



BOARD OF TRUSTEES MEETING AGENDA

5:30 p.m., Monday, June 29, 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. Mission Committee Report | |
| G. Patient Experience Committee Meeting Minutes and Report | |
| <i>Motion needed for Consent Agenda Items</i> | |
| VI. NEW BUSINESS/REPORTS | |
| A. Patient Experience & Education Department Report | Dana Neemann |
| B. Plant Operations Department Report | Bob Fink |
| C. YMCA Fundraising Committee – Discussion / Possible Action | Dr. Steve Brownmiller |
| D. Finance Report – Approval of AP & Payroll May 2026 | Rachel Melby |
| <i>Motion needed</i> | |
| E. FY27 Operating & Capital Budget | Rachel Melby |
| <i>Motion needed</i> | |
| F. CEO Report | Erin Muck |
| G. Individual Board Member Comments | Board |
| VII. ADJOURNMENT | Board Chair |
| <i>Motion Needed</i> | |

Our Mission

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

Crawford County Memorial Hospital

Comparative Statistical Report

May 2026

	Month to Date			Fiscal Year to Date		
	FY 2026	FY 2025	Variance	FY 2026	FY 2025	Variance
Total Admissions	27	30	-10.00%	344	375	-8.27%
Acute/OB	24	21	14.29%	278	308	-9.74%
Skilled	3	8	-62.50%	38	48	-20.83%
ICF	0	1	-100.00%	28	14	100.00%
Respite	0	0	0.00%	0	1	-100.00%
Newborns	0	0	0.00%	0	4	-100.00%
Observation Admissions	18	22	-18.02%	242	208	16.43%
Total Adjusted Admits	45	52	-13.42%	586	583	0.53%
Total Patient Days*	145	193	-24.87%	2,233	2,484	-10.10%
Acute/OB	66	66	0.00%	950	1,131	-16.00%
Nursery	0	0	0.00%	0	4	-100.00%
Skilled	23	55	-58.18%	373	590	-36.78%
ICF	4	1	300.00%	118	37	218.92%
Respite	0	0	0.00%	0	3	-100.00%
Observation	52	71	-26.76%	792	719	10.15%
*Includes Observation						
Average LOS (Acute/OB)	2.85	3.19	-10.66%	3.28	3.46	-5.39%
Hospital Procedures						
Inpatient	620	662	-6.34%	8,165	9,969	-18.10%
Outpatient	14,064	13,811	1.83%	161,364	149,852	7.68%
Total	14,684	14,473	1.46%	169,529	159,821	6.07%
Surgical Procedures	77	117	-34.19%	1048	1046	0.19%
Anesthesia Procedures	53	98	-45.92%	890	826	7.75%
ER Visits	429	409	4.89%	4,756	5,004	-4.96%
Admits from ER	14	19	-26.32%	226	302	-25.17%
Scheduled Outpatient Visits	102	174	-41.38%	1,303	1,208	7.86%
Ambulance Trips	114	107	6.54%	1,253	1,210	3.55%
Xray Procedures	551	671	-17.88%	6,887	7,077	-2.68%
Mammography Procedures	81	99	-18.18%	1363	1313	3.81%
Flouro Procedures	1	5	-80.00%	40	35	14.29%
Ultrasound Dept Procedures	160	132	21.21%	1750	1718	1.86%
Echo Procedures	44	66	-33.33%	533	454	17.40%
CT Dept Procedures	262	246	6.50%	2764	2620	5.50%
MRI Dept Procedures	85	88	-3.41%	952	855	11.35%
Nuc Med Procedures	6	7	-14.29%	59	49	20.41%
Total Radiology Procedures	1,190	1,314	-9.44%	14,348	14,121	1.61%
Respiratory Tx Procedures	29	74	-60.81%	785	856	-8.29%
EKG Procedures	154	117	31.62%	1677	1401	19.70%
Sleep Studies	26	30	-13.33%	290	190	52.63%
Lab Procedures	7,482	6,953	7.61%	82,305	74,946	9.82%
Physical Tx Procedures	1,473	1,477	-0.27%	19,143	17,459	9.65%
Speech Procedures	63	34	85.29%	731	161	354.04%
OT Procedures	107	166	-35.54%	1409	1576	-10.60%
Cardiac Rehab Procedures	220	169	30.18%	2127	1442	47.50%
Pulmonary Rehab Procedures	4	20	-80.00%	86	149	-42.28%
Specialty Clinic Visits	454	508	-10.63%	5,285	5,524	-4.33%
Total Medical Clinic Visits	2,821	2,813	0.28%	33,346	33,912	-1.67%

**CRAWFORD COUNTY MEMORIAL HOSPITAL
OPERATING/INCOME STATEMENT
FOR THE MONTH ENDING MAY 31, 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	
<u>PATIENT SERVICE REVENUES</u>								
INPATIENT SERVICES	439,036	7.1%	660,899	9.4%	(221,863)	-33.6%	713,352	10.9%
	5,914,504	8.0%	6,948,907	9.4%	(1,034,403)	-14.9%	6,454,455	9.7%
OUTPATIENT SERVICES	5,716,820	92.3%	6,259,066	88.6%	(542,246)	-8.7%	5,741,694	87.7%
	66,986,302	91.1%	65,809,817	88.6%	1,176,485	1.8%	59,141,669	88.5%
SWING BED SERVICES	38,554	0.6%	142,567	2.0%	(104,013)	-73.0%	94,182	1.4%
	627,076	0.9%	1,498,995	2.0%	(871,919)	-58.2%	1,215,928	1.8%
TOTAL GROSS PATIENT REVENUE	6,194,410	100.0%	7,062,533	100.0%	(868,123)	-12.3%	6,549,228	100.0%
	73,527,882	100.0%	74,257,719	100.0%	(729,837)	-1.0%	66,812,052	100.0%
<u>DEDUCTIONS FROM REVENUE</u>								
MEDICARE ADJUSTMENTS	(1,896,443)	-30.6%	(1,565,720)	-22.2%	(330,722)	21.1%	(1,723,035)	-26.3%
	(17,628,376)	-24.0%	(16,462,483)	-22.2%	(1,165,893)	7.1%	(14,791,960)	-22.1%
TITLE XIX ADJUSTMENTS	1,368,030	22.1%	(63,609)	-0.9%	1,431,638	-2250.7%	1,739,913	26.6%
	2,094,815	2.8%	(668,802)	-0.9%	2,763,616	-413.2%	5,052,996	7.6%
BLUE CROSS ADJUSTMENTS	(781,729)	-12.6%	(716,390)	-10.1%	(65,339)	9.1%	(529,969)	-8.1%
	(7,997,841)	-10.9%	(7,532,353)	-10.1%	(465,488)	6.2%	(6,772,576)	-10.1%
OTHER ADJUSTMENTS	(356,863)	-5.8%	(368,120)	-5.2%	11,258	-3.1%	(519,604)	-7.9%
	(4,506,198)	-6.1%	(3,870,536)	-5.2%	(635,663)	16.4%	(4,108,012)	-6.1%
PROVISION FOR UNCOLLECTIBLE	(208,994)	-3.4%	(175,910)	-2.5%	(33,085)	18.8%	(230,119)	-3.5%
	(2,101,751)	-2.9%	(1,849,569)	-2.5%	(252,182)	13.6%	(1,800,285)	-2.7%
CHARITY CARE	(1,426)	0.0%	(17,897)	-0.3%	16,471	-92.0%	(17,778)	-0.3%
	(115,540)	-0.2%	(188,170)	-0.3%	72,630	-38.6%	(163,667)	-0.2%
TOTAL DEDUCTIONS FROM REVENUE	(1,877,425)	-30.3%	(2,907,646)	-41.2%	1,030,221	-35.4%	(1,280,592)	-19.6%
	(30,254,892)	-41.1%	(30,571,912)	-41.2%	317,020	-1.0%	(22,583,504)	-33.8%
NET PATIENT REVENUE	4,316,985	69.7%	4,154,887	58.8%	162,098	3.9%	5,268,635	80.4%
<i>(as % of Gross Patient Revenue)</i>	43,272,990	58.9%	43,685,807	58.8%	(412,817)	-0.9%	44,228,548	66.2%
NET PATIENT REVENUE	4,316,985	98.5%	4,154,887	97.3%	162,098	3.9%	5,268,635	97.3%
<i>(as % of Total Operating Revenue)</i>	43,272,990	97.4%	43,685,807	97.1%	(412,817)	-0.9%	44,228,548	96.2%
<u>OTHER REVENUE</u>								
DIETARY/MEALS INCOME	6,829	0.2%	7,042	0.2%	(213)	-3.0%	7,291	0.1%
	85,569	0.2%	77,458	0.2%	8,111	10.5%	74,244	0.2%
OTHER INCOME	59,044	1.3%	110,200	2.6%	(51,156)	-46.4%	137,710	2.5%
	1,054,864	2.4%	1,212,200	2.7%	(157,335)	-13.0%	1,674,392	3.6%
TOTAL OTHER REVENUE	65,873	1.5%	117,242	2.7%	(51,369)	-43.8%	145,001	2.7%
	1,140,434	2.6%	1,289,658	2.9%	(149,224)	-11.6%	1,748,636	3.8%
TOTAL OPERATING REVENUE	4,382,858	100.0%	4,272,129	100.0%	110,730	2.6%	5,413,636	100.0%
	44,413,424	100.0%	44,975,466	100.0%	(562,041)	-1.2%	45,977,183	100.0%
<u>OPERATING EXPENSES</u>								
SALARIES	1,825,711	41.7%	2,145,276	50.2%	(319,565)	-14.9%	1,677,049	31.0%
	20,769,615	46.8%	22,556,110	50.2%	(1,786,495)	-7.9%	18,560,976	40.4%
BENEFITS	563,862	12.9%	701,335	16.4%	(137,472)	-19.6%	510,743	9.4%
	6,583,827	14.8%	7,400,347	16.5%	(816,520)	-11.0%	6,060,552	13.2%
PROFESSIONAL FEES	307,373	7.0%	278,332	6.5%	29,041	10.4%	449,602	8.3%
	3,533,952	8.0%	2,926,466	6.5%	607,485	20.8%	3,581,855	7.8%
SUPPLIES & EXPENSES	1,019,922	23.3%	829,985	19.4%	189,937	22.9%	1,200,528	22.2%
	8,965,491	20.2%	8,936,262	19.9%	29,229	0.3%	9,054,590	19.7%
OCCUPANCY	181,021	4.1%	148,603	3.5%	32,418	21.8%	175,340	3.2%
	1,661,353	3.7%	1,634,637	3.6%	26,716	1.6%	1,679,040	3.7%
DEPRECIATION	205,792	4.7%	223,750	5.2%	(17,958)	-8.0%	193,792	3.6%
	2,259,708	5.1%	2,461,250	5.5%	(201,542)	-8.2%	2,131,708	4.6%
TOTAL OPERATING EXPENSE	4,103,680	93.6%	4,327,280	101.3%	(223,600)	-5.2%	4,207,053	77.7%
	43,773,946	98.6%	45,915,072	102.1%	(2,141,126)	-4.7%	41,068,721	89.3%
NET OPERATING INCOME (LOSS)	279,178	6.4%	(55,151)	-1.3%	334,329	-606.2%	1,206,583	22.3%
	639,478	1.4%	(939,607)	-2.1%	1,579,085	-168.1%	4,908,462	10.7%
<u>NONOPERATING REV/EXP</u>								
TAXES	165,896	3.8%	165,896	3.9%	-	0.0%	181,742	3.4%
	1,824,861	4.1%	1,824,861	4.1%	-	0.0%	1,999,166	4.3%
GENERAL CONTRIBUTIONS	305	0.0%	1,000	0.0%	(695)	0.0%	-	0.0%
	16,653	0.0%	11,000	0.0%	5,653	0.0%	18,633	0.0%
INTEREST INCOME	78,256	1.8%	116,667	2.7%	(38,411)	-32.9%	142,799	2.6%
	1,059,595	2.4%	1,283,333	2.9%	(223,738)	-17.4%	1,195,458	2.6%
INTEREST EXPENSE	(135,308)	-3.1%	(164,667)	-42.4%	29,359	-17.8%	(45,233)	-0.8%
	(1,497,286)	-3.4%	(1,811,333)	-4.0%	314,047	-17.3%	(627,979)	-1.4%
TOTAL NONOPERATING INCOME (LOSS)	109,149	2.5%	118,896	2.8%	(9,747)	-8.2%	279,308	5.2%
	1,403,822	3.2%	1,307,861	2.9%	95,962	7.3%	2,585,278	5.6%
NET INCOME (LOSS)	388,327	8.9%	63,745	1.5%	324,582	509.2%	1,485,891	27.4%
<i>Year to Date</i>	2,043,300	4.6%	368,254	0.8%	1,675,047	454.9%	7,493,740	16.3%

**CRAWFORD COUNTY MEMORIAL HOSPITAL
STATEMENT OF CASH FLOWS
FOR THE MONTH ENDING MAY 31, 2026**

	<u>THIS MONTH</u>	<u>YTD</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
CASH RECEIVED FROM PATIENTS AND THIRD-PARTY PAYORS	3,422,999	43,679,856
CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES	(1,517,179)	(19,225,088)
CASH PAID TO EMPLOYEES FOR SERVICES	(2,591,724)	(24,090,886)
OTHER OPERATING REVENUE RECEIVED	65,873	1,303,142
NET CASH PROVIDED BY OPERATING ACTIVITIES	(620,031)	1,667,023
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
COUNTY TAXES	159,172	2,026,242
CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT	-	-
PRINCIPAL PAYMENTS ON LONG-TERM DEBT	(56,789)	(624,117)
INTEREST PAID ON LONG-TERM DEBT	(26,166)	(952,162)
ACQUISITION OF PROPERTY AND EQUIPMENT	(164,499)	(1,682,522)
CONSTRUCTION PROJECT FUNDS	(472,283)	(10,050,410)
NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES	(719,737)	(13,309,211)
CASH FLOW FROM INVESTING ACTIVITIES		
INTEREST RECEIVED	38,953	588,565
PROCEEDS FROM MATURITIES OF CERTIFICATES OF DEPOSIT	35,052	484,994
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	74,005	1,073,560
NET INCREASE (DECREASE) IN CASH	(1,106,591)	(8,542,386)
CASH		
BEGINNING	34,807,039	42,242,834
ENDING	33,700,448	33,700,448

<u>OPERATING INDICATORS:</u>	DEC	JAN	FEB	MAR	APR	MAY	Target	Desirable Trend
Total Margin:	-0.17%	0.53%	-10.14%	25.65%	23.05%	8.39%	2.00%	Increasing
Debt Service Coverage Ratio:	2.47	2.33	1.70	2.17	2.66	2.35	1.60	Increasing
Days Revenue in Patient A/R:	43	45	44	50	45	43	50	Decreasing
Days Cash on Hand:	292	284	273	279	281	272	180	Increasing
(w/o Project funds)	(198)	(194)	(186)	(194)	(202)	(195)		

CRAWFORD COUNTY MEMORIAL HOSPITAL
BALANCE SHEET
AS OF: 5/31/26

ASSETS	Current Month		Prior Month		1-Month Net Change		1 Year Ago Month	
CURRENT ASSETS								
Total Cash	10,999,641	13.25%	11,829,263	14.28%	(829,622)	-7.01%	12,264,202	13.89%
Patient Receivables	9,409,179	11.33%	10,048,911	12.13%	(639,732)	-6.37%	11,384,787	12.89%
Allowance for Uncollectibles	(648,000)	-0.78%	(642,000)	-0.77%	(6,000)	0.93%	(986,000)	-1.12%
Allowance for Contractuals	(2,780,000)	-3.35%	(2,800,000)	-3.38%	20,000	-0.71%	(3,730,000)	-4.22%
Net Accounts Receivable	5,981,179	7.20%	6,606,911	7.98%	(625,732)	-9.47%	6,668,787	7.55%
Other Receivables								
Est. Third Party Settlement	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Taxes Receivable	(15,430)	-0.02%	143,742	0.17%	(159,172)	-110.7%	(24,837)	-0.03%
Other	1,923,250	2.32%	208,917	0.25%	1,714,333	820.58%	236,821	0.27%
Inventory	1,520,679	1.83%	1,519,915	1.83%	764	0.05%	1,494,350	1.69%
Prepaid Expenses & Other	647,938	0.78%	1,033,441	1.25%	(385,503)	-37.30%	549,777	0.62%
TOTAL CURRENT ASSETS	21,057,258	25.36%	21,342,190	25.76%	(284,932)	-1.34%	21,189,101	24.00%
ASSETS LIMITED AS TO USE								
Investments								
Cash & CD's	13,231,791	15.94%	13,195,372	15.93%	36,419	0.28%	12,210,480	13.83%
Bond/Project Funds	9,469,016	11.40%	9,782,403	11.81%	(313,388)	-3.20%	24,001,531	27.18%
Interest Receivable	53,565	0.06%	49,314	0.06%	4,251	8.62%	85,732	0.10%
TOTAL ASSETS LIMITED AS TO USE	22,754,371	27.41%	23,027,090	27.80%	(272,718)	-1.18%	36,297,743	41.11%
OTHER ASSETS								
Physician Practice Intangibles	815,000	0.98%	815,000	0.98%	-	100.00%	815,000	0.92%
TOTAL OTHER ASSETS	815,000	0.98%	815,000	0.98%	-	0.00%	815,000	0.92%
PROPERTY & EQUIPMENT, NET								
Land	314,500	0.38%	314,500	0.38%	-	0.00%	314,500	0.36%
Land held for Future Dev	120,400	0.15%	120,400	0.15%	-	0.00%	120,400	0.14%
Land Improvements	2,623,208	3.16%	2,623,208	3.17%	-	0.00%	2,623,208	2.97%
Building	8,881,693	10.70%	8,867,878	10.70%	13,815	0.16%	8,675,741	9.83%
Fixed Equipment	18,336,134	22.08%	18,336,134	22.13%	-	0.00%	18,250,614	20.67%
Major Moveable Equipment	24,215,659	29.17%	23,772,122	28.70%	443,537	1.87%	22,508,773	25.49%
Leased Equipment	1,439,076	1.73%	1,439,076	1.74%	-	0.00%	1,439,076	1.63%
Deferred Costs	21,290,965	25.64%	20,797,285	25.11%	493,680	2.37%	11,247,767	12.74%
Right of Use Subscriptions	486,650	0.59%	486,650	0.59%	-	0.00%	201,265	0.23%
Allowance for Depreciation	(42,883,660)	-51.65%	(42,677,869)	-51.52%	(205,792)	0.48%	(40,280,645)	-45.62%
TOTAL PROPERTY & EQUIP, NET	34,824,625	41.94%	34,079,385	41.14%	745,241	2.19%	25,100,698	28.43%
DEFERRED OUTFLOWS OF RESOURCES								
Pension Related Deferred Outflows	2,883,373	3.47%	2,883,373	3.48%	-	0.00%	4,134,804	4.68%
Deferred Loss on Refunding	692,038	0.83%	692,038	0.84%	-	0.00%	761,243	0.86%
TOTAL DEFERRED OUTFLOWS	3,575,411	4.31%	3,575,411	4.32%	-	0.00%	4,896,047	5.54%
TOTAL ASSETS	83,026,665	100.00%	82,839,075	100.00%	187,590	0.23%	88,298,589	100.00%
LIABILITIES & NET ASSETS								
CURRENT LIABILITIES								
Accounts Payable	672,387	0.81%	221,030	0.27%	451,357	204.21%	399,827	0.45%
Accrued Payroll & Payroll Taxes	1,700,275	2.05%	2,223,699	2.68%	(523,423)	-23.54%	1,510,217	1.71%
Accrued Health Insurance	2,094,338	2.52%	2,125,431	2.57%	(31,093)	-1.46%	2,100,992	2.38%
Deferred Pro Tax Receivable	165,896	0.20%	331,793	0.40%	(165,896)	-50.00%	181,742	0.21%
Due to Third Parties - Other	28,488	0.03%	12,521	0.02%	15,966	127.51%	20,810	0.02%
Lease Payable - Short Term	139,052	0.17%	139,052	0.17%	-	0.00%	61,722	0.07%
Est. Third Party Settlements	1,459,089	1.76%	1,459,089	1.76%	-	0.00%	1,737,575	1.97%
Construction Payable	570,431	0.69%	570,431	0.69%	-	0.00%	-	0.00%
TOTAL CURRENT LIABILITIES	6,829,956	8.23%	7,083,046	8.55%	(253,090)	-3.57%	6,012,885	6.81%
OTHER LIABILITIES								
Lease Payable - Long Term	240,044	0.29%	240,044	0.29%	-	0.00%	68,886	0.08%
Bonds Payable - Long Term	36,975,749	44.53%	37,032,539	44.70%	(56,789)	-0.15%	43,237,986	48.97%
Interest Payable	681,703	0.82%	572,561	0.69%	109,142	19.06%	179,761	0.20%
Net Pension Liability	7,069,543	8.51%	7,069,543	8.53%	-	0.00%	9,673,976	10.96%
TOTAL LONG-TERM LIABILITIES	44,967,039	54.16%	44,914,687	54.22%	52,352	0.12%	53,160,608	60.21%
TOTAL LIABILITIES	51,796,995	62.39%	51,997,733	62.77%	(200,737)	-0.39%	59,173,493	67.02%
DEFERRED INFLOWS OF RESOURCES								
Pension Related Deferred Inflows	1,036,251	1.25%	1,036,251	1.25%	-	0.00%	774,116	0.88%
OPEB Related Deferred Inflows	251,200	0.30%	251,200	0.30%	-	0.00%	300,736	0.34%
TOTAL DEFERRED INFLOWS	1,287,451	1.55%	1,287,451	1.55%	-	0.00%	1,074,852	1.22%
NET ASSETS								
General Fund	27,898,918	33.60%	27,898,918	33.68%	-	0.00%	20,556,504	23.28%
Net Revenue (Loss)	2,043,300	2.46%	1,654,973	2.00%	388,327	23.46%	7,493,740	8.49%
TOTAL NET ASSETS	29,942,219	36.06%	29,553,891	35.68%	388,327	1.31%	28,050,245	31.77%
TOTAL LIABILITIES & NET ASSETS	83,026,665	100.00%	82,839,075	100.00%	187,590	0.23%	88,298,589	100.00%

CCMH Expenses Paid for the Month of May 2026

Abbvie US, LLC - Supplies	\$1,674.00	Health Partners of Southwest Iowa - Fees	\$3,694.00
Access Technologies - Fees	\$1,840.08	HealthLinx, Inc. - Fees	\$38,589.60
Advanced Sterilization Products Services - Fees	\$10,078.00	Healthmark Industries Co, Inc. - Supplies	\$108.49
Agiliti Health, Inc. - Fees	\$10,816.95	Heartland Business Systems, LLC - Fees	\$70,389.95
Airgas USA - Supplies	\$3,321.94	Hologic, Inc. - Supplies	\$666.00
Alcon Vision, LLC - Supplies	\$8,922.76	Horn Memorial Hospital - Fees	\$400.00
Align Ophthalmic, LLC - Supplies	\$1,118.40	Tammy Hulsing - Expenses	\$14.71
American Messaging - Fees	\$48.50	Hupp Electric Motors, Inc. - Supplies	\$1,898.82
Ameritex Services - Fees	\$4,827.04	HyVee - Supplies	\$1,519.82
Ampride Tire - Fees	\$477.48	ICP Medical, LLC	\$744.06
Anderson Erickson Dairy - Supplies	\$737.54	ICU Medical, Inc. - Supplies	\$6,114.02
Armstrong Medical - Supplies	\$470.00	ID Apparel LLC - Supplies	\$2,378.00
Arthrex - Supplies	\$10,351.50	Integrated Telehealth Partners - Fees	\$26,630.00
Avel eCare Medical Group, P.C. - Fees	\$4,783.63	Intranerve, LLC - Supplies	\$2,575.00
Bayer Healthcare - Supplies	\$4,179.08	Iowa Assoc. of Rural Health Clinics - Fees	\$275.00
Beckman Coulter, Inc. - Supplies	\$9,117.64	Iowa Hospital Association - Fees	\$40.00
Bell Medical, Inc. - Supplies	\$103.13	J&J Health Care Systems, Inc. - Supplies	\$13,333.00
Bio-Rad Laboratories, LLC - Supplies	\$2,480.98	Jackson Physician Search, LLC - Fees	\$14,456.80
Biovigil Technologies, LLC - Supplies	\$2,264.32	Jambiz - Rent	\$1,050.00
Bitwarden, Inc. - Fees	\$945.40	Johnstone Supply - Supplies	\$2,498.46
Bomgaars - Supplies	\$940.53	JP Gasway Co. - Supplies	\$1,580.00
Boston Scientific Corporation - Supplies	\$1,966.29	JP Turf and Pest, LLC - Fees	\$64.00
Bound Tree Medical LLC - Supplies	\$64.99	Barb Kacmarynski - Fees	\$333.50
Bracco Diagnostics, Inc. - Supplies	\$1,118.70	KDSN FM - Advertising	\$7,783.18
Bulletin-Review - Subscription	\$80.19	Kontakt.IO, Inc. - Fees	\$31,620.50
Dr. Benjain Burkett - Expenses	\$243.60	Language Lines - Fees	\$827.22
Butterfly Network - Supplies	\$1,200.00	LifeNet Health - Supplies	\$4,975.49
Cable Channel 13 - Advertising	\$793.00	Lifeserve Blood Center - Fees	\$2,892.78
Cardinal Health - Supplies	\$14,029.91	Kendra Lynch - Expenses	\$39.59
Carroll Cleaning Supply - Supplies	\$1,352.70	Macro Helix LLC - Fees	\$10,870.98
Cassling - Fees	\$9,844.00	Craig Malone - Rent	\$750.00
CDW Government, Inc. - Supplies	\$288.07	Manilla Times - Advertising	\$415.93
Central Iowa Detention - Fees	\$807.28	Mapleton Press - Advertising	\$399.00
CenturyLink - Fees	\$482.04	Marco Technologies, LLC - Fees	\$2,931.06
Cepheid - Supplies	\$5,081.30	Martin Bros Distributing Co., LLC - Supplies	\$3,272.49
Cerner Corporation - Fees	\$52,117.40	Masimo Americas - Fees	\$585.55
Chamber & Development - Fees	\$500.00	McKesson Medical Surgical - Supplies	\$11,618.12
Change Healthcare - Fees	\$5,869.25	Medical Solutions - Fees	\$62,267.00
CHI Health - Fees	\$450.00	Medline Industries LP - Supplies	\$18,330.03
City of Dow City - Utilities	\$152.35	Medtronic USA, Inc. - Supplies	\$436.00
Cobblestone Inn & Suites - Fees	\$2,288.00	Jill Melby - Expenses	\$204.44
College of American Pathologists - Fees	\$46.00	MGMA - Supplies	\$6,509.00
CompHealth - Fees	\$895.96	MidAmerican Energy - Utilities	\$85.26
Kiaya Conrad - Expenses	\$16.04	Mindray DS USA, Inc. - Supplies	\$1,374.56
Contract Guardian, Inc. - Fees	\$4,845.00	Erin Muck - Expenses	\$417.33
Cook Biotech, Inc. - Supplies	\$2,784.00	Justin Mumm - Expense	\$217.50
Crawford County Fair - Sponsorship	\$50.00	Nasco Healthcare, Inc. - Supplies	\$7,322.00
Crawford County Home Health - Fees	\$62.18	National Assoc. of Healthcare Access Mgmt. - Fees	\$520.00
Crawford County YMCA - Fees	\$3,882.60	Nebraska Medicine - Fees	\$2,500.00
Custom Trends, LLC - Supplies	\$88.00	Netwrix Corporation - Fees	\$5,521.27
Cutler Anesthesia Services, PLLC - Fees	\$40,865.00	New Century FS - Fuel	\$3,998.76
Dearborn - Premiums	\$24,477.38	New York Life - Premiums	\$5,524.56
Denison Bulletin & Review - Advertising	\$100.00	Nuance Communications, Inc. - Fees	\$1,520.96
Denison Free Press - Advertising	\$1,751.27	NW Iowa Yes Center - Fees	\$1,523.90
Denison Hardscapes - Fees	\$1,591.25	Observer - Advertising	\$540.64
Denison Municipal Utilities - Utilities	\$17,552.67	Omnicell, Inc. - Fees	\$15,983.00
DFI-Solutions - Supplies	\$2,611.28	Onmedia - Advertising	\$800.00
DIRECTV - Fees	\$885.60	O'Reilly Auto Parts - Supplies	\$43.62
Do It Best - Supplies	\$2,064.84	Oxen Technology - Fees	\$95.49
Dorsey & Whitney, LLP - Fees	\$9,398.00	Performance Health Supply LLC - Supplies	\$543.69
Dr. Rick Malyszczek - Expenses	\$104.40	Kim Petersen - Expenses	\$193.82
Draeger, Inc. - Supplies	\$114.06	Petty Cash - Petty Cash	\$200.00
Echo Electric - Fees	\$168.94	Physician Lab Services - Fees	\$50,429.00
Ecolab, Inc. - Supplies	\$225.96	Pitney Bowes Bank Inc., Reserve - Fees	\$3,500.00
Egold Fax - Fees	\$377.70	Pitney Bowes Global Finance - Fees	\$774.03
Amanda Eneboe - Expenses	\$172.06	Plunkett's Pest Control - Fees	\$157.98
Ace Ettleman - Rent	\$550.00	Point Lighting Corporation - Fees	\$1,186.00
Scott Eveloff - Fees	\$2,240.00	Armando Porras - Fees	\$230.00
Eventide Lutheran Home - Fees	\$371.25	Practical Sleep Services, LLC - Fees	\$11,100.00
Fareway Stores - Supplies	\$942.66	Press Ganey Association - fees	\$8,281.58
Farmer Bros. Co. - Supplies	\$894.85	Priority Healthcare Dist. - Supplies	\$2,550.72
Federal Express Corp. - Fees	\$180.16	Professional Computer Solution - Fees	\$293.00
FFF Enterprises, Inc. - Supplies	\$5,532.44	Professional Medical Management - Supplies	\$7,287.50
Jennifer Finken - Expenses	\$865.67	Propio Language Service - Fees	\$1,882.50
First National Bank Omaha - Expenses	\$10,735.21	Psychiatric Medical Care, LLC - Fees	\$53,714.11
First Wireless, Inc. - Fees	\$372.40	QuVa Pharma, Inc. - Supplies	\$203.70
Frontier Telephone CO. - Telephone	\$328.06	R&S Waste Disposal - Fees	\$1,551.98
Yeseni Garcia Patino - Expenses	\$355.00	Radiology Consultants, PC - Fees	\$320.00
Getinge USA Sales LLC - Supplies	\$2,395.71	Rasmussen Lumber Co - Supplies	\$8.49
GQR Recruiting Resources LLC - Fees	\$38,959.90	Heather Rasmussen - Expenses	\$136.30
Grainger - Supplies	\$245.69	Redsail Technologies - Fees	\$5.09
GRP & Associates Inc. - Fees	\$621.61	Remel, Inc. - Supplies	\$885.82
HD Supply - Supplies	\$1,395.40	Rivers Edge Outdoor Power - Supplies	\$93.97
Secure Shred Solutions - Fees	\$229.00	RMP Services LLC - Supplies	\$2,852.71

Shared Medical Services, Inc. - Fees	\$2,370.38
Shared Medical Technology - Fees	\$8,788.28
Sherwin Williams - Supplies	\$759.27
Solventum Health Information Systems, Inc. - Fees	\$31,976.80
Spendmend, LLC - Supplies	\$1,097.67
Staples Advantage - Supplies	\$605.86
Steris Corporation - Supplies	\$1,926.79
Stryker Endoscopy - Supplies	\$2,521.36
Stryker Sale LLC - Supplies	\$140.00
Team Ford Lincoln - Fees	\$1,929.68
Techtron Environmental Solution - Fees	\$1,210.00
Televox - Fees	\$1,219.48
Tennant Sales and Service Co. - Fees	\$542.56
The Omaha World-Herald - Advertising	\$1,136.00
Thoroughcare, Inc. - Fees	\$250.00
Thrifty White - Supplies	\$31.00
Tri-Anim Health Services - Fees	\$604.93
Troop 55 Boy Scouts - Sponsorship	\$50.00
TruBridge - Fees	\$2,600.00

UKG, Inc. - Fees	\$2,662.34
UnityPoint Clinic - Occupational Med - Fees	\$611.00
Upside Speakers, LLC - Fees	\$5,000.00
US Foods - Supplies	\$9,447.05
V&H Tire Co., Inc. - Supplies	\$33.95
Veit, LLC - Fees	\$1,995.80
VelocityEHS, Inc. - Supplies	\$4,199.00
Verizon Wireless - Telephone	\$683.11
Versabadge, LLC - Fees	\$4,000.00
Trama Vetter - Expenses	\$261.44
Vision Service Plan - Premiums	\$3,886.97
VVC Holding LLC - Fees	\$2,818.40
Weatherby Locums, Inc. - Fees	\$617.50
Wells Fargo Financial Lease - Fees	\$935.18
West Bend Mutual Ins. CO. - Premiums	\$7,457.10
Western Iowa Networks - Telephone	\$1,715.63
Heather Wight - Expenses	\$153.61
WIN - Fees	\$1,500.00
Patient Account Refunds	\$5,425.49

May Check Run & ACH Total

\$1,026,189.23

DEPRECIATION FUND:

Bonsall TV & Appliances, Inc. - Facility Project	\$999.00
Eakes Inc. - Facility Project	\$33,833.12
Electronic Sound Inc. - Nurse Call System	\$68,781.84
Heartland Business Systems, LLC - IT Upgrades	\$5,058.75
Invision Architecture - Facility Project	\$30,647.76
Keystone Construction Services, LLC - ER Room Remodel	\$13,814.66
Leo A Daly - MRI Project	\$2,646.63
Lint Van Lines - Facility Project	\$800.00
McKesson Medical Surgical - Blood Analyzer	\$25,000.00
Medtronic USA, Inc. - Surgical Cautery	\$19,930.60
Philips Healthcare - Ultrasound Upgrade	\$267,280.00
PulmOne USA, Inc. - PFT Machine	\$35,545.00
Stryker Sale LLC - Facility Project	\$11,230.24
VOC Associates, LLC - Facility Project	\$2,956.77

Depreciation Total

\$518,524.37

Salaries

\$2,914,686.43

GRAND TOTAL

\$4,459,400.03

CRAWFORD COUNTY MEMORIAL HOSPITAL
Operating Budget for FY2027

	Actual FY2019	Actual FY2020	Actual FY2021	Actual FY2022	Actual FY2023	Actual FY2024	Actual FY2025	Annualized FY2026	Operating Budget FY2027	
PATIENT REVENUE										
INPATIENT	7,770,329	8,121,239	8,341,407	7,061,018	6,043,008	4,622,084	7,087,292	7,084,860	7,582,858	
OUTPATIENT	52,915,282	48,530,773	47,157,651	53,597,684	60,062,328	58,913,886	64,621,497	73,184,207	79,442,024	
SWING BED	468,636	397,651	337,945	265,843	353,103	652,261	1,346,423	733,092	911,349	
TOTAL PATIENT REVENUE	61,154,246	57,049,663	55,837,003	60,924,545	66,458,439	64,188,231	73,055,213	81,002,159	87,936,231	8.56%
DEDUCTIONS FROM REVENUE										
MEDICARE ADJUSTMENTS	(12,462,979)	(10,360,416)	(11,062,352)	(11,217,473)	(13,824,270)	(14,406,955)	(16,614,835)	(18,961,776)	(19,345,971)	
TITLE XIX ADJUSTMENTS	(3,827,337)	(3,990,189)	(2,036,848)	(3,600,870)	(4,053,460)	5,689,789	4,751,458	3,575,814	642,870	
BLUE CROSS ADJUSTMENT	(7,873,343)	(8,175,809)	(7,314,267)	(7,580,515)	(6,433,458)	(6,421,392)	(7,241,892)	(8,529,503)	(9,321,241)	
OTHER ADJUSTMENTS	(1,917,327)	(2,092,107)	(1,531,521)	(2,355,353)	(3,904,240)	(3,638,521)	(4,723,159)	(4,963,765)	(4,935,939)	
PROVISION FOR UNCOLLECT	(1,787,318)	(1,635,981)	(1,481,937)	(1,347,565)	(1,620,726)	(1,796,839)	(1,808,854)	(2,263,741)	(2,450,000)	
CHARITY CARE	(220,518)	(244,536)	(165,035)	(239,181)	(250,514)	(225,454)	(178,545)	(147,828)	(150,000)	
REDUCTION OF EARNINGS	(28,088,821)	(26,499,039)	(23,591,961)	(26,340,956)	(30,086,667)	(20,799,372)	(25,815,827)	(31,290,799)	(35,560,281)	
NET PATIENT REVENUE	33,065,425	30,550,624	32,245,043	34,583,589	36,371,771	43,388,859	47,239,386	49,711,360	52,375,950	
OTHER REVENUE										
DIETARY/MEALS INCOME	91,344	93,575	75,238	78,834	78,099	74,444	82,116	94,890	96,300	
OTHER INCOME	2,072,230	2,177,650	1,905,259	1,638,345	2,733,941	1,576,315	1,800,982	1,260,113	2,327,600	84.71%
OTHER OPERATING REVENUE	2,163,575	2,271,225	1,980,497	1,717,179	2,812,041	1,650,759	1,883,097	1,355,003	2,423,900	
TOTAL OP REVENUE	35,229,000	32,821,850	34,225,540	36,300,768	39,183,812	45,039,617	49,122,483	51,066,363	54,799,850	
OPERATING EXPENSES										
SALARIES	18,222,957	18,572,820	17,215,770	18,404,711	19,838,245	19,763,927	20,315,597	22,654,995	26,210,698	
BENEFITS	5,594,978	6,723,340	6,181,322	3,221,561	4,248,612	5,070,826	5,033,260	7,200,959	8,598,055	
PROFESSIONAL FEES	2,486,838	1,587,777	1,551,220	2,497,098	2,834,341	3,277,083	3,828,439	3,890,524	3,594,000	
SUPPLIES & EXPENSES	6,755,950	6,191,209	6,722,244	6,412,172	7,411,690	7,994,494	9,225,493	9,396,510	11,037,804	
LEGAL & ACCOUNTING	119,577	88,839	133,011	117,957	173,182	175,752	164,511	230,130	193,550	
MARKETING & ADVERTISING	196,510	161,751	117,618	143,437	158,006	169,001	164,152	191,144	154,500	
MINOR EQUIPMENT	194,112	158,464	210,993	159,573	177,213	226,277	204,545	229,807	229,000	
OCCUPANCY	1,160,400	1,336,049	1,216,563	1,411,214	1,583,302	1,564,340	1,793,631	1,749,382	2,081,166	
DEPRECIATION	2,693,456	2,593,785	2,620,442	2,642,304	2,684,463	2,012,330	2,547,297	2,458,006	3,300,000	
TOTAL EXPENSE	37,424,777	37,414,033	35,969,184	35,010,026	39,109,054	40,254,030	43,276,926	48,001,457	55,398,773	15.41%
OPERATING INCOME (LOSS)	(2,195,777)	(4,592,183)	(1,743,644)	1,290,742	74,758	4,785,588	5,845,558	3,064,905	(598,923)	
NONOPERATING GAINS										
INTEREST INCOME	151,404	179,084	60,697	9,387	203,513	599,884	1,401,581	1,204,741	950,000	
INTEREST EXPENSE	(1,040,166)	(1,028,781)	(1,102,795)	(783,571)	(690,239)	(656,835)	(2,157,526)	(1,631,290)	(1,859,027)	
CONTRIBUTION TO WELLNESS CENTER	-	-	-	-	-	(500,000)	-	-	-	
GENERAL CONTRIBUTIONS	3,413	690	1,058	78,631	2,666	17,990	18,733	21,743	12,000	
COVID/PRF/FEMA FUNDING	-	4,683,348	258,592	1,216,711	192,799	1,180,110	-	-	-	
PPP LOAN FORGIVENESS	-	-	3,095,100	-	-	-	-	-	-	
TAX INCOME	1,721,378	1,713,314	2,040,318	2,019,962	2,013,634	2,076,233	2,234,064	1,985,780	1,980,270	
TOTAL NONOP GAINS	836,029	5,547,656	4,352,970	2,541,121	1,722,374	2,717,382	1,496,852	1,580,974	1,083,243	
NET REVENUE (LOSS)	(1,359,749)	955,473	2,609,326	3,831,862	1,797,132	7,502,970	7,342,410	4,645,879	484,320	
Operating margin	-6.23%	-13.99%	-5.09%	3.56%	0.19%	10.63%	11.90%	6.00%	-1.09%	
Net margin	-3.86%	2.91%	7.62%	10.56%	4.59%	16.66%	14.95%	9.10%	0.88%	

CRAWFORD COUNTY MEMORIAL HOSPITAL						
2027 Capital Budget		Requested FY2027	Deferred FY2028	Contingent FY2027	Recommended Foundation	Approved 2027 Budget
Administration						
	Latitude Signage and Design for Hospital	\$30,000				\$30,000
Ambulance						
	Hotsy Hot Water Power Washer \$12,000	\$12,000				\$12,000
	Lucas Device (3rd one)	\$17,000				\$17,000
	Hamilton T1 Ventilator	\$35,000	\$35,000			
	Backup Camera and Shoreline Light for 24-42	\$6,000				\$6,000
	2 Badge Readers for Ambulance Bay	\$16,000				\$16,000
Dietary						
	Bench Mixer	\$15,000		\$15,000		
EVS						
	Ride-on Floor Scrubber	\$18,500				\$18,500
	Industrial Laundry Set	\$34,000				\$34,000
ER						
	Lifepak 35	\$50,000	\$50,000			
	Replace ED Room chairs	\$8,400				\$8,400
IT						
	Building Remodel Devices - Carry over from FY26	\$142,000				\$142,000
	PT Software Interface - Carry over from FY26	\$48,000				\$48,000
	Virtual Server Reconfiguration	\$135,000				\$135,000
	Cerner - new patient portal	\$65,000		\$65,000		
	Cerner Patient Reminders	\$33,000				\$33,000
	Server Room - Cooling/Rack PDUs/UPS	\$225,000				\$225,000
	On-premis Back-up Appliance	\$35,000				\$35,000
Lab						
	Refrigerator/Freezer replacements	\$20,000		\$20,000		
	Hematology Analyzer	\$65,000				\$65,000
Medical Clinic						
	EKG - 3rd one	\$25,000				\$25,000
	Body Composition Scanner	\$12,000				\$12,000
Medical Unit						
	Telemetry Packs (10)	\$36,000				\$36,000
	Hospital Recliners (5)	\$30,000				\$30,000
	Stryker Mattresses (10)	\$42,000				\$42,000
	Nurse Call System - Carry over from FY26	\$125,868				\$125,868
MRI						
	MRI (including construction) - Carry over from FY26	\$650,000				\$650,000
Pharmacy						
Plant Operations						
	Concrete Parking Lot Replacement (Contingent FY26)	\$140,000				\$140,000
	15 Windows on Med Unit & 1 in ER	\$70,000				\$70,000
	New Blade for Ford Pickup - to have blades on both trucks	\$13,000				\$13,000
	Air Handler VAV Controller Updgrades to match new	\$245,600	\$245,600			
	Door Replacement - 10 single doors	\$80,000				\$80,000
	Side by Side for construction, groundskeeping, snow removal	\$42,000				\$42,000

