CRAWFORD COUNTY
MEMORIAL HOSPITAL

BOARD OF TRUSTEES MEETING AGENDA

5:30 p.m., Monday, July 27, 2026
Hospital Meeting Rooms C-D
100 Medical Parkway, Denison, IA

I.	**CALL TO ORDER**	Jon Schuttinga
II.	**ROLL CALL OF DIRECTORS**	Heather Wight
III.	**ORAL COMMUNICATIONS – None Submitted**	
IV.	**WRITTEN COMMUNICATIONS – None Submitted**	
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 – June	
	I. Mission Committee Meeting Minutes	
	Motion needed for Consent Agenda Items	
VI.	**NEW BUSINESS/REPORTS**	
	A. Marketing, Volunteer & Foundation Report	Jill Melby
	B. CEO Report	Erin Muck
	C. Individual Board Member Comments	Board
VII.	**ADJOURNMENT**	Board Chair
	Motion Needed	

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
June 29, 2026
A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, June 29, 2026, in Hospital Board Room D at Crawford County Memorial Hospital, Denison, Iowa.

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

ROLL CALL OF DIRECTORS
Present on site during the meeting were Jay Mendlik, Jon Schuttinga, Amy Schultz, Vernon Sid Leise, David Reisz, Erin Muck (CEO), Rachel Melby (CFO), Heather Rasmussen (Chief Quality Officer joined at 5:51), Theresa Sheer (CNO), Dr. Rick Malyszek (Chief Medical Officer) and Heather Wight (Recorder). Also in attendance were Gordon Wolf (Denison Free Press), Dr. Steve Brownmiller (Friends of the Crawford County Wellness Center fundraising committee arrived at 5:31 and left at 6:19), Tim Stuart (Friends of the Crawford County Wellness Center fundraising committee arrived at 5:31 and left at 6:19), Dana Neemann (Director of Education and Patient Experience left at 5:46), Bob Fink (Director of Plant Operations left at 5:46). Not in attendance was Dr. David Wright (Chief of Staff).

ORAL COMMUNICATIONS
No oral communications were received.

WRITTEN COMMUNICATIONS
No written communications for the general agenda items were received.

CONSENT AGENDA ITEMS
- 5.A approval of May 18, 2026, meeting minutes
- 5.B approval of Quality Committee minutes
- 5.C approval of Medical Staff meeting minutes
- 5.D approval of Executive Committee meeting minutes
- 5.E approval of credentialing new appointment of Greene and reappointments of Luft, Thomas, Wieseler and Witherspoon and the distant site reappointment of Landis.
- 5.F approval of Mission Committee report
- 5.G approval of Patient Experience Committee meeting minutes and Report

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

NEW BUSINESS / REPORTS
Patient Experience & Education Department Report
Neemann shared during FY26, the Education Department advanced clinical excellence and community outreach through extensive certification courses (including ACLS, PALS, BLS, and TNCC), quarterly competencies covering over 24 clinical topics, and scheduled mock codes across clinical departments. Key milestones included hosting Simulation Iowa, organizing an EMS Conference for 80 attendees, and expanding the summer internship program to nine students across nursing, rehab, and radiology. Student engagement was significantly broadened through expanded Scrubs Camps, dual-language placement packets, enhanced Des Moines University (DMU) surgical and emergency rotations, and a new healthcare career partnership with Denison Community Schools. Operationally, the department utilized Press Ganey

data to drive quality improvements—including collaborative documentation and mock litigation training—and shifted Patient and Family Advisory Council (PFAC) meetings to the evening to improve member attendance.

Plant Operations Department Report
Fink shared the department completed several key capital improvement projects, including the fire door replacement project, behavioral health safety modifications in ER Room 5, storm drain repairs, and window replacements. The department remains fully compliant with all tracked DNV life safety regulations, with FY2027 plans to focus on further door and window replacements, parking lot concrete repairs, and flooring upgrades. Concurrently, the EVS department maintained exceptional patient experience and quality metrics, consistently meeting Press Ganey cleanliness goals and passing all monthly ATP disinfection tests.

YMCA Fundraising Committee
Dr. Steve Brownmiller and Tim Stuart from the Friends of the Crawford County Wellness Center fundraising committee provided an operational and financial update on the wellness center since its successful opening in May, thanking the board for six years of support. They reported strong community engagement and membership growth, which currently exceeds 1,000 units with daily attendance over 300 individuals. While the YMCA manages the facility's diverse programming, youth activities, and school partnerships, including grant-funded after-school programs—the building itself remains owned by the city. To achieve a debt-free handover, fundraising strategies such as donor walls, business challenges, and potential hospital partnerships are actively being pursued to close the remaining 3–4% financial gap on the facility cost, leveraging the YMCA's grant-writing and fundraising expertise to ensure long-term operational sustainability.

The YMCA serves as a vital asset for community health and a strategic tool for recruiting healthcare professionals. Furthermore, the facility significantly enhances social engagement and mental health outcomes for both families and seniors.

A motion was made by Mendlik, second by Reisz, to approve a donation in the amount of $50,000 to the Friends of the Crawford County Wellness Center fundraising committee. Motion carried unanimously.

Finance Report
Total Payroll & Accounts Payable of $4,459,400.03 for payment.

A motion was made by Mendlik, second by Leise, to approve the financial report, total payroll, and accounts payables in the amount of $4,459,400.03. Motion carried unanimously.

FY27 Operating & Capital Budget
Melby detailed the FY27 Operating & Capital budgets.

A motion was made by Leise, second by Schultz, to approve the FY27 Operating & Capital budgets as proposed. Motion carried unanimously.

CEO Report

Muck shared the hospital achieved key regulatory milestones with successful ER Pediatric Readiness and EMS Recertifications, alongside the completion of the DNV year-four survey towards ISO Certification. Operational highlights include the rollout of new OR project protocols, improving HCAHPS scores, and the formal transition of Dr. Rick Malyszek into the CMO role, while recruitment remains active for ER, family medicine, and behavioral health providers to meet strong clinic demand. The FY27 capital and operating budgets are slated for board approval this month. On the community front, CCMH successfully hosted its 75th Anniversary Open House on June 25th, and the Hospital Foundation Golf Outing on June 26th. Proceeds will be used towards a new Lucas CPR device.

Individual Board Member Comments

Schultz requested clarification regarding the definition of readmissions within the context of the Directed Payment Program, as well as the distinctions between them. Heather Rasmussen provided an overview of these differences and outlined their operational and quality impacts on the organization.

ADJOURNMENT

A motion was made by Leise, second by Schultz, that the meeting be adjourned at 7:17 p.m. Motion carried unanimously.

CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
July 23, 2026, 12:00 P.M.

A meeting of the Finance Committee of the Board of Trustees was held on Thursday, July 23, 2026, in the Administrative Conference Room. Present on site were Rachel Melby (CFO), Jon Schuttinga, Amy Schultz, and Heather Wight (recorder). Present via Webex was Erin Muck (CEO).

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

Committee Recommendations:
1. Total Payroll & Accounts Payable of $3,202,580.69 for approval of payment.

Approval of Minutes
The May 2026 minutes were reviewed and approved.

CFO Report
The CFO Report was reviewed.

Financial Reports
Statistical, Income and Cash Flow Report
Preliminary reports reflect a YTD net profit of $4,344,767, which includes the year-end IPERS actuarial accrual, interest expense for the construction loan, and 4 quarters of Medicaid Directed Payments. Please note that the preliminary reports are subject to change, based on the final audit report. Several key entries that are not yet recorded in June's financials are: Depreciation adjustments and Medicare & Medicaid cost report allowances

Statistically, total hospital procedures were up 5.86% compared to the previous year. While total inpatient procedures decreased 23.08% for the fiscal year, total outpatient procedures increased 7.80%. The overall outpatient increase was driven by: Lab up 9.39%, PT up 8.2%, Scheduled O/P Visits up 8.16%, and Speech Therapy up 325%, Cardiac Rehab up 49%, EKGs up 23%, and Sleep Studies up 48%. Surgical Procedures and Medical Clinic Visits remained flat compared to last fiscal year. As Provider and Staff Recruitment efforts continue, we will look to offer more clinic visits during our expanded hours and expand services in respiratory, infusion, and occupational therapy in FY2027.

Cash decreased in June as planned, due to the semi-annual interest payments on the 2024A & 2025B bonds ($648,868) and the last principal payment of the 2020 bond series ($495,000). For the year, although total cash balances decreased $9,333,824 with the construction project funds, cash balances not related to the construction project increased $495,801. Days Cash Hand (excluding Project Funds) are 212 Days: a slight decrease from 219 Days last June.

Other (preliminary) key operating accomplishments include:

	FY2026	Goal
Total Margin	8.41%	2.00%
DSR	3.02	1.60
Days Cash on hand	212	180
Days in A/R	44	50

Our most significant accomplishment this year was the achievement of 44 Days in A/R. The entire Revenue Cycle Team reduced A/R days by 11 days over the course of the fiscal year, and by 55 days over the last 2 years. Although we continue to work through EMR process issues, we have a highly dedicated and educated team that works diligently on resolving open ticket issues.

Balance Sheet
The Balance Sheet as of 06/30/2026 reflects Total Assets of $84,289,109.

Payroll & Accounts Payable
The committee reviewed and recommends total Payroll & Accounts Payable of $3,202,580.69 to the Board for approval. This amount includes $1,939,174.00 in salaries.

Accounts Receivable
Patient Accounts Receivable as of 6/30/2026 totaled $9,737,273 which is an increase of $28,094 from May.

New Business

Property/Liability Insurance Renewal
The hospital completed its insurance renewal with coverage enhancements and only minimal premium increases, which are due to increases in coverage limits. All carriers remain the same, except for switching to Allied World for the Executive package coverage.

Consumer Price Index
The June 2026 Consumer Price Index (CPI-U) data was presented. This data is utilized to set annual cost of living adjustments effective each September. The actual CPI-U rate of 3.5% aligns directly with the 3.5% cost of living increases in the current budget.

Uninsured Rates
Bad debt has increased significantly, mostly driven by a growing number of private-pay patients who lack insurance. The problem is compounded by Medicaid's six-month reapplication requirement, which creates gaps in coverage and drives bad debt even higher.

Adjourn - The meeting was adjourned at 1:14 p.m.

Crawford County Memorial Hospital

Comparative Statistical Report June 2026

	Month to Date			Fiscal Year to Date		
	FY 2026	**FY 2025**	**Variance**	**FY 2026**	**FY 2025**	**Variance**
Total Admissions	15	35	-57.14%	359	410	-12.44%
Acute/OB	11	28	-60.71%	289	336	-13.99%
Skilled	2	7	-71.43%	40	55	-27.27%
ICF	2	0	100.00%	30	14	114.29%
Respite	0	0	0.00%	0	1	-100.00%
Newborns	0	0	0.00%	0	4	-100.00%
Total Patient Days*	105	229	-54.15%	2,341	2,713	-13.71%
Acute/OB	34	73	-53.42%	986	1,204	-18.11%
Nursery	0	0	0.00%	0	4	-100.00%
Skilled	3	69	-95.65%	376	659	-42.94%
ICF	9	0	100.00%	127	37	243.24%
Respite	0	0	0.00%	0	3	-100.00%
Observation	59	87	-32.18%	852	806	5.71%
*Includes Observation						
Average LOS (Acute/OB)	3.42	2.82	21.28%	3.34	3.41	-2.16%
Hospital Procedures						
Inpatient	290	1,023	-71.65%	8,455	10,992	-23.08%
Outpatient	15,436	14,160	9.01%	176,800	164,012	7.80%
Total	15,726	15,183	3.58%	185,255	175,004	5.86%
Surgical Procedures	94	93	1.08%	1142	1139	0.26%
Anesthesia Procedures	79	81	-2.47%	969	907	6.84%
ER Visits	412	418	-1.44%	5,168	5,422	-4.68%
Admits from ER	10	26	-61.54%	236	328	-28.05%
Scheduled Outpatient Visits	129	116	11.21%	1,432	1,324	8.16%
Ambulance Trips	121	104	16.35%	1,374	1,314	4.57%
Xray Procedures	573	689	-16.84%	7,460	7,766	-3.94%
Mammography Procedures	115	97	18.56%	1478	1410	4.82%
Flouro Procedures	1	6	-83.33%	41	41	0.00%
Ultrasound Dept Procedures	162	170	-4.71%	1912	1888	1.27%
Echo Procedures	78	65	20.00%	611	519	17.73%
CT Dept Procedures	289	292	-1.03%	3053	2912	4.84%
MRI Dept Procedures	92	92	0.00%	1044	947	10.24%
Nuc Med Procedures	4	4	0.00%	63	53	18.87%
Total Radiology Procedures	1,314	1,415	-7.14%	15,662	15,536	0.81%
Respiratory Tx Procedures	107	90	18.89%	892	946	-5.71%
EKG Procedures	197	117	68.38%	1874	1518	23.45%
Sleep Studies	29	25	16.00%	319	215	48.37%
Lab Procedures	7,728	7,362	4.97%	90,033	82,308	9.39%
Physical Tx Procedures	1,748	1,849	-5.46%	20,891	19,308	8.20%
Speech Procedures	97	34	185.29%	828	195	324.62%
OT Procedures	87	212	-58.96%	1496	1788	-16.33%
Cardiac Rehab Procedures	293	178	64.61%	2420	1620	49.38%
Pulmonary Rehab Procedures	1	15	-93.33%	87	164	-46.95%
Specialty Clinic Visits	531	542	-2.03%	5,816	6,066	-4.12%
Total Medical Clinic Visits	2,880	2,636	9.26%	36,226	36,548	-0.88%

CRAWFORD COUNTY MEMORIAL HOSPITAL
OPERATING/INCOME STATEMENT
FOR THE MONTH ENDING JUNE 30, 2026

Gray lines are YTD. All %'s are based on net revenue except for the variance column and gross revenue.	CURRENT MONTH ACTUAL		CURRENT MONTH BUDGET		CURRENT MONTH VARIANCE		PRIOR YEAR ACTUAL	
PATIENT SERVICE REVENUES								
INPATIENT SERVICES	212,128	3.2%	621,533	9.4%	(409,405)	-65.9%	632,838	10.1%
	6,126,632	7.6%	7,570,440	9.4%	(1,443,809)	-19.1%	7,087,292	9.7%
OUTPATIENT SERVICES	6,457,284	96.7%	5,886,247	88.6%	571,038	9.7%	5,479,829	87.8%
	73,443,587	91.6%	71,696,064	88.6%	1,747,523	2.4%	64,621,497	88.5%
SWING BED SERVICES	5,544	0.1%	134,075	2.0%	(128,531)	-95.9%	130,495	2.1%
	632,620	0.8%	1,633,070	2.0%	(1,000,450)	-61.3%	1,346,423	1.8%
TOTAL GROSS PATIENT REVENUE	**6,674,957**	**100.0%**	**6,641,855**	**100.0%**	**33,102**	**0.5%**	**6,243,161**	**100.0%**
	80,202,838	100.0%	80,899,574	100.0%	(696,736)	-0.9%	73,055,213	100.0%
DEDUCTIONS FROM REVENUE								
MEDICARE ADJUSTMENTS	(1,476,163)	-22.1%	(1,472,459)	-22.2%	(3,705)	0.3%	(1,822,875)	-29.2%
	(19,104,539)	-23.8%	(17,934,941)	-22.2%	(1,169,598)	6.5%	(16,614,835)	-22.7%
TITLE XIX ADJUSTMENTS	213,734	3.2%	(59,820)	-0.9%	273,554	-457.3%	(301,538)	-4.8%
	2,308,549	2.9%	(728,621)	-0.9%	3,037,171	-416.8%	4,751,458	6.5%
BLUE CROSS ADJUSTMENTS	(729,054)	-10.9%	(673,719)	-10.1%	(55,336)	8.2%	(469,316)	-7.5%
	(8,726,896)	-10.9%	(8,206,072)	-10.1%	(520,824)	6.3%	(7,241,892)	-9.9%
OTHER ADJUSTMENTS	(463,500)	-6.9%	(346,194)	-5.2%	(117,307)	33.9%	(615,147)	-9.9%
	(4,969,698)	-6.2%	(4,216,729)	-5.2%	(752,969)	17.9%	(4,723,159)	-6.5%
PROVISION FOR UNCOLLECTIBLE	(252,574)	-3.8%	(165,432)	-2.5%	(87,143)	52.7%	(8,568)	-0.1%
	(2,354,325)	-2.9%	(2,015,000)	-2.5%	(339,325)	16.8%	(1,808,854)	-2.5%
CHARITY CARE	(10,477)	-0.2%	(16,831)	-0.3%	6,354	-37.8%	(14,878)	-0.2%
	(126,016)	-0.2%	(205,000)	-0.3%	78,984	-38.5%	(178,545)	-0.2%
TOTAL DEDUCTIONS FROM REVENUE	(2,718,034)	-40.7%	(2,734,453)	-41.2%	16,418	-0.6%	(3,232,322)	-51.8%
	(32,972,926)	-41.1%	(33,306,364)	-41.2%	333,438	-1.0%	(25,815,827)	-35.3%
NET PATIENT REVENUE	**3,956,922**	**59.3%**	**3,907,403**	**58.8%**	**49,520**	**1.3%**	**3,010,839**	**48.2%**
(as % of Gross Patient Revenue)	47,229,913	58.9%	47,593,210	58.8%	(363,297)	-0.8%	47,239,386	64.7%
NET PATIENT REVENUE	**3,956,922**	**98.6%**	**3,907,403**	**97.1%**	**49,520**	**1.3%**	**3,010,839**	**95.7%**
(as % of Total Operating Revenue)	47,229,913	97.5%	47,593,210	97.1%	(363,297)	-0.8%	47,239,386	96.2%
OTHER REVENUE								
DIETARY/MEALS INCOME	8,750	0.2%	7,042	0.2%	1,708	24.3%	7,872	0.3%
	94,319	0.2%	84,500	0.2%	9,819	11.6%	82,116	0.2%
OTHER INCOME	49,068	1.2%	110,200	2.7%	(61,132)	-55.5%	126,589	4.0%
	1,103,933	2.3%	1,322,400	2.7%	(218,467)	-16.5%	1,800,982	3.7%
TOTAL OTHER REVENUE	57,818	1.4%	117,242	2.9%	(59,424)	-50.7%	134,461	4.3%
	1,198,252	2.5%	1,406,900	2.9%	(208,648)	-14.8%	1,883,097	3.8%
TOTAL OPERATING REVENUE	**4,014,740**	**100.0%**	**4,024,644**	**100.0%**	**(9,904)**	**-0.2%**	**3,145,300**	**100.0%**
	48,428,165	100.0%	49,000,110	100.0%	(571,945)	-1.2%	49,122,483	100.0%
OPERATING EXPENSES								
SALARIES	1,899,691	47.3%	2,017,493	50.1%	(117,802)	-5.8%	1,754,621	55.8%
	22,669,306	46.8%	24,573,603	50.2%	(1,904,297)	-7.7%	20,315,597	41.4%
BENEFITS	(1,974,612)	-49.2%	662,784	16.5%	(2,637,396)	-397.9%	(1,027,292)	-32.7%
	4,609,215	9.5%	8,063,131	16.5%	(3,453,916)	-42.8%	5,033,260	10.2%
PROFESSIONAL FEES	394,099	9.8%	261,753	6.5%	132,346	50.6%	246,584	7.8%
	3,928,798	8.1%	3,188,219	6.5%	740,579	23.2%	3,828,439	7.8%
SUPPLIES & EXPENSES	1,078,071	26.9%	806,245	20.0%	271,826	33.7%	704,112	22.4%
	10,043,597	20.7%	9,742,507	19.9%	301,090	3.1%	9,758,702	19.9%
OCCUPANCY	213,911	5.3%	148,603	3.7%	65,308	43.9%	114,591	3.6%
	1,875,264	3.9%	1,783,240	3.6%	92,024	5.2%	1,793,631	3.7%
DEPRECIATION	205,792	5.1%	223,750	5.6%	(17,958)	-8.0%	415,589	13.2%
	2,465,500	5.1%	2,685,000	5.5%	(219,500)	-8.2%	2,547,297	5.2%
TOTAL OPERATING EXPENSE	**1,816,951**	**45.3%**	**4,120,628**	**102.4%**	**(2,303,677)**	**-55.9%**	**2,208,204**	**70.2%**
	45,591,679	94.1%	50,035,700	102.1%	(4,444,021)	-8.9%	43,276,926	88.1%
NET OPERATING INCOME (LOSS)	**2,197,790**	**54.7%**	**(95,983)**	**-2.4%**	**2,293,773**	**-2389.8%**	**937,096**	**29.8%**
	2,836,485	5.9%	(1,035,590)	-2.1%	3,872,076	-373.9%	5,845,558	11.9%
NONOPERATING REV/EXP								
TAXES	214,422	5.3%	165,896	4.1%	48,525	29.3%	234,899	7.5%
	2,039,282	4.2%	1,990,757	4.1%	48,525	2.4%	2,234,064	4.5%
GENERAL CONTRIBUTIONS	700	0.0%	1,000	0.0%	(300)	0.0%	100	0.0%
	17,353	0.0%	12,000	0.0%	5,353	0.0%	18,733	0.0%
INTEREST INCOME	110,842	2.8%	116,667	2.9%	(5,824)	-5.0%	206,123	6.6%
	1,170,437	2.4%	1,400,000	2.9%	(229,563)	-16.4%	1,401,581	2.9%
INTEREST EXPENSE	(177,669)	-4.4%	(164,667)	-49.1%	(13,003)	7.9%	(1,529,548)	-48.6%
	(1,674,955)	-3.5%	(1,976,000)	-4.0%	301,045	-15.2%	(2,157,526)	-4.4%
WELLNESS CENTER CONTRIBUTIONS	(50,000)	-1.2%	-	0.0%	(50,000)	#DIV/0!	-	0.0%
	(50,000)	-0.1%	-	0.0%	(50,000)	#DIV/0!	-	0.0%
TOTAL NONOPERATING INCOME (LOSS)	**98,295**	**2.4%**	**118,896**	**3.0%**	**(20,602)**	**-17.3%**	**(1,088,426)**	**-34.6%**
	1,502,117	3.1%	1,426,757	2.9%	75,360	5.3%	1,496,852	3.0%
NET INCOME (LOSS)	**2,296,085**	**57.2%**	**22,913**	**0.6%**	**2,273,172**	**9920.8%**	**(151,330)**	**-4.8%**
Year to Date	4,338,602	9.0%	391,167	0.8%	3,947,436	1009.1%	7,342,410	14.9%

CRAWFORD COUNTY MEMORIAL HOSPITAL
STATEMENT OF CASH FLOWS
FOR THE MONTH ENDING JUNE 30, 2026

	THIS MONTH	YTD
CASH FLOWS FROM OPERATING ACTIVITIES		
CASH RECEIVED FROM PATIENTS AND THIRD-PARTY PAYORS	4,654,331	48,334,187
CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES	(1,657,719)	(20,882,808)
CASH PAID TO EMPLOYEES FOR SERVICES	(1,856,798)	(25,947,684)
OTHER OPERATING REVENUE RECEIVED	57,818	1,360,960
NET CASH PROVIDED BY OPERATING ACTIVITIES	1,197,632	2,864,655
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
COUNTY TAXES	16,293	2,042,535
CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT	-	-
PRINCIPAL PAYMENTS ON LONG-TERM DEBT	(551,927)	(1,176,044)
INTEREST PAID ON LONG-TERM DEBT	(683,064)	(1,635,225)
ACQUISITION OF PROPERTY AND EQUIPMENT	(301,689)	(1,984,212)
CONSTRUCTION PROJECT FUNDS	(575,707)	(10,626,116)
NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES	(2,112,386)	(15,421,597)
CASH FLOW FROM INVESTING ACTIVITIES		
INTEREST RECEIVED	71,665	660,230
PROCEEDS FROM MATURITIES OF CERTIFICATES OF DEPOSIT	35,358	520,352
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	107,023	1,180,582
NET INCREASE (DECREASE) IN CASH	(791,438)	(9,333,824)
CASH		
BEGINNING	33,700,448	42,242,834
ENDING	32,909,010	32,909,010

OPERATING INDICATORS:	JAN	FEB	MAR	APR	MAY	JUN	Target	Desirable Trend
Total Margin:	0.53%	-10.14%	25.65%	23.05%	8.39%	53.04%	2.00%	Increasing
YTD Margin						8.41%		
Debt Service Coverage Ratio:	2.33	1.70	2.17	2.66	2.35	3.02	1.60	Increasing
Days Revenue in Patient A/R:	45	44	50	45	43	44	50	Decreasing
Days Cash on Hand:	284	273	279	281	272	279	180	Increasing
(w/o Project funds)	(194)	(186)	(194)	(202)	(195)	(212)		

CRAWFORD COUNTY MEMORIAL HOSPITAL
BALANCE SHEET
AS OF: 6/30/26

	Current Month		Prior Month		1-Month Net Change		1 Year Ago Month	
ASSETS								
CURRENT ASSETS								
Total Cash	11,792,017	13.99%	10,999,641	13.25%	792,376	7.20%	12,569,315	14.79%
Patient Receivables	9,737,273	11.55%	9,409,179	11.33%	328,094	3.49%	11,074,816	13.03%
Allowance for Uncollectibles	(634,000)	-0.75%	(648,000)	-0.78%	14,000	-2.16%	(666,000)	-0.78%
Allowance for Contractuals	(2,700,000)	-3.20%	(2,780,000)	-3.35%	80,000	-2.88%	(3,740,000)	-4.40%
Net Accounts Receivable	6,403,273	7.60%	5,981,179	7.20%	422,094	7.06%	6,668,816	7.85%
Other Receivables								
Est. Third Party Settlement	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Taxes Receivable	1,997,072	2.37%	(15,430)	-0.02%	2,012,502	-13042.9%	2,010,812	2.37%
Other	1,649,160	1.96%	1,923,250	2.32%	(274,091)	-14.25%	231,876	0.27%
Inventory	1,468,128	1.74%	1,520,793	1.83%	(52,664)	-3.46%	1,481,842	1.74%
Prepaid Expenses & Other	716,307	0.85%	647,938	0.78%	68,369	10.55%	659,893	0.78%
TOTAL CURRENT ASSETS	**24,025,958**	**28.50%**	**21,057,371**	**25.36%**	**2,968,586**	**14.10%**	**23,622,555**	**27.80%**
ASSETS LIMITED AS TO USE								
Investments								
Cash & CD's	13,266,223	15.74%	13,231,791	15.94%	34,432	0.26%	11,993,123	14.12%
Bond/Project Funds	7,580,769	8.99%	9,469,016	11.40%	(1,888,247)	-19.94%	17,680,395	20.81%
Interest Receivable	57,384	0.07%	53,565	0.06%	3,820	7.13%	67,451	0.08%
TOTAL ASSETS LIMITED AS TO USE	**20,904,376**	**24.80%**	**22,754,371**	**27.41%**	**(1,849,995)**	**-8.13%**	**29,740,970**	**35.00%**
OTHER ASSETS								
Physician Practice Intangibles	815,000	0.97%	815,000	0.98%	-	100.00%	815,000	0.96%
TOTAL OTHER ASSETS	**815,000**	**0.97%**	**815,000**	**0.98%**	**-**	**0.00%**	**815,000**	**0.96%**
PROPERTY & EQUIPMENT, NET								
Land	314,500	0.37%	314,500	0.38%	-	0.00%	314,500	0.37%
Land held for Future Dev	120,400	0.14%	120,400	0.15%	-	0.00%	120,400	0.14%
Land Improvements	2,635,808	3.13%	2,623,208	3.16%	12,600	0.48%	2,623,208	3.09%
Building	8,881,693	10.54%	8,881,693	10.70%	-	0.00%	8,812,179	10.37%
Fixed Equipment	18,336,134	21.75%	18,336,134	22.08%	-	0.00%	18,110,326	21.31%
Major Moveable Equipment	24,013,383	28.49%	24,215,659	29.17%	(202,277)	-0.84%	22,438,424	26.41%
Leased Equipment	1,439,076	1.71%	1,439,076	1.73%	-	0.00%	1,439,076	1.69%
Deferred Costs	21,860,801	25.94%	21,290,965	25.64%	569,836	2.68%	13,491,681	15.88%
Right of Use Subscriptions	486,650	0.58%	486,650	0.59%	-	0.00%	486,650	0.57%
Allowance for Depreciation	(43,089,452)	-51.12%	(42,883,660)	-51.65%	(205,792)	0.48%	(40,623,952)	-47.81%
TOTAL PROPERTY & EQUIP, NET	**34,998,993**	**41.52%**	**34,824,625**	**41.94%**	**174,367**	**0.50%**	**27,212,492**	**32.03%**
DEFERRED OUTFLOWS OF RESOURCES								
Pension Related Deferred Outflows	2,921,950	3.47%	2,883,373	3.47%	(38,577)	-1.34%	2,883,373	3.39%
Deferred Loss on Refunding	622,833	0.74%	692,038	0.83%	69,205	10.00%	692,038	0.81%
TOTAL DEFERRED OUTFLOWS	**3,544,783**	**4.21%**	**3,575,411**	**4.31%**	**30,628**	**0.86%**	**3,575,411**	**4.21%**
TOTAL ASSETS	**84,289,109**	**100.00%**	**83,026,779**	**100.00%**	**1,262,330**	**1.52%**	**84,966,427**	**100.00%**
LIABILITIES & NET ASSETS								
CURRENT LIABILITIES								
Accounts Payable	419,966	0.50%	673,283	0.81%	(253,317)	-37.62%	371,866	0.44%
Accrued Payroll & Payroll Taxes	1,964,146	2.32%	1,700,275	2.05%	263,871	15.52%	1,756,293	2.07%
Accrued Health Insurance	2,174,734	2.57%	2,094,338	2.52%	80,395	3.84%	2,235,559	2.63%
Deferred Pro Tax Receivable	1,980,270	2.34%	165,896	0.20%	1,814,374	1093.68%	1,990,757	2.34%
Due to Third Parties - Other	31,624	0.04%	28,488	0.03%	3,136	11.01%	29,848	0.04%
Lease Payable - Short Term	139,052	0.16%	139,052	0.17%	-	0.00%	139,052	0.16%
Est. Third Party Settlements	2,437,803	2.88%	1,459,089	1.76%	978,714	67.08%	1,737,575	2.05%
Construction Payable	570,431	0.67%	570,431	0.69%	-	0.00%	2,872,855	3.38%
TOTAL CURRENT LIABILITIES	**9,718,026**	**11.49%**	**6,830,853**	**8.23%**	**2,887,173**	**42.27%**	**11,133,805**	**13.10%**
OTHER LIABILITIES								
Lease Payable - Long Term	240,044	0.28%	240,044	0.29%	-	0.00%	246,954	0.29%
Bonds Payable - Long Term	36,423,823	43.07%	36,975,749	44.53%	(551,927)	-1.49%	37,592,956	44.24%
Interest Payable	107,103	0.13%	681,703	0.82%	(574,599)	-84.29%	136,799	0.16%
Net Pension Liability	4,392,065	5.19%	7,069,543	8.51%	(2,677,478)	-37.87%	6,669,543	7.85%
TOTAL LONG-TERM LIABILITIES	**41,163,035**	**48.68%**	**44,967,039**	**54.16%**	**(3,804,004)**	**-8.46%**	**44,646,253**	**52.55%**
TOTAL LIABILITIES	**50,881,061**	**60.17%**	**51,797,892**	**62.39%**	**(916,831)**	**-1.77%**	**55,780,058**	**65.65%**
DEFERRED INFLOWS OF RESOURCES								
Pension Related Deferred Inflows	1,189,327	1.41%	1,036,251	1.25%	153,076	14.77%	1,036,251	1.22%
OPEB Related Deferred Inflows	251,200	0.30%	251,200	0.30%	-	0.00%	251,200	0.30%
TOTAL DEFERRED INFLOWS	**1,440,527**	**1.70%**	**1,287,451**	**1.55%**	**153,076**	**11.89%**	**1,287,451**	**1.52%**
NET ASSETS								
General Fund	27,898,918	32.99%	27,898,918	33.60%	-	0.00%	20,556,504	24.19%
Net Revenue (Loss)	4,338,602	5.13%	2,042,518	2.46%	2,296,085	112.41%	7,342,414	8.64%
TOTAL NET ASSETS	**32,237,521**	**38.12%**	**29,941,436**	**36.06%**	**2,296,085**	**7.67%**	**27,898,918**	**32.84%**
TOTAL LIABILITIES & NET ASSETS	**84,559,109**	**100.00%**	**83,026,779**	**100.00%**	**1,532,330**	**1.85%**	**84,966,427**	**100.00%**

CCMH Expenses Paid for the Month of June 2026

Access Technologies - Fees	$11,376.91
Acute Care, Inc. - Supplies	$6,485.46
Advance Medical Designs, Inc. - Fees	$225.00
Agiliti Health, Inc. - Fees	$10,794.21
Airgas USA - Supplies	$2,262.31
Alcor Scientific - Supplies	$960.39
Align Ophthalmic, LLC - Supplies	$3,278.18
American Messaging - Fees	$48.50
Ameritex Services - Fees	$5,447.65
Ampride Tire - Fees	$123.56
Anderson Erickson Dairy - Supplies	$574.86
Armstrong Medical - Supplies	$92.00
Arnold Motor Supply, LLP - Supplies	$264.93
Arthrex - Supplies	$7,167.83
Whitlee Auen - Expenses	$224.70
Avel eCare Medical Group, P.C. - Fees	$5,517.40
Stephanie Barboza-Polomera - Expenses	$39.59
Beckman Coulter, Inc. - Supplies	$2,369.95
Bio-Rad Laboratories, LLC - Supplies	$754.35
Blue Cardinal Chemical, LLC - Supplies	$283.50
Bluespace Creative, Inc. - Advertising	$994.96
Bomgaars - Supplies	$429.46
Boston Scientific Corporation - Supplies	$1,137.88
Bracco Diagnostics, Inc. - Supplies	$1,118.70
Dr. Benjain Burkett - Expenses	$2,883.04
C R Bard, Inc. - Supplies	$155.68
Cable Channel 13 - Advertising	$390.00
Cardinal Health - Supplies	$51,049.72
Carroll Cleaning Supply - Supplies	$2,475.68
Cassling - Fees	$39,756.24
CDW Government, Inc. - Supplies	$2,956.39
Celerium, Inc. - Fees	$18,000.00
Central Iowa Detention - Fees	$691.95
CenturyLink - Fees	$408.64
Cepheid - Supplies	$4,106.95
Cerner Corporation - Fees	$78,790.94
Change Healthcare - Fees	$5,868.62
CHI Health - Fees	$150.00
City of Dow City - Utilities	$59.75
Cobblestone Inn & Suites - Fees	$832.00
Colonial Life - Premiums	$1,664.58
CompHealth - Fees	$1,110.56
Compliance Team - Fees	$6,165.00
Constellation Newenergy - Utilities	$14,338.34
Controlup, Inc. - Fees	$7,596.98
Convergeone, Inc. - Fees	$11,385.89
Crawford County Landfill - Fees	$24.60
Crawford County YMCA - Fees	$4,050.98
Culligan of Ida Grove - Supplies	$52.50
Custom Trends, LLC - Supplies	$348.25
Cutler Anesthesia Services, PLLC - Fees	$50,930.00
Dearborn - Premiums	$25,006.12
Dell Marketing LP - Supplies	$19,735.47
Denison Drywall & Supply - Fees	$7.90
Denison Municipal Utilities - Utilities	$19,414.72
Denison Rotary Club - Fees	$375.00
Denman CPA LLP - Fees	$3,560.00
Do It Best - Supplies	$172.00
Dorsey & Whitney, LLP - Fees	$7,052.50
Dr. Rick Malyszek - Expenses	$278.40
Draeger, Inc. - Supplies	$2,064.05
Drees Co. - Fees	$16,623.00
Kenzie Dumbaugh - Expenses	$39.59
Duraline Systems, Inc. - Supplies	$8,476.00
Dustin Durbin - Expenses	$39.59
EGOLD Fax - Fees	$1,049.34
Electronic Sound Inc. - Supplies	$182.00
Elevate Roofing - Fees	$546.26
Ace Ettleman - Rent	$550.00
Scott Eveloff - Fees	$1,850.00
Eventide Lutheran Home - Fees	$123.75
Fareway Stores - Supplies	$581.73
Farmer Bros. Co. - Supplies	$1,078.89
Federal Express Corp. - Fees	$179.73
FFF Enterprises, Inc. - Supplies	$6,097.50
First National Bank Omaha - Expenses	$12,606.49
FOAMfrat - Fees	$2,639.76
Forms For UKG - Fees	$296.25
Friends of Craw. Cty. Wellness Center - Donatior	$50,000.00
Frontier Telephone CO. - Telephone	$328.06
Yeseni Garcia Patino - Expenses	$185.11
Jaiden Garrett - Expenses	$39.59
GQR Recruiting Resources LLC - Fees	$3,424.90
Grace Anesthesia Services, LLC - Fees	$9,920.00
Julie Graeve - Expenses	$3,496.00
Grainger - Supplies	$989.66
GRP & Associates Inc. - Fees	$512.31
Health Care Logistics Inc. - Fees	$114.61
Health Partners of Southwest Iowa - Fees	$1,979.00
Healthcare Compliance Testing, LLC - Fees	$900.00
HealthLinx, Inc. - Fees	$36,752.00
Healthmark Industries Co, Inc. - Supplies	$187.36
Heartland Business Systems, LLC - Fees	$3,283.18
ICP Medical, LLC - Fees	$769.14
ICU Medical, Inc. - Supplies	$8,516.60
ID Apparel LLC - Supplies	$356.31
IDEXX Distribution, Inc. - Supplies	$1,838.60
Imprivata, Inc. - Fees	$2,433.24
Integrated Telehealth Partners - Fees	$18,145.00
Iowa Hospital Association - Fees	$40.00
J&J Health Care Systems, Inc. - Supplies	$25,224.00
Jx2 Properties, LLC - Fees	$135.00
Jackson Lewis P.C. - Fees	$320.00
Jackson Physician Search, LLC - Fees	$8,011.15
Jambiz - Rent	$1,050.00
Barb Kacmarynski - Fees	$416.00
KCI USA, Inc. - Supplies	$221.92
KDSN FM - Advertising	$3,436.59
Jill Kierscht - Expenses	$2,446.01
Kriss Premium Products Inc. - Supplies	$475.00
La Prensa - Advertising	$2,504.00
Landauer, Inc. - Supplies	$451.26
Debra Legore - Expenses	$185.11
Leo A Daly - Fees	$10,315.50
LifeNet Health - Supplies	$174.00
Lifeserve Blood Center - Fees	$3,718.24
Macro Helix LLC - Fees	$11,068.39
Majestic Hills Golf Course - Fees	$5,538.00
Mapleton Press - Advertising	$228.00
Marco Technologies, LLC - Fees	$9,673.06
Martin Bros Distributing Co., LLC - Supplies	$2,880.02
McKesson Medical Surgical - Supplies	$4,698.28
Medical Solutions - Fees	$82,703.91
Medline Industries LP - Supplies	$19,789.88
Jill Melby - Expenses	$184.50
Julie Meseck - Expenses	$3.63
MidAmerican Energy - Utilities	$109.64
Midwest Alarm Service - Fees	$4,404.75
Mindray DS USA, Inc. - Supplies	$392.80
Keri Muff - Expenses	$39.59
Justin Mumm - Expense	$110.34
New York Life - Premiums	$2,762.28
Novus Iowa Profession Corporation - Fees	$64,242.57
Spenmend, LLC - Supplies	$1,011.46

Nuance Communications, Inc. - Fees	$1,520.96
NW Iowa Yes Center - Fees	$1,778.70
Olson's Outdoor Power - Supplies	$11,445.00
Onmedia - Advertising	$750.00
Oxen Technology - Fees	$11.00
Partsource, Inc. - Supplies	$197.96
Pentax Medical - Supplies	$450.00
Performance Health Supply LLC - Supplies	$542.74
Kim Petersen - Expenses	$198.46
Physician Lab Services - Fees	$35,266.00
Pitney Bowes Bank Inc., Reserve - Fees	$2,322.02
Plunkett's Pest Control - Fees	$157.98
Positive Promotions, Inc. - Supplies	$337.89
Joseph Postanes - Expenses	$157.29
Practical Sleep Services, LLC - Fees	$11,670.00
Precision Dynamics Corporation - Fees	$1,321.80
Press Ganey Association - fees	$4,306.43
Priority Healthcare Dist. - Supplies	$3,826.08
Professional Computer Solution - Fees	$1,660.98
Professional Medical Management - Supplies	$6,567.00
Propio Language Service - Fees	$2,458.97
Psychiatric Medical Care, LLC - Fees	$52,114.71
QuidelOrtho Sales Company, LLC -	$13,000.00
QuVa Pharma, Inc. - Supplies	$184.75
R&S Waste Disposal - Fees	$1,378.03
Radiology Consultants, PC - Fees	$520.00
Rasmussen Lumber Co. - Supplies	$543.83
Redsail Technologies - Supplies	$2,461.20
Remel, Inc. - Supplies	$1,796.94
Secure Shred Solutions - Fees	$229.00
Shared Medical Services, Inc. - Fees	$1,185.19
Shared Medical Technology - Fees	$3,262.23
Sherwin Williams - Supplies	$586.31
Smith & Nephew, Inc. - Supplies	$7,493.19
Standard Textile Co., Inc. - Supplies	$260.16
Staples Advantage - Supplies	$1,534.12
Steris Corporation - Supplies	$1,329.23
Stone Printing - Supplies	$190.54
Stryker Endoscopy - Supplies	$2,521.36
Stryker Rental Services - Supplies	$2,429.37
Stryker Sale LLC - Supplies	$9,493.83
Sweet Treats & More - Supplies	$140.00
Team Ford Lincoln - Fees	$1,076.90
Televox - Fees	$1,019.86
Thoroughcare, Inc. - Fees	$250.00
Tiney's on the Green Catering - Fees	$1,442.23
Travelers - Premiums	$2,799.00
TruBridge - Fees	$2,600.00
UKG, Inc. - Fees	$31,687.04
UnityPoint Clinic - Fees	$714.00
UNMC Center for Continuing Ed. - Fees	$1,540.00
US Foods, Inc. - Supplies	$11,450.39
Van Meter, Inc. - Supplies	$117.45
VEIT, LLC - Fees	$1,752.79
Verizon Wireless - Fees	$683.11
Versabadge, LLC - Supplies	$4,000.00
Trama Vetter - Expenses	$117.60
Vision Service Plan - Premiums	$7,757.04
VVC Holding LLC - Fees	$1,409.20
Weatherby Locums, Inc. - Fees	$17,300.22
Wells Fargo Financial Lease - Fees	$8,182.72
West Bend Mutual Ins. CO. - Premiums	$7,457.10
Western Iowa Networks - Telephone	$1,746.41
Westside Sonography, Inc. - Fees	$810.00
Dalton Williamson - Expenses	$370.22
WIN - Fees	$1,500.00
Tracie Winans - Expenses	$285.11
Patient Account Refunds	$16,385.04
June Check Run & ACH Total	**$1,226,031.83**

DEPRECIATION FUND:

CME Corp - Facility Project	$6,344.61
Grainger - Facility Project	$2,153.99
Heiden Concrete Inc. - Concrete Improvements	$12,600.00
Invision Architecture - Facility Project	$12,863.76
Lint Van Lines - Facility Project	$800.00
VOC Associates, LLC - Facility Project	$2,612.50

Depreciation Total	**$37,374.86**
Salaries	**$1,939,174.00**
GRAND TOTAL	**$3,202,580.69**

BOARD SUMMARY:

CEO Report

By: Erin Muck, CEO

Date: July 2026

SUMMARY:

Quality

The annual DNV survey occurred in June; the first working towards ISO Certification. Overall, this was a great experience with lots of learning and fine-tuning of processes and policies. Over this next year, the ISO focus will be on finding opportunities to make processes and systems better to foster a constant mindset of growth and error reduction. This also will include further fine tuning of immediate reaction, root cause analysis, recurrence prevention, and documentation.

Patient Experience

The Restful of Hospital Environment Press Ganey score has seen a significant increase from last quarter after a campaign to increase the quietness of the medical unit. This includes a quiet time during the day from 1pm to 3pm, where all unnecessary activities are stopped and the lights are turned down to promote a time of rest. ED has an overall score in the 90th percentile with all scores above the 70th percentile nationally.

People

Dr. Rathe will be joining the Medical Staff team on August 17th to provide podiatry care and services on a full-time basis in our RHC. We appreciate Dr. Kelly's 26 years of service in our visiting specialty clinic and wish him the best in his future endeavors. Recruitment continues for family medicine and ED.

Growth

The 75th Anniversary and ribbon cutting was well attended.

The front entrance flooring and wall covering project is ahead of schedule. We plan on moving Specialty clinic back into their original space as soon as the front entrance is completed, likely a few weeks sooner than originally planned.

The MRI project has begun with inside work to prepare for removal of the outside wall next week. The MRI truck is in place and in use.

The RHC telemedicine mental health program is going well. We will be adding another day of the week with a Spanish speaking therapist to meet the community need. The recent community survey highlighted a need for better community education regarding mental health services. This was passed on to Marketing to further address.

Financial Stewardship

June closed out fiscal year 2026 with a preliminary net profit of $4,344,767. Total hospital procedures were up for the year by 5.86%. Departments contributing to the increase included lab, physical therapy, outpatient visits, and speech therapy.

Cash balances not related to the construction project did increase this year by $495,801 with Days Cash on Hand (without project funds) at 212 days. This is down 7 days from last year. Days in A/R averaged 44 for the year.

Denman will be onsite next week to start this year's audit activities.

Community

This summer we hosted 8 interns in nursing, radiology, and the rehab departments. During their graduation this week, they shared their experiences and what impact it has had. One young lady even admitted that she had wanted to be an ultrasound technologist, and learned she liked other parts of radiology better. We wish them the very best as they complete their education.

CCMH Day at the Fair was a huge success and we have been asked by fair board members to return next year. We are told this was their largest number of fair attendees on a night without a grandstand event. We had over 200 participants in our first ever color run. Our scrubs camp was also well attended. We are thankful to all our staff and volunteers who helped make this happen and to our community for engaging with us.