief Quality Officer Recorder: Marcy Fink

Ad Hoc: Don Luensmann – Executive Director of Marketing and Development, Dustin Durbin – Volunteer Services and Community Outreach Coordinator, Tammy Hulsing – Speech & Language Pathologist, Sara Gaul – Diabetes Care Coordinator

Absent: Elizabeth Ranniger MD, Julie Graeve ARNP, Benjamin Burkett MD, Kylee LeFebvre ARNP

The meeting was called to order by David Wright, DO at 8:07 a.m.

#### APPROVAL OF PREVIOUS MONTH'S MINUTES

The voting members of the Medical Staff approved the minutes of the June 1, 2025, meeting.

#### CNO UPDATE

Theresa Sheer

- Allison Engle is a new RN in the Med Unit. Continuing to recruit for Medical Unit and EMS staff.
- Scrubs Camp will be held in August.
- Brooke Schwery is on vacation this week. Theresa Sheer is working as her back up.
- Discussion was held on the notification process if a provider is going to be gone. Trama Vetter should be notified who will then notify the appropriate departments. IT will make sure she has access to the master calendar on the intranet.

#### BUSINESS

##### A. Quality – Thrift Store

Don Luensmann

- a. An overview was given of the Thrift Store staff and operations.

##### B. Quality – Volunteer Services

Dustin Durbin

- a. Information was provided regarding the history of the Volunteer Services department and what projects they are currently working on. They have a lunch and learn scheduled once a month from July – October. All are welcome and encouraged to attend. There are also several community parades in which they will be participating.

##### C. Speech Therapy Services

Tammy Hulsing

- a. Tammy provided information regarding her services which include swallowing disorders and Oral Facial Myofunctional Disorder.

##### D. Diabetic Education

Sara Gaul

- a. Sara Gaul has received her Diabetic Education Certification and has been developing her diabetic program. It is federally accredited. The Diabetic Program Advisors are: Dr. Patrick Luft, Cassandra Pomeroy and Brooke Tasler. If you would like to refer someone for diabetic education, contact Sara Gaul. This cannot be done through Cerner at this time. Sara will be tracking A1C's. Would like to have provider referrals of at least 50% for patients with an A1C greater than 9.

##### E. IT Updates / Q&A

Angie Andersen

- a. Matt, from Cerner, will be back August 25 – 28<sup>th</sup>.
- b. Went live with immunization interface and with clinic lab draws.

**ADJOURNMENT** The meeting was adjourned to the Executive Committee at 8:38 a.m.

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

**MEDICAL STAFF CREDENTIALING**  
**July 2025**

**REAPPOINTMENTS:**

<b>Provider</b>	<b>Edward Cutler, CRNA</b>	<b>Luke Cypher, MD</b>	<b>Kevin Gengel, MD</b>
<b>Group/Specialty</b>	Cutler Anesthesia Services, PLLC	Physicians Laboratory	Radiology Consultants of the Midwest, PC
<b>License/DEA/CSA/COI</b>	Current	Current	Current
<b>References</b>	Positive	Positive	Positive
<b>Nat'l Pract. Data Bank/OIG</b>	No Reports	No Reports	No Reports
<b>Reappointment Period</b>	July 2025 – July 2027	June 2025 – June 2027	August 2025 – August 2027

<b>Provider</b>	<b>Sara Luft, ARNP</b>	<b>Michelle Peterson-Jones, MD</b>	<b>Elizabeth Ranniger, MD</b>
<b>Group/Specialty</b>	CCMH Medical Clinic & Cosmetic Clinic	Radiology Consultants of the Midwest, PC	CCMH & Medical Clinic Pediatrics
<b>License/DEA/CSA/COI</b>	Current	Current	Current
<b>References</b>	Positive	Positive	Positive
<b>Nat'l Pract. Data Bank/OIG</b>	No Reports	No Reports	No Reports
<b>Reappointment Period</b>	May 2025 – May 2027	July 2025 – July 2027	August 2025 – August 2027

<b>Provider</b>	<b>David Wright, DO</b>		
<b>Group/Specialty</b>	CCMH & Medical Clinic General Surgeon		
<b>License/DEA/CSA/COI</b>	Current		
<b>References</b>	Positive		
<b>Nat'l Pract. Data Bank/OIG</b>	No Reports		
<b>Reappointment Period</b>	May 2025 - May 2027		

**Crawford County Memorial Hospital**  
**Mission Committee**  
**July 17, 2025, 4:30 PM**

A meeting of the Mission Committee of the Board of Trustees was held on Thursday, July 17, 2025. Present on site were Erin Muck (CEO), Vernon Sid Leise, Jay Mendlik, and Heather Wight (recorder). Not in attendance was Dr. Benjamin Burkett.

The meeting was called to order at 4:31 p.m.

**QUALITY**

**FY26 Accountability Scorecard Review**

- The accountability scorecard that went live on July 1<sup>st</sup> was reviewed.

**FY25 Accountability Dashboard**

- Last fiscal year's accountability dashboard was reviewed.

**PATIENT EXPERIENCE**

**5-Star Journey Plan Calendar**

- Muck shared the updated 5 Star calendar for the summer including the next round of employee forums scheduled for the beginning of August and first 5 Star Training workshops at the end of August.

**HCHAPS**

- The current HCHAPS data was reviewed. Every question scored in either 98<sup>th</sup> or 99<sup>th</sup> percentile.

**Patient Experience Committee Report**

- Muck shared the PFAC has started meeting again with 7 members, some of which were on the committee last year. Providers will be receiving tailored 5 Star training during their September provider lunch meeting and forum topics were discussed at the 5 Star Trainer / CEO Synergy meeting.

**PEOPLE**

**Recruitment Update**

- Provider: Dr. Rinek will be starting in the ER at the end of July. We have an onsite ER provider interview on July 25 and a family medicine provider onsite on August 25. One NP accepted our offer and are waiting for responses from the other 2 offers.
- Other: Both the Marketing and Foundation Director and Community Liaison positions have been posted and the first round of interviews are scheduled.

**GROWTH**

**Statistics**

- Total hospital procedures were up 14.5%, inpatient was up 110%, swing bed was up 331% and surgical procedures were up 29%. While ER visits were down slightly, radiology, lab and rehab services were also up.

**Building Project Update**

- The tentative opening of the rehab services space has been moved out to possibly September. We are hoping to have a final opening date to get a community grand opening scheduled.

**FINANCE**

**Medicaid Update**

- Shared updates regarding the recent legislation regarding Medicaid changes.

**Policy 105.05 Limitations on Executive Authority**

- The committee reviewed the Limitations of Executive Authority policy and no updates were required. To go to the board for review.

**COMMUNITY**

**Events**

- The annual Crawford County Fair is being held this week. Providers and Admin are staffing the CCMH booth this year.

**Foundation**

- The Hospital Foundation of Crawford County announced the pending sale of the Good Samaritan Thrift Shop building and business operations to Christ Lutheran Church. The sale is pending final approvals and is expected to close by June 1, 2026.

**The meeting adjourned at 5:30 p.m.** Heather Wight, Recorder



## **BOARD SUMMARY:**

### **CEO Summary**

**By: Erin Muck, CEO**

**Date: July 2025**

## **SUMMARY:**

### **Quality**

The DMV annual survey was conducted this week. We were able to close out all opportunities from last year. They are now gearing us to become ISO certified, so each survey gets more challenging. The FY26 accountability scorecard, including the restructure of the quality scorecard, is finalized. Each department has their own scorecard to be completed by the manager. Scorecards will be reviewed monthly by administration, medical staff, quality committee, and the Board Quality Committee. Any metric that requires enhancement will have an improvement project completed. August will be the first review after July scores are entered.

### **Patient Experience**

This month we celebrated Dr. Elizabeth Ranniger who has scored in the 90<sup>th</sup> percentile nationally for 2 straight years. She has also scored in the 99<sup>th</sup> percentile for the last year and a half. Dr. Ranniger not only provides outstanding quality of care, but she also treats children and caregivers like they are family. This recognition was long overdue and well deserved.

All HCAHPS scores were in the 98<sup>th</sup> to 99<sup>th</sup> percentile this month. ER also had an overall score in the 98<sup>th</sup> percentile. Our 5-Star trainers are meeting and gearing up to teach our first round of customer service training in August. Employee forums are the first week of August and we will be reviewing the building project, a new policy, and recruitment activities.

### **People**

We are excited to add two Physicians Assistants and a Nurse Practitioner to our medical clinic in early October. Marketing will be working on their announcements and news releases. Dr. Rinek's credentialing is on track for a start date next week. We are excited for him to get started in the ER and settled in Denison. Interviews start next week for the Community Liaison and Director of Marketing and Foundation positions.

Quarter 4 controllable turnover rate was 3.36%, which was slightly higher than last quarter, but still below our 5% threshold.

### **Growth**

The opening of the new rehab department has been pushed back to mid-September to assure all IT and equipment has been set up. Don will have a date for the open house once a final open date has been set.

The rest of the building project is moving along with windows frames and glass installation, overhead plumbing, drywall, and flooring installation. The project is currently at 38% completion and our contingency fund remains strong.

### **Finance**

Denman & Company, LLP will be on site next week to start the audit process, so there could be changes to the financial preliminary reports based on the final audit report.

FY25 wrapped up better than anticipated with a preliminary net profit. There was only a 0.15% increase in total hospital procedures for the year. Cash balances unrelated to construction project were up \$832,259 and Days Cash on Hand without project funds ended at 219. The most impressive accomplishment this year was the decrease in AR to 55 days after navigating the EMR implementation this last fiscal year.

### **Community**

This year we made it back to the fair and had a CCMH booth again. All providers took turns attending and staffing the booth, which was well received by the community. There were also managers and frontline staff who represented us well.

Respectfully,

Erin

**CRAWFORD COUNTY MEMORIAL HOSPITAL  
FINANCE COMMITTEE MEETING  
July 23, 2025, 4:00 P.M.**

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

The meeting was called to order at 4:06 pm.

**Committee Recommendations:**

1. Total Payroll & Accounts Payable of \$2,924,018.74 for approval of payment.
2. Approve the updated capital purchase amounts for surgical equipment:  
System 8 Battery Charger – \$5,670.42 + shipping  
Steri-Shield Hoods – \$15,033.75 + shipping

**Approval of Minutes**

The June 2025 minutes were reviewed and approved.

**CFO Report**

The CFO Report was reviewed.

**Financial Reports**

**Statistical, Income and Cash Flow Report**

Statistically, total hospital procedures were relatively flat, with just a slight increase of 0.15% compared to the previous year. While total inpatient procedures increased 35.82% for the fiscal year, total outpatient procedures decreased 1.59%. The overall outpatient decreases were the result of surgical procedures down 2.23%, physical therapy procedures down 5.83%, and medical clinic visits down 8.89%. As we look ahead at budgeted volumes for the next fiscal year, the addition of several new providers earlier this calendar year and the onboarding of several new providers this Fall will enable us to expand Clinic hours and increase visit capacity as part of the strategic goals for the new fiscal year.

Cash decreased in June as planned, due to the annual Principal & Interest payments on our bonds and the payoff of the 2020C bond series, which, as a reminder, was done to reduce our monthly debt payment requirements. For the year, cash balances not related to the construction project are up \$832,259 and Days Cash Hand (excluding Project Funds) are 219 Days.

Other (preliminary) key operating accomplishments include:

	<b>FY2025</b>	<b>Goal</b>
<b>Total Margin</b>	14.67%	2.00%
<b>DSR</b>	4.36	1.60
<b>Days Cash on hand</b>	219	180
<b>Days in A/R</b>	55	50

**CRAWFORD COUNTY MEMORIAL HOSPITAL  
FINANCE COMMITTEE MEETING  
July 23, 2025, 4:00 P.M.**

Although the Days in A/R goal of 50 days was not achieved, we are extremely proud of the Revenue Cycle Team for decreasing days in A/R from a high of 79 days in October to 55 days in less than a year, and with the transition to a new EMR. Most EMR transitions do not recover this quickly from a revenue cycle standpoint and we recognized this was only accomplished because of highly dedicated and qualified staff at CCMH.

**Balance Sheet**

The Balance Sheet as of 06/30/25 reflects Total Assets of \$82,182,683.

**Payroll & Accounts Payable**

The committee reviewed and recommends total Payroll & Accounts Payable of \$2,924,018.74 to the Board for approval. This amount includes \$1,759,048.16 in salaries.

**Accounts Receivable**

Patient Accounts Receivable as of 06/30/2025 totaled \$11,074,816 which is a decrease of \$309,971 from May.

**New Business**

**Property / Liability Insurance Renewal**

A premium summary for the FY26 business insurance renewal package was reviewed by the committee.

**Consumer Price Index**

The Consumer Price Index for June 2025 was presented. This data is used in determining cost of living increases in September.

**Other Business**

**Capital Purchases – Quote Updates**

The quotes for 2 surgical capital purchases that were approved for purchase in this fiscal year have increased and need board approval. The original amounts approved were \$5,300 for a System Battery Charger and \$14,000 for Steri-Shield Hoods. The updated quotes are \$5,670.42 and \$15,033.75 (excluding shipping). The finance committee recommends approval of both updated quotes plus shipping costs.

**Adjourn** - The meeting was adjourned at 5:02 p.m.

# Crawford County Memorial Hospital

## Comparative Statistical Report

June 2025

	Month to Date			Fiscal Year to Date		
	FY 2025	FY 2024	Variance	FY 2025	FY 2024	Variance
<b>Total Admissions</b>	35	27	29.63%	410	420	-2.38%
Acute/OB	28	21	33.33%	336	320	5.00%
Skilled	7	1	600.00%	55	44	25.00%
ICF	0	1	-100.00%	14	6	133.33%
Respite	0	0	0.00%	1	0	100.00%
Newborns	0	4	-100.00%	4	50	-92.00%
Observation Admissions	31	28	8.94%	205	233	-11.99%
<b>Total Adjusted Admits</b>	66	55	19.04%	615	653	-5.81%
<b>Total Patient Days*</b>	229	147	55.78%	2,606	2,165	20.37%
Acute/OB	73	58	25.86%	1,204	967	24.51%
Nursery	0	0	0.00%	4	82	-95.12%
Skilled	69	16	331.25%	659	389	69.41%
ICF	0	8	-100.00%	37	17	117.65%
Respite	0	0	0.00%	3	0	100.00%
Observation	87	65	33.85%	699	710	-1.55%
*Includes Observation						
<b>Average LOS (Acute/OB)</b>	2.82	2.29	22.86%	3.41	3.05	11.86%
<b>Hospital Procedures</b>						
Inpatient	1,023	486	110.49%	10,992	8,093	35.82%
Outpatient	14,160	12,774	10.85%	163,994	166,637	-1.59%
<b>Total</b>	15,183	13,260	14.50%	174,986	174,730	0.15%
Surgical Procedures	93	72	29.17%	1139	1165	-2.23%
Anesthesia Procedures	81	66	22.73%	907	966	-6.11%
ER Visits	418	434	-3.69%	5,422	5,150	5.28%
Admits from ER	26	27	-3.70%	328	311	5.47%
Scheduled Outpatient Visits	116	155	-25.16%	1,324	1,282	3.28%
Ambulance Trips	104	137	-24.09%	1,314	1,433	-8.30%
Xray Procedures	689	566	21.73%	7,766	7,070	9.84%
Mammography Procedures	97	94	3.19%	1410	1423	-0.91%
Flouro Procedures	6	1	500.00%	41	17	141.18%
Ultrasound Dept Procedures	170	148	14.86%	1888	2127	-11.24%
Echo Procedures	65	52	25.00%	519	498	4.22%
CT Dept Procedures	292	253	15.42%	2912	2538	14.74%
MRI Dept Procedures	92	61	50.82%	947	956	-0.94%
Nuc Med Procedures	4	7	-42.86%	53	78	-32.05%
Total Radiology Procedures	1,415	1,182	19.71%	15,536	14,707	5.64%
Respiratory Tx Procedures	90	27	233.33%	928	1,491	-37.76%
EKG Procedures	117	175	-33.14%	1518	2003	-24.21%
Sleep Studies	25	12	108.33%	215	114	88.60%
Lab Procedures	7,362	6,555	12.31%	82,308	77,199	6.62%
Physical Tx Procedures	1,849	1,197	54.47%	19,308	20,504	-5.83%
Speech Procedures	34	28	21.43%	195	340	-42.65%
OT Procedures	212	167	26.95%	1788	1925	-7.12%
Cardiac Rehab Procedures	178	106	67.92%	1620	1474	9.91%
Pulmonary Rehab Procedures	15	7	114.29%	164	107	53.27%
Specialty Clinic Visits	542	548	-1.09%	6,066	6,189	-1.99%
Total Medical Clinic Visits	2,636	2,529	4.23%	36,548	40,114	-8.89%

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

Gray lines are YTD. All %'s are based on net revenue except for the variance column and gross revenue.	<b>CURRENT MONTH ACTUAL</b>		<b>CURRENT MONTH BUDGET</b>		<b>CURRENT MONTH VARIANCE</b>		<b>PRIOR YEAR ACTUAL</b>	
<b><u>PATIENT SERVICE REVENUES</u></b>								
INPATIENT SERVICES	632,838	10.1%	401,777	7.1%	231,061	57.5%	317,687	6.0%
	7,087,292	9.7%	4,840,683	7.1%	2,246,609	46.4%	4,622,084	7.2%
OUTPATIENT SERVICES	5,479,829	87.8%	5,218,841	91.9%	260,988	5.0%	4,953,210	93.4%
	64,621,497	88.5%	62,877,605	91.9%	1,743,892	2.8%	58,913,886	91.8%
SWING BED SERVICES	130,495	2.1%	59,442	1.0%	71,053	119.5%	29,915	0.6%
	1,346,423	1.8%	716,167	1.0%	630,256	88.0%	652,261	1.0%
<b>TOTAL GROSS PATIENT REVENUE</b>	<b>6,243,161</b>	<b>100.0%</b>	<b>5,680,060</b>	<b>100.0%</b>	<b>563,101</b>	<b>9.9%</b>	<b>5,300,811</b>	<b>100.0%</b>
	73,055,213	100.0%	68,434,456	100.0%	4,620,757	6.8%	64,188,231	100.0%
<b><u>DEDUCTIONS FROM REVENUE</u></b>								
MEDICARE ADJUSTMENTS	(1,822,875)	-29.2%	(1,277,671)	-22.5%	(545,204)	42.7%	(1,149,396)	-21.7%
	(16,614,835)	-22.7%	(15,393,631)	-22.5%	(1,221,204)	7.9%	(14,406,955)	-22.4%
TITLE XIX ADJUSTMENTS	(301,538)	-4.8%	339,812	6.0%	(641,350)	-188.7%	3,813,408	71.9%
	4,751,458	6.5%	4,094,119	6.0%	657,339	16.1%	5,689,789	8.9%
BLUE CROSS ADJUSTMENTS	(469,316)	-7.5%	(552,827)	-9.7%	83,511	-15.1%	(561,748)	-10.6%
	(7,241,892)	-9.9%	(6,660,567)	-9.7%	(581,325)	8.7%	(6,421,392)	-10.0%
OTHER ADJUSTMENTS	(603,023)	-9.7%	(285,041)	-5.0%	(317,982)	111.6%	(381,410)	-7.2%
	(4,628,378)	-6.3%	(3,434,229)	-5.0%	(1,194,150)	34.8%	(3,638,521)	-5.7%
PROVISION FOR UNCOLLECTIBLE	(8,568)	-0.1%	(151,726)	-2.7%	143,158	-94.4%	(218,509)	-4.1%
	(1,808,854)	-2.5%	(1,828,024)	-2.7%	19,171	-1.0%	(1,796,839)	-2.8%
CHARITY CARE	(14,878)	-0.2%	(23,134)	-0.4%	8,256	-35.7%	(1,260)	0.0%
	(178,545)	-0.2%	(278,724)	-0.4%	100,179	-35.9%	(225,454)	-0.4%
TOTAL DEDUCTIONS FROM REVENUE	(3,220,198)	-51.6%	(1,950,588)	-34.3%	(1,269,610)	65.1%	1,501,084	28.3%
	(25,721,046)	-35.2%	(23,501,055)	-34.3%	(2,219,990)	9.4%	(20,799,372)	-32.4%
<b>NET PATIENT REVENUE</b>	<b>3,022,963</b>	<b>48.4%</b>	<b>3,729,472</b>	<b>65.7%</b>	<b>(706,509)</b>	<b>-18.9%</b>	<b>6,801,895</b>	<b>128.3%</b>
<i>(as % of Gross Patient Revenue)</i>	47,334,167	64.8%	44,933,401	65.7%	2,400,766	5.3%	43,388,859	67.6%
<b>NET PATIENT REVENUE</b>	<b>3,022,963</b>	<b>96.1%</b>	<b>3,729,472</b>	<b>97.1%</b>	<b>(706,509)</b>	<b>-18.9%</b>	<b>6,801,895</b>	<b>98.6%</b>
<i>(as % of Total Operating Revenue)</i>	47,334,167	96.4%	44,933,401	97.1%	2,400,766	5.3%	43,388,859	96.3%
<b>OTHER REVENUE</b>								
DIETARY/MEALS INCOME	7,872	0.3%	6,308	0.2%	1,564	24.8%	6,322	0.1%
	82,116	0.2%	75,700	0.2%	6,416	8.5%	74,444	0.2%
OTHER INCOME	114,649	3.6%	105,875	2.8%	8,774	8.3%	88,243	1.3%
	1,706,385	3.5%	1,270,500	2.7%	435,885	34.3%	1,576,315	3.5%
TOTAL OTHER REVENUE	122,521	3.9%	112,183	2.9%	10,338	9.2%	94,565	1.4%
	1,788,501	3.6%	1,346,200	2.9%	442,301	32.9%	1,650,759	3.7%
<b>TOTAL OPERATING REVENUE</b>	<b>3,145,484</b>	<b>100.0%</b>	<b>3,841,655</b>	<b>100.0%</b>	<b>(696,171)</b>	<b>-18.1%</b>	<b>6,896,460</b>	<b>100.0%</b>
	49,122,668	100.0%	46,279,601	100.0%	2,843,067	6.1%	45,039,617	100.0%
<b><u>OPERATING EXPENSES</u></b>								
SALARIES	1,754,621	55.8%	1,852,442	48.2%	(97,821)	-5.3%	1,554,418	22.5%
	20,315,597	41.4%	22,315,974	48.2%	(2,000,377)	-9.0%	19,763,927	43.9%
BENEFITS	(1,002,356)	-31.9%	559,980	14.6%	(1,562,336)	-279.0%	(418,696)	-6.1%
	5,058,196	10.3%	6,672,867	14.4%	(1,614,671)	-24.2%	5,070,826	11.3%
PROFESSIONAL FEES	312,051	9.9%	198,900	5.2%	113,151	56.9%	275,707	4.0%
	3,893,906	7.9%	2,396,100	5.2%	1,497,806	62.5%	3,277,083	7.3%
SUPPLIES & EXPENSES	723,601	23.0%	926,125	24.1%	(202,524)	-21.9%	1,161,605	16.8%
	9,778,539	19.9%	11,534,706	24.9%	(1,756,167)	-15.2%	8,565,524	19.0%
OCCUPANCY	143,001	4.5%	136,415	3.6%	6,587	4.8%	144,038	2.1%
	1,822,041	3.7%	1,636,979	3.5%	185,062	11.3%	1,564,340	3.5%
DEPRECIATION	193,792	6.2%	186,375	4.9%	7,417	4.0%	73,980	1.1%
	2,325,500	4.7%	2,236,500	4.8%	89,000	4.0%	2,012,330	4.5%
<b>TOTAL OPERATING EXPENSE</b>	<b>2,124,710</b>	<b>67.5%</b>	<b>3,860,236</b>	<b>100.5%</b>	<b>(1,735,526)</b>	<b>-45.0%</b>	<b>2,791,053</b>	<b>40.5%</b>
	43,193,779	87.9%	46,793,126	101.1%	(3,599,347)	-7.7%	40,254,030	89.4%
<b>NET OPERATING INCOME (LOSS)</b>	<b>1,020,775</b>	<b>32.5%</b>	<b>(18,580)</b>	<b>-0.5%</b>	<b>1,039,355</b>	<b>-5593.8%</b>	<b>4,105,408</b>	<b>59.5%</b>
	5,928,889	12.1%	(513,525)	-1.1%	6,442,414	-1254.5%	4,785,588	10.6%
<b><u>NONOPERATING REV/EXP</u></b>								
TAXES	234,899	7.5%	181,742	4.7%	53,156	29.2%	246,290	3.6%
	2,234,064	4.5%	2,180,908	4.7%	53,156	2.4%	2,076,233	4.6%
GENERAL CONTRIBUTIONS	100	0.0%	833	0.0%	(733)	0.0%	-	0.0%
	18,733	0.0%	10,000	0.0%	8,733	0.0%	17,990	0.0%
COVID/PRF/FEMA FUNDING	-	0.0%	-	0.0%	-	0.0%	-	0.0%
	-	0.0%	-	0.0%	-	0.0%	1,180,110	2.6%
INTEREST INCOME	206,123	6.6%	50,000	1.3%	156,123	312.2%	50,233	0.7%
	1,401,581	2.9%	600,000	1.3%	801,581	133.6%	599,884	1.3%
INTEREST EXPENSE	(1,214,690)	-38.6%	(162,119)	-50.6%	(1,052,570)	649.3%	(122,168)	-1.8%
	(1,842,668)	-3.8%	(1,945,430)	-4.2%	102,762	-5.3%	(656,835)	-1.5%
WELLNESS CENTER CONTRIBUTIONS	-	0.0%	(41,667)	-6.5%	41,667	-100.0%	(500,000)	-7.3%
	-	0.0%	(250,000)	-0.5%	250,000	-100.0%	(500,000)	-1.1%
<b>TOTAL NONOPERATING INCOME (LOSS)</b>	<b>(773,568)</b>	<b>-24.6%</b>	<b>28,790</b>	<b>0.7%</b>	<b>(802,358)</b>	<b>-2786.9%</b>	<b>(325,645)</b>	<b>-4.7%</b>
	1,811,710	3.7%	595,478	1.3%	1,216,232	204.2%	2,717,382	6.0%
<b>NET INCOME (LOSS)</b>	<b>247,207</b>	<b>7.9%</b>	<b>10,210</b>	<b>0.3%</b>	<b>236,997</b>	<b>2321.3%</b>	<b>3,779,763</b>	<b>54.8%</b>
<i>Year to Date</i>	7,740,599	15.8%	81,953	0.2%	7,658,646	9345.2%	7,502,970	16.7%

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

	<u>THIS MONTH</u>	<u>YTD</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
CASH RECEIVED FROM PATIENTS AND THIRD-PARTY PAYORS	3,164,493	49,976,223
CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES	(1,548,382)	(20,829,976)
CASH PAID TO EMPLOYEES FOR SERVICES	(1,687,256)	(22,687,447)
OTHER OPERATING REVENUE RECEIVED	122,521	2,059,010
NET CASH PROVIDED BY OPERATING ACTIVITIES	51,376	8,517,809
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES</b>		
COUNTY TAXES	8,264	2,230,593
<b>CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>		
PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT	-	-
PRINCIPAL PAYMENTS ON LONG-TERM DEBT	(5,728,733)	(6,373,758)
INTEREST PAID ON LONG-TERM DEBT	(751,957)	(1,246,494)
ACQUISITION OF PROPERTY AND EQUIPMENT	(7,404)	(2,252,566)
CONSTRUCTION PROJECT FUNDS	(29,301)	16,221,505
NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES	(6,517,395)	6,348,686
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>		
INTEREST RECEIVED	56,861	741,074
PROCEEDS FROM MATURITIES OF CERTIFICATES OF DEPOSIT	167,515	597,433
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	224,376	1,415,565
<b>NET INCREASE (DECREASE) IN CASH</b>	(6,233,379)	18,512,654
<b>CASH</b>		
BEGINNING	48,476,213	23,730,180
ENDING	42,242,834	42,242,834

<u>OPERATING INDICATORS:</u>	<u>JAN</u>	<u>FEB</u>	<u>MAR</u>	<u>APR</u>	<u>MAY</u>	<u>JUN</u>	<u>Target</u>	<u>Desirable Trend</u>
Total Margin:	12.58%	32.20%	3.88%	-3.97%	25.89%	6.88% 14.67%	2.00%	Increasing
Debt Service Coverage Ratio:	7.63	9.19	8.76	8.13	9.03	4.36	1.60	Increasing
Days Revenue in Patient A/R:	72	69	68	63	57	55	50	Increasing
Days Cash on Hand:	426	430	423	420	417	377	180	Increasing
(w/o Project funds)	(223)	(239)	(241)	(245)	(211)	(219)		

**CRAWFORD COUNTY MEMORIAL HOSPITAL**  
**BALANCE SHEET**  
**AS OF: 6/30/25**

	Current Month		Prior Month		1-Month Net Change		1 Year Ago Month	
ASSETS								
CURRENT ASSETS								
Total Cash	12,569,315	15.29%	12,264,202	13.89%	305,113	2.49%	10,357,688	17.52%
Patient Receivables	11,074,816	13.48%	11,384,787	12.89%	(309,971)	-2.72%	9,425,698	15.95%
Allowance for Uncollectibles	(666,000)	-0.81%	(986,000)	-1.12%	320,000	-32.45%	(795,000)	-1.34%
Allowance for Contractuals	(3,740,000)	-4.55%	(3,730,000)	-4.22%	(10,000)	0.27%	(2,890,000)	-4.89%
Net Accounts Receivable	6,668,816	8.11%	6,668,787	7.55%	29	0.00%	5,740,698	9.71%
Other Receivables								
Est. Third Party Settlement	-	0.00%	-	0.00%	-	0.00%	3,402,143	5.76%
Taxes Receivable	2,010,812	2.45%	(24,837)	-0.03%	2,035,650	-8195.9%	2,197,492	3.72%
Other	231,876	0.28%	236,821	0.27%	(4,945)	-2.09%	278,198	0.47%
Inventory	1,483,360	1.80%	1,494,353	1.69%	(10,993)	-0.74%	1,409,756	2.38%
Prepaid Expenses & Other	517,663	0.63%	549,777	0.62%	(32,114)	-5.84%	567,684	0.96%
TOTAL CURRENT ASSETS	23,481,843	28.57%	21,189,104	24.00%	2,292,739	10.82%	23,953,660	40.52%
ASSETS LIMITED AS TO USE								
Investments								
Cash & CD's	11,993,123	14.59%	12,210,480	13.83%	(217,357)	-1.78%	13,220,098	22.37%
Bond/Project Funds	17,680,395	21.51%	24,001,531	27.18%	(6,321,135)	-26.34%	152,394	0.26%
Interest Receivable	67,451	0.08%	85,732	0.10%	(18,282)	-21.32%	82,724	0.14%
TOTAL ASSETS LIMITED AS TO USE	29,740,970	36.19%	36,297,743	41.11%	(6,556,774)	-18.06%	13,455,215	22.76%
OTHER ASSETS								
Physician Practice Intangibles	815,000	0.99%	815,000	0.92%	-	100.00%	815,000	1.38%
TOTAL OTHER ASSETS	815,000	0.99%	815,000	0.92%	-	0.00%	815,000	1.38%
PROPERTY & EQUIPMENT, NET								
Land	314,500	0.38%	314,500	0.36%	-	0.00%	314,500	0.53%
Land held for Future Dev	120,400	0.15%	120,400	0.14%	-	0.00%	120,400	0.20%
Land Improvements	2,623,208	3.19%	2,623,208	2.97%	-	0.00%	2,511,827	4.25%
Building	8,675,741	10.56%	8,675,741	9.83%	-	0.00%	8,670,091	14.67%
Fixed Equipment	18,252,414	22.21%	18,250,614	20.67%	1,800	0.01%	18,080,916	30.59%
Major Moveable Equipment	22,575,004	27.47%	22,508,773	25.49%	66,231	0.29%	21,167,271	35.81%
Leased Equipment	1,439,076	1.75%	1,439,076	1.63%	-	0.00%	1,439,076	2.43%
Deferred Costs	10,838,553	13.19%	11,247,767	12.74%	(409,214)	-3.64%	1,633,988	2.76%
Right of Use Subscriptions	201,265	0.24%	201,265	0.23%	-	0.00%	201,265	0.34%
Allowance for Depreciation	(40,474,437)	-49.25%	(40,280,645)	-45.62%	(193,792)	0.48%	(38,148,937)	-64.54%
TOTAL PROPERTY & EQUIP, NET	24,565,724	29.89%	25,100,698	28.43%	(534,975)	-2.13%	15,990,397	27.05%
DEFERRED OUTFLOWS OF RESOURCES								
Pension Related Deferred Outflows	2,887,109	3.51%	4,134,804	4.68%	1,247,695	30.18%	4,134,804	7.00%
Deferred Loss on Refunding	692,038	0.84%	761,243	0.86%	69,205	9.09%	761,243	1.29%
TOTAL DEFERRED OUTFLOWS	3,579,147	4.36%	4,896,047	5.54%	1,316,900	26.90%	4,896,047	8.28%
TOTAL ASSETS	82,182,683	100.00%	88,298,592	100.00%	(6,115,909)	-6.93%	59,110,318	100.00%
LIABILITIES & NET ASSETS								
CURRENT LIABILITIES								
Accounts Payable	373,222	0.45%	400,178	0.45%	(26,956)	-6.74%	337,292	0.57%
Accrued Payroll & Payroll Taxes	1,756,293	2.14%	1,510,217	1.71%	246,076	16.29%	1,857,686	3.14%
Accrued Health Insurance	2,235,559	2.72%	2,100,992	2.38%	134,567	6.40%	1,967,102	3.33%
Deferred Pro Tax Receivable	1,990,757	2.42%	181,742	0.21%	1,809,015	995.37%	2,180,908	3.69%
Due to Third Parties - Other	29,848	0.04%	20,810	0.02%	9,038	43.43%	526,502	0.89%
Lease Payable - Short Term	61,722	0.08%	61,722	0.07%	-	0.00%	61,722	0.10%
Est. Third Party Settlements	1,737,575	2.11%	1,737,575	1.97%	-	0.00%	1,797,452	3.04%
TOTAL CURRENT LIABILITIES	8,184,976	9.96%	6,013,236	6.81%	2,171,740	36.12%	8,728,664	14.77%
OTHER LIABILITIES								
Lease Payable - Long Term	65,454	0.08%	68,886	0.08%	(3,431)	-4.98%	1,218,309	2.06%
Bonds Payable - Long Term	37,512,684	45.65%	43,237,986	48.97%	(5,725,301)	-13.24%	18,261,265	30.89%
Interest Payable	136,799	0.17%	179,761	0.20%	(42,961)	-23.90%	46,748	0.08%
Net Pension Liability	6,624,162	8.06%	9,673,976	10.96%	(3,049,814)	-31.53%	9,223,976	15.60%
TOTAL LONG-TERM LIABILITIES	44,339,100	53.95%	53,160,608	60.21%	(8,821,508)	-16.59%	28,750,298	48.64%
TOTAL LIABILITIES	52,524,076	63.91%	59,173,844	67.02%	(6,649,768)	-11.24%	37,478,962	63.41%
DEFERRED INFLOWS OF RESOURCES								
Pension Related Deferred Inflows	1,060,768	1.29%	774,116	0.88%	286,652	37.03%	774,116	1.31%
OPEB Related Deferred Inflows	300,736	0.37%	300,736	0.34%	-	0.00%	300,736	0.51%
TOTAL DEFERRED INFLOWS	1,361,504	1.66%	1,074,852	1.22%	286,652	26.67%	1,074,852	1.82%
NET ASSETS								
General Fund	20,556,504	25.01%	20,556,504	23.28%	-	0.00%	13,053,534	22.08%
Net Revenue (Loss)	7,740,599	9.42%	7,493,393	8.49%	247,207	3.30%	7,502,970	12.69%
TOTAL NET ASSETS	28,297,103	34.43%	28,049,897	31.77%	247,207	0.88%	20,556,504	34.78%
TOTAL LIABILITIES & NET ASSETS	82,182,683	100.00%	88,298,592	100.00%	(6,115,909)	-6.93%	59,110,318	100.00%

# CCMH Expenses Paid for the Month of June 2025

AbbVie US, LLC - Supplies	\$2,826.00	Dr. Scott Eugene Eveloff - Fees	\$2,295.00
Access Technologies - Fees	\$181.00	Eventide Lutheran Home - Fees	\$400.00
Ace Refrigeration Co. - Fees	\$3,019.03	Fareway Stores - Supplies	\$706.65
Advanced Sterilization Products - Supplies	\$880.92	Farmer Bros. Co. - Supplies	\$544.28
Debbie Ahart-Muhlbauer - Expenses	\$108.17	Federal Express Corp. - Fees	\$39.13
Airgas USA - Supplies	\$6,361.95	Feld Fire - Fees	\$88.92
American Messaging - Fees	\$46.41	FFF Enterprises, Inc. - Supplies	\$375.20
Amerisource Bergen - Supplies	\$5,708.75	First National Bank Omaha - Expenses	\$11,263.48
Ameritex Services - Fees	\$4,482.03	First Wireless - Supplies	\$1,460.00
Ampride Tire & Auto Center - Fees	\$57.97	Dr. Fred Freeman - Expenses	\$757.18
Anderson Erickson - Supplies	\$728.98	Frehe Manufacturing, Inc. - Supplies	\$1,839.06
Arjo, Inc. - Supplies	\$9,168.15	Frontier Telephone Co. - Telephone	\$252.38
Arnold Motor Supply, LLP - Supplies	\$40.40	Gallagher - Supplies	\$10,500.00
Arthrex - Supplies	\$528.00	GE Medical Systems Information Tech - Fees	\$41.90
Baxter Healthcare Corp - Supplies	\$2,774.75	Genzyme Corporation - Supplies	\$2,210.00
Bayer Healthcare - Supplies	\$1,494.35	Megan Gorham - Expenses	\$88.76
Beckman Coulter, Inc. - Supplies	\$1,386.73	GQR Recruiting Resources LLC - Fees	\$14,136.52
Bella Sera - Fees	\$434.50	Julie Graeve - Expenses	\$2,644.00
Berens-Tate Consulting Group - Fees	\$1,500.00	Grainger - Supplies	\$64.79
Biocomposites, Inc. - Supplies	\$2,755.00	Jamie Gross - Expenses	\$19.04
Bio-Rad Laboratories, Inc. - Supplies	\$2,895.56	GRP & Associates Inc. - Fees	\$594.53
Biovigil Technologies, LLC - Fees	\$2,198.49	H&R Accounts, Inc. - Fees	\$3,187.84
Bomgaars - Supplies	\$979.15	Health Care Logistics, Inc. - Fees	\$25.00
Bound Tree Medical - Supplies	\$445.84	Health Partners of Southwest Iowa - Fees	\$2,205.00
Bracco Diagnostics, Inc. - Supplies	\$1,105.22	Healthmark Industries Co, Inc. - Supplies	\$145.94
Debra Brock - Expenses	\$185.11	Heartland Business Systems, LLC - Fees	\$18,686.98
Dr. Benjamin Burkett - Expenses	\$860.94	Highland Medical Staffing - Fees	\$1,439.80
Cable Channel 13 - Fees	\$403.00	Hoffman Agency - Fees	\$300.00
Captive-Aire System - Fees	\$553.00	Hologic, Inc. - Supplies	\$890.00
Cardinal Health - Supplies	\$8,797.14	Home Depot Pro - Supplies	\$326.41
Cardinal Supplies and Fresheners - Supplies	\$369.60	Tammy Hulsing - Expenses	\$39.59
Caresfield, LLC - Supplies	\$447.08	John Junninghake - Expenses	\$2,790.62
Carroll Control Systems, Inc. - Fees	\$273.75	ICAN, Inc. - Advertising	\$255.00
Scott Carver - Fees	\$13,100.00	ICU Medical, Inc. - Supplies	\$6,520.77
Cassling - Fees	\$34,131.32	ID Apparel LLC - Supplies	\$344.00
CDW Government, Inc. - Supplies	\$23.07	IDEXX Distribution, Inc. - Supplies	\$1,645.86
Celerium, Inc. - Fees	\$6,000.00	Integrated Telehealth Partners - Fees	\$3,500.00
Centinel Spine, LLC -Supplies	\$20,200.00	Intranrve, LLC - Supplies	\$2,550.00
CenturyLink - Telephone	\$469.27	J&J Health Care Systems, Inc. - Supplies	\$3,502.00
Cepheid - Supplies	\$4,419.61	Jackson Physician Search, LLC - Fees	\$23,300.00
Cerner Corporation - Fees	\$36,437.80	Jambiz - Rent	\$2,100.00
Chamber & Development - Fees	\$40.00	Johnson Controls - Fees	\$350.00
Change Healthcare - Fees	\$5,647.83	JP Turf and Pest, LLC - Fees	\$64.00
CHI Health - Fees	\$2,884.22	KDSN FM - Advertising	\$3,261.68
City of Dow City - Utilities	\$139.45	Kicktech, LLC - Fees	\$3,757.35
Clinical Computer Systems, Inc. - Fees	\$31,460.00	Jill Kierscht - Expenses	\$2,790.79
Cobblestone Inn & Suites - Fees	\$1,386.00	Makayla Kintner - Expenses	\$21.96
Colonial Life - Premiums	\$587.54	Knowbe4, Inc. - Fees	\$255.75
CompHealth - Fees	\$39,923.25	Knowles Publishing Corp. - Advertising	\$1,371.00
Compliance Team - Fees	\$8,220.00	Koch Filter Corporation - Supplies	\$1,027.56
Compression Dynamics, LLC - Fees	\$302.68	La Prensa - Advertising	\$522.00
Macklin Conrad - Expenses	\$148.40	Landauer, Inc. - Supplies	\$441.25
Consulting Remedy, LLC - Fees	\$3,080.00	Language Lines Services - Fees	\$70.40
Controlled Comfort - Fees	\$1,398.75	Kylee Lafebvre - Expenses	\$409.81
Controlup, Inc. - Fees	\$7,596.98	LifeNet Health - Supplies	\$4,388.90
Cook Biotech, Inc. - Supplies	\$2,626.00	Lifeserve Blood Center - Fees	\$10,395.14
Cook Medical - Supplies	\$568.40	Lorena Lopez - Expenses	\$500.00
Crawford Co. Engineer's Office - Fees	\$1,040.00	Don Luensmann - Expenses	\$101.85
Crawford Co. Fair - Sponsorship	\$100.00	Dr. Michael Luft - Expenses	\$3,806.67
Crawford Co. Landfill - Fees	\$22.00	Macro Helix LLC - Fees	\$13,683.43
Custom Trends, LLC - Supplies	\$100.00	Majestic Hills Golf Course - Fees	\$4,128.00
Cutler Anesthesia Services, PLLC - Fees	\$29,650.00	Craig Malone - Rent	\$650.00
Dearborn - Premiums	\$21,276.25	Manilla Times - Advertising	\$150.00
Dell Marketing LP - Supplies	\$808.00	Mapleton Press - Advertising	\$148.00
Denison Aquatic Center - Fees	\$129.00	Marco Technologies, LLC - Fees	\$15.00
Denison Bulletin & Review -Advertising	\$1,260.59	Marks Plumbing Parts - Supplies	\$769.95
Denison Municipal Utilities - Utilities	\$16,718.78	Martin Bros Dist. Co., Inc - Supplies	\$2,945.53
Denison Police Department - Sponsorship	\$150.00	McKesson Medical Surgical - Supplies	\$6,818.20
Denison Rotary Club - Fees	\$175.00	Medical Solutions - Fees	\$109,016.71
Diligent Corporation - Supplies	\$5,555.04	Medline Industries LP - Supplies	\$2,005.94
Do It Best Hardware - Supplies	\$322.35	Rachel Melby - Expenses	\$79.80
Dorsey & Whitney, LLP - Fees	\$1,820.00	Julie Meseck - Expenses	\$29.40
Cindy Dotzler - Expenses	\$39.59	MidAmerican Energy - Utilities	\$71.38
Ecolab, Inc. - Supplies	\$429.94	Mindray DS USA, Inc. - Supplies	\$2,183.46
Egold Fax - Fees	\$1,390.56	Dr. Stephen Morse - Fees	\$36,501.42
Electronic Sound, Inc. - Supplies	\$5,671.50	Justin Mumm - Expenses	\$130.50
Elevate Roofing - Fees	\$191.71	MWH Law Group, LLP - Fees	\$8,324.00
Encision, Inc. - Supplies	\$1,024.86	National Institute of First Assisting - Fees	\$5,949.95
Ace Ettleman - Rent	\$550.00	Network Services Company - Supplies	\$2,718.25

New York Life - Premiums	\$2,820.52
Nuance Communications, Inc. - Supplies	\$2,953.32
NW Iowa Yes Center - Fees	\$618.25
Observer - Advertising	\$150.00
Omnicell, Inc. - Fees	\$80.00
Onmedia - Advertising	\$416.00
Optimum Anesthesia, LLC - Fees	\$9,820.00
Ortho Clinical Diagnostics - Supplies	\$13,000.00
Ortner Scholarship Foundation - Sponsorship	\$250.00
Owens & Minor - Supplies	\$28,946.52
Oxen Technology - Fees	\$11.00
Paragard Direct - Fees	\$4,556.00
Pararev - Fees	\$250.00
Partssource, Inc. - Supplies	\$356.28
Peachwave of Denison - Fees	\$735.50
Pentax Medical - Supplies	\$450.00
Performance Health Supply LLC - Supplies	\$19.23
Pharmacy OneSource - Supplies	\$560.22
Physician Lab Services - Fees	\$27,784.00
Samantha Pick - Expenses	\$33.59
Pipeline Health Holdings, LLC - Fees	\$4,726.54
Pitney Bowes Bank Inc. Reserve - Postage	\$1,500.00
Pitney Bowes Global Financial - Rent	\$669.90
Plunkett's Pest Control - Fees	\$303.80
Joseph Postanes - Expenses	\$82.53
Practical Sleep Services, LLC - Fees	\$9,090.00
Precision Dynamics Corporation - Supplies	\$1,320.90
Press Ganey Assoc., Inc. - Fees	\$8,122.27
Professional Computer Solutions - Fees	\$293.00
Professional Medical Management - Supplies	\$7,276.50
Propio Language Service - Fees	\$1,588.90
Qgenda, LLC - Fees	\$405.00
Quality Truck Service - Fees	\$227.05
QuVa Pharma, Inc. - Supplies	\$614.05
R&S Waste Disposal - Fees	\$1,215.47
Dr. Elizabeth Ranniger - Expenses	\$1,839.00
Redsail Technologies - Fees	\$2,281.66
REK Anesthesia - Fees	\$4,320.00
Remel, Inc. - Supplies	\$798.08
Erin Schechinger - Expenses	\$4,871.12
Connie Schwabe - Expenses	\$39.59
Scribe EMR - Fees	\$12,849.66

Secure Shred Solutions - Fees	\$194.00
See the Trainer - Supplies	\$49.95
Shared Medical Services, Inc. - Supplies	\$1,128.75
Shared Medical Technology - Fees	\$1,744.72
Smith & Nephew, Inc. - Supplies	\$5,039.72
Solventum Health Information Systems, Inc. - Fees	\$30,454.10
SpendMend, LLC - Supplies	\$480.30
St. Anthony Regional Hospital - Fees	\$2,470.00
Staples Advantage - Supplies	\$919.05
Steris Corporation - Supplies	\$2,408.98
Stone Printing - Fees	\$517.80
Stryker Endoscopy - Supplies	\$1,358.16
Stryker Orthopedics - Supplies	\$32,507.00
Stryker Sale LLC - Supplies	\$10,473.83
Sweet Treats & More - Fees	\$256.00
Team Ford Lincoln - Fees	\$39.24
Teleflex LLC - Fees	\$561.50
Televox - Supplies	\$2,451.54
Tennant Sales and Service Co. - Fees	\$523.65
The Daisy Foundation - Fees	\$60.00
Thoroughcare, Inc. - Supplies	\$1,000.00
Tri-Anim Health Services - Supplies	\$1,244.33
TruBridge - Fees	\$2,500.00
UKG, Inc. - Fees	\$30,675.44
UnityPoint Health - Fees	\$798.00
US Foods - Supplies	\$10,985.09
Van Meter, Inc. - Supplies	\$539.60
Verizon Wireless - Telephone	\$588.08
Vision Service Plan - Premiums	\$3,633.08
Visual Edge IT, Inc. - Fees	\$1,327.80
VVC Holding LLC - Supplies	\$4,386.13
Waderich Towing & Auto Sales - Fees	\$288.00
Walmart / Capital One - Supplies	\$716.97
Wells Fargo Financial Lease - Fees	\$935.18
Western Iowa Networks - Fees	\$1,663.63
Western Iowa Wireless - Fees	\$701.46
Westside sonography, Inc. - Fees	\$495.00
WIN - Fees	\$1,500.00
Lilly Wyatt - Expenses	\$180.60
Wynden Stark, LLC - Fees	\$9,000.00
Zimmer US, Inc. - Supplies	\$9,918.69
Patient Account Refunds	\$7,588.93

#### June Check Run

**\$1,069,693.12**

#### DEPRECIATION FUND:

ACME Dock Specialists, Inc. - Loading Dock	\$1,800.00
Avidex Industries, LLC - Conference Room Proj	\$60,627.14
Certified Testing Services, Inc. - Facility Project	\$807.00
Follett Products, LLC - Ice/Water Dispenser	\$5,604.25
Grainger - Facility Project	\$1,483.51
Invision Architecture - Facility Project	\$17,956.20
Performance Health Supply LLC - Facility Project	\$2,008.11
VOC Associates, LLC - Facility Project	\$4,991.25

#### Depreciation Total

**\$95,277.46**

#### Salaries

**\$1,759,048.16**

#### GRAND TOTAL

**\$2,924,018.74**

Quote Number: 10944941  
Prepared For: CRAWFORD COUNTY MEM HOSP  
Quote Date: 07/08/2025  
Division: Instruments



Ship To	From
Name: CRAWFORD COUNTY MEM HOSP	Rep: Mark Bernier
Account #: 224638	Email: mark.bernier@stryker.com
Address: 100 MEDICAL PKWY	
DENISON, Iowa 51442-2607	
Phone: +17122652500	
Fax: +17122631711	

### Equipment Products:

Product	Description	Qty	Sell Price
7110-120-000	Universal Battery Charger	1	\$6,680.42

### Price Totals:

Total Sell Price:	\$6,680.42
Comprehensive Portfolio Commitment Discount-SDC23001006	(\$1,010.00)
Grand Total:	\$5,670.42

Pricing does not include applicable taxes and shipping.

F.O.B. Shipping Point  
Prices: In effect for 60 days  
Terms: Net 30 days  
Contact your local Sales Representative for more information about your flexible payment options.

\_\_\_\_\_  
STRYKER REPRESENTATIVE SIGNATURE

  
\_\_\_\_\_  
AUTHORIZED CUSTOMER SIGNATURE

Confidentiality Notice: Recipient will not disclose to any third party the terms of this quote or any other information, including any pricing or discounts, offered to be provided by Stryker in connection with this quote, without Stryker's prior written approval, except as maybe requested by law or by lawful order of any applicable government agency.

Quote Number: 10928014  
Prepared For: CRAWFORD COUNTY MEM HOSP  
Quote Date: 07/08/2025  
Division: Instruments



Ship To	From
Name: CRAWFORD COUNTY MEM HOSP	Rep: Mark Bernier
Account #: 224638	Email: mark.bernier@stryker.com
Address: 100 MEDICAL PKWY	
DENISON, Iowa 51442-2607	
Phone: +17122652500	
Fax: +17122631711	

### Equipment Products:

Product	Description	Qty	Sell Price
0424-600-000	STERI-SHIELD 8 SURGICAL HELMET	3	\$1,526.25
0424-610-000	STERI-SHIELD 8 SURGICAL HELMET WITH LIGHT	1	\$2,543.75
0424-655-000	STERI-SHIELD 8 BATTERY CHARGER	1	\$5,966.25
0424-660-000	STERI-SHIELD 8 BATTERY PACK	8	\$508.75

### Price Totals:

Total Sell Price:	\$17,158.75
Comprehensive Portfolio Commitment Discount-SDC23001006	(\$2,125.00)
Grand Total:	\$15,033.75

Pricing does not include applicable taxes and shipping.

F.O.B. Shipping Point  
Prices: In effect for 60 days  
Terms: Net 30 days  
Contact your local Sales Representative for more information about your flexible payment options.

STRYKER REPRESENTATIVE SIGNATURE

  
AUTHORIZED CUSTOMER SIGNATURE

Confidentiality Notice: Recipient will not disclose to any third party the terms of this quote or any other information, including any pricing or discounts, offered to be provided by Stryker to Recipient in connection with this quote, without Stryker's prior written approval, except as maybe requested by law or by lawful order of any applicable government agency.



CRAWFORD COUNTY  
MEMORIAL HOSPITAL

Origination07/2024

Last07/2024

Approved

Effective07/2024

Last Revised07/2024

Next Review07/2025

OwnerErin Muck

AreaBoard of Directors

## 105.05 Limitations on Executive Authority

In accordance with the Crawford County Memorial Hospital (CCMH) Board of Trustee Bylaws, all of CCMH's powers shall be exercised by or under the authority of, and the affairs of CCMH shall be managed under the direction of, CCMH's Board

The Board of Trustees may, from time to time, delegate certain contracting and financial authority to officers of CCMH. The board hereby delegates to the CEO and CFO the authority to authorize contracts binding CCMH and the CEO to sign checks and capital expenditures of CCMH subject to the limitations set forth below. Notwithstanding the foregoing, the Board has determined that the following authority shall not be delegated to the CEO or other officers or employees of CCMH:

- A. Any capital expenditure in excess of \$75,000 that is not included in a Board-approved budget of CCMH.
- B. Any contract that is not included in a Board-approved budget of CCMH and which results in an expense to CCMH in an amount greater than \$100,000 per year.
- C. Any contract that is not included in a Board-approved budget of CCMH and which is for a term greater than three (3) years regardless of the amount of the contract.
- D. The creation of any Executive level employment position(s) not included in a Board-approved budget or a business plan of CCMH.
- E. Any decision to initiate a lawsuit and any decision regarding settlement of a lawsuit or a potential lawsuit.

### Approval Signatures

Step Description	Approver	Date
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Quality & Compliance Approval  
Policy Owner

Marcy Fink  
Erin Muck

07/2024  
07/2024

COPY