



## **BOARD OF TRUSTEES MEETING AGENDA**

5:30 p.m., Monday, May 19, 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. Environmental Services
  - ii. Maintenance
- B. CEO Report

**VII. FINANCIAL STABILITY**

- A. Finance Committee Report
  - i. Approval of Payroll & AP

**VIII. COMMUNITY**

- A. Board Chair Comments

**IX. EXECUTIVE SESSION PURSUANT TO IOWA CODE**

**Section 21.5 (1)(I)** To discuss marketing and pricing strategies and proprietary information where public disclosure of such information would harm the hospital's competitive position. Open Session – Possible Action

**X. 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**

April 28, 2025

A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, April 28, 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, Jon Schuttinga, Amy Schultz, Theresa Sheer (CNO), Heather Rasmussen (Chief Quality Officer), Rachel Melby (CFO), Erin Muck (CEO), Dr. David Wright (Chief of Staff), and Heather Wight (Recorder). Also in attendance were Tahlia Nelson (Revenue Cycle Director left at 4:26), Kelly Wieman (Rehab Services Director left at 4:32), and Angie Andersen (IT Director 4:51). Not present was Dr. Michael Luft (Chief Medical Officer).

**CALL TO ORDER:** The Board of Trustees meeting was called to order at 4:05 p.m. by Mendlik.

**APPROVAL OF MINUTES**

A motion was made by Schultz, second by Reisz, to approve the March 31, 2025, minutes as presented. Motion carried unanimously.

**QUALITY CARE AND SERVICES**

**Quality Committee Report**

- Rasmussen gave a brief update of the Quality Committee activities including February HCHAPS scores and continued work with a quality consultant to create and finalize an organizational wide scorecard with the go live date set for July 1<sup>st</sup>.
- Recommend Board action regarding Medical Staff Accountable Care Committee recommendations for approval of Medical Staff privileges and appointment/re-appointment applications.

**Medical Staff Report**

Wright shared the surgery anesthesia meetings have resumed and continued work with the lab regarding any issues. IT also shared more information regarding infection control telehealth hours and revenue cycle gave a summary of their departmental responsibilities.

**PATIENT EXPERIENCE**

**5-Star Journey Update**

Muck shared that this year will be our first without Custom Learning Systems, but a solid plan is in place. The Service Excellence Council meets monthly, with department managers with overall scores below 50% attending to present updates. SEAs have been selected and will undergo a two-day training on June 10–11, with a graduation and training preview on June 11 at 4 p.m. Providers will receive similar, tailored training. Additionally, there will be three OASIS teams, ongoing monthly leadership training, and plans to bring in outside presenters.

**PEOPLE**

**Credentialing**

A motion was made by Schuttinga, second by Leise, to approve Medical Staff new appointments of De Jesus Morales and the reappointment of Kelley. Motion carried unanimously.

**Board of Trustees**

April 28, 2025

**Mission Committee Report**

Muck provided employee updates, noting that non-controllable turnover stands at 3.85% and controllable turnover at 2.56%. The latest employee survey achieved a record-high overall score of 3.596, with all 13 questions showing improvement and 12 reaching their highest scores since the survey began in 2020. The building project is progressing on schedule and within budget, with additional employee tours planned during Hospital Week. The Taxable Hospital Revenue Refunding Bonds Series 2020C will be paid off on May 30, as approved in January, totaling \$5.19 million and reducing days cash by approximately 45 days. The annual Volunteer Appreciation Brunch will take place on April 25 at Cronk's, and the EMS Association conducted its strategic planning on April 16.

**GROWTH**

**Department Reports**

**Rehab Services**

Weiman shared that in July 2025, physical therapy, occupational therapy, and speech therapy relocated to the Outpatient Services building, prompting continued evaluation of patient outcomes and service efficiency following the implementation of the Cerner system. While prior quality studies showed strong performance in patient functional improvement and attendance metrics, the transition has brought mixed results. Physical therapy has seen increased same-day cancellations and no-shows, particularly for evaluations, although improvements were made in inpatient order handling and patient parking. Challenges with outpatient order processing led to a mid-year shift in order type, and future goals include evaluating outpatients within three days of order, supported by new hires and potentially a rehab-specific patient engagement platform. Occupational therapy has maintained favorable performance metrics and adapted well to the new space, with plans to expand pediatric services. Speech therapy, previously limited and contracted, faced high no-show rates due to limited scheduling but will now be offered full-time, including family-friendly hours, with the addition of a full-time speech therapist. Cardiac rehab, now on the med unit, implemented a new monitoring system for better patient tracking and is beginning to monitor cancellations and no-shows to enhance scheduling efficiency.

**Revenue Cycle & Patient Access**

Nelson shared that the CCMH Revenue Cycle comprises 53 team members across six departments: Patient Access, Business Office, Financial Counseling, Coding, Greeter Desk, and Prior Authorization. Each team plays a vital role in ensuring smooth financial operations and patient service delivery. The Business Office handles over 9,000 claims and \$3 million in payments monthly, while the Coding team assigns accurate medical codes for patient records and ensures payer compliance. The newly formed Prior Authorization team manages outpatient service approvals amid evolving insurance requirements. Financial Counselors, all bilingual and certified, assist hundreds of patients weekly with Medicaid and Marketplace applications while ensuring compliance with billing regulations. Patient Access manages round-the-clock registration, scheduling, and insurance verification for all hospital services, while Greeters maintain smooth visitor flow and patient assistance. Despite facing significant challenges over the past year, including a major nationwide cybersecurity event, EMR system changes, and the loss of a team member, the team demonstrated resilience, resolving many issues and reducing claims backlog and AR days. Looking ahead, the department remains committed to achieving its financial goals.

**Board of Trustees**

April 28, 2025

**CEO Report**

Muck shared that the hospital continues to maintain a 0% acute readmission rate for 2024 and 2025. Workplace violence was a key topic at well-attended employee forums, with appreciation expressed for legislative support on the issue. Strategic partnerships and recruitment for key medical roles are ongoing. Construction progress on the RHC and rehab areas is on track with no major delays. Volunteer contributions were recognized during Volunteer Week for their vital role in patient support and community health. Muck also shared that she will be attending the annual American Hospital Association conference in Washington DC where she will be meeting with Iowa's legislatures.

**FINANCIAL STABILITY**

**Finance Committee Report**

1. Total Payroll & Accounts Payable of \$2,771,889.01 for payment.

A motion was made by Leise, second by Schultz, to approve the financial report, total payroll, and accounts payables in the amount of \$2,771,889.01. Motion carried unanimously.

**Capital Purchase – Syringe Pumps**

The purchase of 2 new Medfusion syringe pumps that will replace the older pumps that cannot be upgraded.

A motion was made by Reisz, second by Schultz, to approve the purchase of 2 new Medfusion syringe pumps with the drug library. Motion carried unanimously.

**Capital Purchase – Ceiling Lift**

The purchase of a new bariatric lift that will replace the most used ceiling lift in the amount of \$7,914.65

A motion was made by Schutlz, second by Schuttinga, to approve the purchase of the bariatric lift. Motion carried unanimously.

**Capital Purchase – Conference Room Upgrades**

The meeting room technology and hardware are original to the building. It is outdated and needs to be replaced. These updates help enhance collaboration, improved reliability, reduced downtime and improved compatibility with modern devices and software.

A motion was made by Schuttinga, second by Reisz, to approve the technology and hardware updates for all 4 conference rooms not to exceed \$250,000. Motion carried unanimously.

**COMMUNITY**

**Board Chair Comments**

There is a lot going on and we are looking forward to the strategic planning session.

**Board of Trustees**

April 28, 2025

**EXECUTIVE SESSION PURSUANT TO IOWA CODE**

**Section 21.5 (1)(I) To discuss marketing and pricing strategies and proprietary information where public disclosure of such information would harm the hospital's competitive position. Open Session – Possible Action**

The Board went into Closed Session at 5:17 p.m. with a motion made by Leise, second by Schuttinga. Motion carried unanimously. Members present during the closed session were Jay Mendlik, David Reisz, Vernon Sid Leise, Jon Schuttinga, Amy Schultz, Theresa Sheer (CNO), Heather Rasmussen (Chief Quality Officer), Rachel Melby (CFO), Erin Muck (CEO), Dr. David Wright (Chief of Staff), Dr. Michael Luft (Chief Medical Officer), Macy Waldemar Webb (HR Director), Don Luensmann (Marketing and Development Director), Dr. Rick Malyzsek, Jill Kierscht, Cyilee Martin, Julie Graeve, Dr. Laxmi Kumari, Dr. Patrick Luft, Kylee LeFebvre (joined at 5:41), Dr. Benjamin Burkett (joined at 5:41) and Heather Wight (recorder).

Luensmann led the strategic planning brainstorming session which included discussions of service lines, financials, reimbursement challenges, and physician/staff recruitment.

A motion was made at 6:53 p.m. by Reisz, second by Schultz, to return the Board to Open Session. Motion carried unanimously.

No action was taken.

**ADJOURNMENT**

A motion was made by Reisz, second by Schultz, that the meeting be adjourned at 6:53 p.m. Motion carried unanimously.

**Crawford County Memorial Hospital**  
**QUALITY COMMITTEE OF THE BOARD OF TRUSTEES**  
**May 13, 2025 Meeting Minutes**

A meeting of the Quality Committee of the Board of Trustees was held on Tuesday, May 13, 2025. Present: Jon Schuttinga (arrival 4:35pm), David Reisz, Michael Luft, DO (arrival 5:01pm), Theresa Sheer, CNO, Heather Rasmussen, Chief Quality Officer, Dana Neemann Director of Education and Patient Experience (exit 4:47pm), Robert Fink (exit 4:40pm).

Absent: Erin Muck, CEO

David Reisz called the meeting to order at 4:34pm

**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 March 2025 scorecard for HCAHPS. Communication with Nurses has shown improvement from the previous quarter to current quarter. Discharge Information is in the 99%tile for the month at 96%tile for the quarter. Neemann reviewed the Inpatient unit metric Overall. Since the regulatory change beginning January 1, 2025, the response rate to this question has been limited. Under the advisement of our account executives at Press Ganey, we will capture a full six months of survey responses to determine the accuracy of the Overall score for Inpatient. Lab is in the 93%tile for the month. She reported continued work on the ability to receive survey results for Rehab Services.

**II. Statistics**

Rasmussen reviewed April 2025 statistics with the Committee. Total admissions were up 16.13% for the month, total patient days were up 26.09% for the month and are up 19.38% for the fiscal year. Total hospital procedures were up 1.23% for the month. Other increase in statistics were Emergency Department 11.66%, Lab 11.60%, and Radiology 1.71%. Surgical procedures were down 27.12% for the month and are down 6.16% for the year. Medical Clinic visits were down 11.17%.

**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 May 13, 2025.
- ii. **Accountability Dashboard:** The Committee reviewed the Accountability Dashboard for the fiscal year to date.
- iii. **Infection Prevention Committee Minutes:** The Committee reviewed the Infection Prevention Committee minutes from the meeting held on April 8, 2025.
- iv. **Departmental Reports:**
  - a. **Plant Operations and EVS:** Robert Fink reviewed the quality improvement activities and initiatives, including quarterly Legionella testing and ATP testing.
- v. **5 Star Journey:** Sheer gave an update on 5 Star Journey. She reviewed the calendar with the Committee. The SEA training will take place in June along with Employee Forums. She reviewed the Hospital Week activities for this week.

**V. Peer Review:** Tabled

**VI. Other Business/Updates**

- i. **Strategic Planning Review:** Rasmussen gave a brief review of the main takeaways from all of the focus groups and data CCMH has received.
- ii. **Building Project:** Robert Fink gave an update on the Building Project. Tours for employees will be conducted on May 14<sup>th</sup>.

**VII. Adjournment** Heather Rasmussen, Recorder. 5:30pm

*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

May 13, 2025

A meeting of the Medical Staff of Crawford County Memorial Hospital was held on Tuesday, May 13, 2025 in the hospital's Meeting Room C & D.

Present were David Wright DO, Michael Luft DO, Patrick Luft MD, Julie Graeve ARNP, Benjamin Burkett MD, Richard Malyszek MD, Laxmi Kumari MD, Erin Schechinger DNP, Cyilee Martin, DNP, Jill Kierscht ARNP, Kylee LeFebvre ARNP, Elizabeth Ranniger MD, Sara Luft ARNP, Erin Muck CEO, Theresa Sheer CNO, Heather Rasmussen, Chief Quality Officer

Recorder: Marcy Fink

Ad Hoc: Dr. Robert Bowen, Candace Ueding – Director of Pharmacy, Robert Fink – Director of Facilities Management

Absent: Angie Andersen, IT Director

The meeting was called to order by David Wright, DO at 8:01 a.m.

#### APPROVAL OF PREVIOUS MONTH'S MINUTES

The voting members of the Medical Staff approved the minutes of the April 8, 2025 meeting.

#### CNO UPDATE

Theresa Sheer

- Four options for mandatory meetings for reviewing standards of nursing care and BioVigil education will be held on Wednesday and Thursday, May 14 and 15.

#### BUSINESS

##### A. TeleHealth for Pharmacy

Candace Ueding

- a. Discussion was held regarding protocols being built into Cerner such as Anticoagulation Therapy Set and Antibiotic Therapy. If Pharmacy and Providers work together utilizing these tools, they are billable services. More training will be done with nursing and travelers to ensure they are entering medications correctly in order for medication reconciliation to be more effective. Candace will report back when she has more information on how the protocols could work with Cerner.

##### B. Quality –

##### a. Plant Operations and Environmental Services

Robert Fink

- Overview was given of pre-summer projects
- EVS is fully staffed
- Plant Operations is testing the water system weekly in different areas of the hospital/clinic
- Construction update was given. Tours will be given this week of the construction area. Providers encouraged to sign up for a time slot.

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

Angie Andersen

- a. Tabled until next month.

**ADJOURNMENT** The meeting was adjourned to the Executive Committee at 8:27 a.m.

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



June 2025						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 Intern Orientation	3	4	5	6	7
8	9	10 Medical Staff SEA Training	11 SEA Training SEA Graduation	12	13	14
15	16	17 New Hire Orientation Employee Recognition	18 CEO / SEA Synergy Meeting	19 SEC Meeting	20	21
22	23 Employee Forums	24 Employee Forums Quality Committee	25 Employee Forums	26 Employee Forums	27	28
29	30 Board Meeting					

July 2025						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1  Leadership Team Meeting	2	3	4	5
6	7	8  Medical Staff Meeting  Orientation OASIS Mtg	9	10	11	12
13	14	15  Orientation  Employee Recognition	16  CEO / SEA Synergy Meeting	17  Patient Exp Committee Meeting	18	19
20	21	22  Quality Committee  Orientation OASIS Mtg	23	24  Intern Graduation	25	26
27	28  Board Meeting	29  Leadership Team Meeting	30	31		

## **MAY 2025 CREDENTIALING**

### **NEW APPOINTMENTS**

Scott Carver, CRNA

Scott Eveloff, MD

Laxmi Kumari, MD

Danny Lewis, MD

Susan Walker, DO

### **REAPPOINTMENTS**

Joslin Carlson, MD

Erin Linde, MD

**Crawford County Memorial Hospital**  
**Mission Committee**  
**May 8, 2025, 4:30 PM**

A meeting of the Mission Committee of the Board of Trustees was held on Thursday, May 8, 2025. Present on site were Erin Muck (CEO), Vernon Sid Leise, Jon Schuttinga, and Heather Wight (recorder). Not in attendance was Dr. Benjamin Burkett.

The meeting was called to order at 4:33 p.m.

**QUALITY**

**Accountability Dashboard**

- The updated accountability dashboard was reviewed.

**PATIENT EXPERIENCE**

**5-Star Journey Plan Calendar**

- Muck shared the updated 5 Star calendar for the summer including SEA training and graduation.

**GROWTH**

**Statistics**

- Total hospital procedures rose slightly by 1.23% compared to last April. Notable volume increases were seen in the ER (11%), radiology (2%), lab (12%), pulmonary rehab (357%), and cardiac rehab (50%). However, surgical procedures were down by 27%, and medical clinic visits were down by 11%.

**Strategic Planning Review**

- Muck shared the main takeaways from the strategic planning session.

**FINANCE**

**2020c Bonds-May 30th**

- The redemption of our Taxable Hospital Revenue Refunding Bonds Series 2020C will be paid off as approved at January's board meeting on May 30<sup>th</sup>. This will total \$5,190,000 million and will decrease days cash by about 45 days.

**COMMUNITY**

**AHA Annual Meeting Update**

- Muck provided an update on the annual AHA meeting in Washington D.C. and provided key insight into the impact of proposed legislative changes to healthcare.

**The meeting adjourned at 5:45 p.m.** Heather Wight, Recorder



## **BOARD SUMMARY:**

### **CEO Summary**

**By: Erin Muck, CEO**

**Date: May 16, 2025**

## **SUMMARY:**

### **Quality**

It has been just about a year and a half since we implemented BioVigil Hand Hygiene System on our Medical Unit and Emergency Room. BioVigil research has shown a 95% decrease in cross contamination, 83% reduction in healthcare associated infections, and 18% reduction in employee illness call offs. They were on site this week for a refresher. The plan is to implement in the medical clinic after phase II is completed.

### **Patient Experience**

At this week's CEO Synergy meeting, our current and past SEAs suggested we move away from all the acronyms to improve frontline staff understanding. We discussed it at the SEC meeting and have agreed to make those changes.

All three Organizational Improvement projects (formerly OASIS) have kicked off and are in progress. All team charters were sent to the Patient Experience Committee (formerly SEC) for review. Two of the projects align with Heather's quality restructure and is intended to help improve not only patient experience, but quality.

Don has taken the lead on another project that will take the feedback from last month's employee forums on workplace violence and put together a frontline staff team to come up with a plan to address workplace safety.

Activities in June include our 5-Star Trainer (formerly SEA) training with their graduation on the 11<sup>th</sup>. Invites have been sent out. Along with our Organizational Improvement Project work, CEO Synergy and Patient Experience Committee, we have employee forums where we will cover the building project changes in August and February 2025.

### **People**

Hospital Week is a time for us to recognize, celebrate, and honor healthcare workers that provide care and support to our community. Each of our employees play an important role in improving the health of our patients. Thank you for taking the time to come in and help serve them a meal on Monday. This week we celebrated with games and prizes, treats, Bee and Daisy Awards, building project tours, and guided relaxation activities. The planning committee did a great job. Also this month, we celebrated Nurses Week and Interpreter Appreciation Day. We are very blessed with exceptional employees.

This summer we kick off year 2 of our intern program. We have 8 interns coming that will be in nursing, rehab, maintenance, and radiology. We look forward to being a part of these young individuals' healthcare career journey.

## **Growth**

Information from all focus groups and strategic planning sessions has been compiled. There will be a final strategic planning session on Monday evening for you to finalize the strategic direction for the next 1 to 3 years. This will be shared with leadership for them to develop their workplans and goals.

This week cement for the clinic parking lot was poured and there is progress with the outside brick work. The framing for walls is up in the clinic, with electrical and plumbing being placed. Flooring is being installed in the rehab area. Equipment is being ordered for an August opening.

## **Finance**

There was a slight increase in total hospital procedures due to increases in ER (11%), Radiology (2%), Lab (12%), Pulmonary Rehab (357%), and Cardiac Rehab (50%). However, there was a net loss for the month of \$147,104 after decreases in volumes in Surgery and Medical Clinic. An increase in bad debt and contractual adjustments also contributed to the loss. Year-to-date net profit without Directed Payments is \$368,594.

Total Cash only decreased by \$289,237, even after construction payments of \$1,063,293. Days cash on hand is 420 days with project funds, and 245 days without. Days in AR decreased by 5 days from last month due to the continued work of the revenue cycle to get back to normal operations post EMR implementation. They are exceeding our predicted timelines.

## **Community**

Last week I was fortunate to attend the AHA Annual Meeting in Washington D.C. There were 24 Iowa hospital leaders and IHA staff who attended. The timing could not have been more perfect. The House Energy and Commerce Committee were in process on working on their part of the 2025 reconciliation bill where they are tasked with cutting \$880 billion, mostly from Medicaid. We had the opportunity to meet with Sen. Ernst and Grassley, and Rep. Miller-Meeks, Hinson, Feenstra, and Nunn where we discussed how the Medicaid Directed Payment Program (DPP) has helped to improve healthcare to Iowans and how cuts would affect Iowa Hospitals and patients. This week we were able to see a draft of the proposed cuts. As of Wednesday, the House Energy and Commerce Committee had advanced their portion of the bill following a markup. The staff and IHA is diving deeper into these proposed cuts and have reached out to Miller-Meeks for clarification regarding changes to the DPP program and how it affects Iowa. I will share the latest details and updates at the board meeting.



See you soon!

Erin

**CRAWFORD COUNTY MEMORIAL HOSPITAL  
FINANCE COMMITTEE MEETING  
May 14, 2025, 4:00 P.M.**

A meeting of the Finance Committee of the Board of Trustees was held on May 14, 2025, in the Administrative Conference Room. Present on site were Rachel Melby (CFO), Erin Muck, (CEO), Jay Mendlik, and Heather Wight (recorder). Present via telephone was Amy Schultz.

The meeting was called to order at 4:04 pm.

**Committee Recommendations:**

1. Total Payroll & Accounts Payable of \$3,551,156.08 for approval of payment.

**Approval of Minutes**

The April 2025 minutes were reviewed and approved.

**CFO Report**

The CFO Report was reviewed.

**Financial Reports**

**Statistical, Income and Cash Flow Report**

Total hospital procedures were up slightly; 1.23% compared to last April. Volume leaders for April were the ER with an increase of 11%, Radiology with an increase of almost 2%, Lab with an increase of 12%, Pulmonary Rehab with an increase of 357% and Cardiac Rehab with an increase of 50%. Unfortunately, surgical procedures were down 27% and Medical Clinic visits were down 11%.

April produced a net loss of \$147,104, bringing year-to-date net profit to \$6,007,502. Contributing to the monthly loss, volumes were lower in several key departments, as well as bad debt and contractual adjustments were up by about 20%. However, on a positive note, the increase in contractual adjustments was due to another significant reduction in accounts receivable. Total accounts receivable decreased \$862,419 and Days in A/R decreased from 68 days to 63 days. The Revenue Cycle Team (Registration, Financial Counseling, Coding, and Billing) have been working hard and making significant progress with our EHR transition challenges.

**Balance Sheet**

The Balance Sheet as of 04/30/25 reflects Total Assets of \$87,542,083.

**Payroll & Accounts Payable**

The committee reviewed and recommends total Payroll & Accounts Payable of \$3,551,156.08 to the Board for approval. This amount includes \$2,010,897.29 in salaries.

**Accounts Receivable**

Patient Accounts Receivable as of 04/30/2025 totaled \$12,533,739 which is a decrease of \$862,419 from March.



**CRAWFORD COUNTY MEMORIAL HOSPITAL  
FINANCE COMMITTEE MEETING  
May 14, 2025, 4:00 P.M.**

**New Business**

**2025 AHA Annual Meeting**

Erin provided an update on the annual AHA meeting in Washington D.C. and provided key insight into the impact of proposed legislative changes to healthcare.

**Other Business**

**FY2026 Operating Budget**

Deferred

**FY2026 Capital Budget**

Deferred

**Adjourn** - The meeting was adjourned at 5:00 p.m.

# Crawford County Memorial Hospital

## Comparative Statistical Report

April 2025

	Month to Date			Fiscal Year to Date		
	FY 2025	FY 2024	Variance	FY 2025	FY 2024	Variance
<b>Total Admissions</b>	36	31	16.13%	345	364	-5.22%
Acute/OB	33	21	57.14%	287	277	3.61%
Skilled	3	5	-40.00%	40	40	0.00%
ICF	0	0	0.00%	13	3	333.33%
Respite	0	0	0.00%	1	0	100.00%
Newborns	0	5	-100.00%	4	44	-90.91%
<b>Total Patient Days*</b>	232	184	26.09%	2,174	1,821	19.38%
Acute/OB	120	69	73.91%	1,058	845	25.21%
Nursery	0	9	-100.00%	4	78	-94.87%
Skilled	38	46	-17.39%	536	347	54.47%
ICF	0	0	0.00%	36	6	500.00%
Respite	0	0	0.00%	3	0	100.00%
Observation	74	60	23.33%	537	545	-1.47%
*Includes Observation						
<b>Average LOS (Acute/OB)</b>	3.73	2.91	27.96%	3.50	3.08	13.60%
<b>Hospital Procedures</b>						
Inpatient	577	604	-4.47%	9,307	7,067	31.70%
Outpatient	14,621	14,410	1.46%	136,023	139,642	-2.59%
<b>Total</b>	15,198	15,014	1.23%	145,330	146,709	-0.94%
Surgical Procedures	86	118	-27.12%	929	990	-6.16%
Anesthesia Procedures	67	96	-30.21%	728	803	-9.34%
ER Visits	431	386	11.66%	4,595	4,248	8.17%
Admits from ER	25	26	-3.85%	283	256	10.55%
Scheduled Outpatient Visits	84	169	-50.30%	1,034	1,020	1.37%
Ambulance Trips	81	103	-21.36%	1,103	1,147	-3.84%
Xray Procedures	593	622	-4.66%	6,406	5,902	8.54%
Mammography Procedures	127	121	4.96%	1214	1243	-2.33%
Flouro Procedures	6	0	100.00%	30	15	100.00%
Ultrasound Dept Procedures	193	201	-3.98%	1586	1801	-11.94%
Echo Procedures	60	44	36.36%	388	410	-5.37%
CT Dept Procedures	234	205	14.15%	2374	2053	15.64%
MRI Dept Procedures	92	91	1.10%	767	810	-5.31%
Nuc Med Procedures	6	5	20.00%	42	63	-33.33%
Total Radiology Procedures	1,311	1,289	1.71%	12,807	12,297	4.15%
Respiratory Tx Procedures	53	137	-61.31%	764	1,275	-40.08%
EKG Procedures	126	178	-29.21%	1284	1632	-21.32%
Sleep Studies	18	6	200.00%	160	88	81.82%
Lab Procedures	7,464	6,688	11.60%	67,993	63,774	6.62%
Physical Tx Procedures	1,538	1,606	-4.23%	15,982	17,951	-10.97%
Speech Procedures	17	28	-39.29%	127	292	-56.51%
OT Procedures	139	117	18.80%	1410	1585	-11.04%
Cardiac Rehab Procedures	175	117	49.57%	1273	1276	-0.24%
Pulmonary Rehab Procedures	32	7	357.14%	129	93	38.71%
Specialty Clinic Visits	603	634	-4.89%	5,016	5,091	-1.47%
Total Medical Clinic Visits	3,054	3,438	-11.17%	31,099	34,294	-9.32%

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

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
<b><u>PATIENT SERVICE REVENUES</u></b>							
INPATIENT SERVICES	607,833	9.9%	389,675	7.1%	218,158	56.0%	319,170
	5,741,102	9.5%	4,025,996	7.1%	1,715,106	42.6%	4,009,193
OUTPATIENT SERVICES	5,555,739	90.2%	5,061,647	91.9%	494,092	9.8%	5,137,815
	53,399,975	88.6%	52,295,304	91.9%	1,104,671	2.1%	48,661,501
SWING BED SERVICES	(6,151)	-0.1%	57,652	1.0%	(63,802)	-110.7%	79,442
	1,121,747	1.9%	595,637	1.0%	526,110	88.3%	572,628
<b>TOTAL GROSS PATIENT REVENUE</b>	<b>6,157,421</b>	<b>100.0%</b>	<b>5,508,974</b>	<b>100.0%</b>	<b>648,447</b>	<b>11.8%</b>	<b>5,536,427</b>
	60,262,824	100.0%	56,916,937	100.0%	3,345,887	5.9%	53,243,322
<b><u>DEDUCTIONS FROM REVENUE</u></b>							
MEDICARE ADJUSTMENTS	(1,309,482)	-21.3%	(1,239,187)	-22.5%	(70,295)	5.7%	(1,105,697)
	(13,068,925)	-21.7%	(12,802,883)	-22.5%	(266,042)	2.1%	(11,899,246)
TITLE XIX ADJUSTMENTS	(356,570)	-5.8%	329,577	6.0%	(686,147)	-208.2%	(175,421)
	3,313,082	5.5%	3,405,079	6.0%	(91,997)	-2.7%	(349,677)
BLUE CROSS ADJUSTMENTS	(651,694)	-10.6%	(536,176)	-9.7%	(115,518)	21.5%	(645,594)
	(6,242,607)	-10.4%	(5,539,593)	-9.7%	(703,014)	12.7%	(5,315,782)
OTHER ADJUSTMENTS	(503,229)	-8.2%	(276,455)	-5.0%	(226,773)	82.0%	(375,969)
	(3,523,124)	-5.8%	(2,856,248)	-5.0%	(666,876)	23.3%	(2,783,715)
PROVISION FOR UNCOLLECTIBLE	(209,171)	-3.4%	(147,156)	-2.7%	(62,015)	42.1%	(125,555)
	(1,570,166)	-2.6%	(1,520,368)	-2.7%	(49,798)	3.3%	(1,407,310)
CHARITY CARE	(7,667)	-0.1%	(22,437)	-0.4%	14,771	-65.8%	(75,154)
	(145,889)	-0.2%	(231,815)	-0.4%	85,926	-37.1%	(221,505)
TOTAL DEDUCTIONS FROM REVENUE	(3,037,812)	-49.3%	(1,891,835)	-34.3%	(1,145,977)	60.6%	(2,503,390)
	(21,237,629)	-35.2%	(19,545,828)	-34.3%	(1,691,801)	8.7%	(21,977,235)
<b>NET PATIENT REVENUE</b>	<b>3,119,609</b>	<b>50.7%</b>	<b>3,617,139</b>	<b>65.7%</b>	<b>(497,529)</b>	<b>-13.8%</b>	<b>3,033,037</b>
<i>(as % of Gross Patient Revenue)</i>	39,025,195	64.8%	37,371,110	65.7%	1,654,086	4.4%	31,266,087
<b>NET PATIENT REVENUE</b>	<b>3,119,609</b>	<b>96.2%</b>	<b>3,617,139</b>	<b>97.0%</b>	<b>(497,529)</b>	<b>-13.8%</b>	<b>3,033,037</b>
<i>(as % of Total Operating Revenue)</i>	39,025,195	96.2%	37,371,110	97.1%	1,654,086	4.4%	31,266,087
<b>OTHER REVENUE</b>							
DIETARY/MEALS INCOME	7,462	0.2%	6,308	0.2%	1,154	18.3%	7,492
	66,953	0.2%	63,083	0.2%	3,870	6.1%	62,766
OTHER INCOME	116,273	3.6%	105,875	2.8%	10,398	9.8%	62,174
	1,471,399	3.6%	1,058,750	2.8%	412,649	39.0%	1,323,412
TOTAL OTHER REVENUE	123,735	3.8%	112,183	3.0%	11,552	10.3%	69,667
	1,538,352	3.8%	1,121,833	2.9%	416,519	37.1%	1,386,177
<b>TOTAL OPERATING REVENUE</b>	<b>3,243,345</b>	<b>100.0%</b>	<b>3,729,322</b>	<b>100.0%</b>	<b>(485,977)</b>	<b>-13.0%</b>	<b>3,102,704</b>
	40,563,547	100.0%	38,492,943	100.0%	2,070,605	5.4%	32,652,264
<b><u>OPERATING EXPENSES</u></b>							
SALARIES	1,739,221	53.6%	1,798,275	48.2%	(59,054)	-3.3%	1,650,560
	16,883,928	41.6%	18,561,256	48.2%	(1,677,328)	-9.0%	16,664,185
BENEFITS	552,301	17.0%	552,477	14.8%	(176)	0.0%	241,280
	5,549,809	13.7%	5,546,004	14.4%	3,805	0.1%	4,982,647
PROFESSIONAL FEES	374,878	11.6%	193,084	5.2%	181,794	94.2%	288,856
	3,132,253	7.7%	1,992,950	5.2%	1,139,303	57.2%	2,612,797
SUPPLIES & EXPENSES	635,864	19.6%	912,874	24.5%	(277,010)	-30.3%	661,243
	7,854,410	19.4%	9,670,265	25.1%	(1,815,855)	-18.8%	6,709,941
OCCUPANCY	177,344	5.5%	136,415	3.7%	40,930	30.0%	121,409
	1,503,700	3.7%	1,364,150	3.5%	139,550	10.2%	1,290,726
DEPRECIATION	193,792	6.0%	186,375	5.0%	7,417	4.0%	183,150
	1,937,917	4.8%	1,863,750	4.8%	74,167	4.0%	1,755,200
<b>TOTAL OPERATING EXPENSE</b>	<b>3,673,400</b>	<b>113.3%</b>	<b>3,779,500</b>	<b>101.3%</b>	<b>(106,100)</b>	<b>-2.8%</b>	<b>3,146,497</b>
	36,862,016	90.9%	38,998,374	101.3%	(2,136,358)	-5.5%	34,015,496
<b>NET OPERATING INCOME (LOSS)</b>	<b>(430,055)</b>	<b>-13.3%</b>	<b>(50,178)</b>	<b>-1.3%</b>	<b>(379,878)</b>	<b>757.1%</b>	<b>(43,794)</b>
	3,701,531	9.1%	(505,431)	-1.3%	4,206,963	-832.4%	(1,363,231)
<b><u>NONOPERATING REV/EXP</u></b>							
TAXES	181,742	5.6%	181,742	4.9%	-	0.0%	166,359
	1,817,423	4.5%	1,817,423	4.7%	-	0.0%	1,663,585
GENERAL CONTRIBUTIONS	-	0.0%	833	0.0%	(833)	0.0%	250
	18,633	0.0%	8,333	0.0%	10,300	0.0%	17,990
COVID/PRF/FEMA FUNDING	-	0.0%	-	0.0%	-	0.0%	-
	-	0.0%	-	0.0%	-	0.0%	1,180,110
INTEREST INCOME	151,591	4.7%	50,000	1.3%	101,591	203.2%	42,163
	1,052,659	2.6%	500,000	1.3%	552,659	110.5%	505,822
INTEREST EXPENSE	(45,382)	-1.4%	(162,119)	-43.5%	116,737	-72.0%	(47,528)
	(582,746)	-1.4%	(1,621,192)	-4.2%	1,038,446	-64.1%	(487,354)
WELLNESS CENTER CONTRIBUTIONS	-	0.0%	(41,667)	-4.5%	41,667	-100.0%	-
	-	0.0%	(166,665)	-0.4%	166,665	-100.0%	-
<b>TOTAL NONOPERATING INCOME (LOSS)</b>	<b>287,951</b>	<b>8.9%</b>	<b>28,790</b>	<b>0.8%</b>	<b>259,162</b>	<b>900.2%</b>	<b>161,244</b>
	2,305,970	5.7%	537,900	1.4%	1,768,070	328.7%	2,880,153
<b>NET INCOME (LOSS)</b>	<b>(142,104)</b>	<b>-4.4%</b>	<b>(21,388)</b>	<b>-0.6%</b>	<b>(120,716)</b>	<b>564.4%</b>	<b>117,450</b>
<i>Year to Date</i>	6,007,502	14.8%	32,469	0.1%	5,975,033	18402.4%	1,516,922

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

	<u>THIS MONTH</u>	<u>YTD</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
CASH RECEIVED FROM PATIENTS AND THIRD -PARTY PAYORS	3,826,721	40,960,786
CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES	(2,076,347)	(17,439,570)
CASH PAID TO EMPLOYEES FOR SERVICES	(1,933,856)	(18,502,486)
OTHER OPERATING REVENUE RECEIVED	225,680	1,808,861
NET CASH PROVIDED BY OPERATING ACTIVITIES	42,199	6,827,591
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES</b>		
COUNTY TAXES	677,063	2,070,501
<b>CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>		
PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT	-	-
PRINCIPAL PAYMENTS ON LONG-TERM DEBT	(58,435)	(586,441)
INTEREST PAID ON LONG-TERM DEBT	(27,941)	(466,707)
ACQUISITION OF PROPERTY AND EQUIPMENT	(15,020)	(2,152,043)
CONSTRUCTION PROJECT FUNDS	(1,063,293)	17,793,261
NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES	(1,164,688)	14,588,070
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>		
INTEREST RECEIVED	65,671	638,790
PROCEEDS FROM MATURITIES OF CERTIFICATES OF DEPOSIT	90,519	328,680
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	156,190	1,044,529
<b>NET INCREASE (DECREASE) IN CASH</b>	(289,237)	24,530,692
<b>CASH</b>		
BEGINNING	48,550,109	23,730,180
ENDING	48,260,872	48,260,872

<u>OPERATING INDICATORS:</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>MAR</u>	<u>APR</u>	<u>Target</u>	<u>Desirable Trend</u>
Total Margin:	39.18%	-7.12%	12.58%	32.20%	3.88%	-3.97%	2.00%	Increasing
Debt Service Coverage Ratio:	11.88	7.44	7.63	9.19	8.76	8.13	1.60	Increasing
Days Revenue in Patient A/R:	76	77	72	69	68	63	50	Increasing
Days Cash on Hand:	442	425	426	430	423	420	180	Increasing
(w/o Project funds)	(223)	(215)	(223)	(239)	(241)	(245)		

**CRAWFORD COUNTY MEMORIAL HOSPITAL**  
**BALANCE SHEET**  
**AS OF: 4/30/25**

	Current Month		Prior Month		1-Month Net Change		1 Year Ago Month	
ASSETS								
CURRENT ASSETS								
Total Cash	15,512,438	17.72%	14,763,217	16.73%	749,221	5.07%	7,847,404	15.72%
Patient Receivables	12,533,739	14.32%	13,396,158	15.18%	(862,419)	-6.44%	11,033,309	22.10%
Allowance for Uncollectibles	(1,069,000)	-1.22%	(819,000)	-0.93%	(250,000)	30.53%	(697,000)	-1.40%
Allowance for Contractuals	(4,150,000)	-4.74%	(4,570,000)	-5.18%	420,000	-9.19%	(3,490,000)	-6.99%
Net Accounts Receivable	7,314,739	8.36%	8,007,158	9.07%	(692,419)	-8.65%	6,846,309	13.71%
Other Receivables								
Est. Third Party Settlement	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Taxes Receivable	126,991	0.15%	804,054	0.91%	(677,063)	-84.2%	127,402	0.26%
Other	214,684	0.25%	203,625	0.23%	11,059	5.43%	442,693	0.89%
Inventory	1,474,752	1.68%	1,466,068	1.66%	8,684	0.59%	1,434,177	2.87%
Prepaid Expenses & Other	710,980	0.81%	609,533	0.69%	101,447	16.64%	1,432,540	2.87%
TOTAL CURRENT ASSETS	25,354,583	28.96%	25,853,655	29.30%	(499,072)	-1.93%	18,130,525	36.32%
ASSETS LIMITED AS TO USE								
Investments								
Cash & CD's	12,655,900	14.46%	12,848,971	14.56%	(193,071)	-1.50%	13,132,239	26.30%
Bond/Project Funds	20,092,534	22.95%	20,937,921	23.73%	(845,386)	-4.04%	553,777	1.11%
Interest Receivable	89,613	0.10%	94,270	0.11%	(4,657)	-4.94%	81,882	0.16%
TOTAL ASSETS LIMITED AS TO USE	32,838,047	37.51%	33,881,162	38.40%	(1,043,115)	-3.08%	13,767,898	27.58%
OTHER ASSETS								
Physician Practice Intangibles	815,000	0.93%	815,000	0.92%	-	100.00%	815,000	1.63%
TOTAL OTHER ASSETS	815,000	0.93%	815,000	0.92%	-	0.00%	815,000	1.63%
PROPERTY & EQUIPMENT, NET								
Land	314,500	0.36%	314,500	0.36%	-	0.00%	314,500	0.63%
Land held for Future Dev	120,400	0.14%	120,400	0.14%	-	0.00%	120,400	0.24%
Land Improvements	2,623,208	3.00%	2,623,208	2.97%	-	0.00%	2,511,827	5.03%
Building	8,675,741	9.91%	8,675,741	9.83%	-	0.00%	8,670,091	17.37%
Fixed Equipment	18,242,924	20.84%	18,242,924	20.68%	-	0.00%	18,079,267	36.21%
Major Moveable Equipment	22,425,660	25.62%	22,410,640	25.40%	15,020	0.07%	19,086,830	38.23%
Leased Equipment	1,439,076	1.64%	1,439,076	1.63%	-	0.00%	1,439,076	2.88%
Deferred Costs	9,682,485	11.06%	8,655,592	9.81%	1,026,893	11.86%	1,204,439	2.41%
Right of Use Subscriptions	201,265	0.23%	201,265	0.23%	-	0.00%	-	0.00%
Allowance for Depreciation	(40,086,854)	-45.79%	(39,893,062)	-45.21%	(193,792)	0.49%	(37,812,554)	-75.74%
TOTAL PROPERTY & EQUIP, NET	23,638,405	27.00%	22,790,284	25.83%	848,122	3.72%	13,613,877	27.27%
DEFERRED OUTFLOWS OF RESOURCES								
Pension Related Deferred Outflows	4,134,804	4.72%	4,134,804	4.69%	-	0.00%	2,767,672	5.54%
Deferred Loss on Refunding	761,243	0.87%	761,243	0.86%	-	0.00%	830,448	1.66%
TOTAL DEFERRED OUTFLOWS	4,896,047	5.59%	4,896,047	5.55%	-	0.00%	3,598,120	7.21%
TOTAL ASSETS	87,542,083	100.00%	88,236,148	100.00%	(694,065)	-0.79%	49,925,419	100.00%
LIABILITIES & NET ASSETS								
CURRENT LIABILITIES								
Accounts Payable	207,132	0.24%	253,390	0.29%	(46,258)	-18.26%	56,309	0.11%
Accrued Payroll & Payroll Taxes	2,175,498	2.49%	2,155,625	2.44%	19,873	0.92%	2,310,513	4.63%
Accrued Health Insurance	2,153,902	2.46%	2,181,592	2.47%	(27,691)	-1.27%	2,056,862	4.12%
Deferred Pro Tax Receivable	363,485	0.42%	545,227	0.62%	(181,742)	-33.33%	332,717	0.67%
Due to Third Parties - Other	2,102	0.00%	4,317	0.00%	(2,215)	-51.30%	2,119	0.00%
Lease Payable - Short Term	61,722	0.07%	61,722	0.07%	-	0.00%	-	0.00%
Est. Third Party Settlements	1,737,575	1.98%	1,737,575	1.97%	-	0.00%	1,797,452	3.60%
TOTAL CURRENT LIABILITIES	6,701,416	7.66%	6,939,448	7.86%	(238,032)	-3.43%	6,555,972	13.13%
OTHER LIABILITIES								
Lease Payable - Long Term	72,302	0.08%	348,578	0.40%	(276,277)	-79.26%	64,041	0.13%
Bonds Payable - Long Term	43,293,154	49.45%	43,348,189	49.13%	(55,035)	-0.13%	18,768,322	37.59%
Interest Payable	162,378	0.19%	144,995	0.16%	17,383	11.99%	117,733	0.24%
Net Pension Liability	9,673,976	11.05%	9,673,976	10.96%	-	0.00%	7,660,095	15.34%
TOTAL LONG-TERM LIABILITIES	53,201,809	60.77%	53,515,739	60.65%	(313,929)	-0.59%	26,610,191	53.30%
TOTAL LIABILITIES	59,903,225	68.43%	60,455,186	68.52%	(551,961)	-0.91%	33,166,163	66.43%
DEFERRED INFLOWS OF RESOURCES								
Pension Related Deferred Inflows	774,116	0.88%	774,116	0.88%	-	0.00%	2,013,105	4.03%
OPEB Related Deferred Inflows	300,736	0.34%	300,736	0.34%	-	0.00%	175,696	0.35%
TOTAL DEFERRED INFLOWS	1,074,852	1.23%	1,074,852	1.22%	-	0.00%	2,188,801	4.38%
NET ASSETS								
General Fund	20,556,504	23.48%	20,556,504	23.30%	-	0.00%	13,053,534	26.15%
Net Revenue (Loss)	6,007,502	6.86%	6,149,605	6.97%	(142,104)	-2.31%	1,516,922	3.04%
TOTAL NET ASSETS	26,564,006	30.34%	26,706,109	30.27%	(142,104)	-0.53%	14,570,456	29.18%
TOTAL LIABILITIES & NET ASSETS	87,542,083	100.00%	88,236,148	100.00%	(694,065)	-0.79%	49,925,419	100.00%

### CCMH Expenses Paid for the Month of April 2025

AbbVie US, LLC - Supplies	\$3,936.00	GE Medical Systems Information Tech - Fees	\$1,100.00
Access Technologies - Fees	\$2,888.89	Genzyme Corporation - Supplies	\$2,652.00
Agiliti Surgical Equipment Repair, Inc. - Supplies	\$3,310.80	Getinge USA Sales, LLC - Supplies	\$32.06
Airgas USA - Supplies	\$885.18	Megan Gorham - Expenses	\$318.96
Alcon Vision, LLC - Supplies	\$11,096.14	GQR Recruiting Resources LLC - Fees	\$27,588.40
Align Ophthalmic, LLC - Supplies	\$1,077.13	Grainger - Supplies	\$284.97
American Messaging - Fees	\$90.36	Jamie Gross - Expenses	\$58.59
Ameritex Services - Fees	\$5,351.07	GRP & Associates Inc. - Fees	\$626.31
Anderson Erickson Dairy - Supplies	\$224.98	H&R Accounts, Inc. - Fees	\$2,662.54
Aspen Surgical Products, Inc. - Supplies	\$286.03	Jesyca Haines - Fees	\$10,021.67
Baxter Healthcare Corp. - Supplies	\$2,774.75	Health Care Logistics, Inc. - Fees	\$41.60
Beckman Coulter, Inc. - Supplies	\$1,387.86	Health Enterprises - Fees	\$9,000.00
Svenn Bilsten - Expenses	\$107.24	Health Partners of Southwest Iowa - Fees	\$1,457.00
Bio-Rad Laboratories, Inc. - Supplies	\$2,771.59	Healthcare Compliance Testing, Inc. - Fees	\$900.00
Biovigil Technologies, LLC - Fees	\$2,198.49	Healthmark Industries Co, Inc. - Supplies	\$349.07
Bitwarden, Inc. - Fees	\$864.00	Heartland Business Systems, LLC - Fees	\$1,638.58
Bomgaars - Supplies	\$149.50	Highland Medical Staffing - Fees	\$2,829.60
Boss Instruments, LTD - Supplies	\$370.00	Kayla Hoyt - Expenses	\$185.11
Boston Scientific Corporation - Supplies	\$4,150.85	ICAN, Inc. - Advertising	\$900.00
Bound Tree Medical - Supplies	\$259.32	ICP Medical, LLC - Supplies	\$723.82
Boxout, LLC - Supplies	\$2,472.05	ICU Medical, Inc. - Supplies	\$14,677.06
Bracco Diagnostics, Inc. - Supplies	\$1,061.11	Inovation Provider, Inc. - Supplies	\$2,460.78
Brown Medical Imaging - Fees	\$11,981.25	Kailee Ipsen - Expenses	\$185.11
C R Bard, Inc. - Supplies	\$1,567.38	J&J Health Care Systems, Inc. - Supplies	\$19,346.05
Cable Channel 13 - Fees	\$408.00	Jackson Physician Search, LLC - Fees	\$5,104.36
Cardinal Health - Supplies	\$9,894.21	Jambiz - Rent	\$1,050.00
Cardinal Supplies and Fresheners - Supplies	\$52.80	JP Gasway Co. - Supplies	\$1,580.00
Caresfield, LLC - Supplies	\$451.54	Tracy Kastner - Expenses	\$125.00
Scott Carver - Fees	\$24,700.00	KCI USA, INC. - Supplied	\$5,489.09
Cassling - Fees	\$11,612.00	KDSN FM - Advertising	\$3,873.68
CDW Government, Inc. - Supplies	\$5,183.73	Kicktech, LLC - Fees	\$7,298.25
CenturyLink - Telephone	\$642.71	Jill Kierscht - Expenses	\$141.80
Cepheid - Supplies	\$4,419.23	Makayla Kintner - Expenses	\$4.20
Cerner Corporation - Fees	\$323,631.67	Knowles Publishing Corp. - Advertising	\$2,466.59
Chamber & Development - Fees	\$150.00	Language Lines Services - Fees	\$123.41
Change Healthcare - Fees	\$5,647.85	Skye Lapel - Expenses	\$128.62
CHI Health - Fees	\$4,745.40	Katelyn Leisinger - Expenses	\$100.00
Children's Imagination Station - Sponsorship	\$129.00	Lifeserve Blood Center - Fees	\$3,073.66
City of Denison - Fees	\$90.00	Marco Helix LLC - Fees	\$13,178.24
City of Dow City - Utilities	\$278.90	Craig Malone - Rent	\$650.00
CMI, Inc. - Fees	\$342.11	Manilla Times - Advertising	\$150.00
Cobblestone Inn & Suites - Fees	\$4,480.00	Mapleton Press - Advertising	\$148.00
College of American Pathologists - Fees	\$278.44	Marco Technologies, LLC - Fees	\$27,296.05
Colonial Life - Premiums	\$1,175.08	Marks Plumbing Parts - Supplies	\$471.60
CompHealth - Fees	\$42,411.84	Martin Bros Dist. Co., Inc - Supplies	\$3,617.59
Compression Dynamics, LLC - Supplies	\$147.77	Masimo Americas, Inc. - Supplies	\$1,733.76
Concorde General Agency - Fees	\$1,336.58	Maxtown Medical Corp., LLC - Supplies	\$27.50
Constellation Newenergy - Utilities	\$9,503.73	McKesson Medical Surgical - Supplies	\$10,433.50
Convergeone, Inc. - Supplies	\$2,866.94	Mediaworks Advertising Solutions, Inc. - Supplies	\$1,500.00
Cook Medical, LLC - Supplies	\$239.90	Medical Positioning, Inc. - Supplies	\$689.00
Covidien Sales, LLC - Supplies	\$502.86	Medical Solutions - Fees	\$114,849.81
Crawford County Speedway - Sponsorship	\$1,100.00	Medline Industries LP - Supplies	\$3,686.53
Cronk's Café - Fees	\$2,188.80	Mercy College Training Center - Fees	\$5.00
Custom Motorcycle & Small Engine - Fees	\$589.00	Michael & Sara Luft - Fees	\$300.00
Custom Trends, LLC - Supplies	\$240.00	MidAmerican Energy - Utilities	\$116.10
Cutler Anesthesia Services - Fees	\$16,125.00	Mindray DS USA, Inc. - Supplies	\$2,645.26
Cynchealth Iowa - Fees	\$1,521.00	Dr. Stephen Morse - Fees	\$12,089.14
Dearborn - Premiums	\$23,113.93	Caitlin Namanny - Expenses	\$39.59
Dell Marketing LP - Supplies	\$7,106.90	Nashville Surgical Instruments - Supplies	\$1,550.00
Denison Hardscapes - Fees	\$1,591.25	Nebraska Medicine - Fees	\$1,250.00
Denison Little League - Sponsorship	\$100.00	Network Services Company - Supplies	\$2,300.84
Denison Municipal Utilities - Utilities	\$15,768.12	New Century FS - Fuel	\$1,878.93
Denison Rotary Club - Fees	\$275.00	New York Life - Premiums	\$2,875.00
DFI-Solutions in Print - Supplies	\$1,633.95	NW Iowa Yes Center - Fees	\$1,043.80
Do It Best Hardware - Supplies	\$1.58	Observer - Advertising	\$210.00
Dollar General Corporation - Supplies	\$39.00	Omnicell, Inc. - Fees	\$12,453.50
Dorsey & Whitney, LLP - Fees	\$7,230.00	Onmedia - Advertising	\$416.00
Eide Bailly LLP - Fees	\$4,516.06	Optimum Anesthesia, LLC - Fees	\$14,400.00
Ace Ettleman - Rent	\$550.00	Owens & Minor - Supplies	\$23,952.35
Dr. Scott Eugene Eveloff - Fees	\$1,350.00	Oxen Technology - Fees	\$95.49
Eventide Lutheran Home - Fees	\$607.50	Paragard Direct - Supplies	\$1,139.00
Fareway Stores - Supplies	\$488.46	Pararev - Fees	\$1,912.50
Farmer Bros. Co. - Supplies	\$879.79	Kim Petersen - Expenses	\$365.43
Federal Express Corp. - Fees	\$66.79	Lana Peterson - Expenses	\$55.00
Feld Fire - Fees	\$1,485.90	Pharmacy OneSource - Supplies	\$560.16
First National Bank Omaha - Expenses	\$8,156.90	Physician Lab Services - Fees	\$25,309.50
FNIC - Premiums	\$179,041.25	Samantha Pick - Expenses	\$307.94
Frontier Telephone Co. - Telephone	\$252.38	Pipeline Health Holdings, LLC - Fees	\$4,567.01
GE Healthcare Precision Healthcare, LLC - Fees	\$15,634.75	Pitney Bowes - Postage	\$3,000.00

Pitney Bowes, Inc. - Rent	\$531.16	Stryker Rental Services - Fees	\$24.50
Plunkett's Pest Control - Fees	\$151.90	Stryker Sales LLC - Supplies	\$14,144.41
Armando Porras - Fees	\$230.00	Sweet Treats & More - Fees	\$303.00
Chloe Postel - Expenses	\$38.52	Sysmex America, Inc. - Supplies	\$3,000.00
Practical Sleep Services, LLC - Fees	\$6,750.00	Team Ford Lincoln - Fees	\$84.48
Precision Dynamics Corporation - Supplies	\$762.77	Tech Medical Services, Inc. - Fees	\$136.36
Press Ganey - Fees	\$3,981.55	Teleflex LLC - Fees	\$828.50
Priority Healthcare Dist. - Supplies	\$5,312.52	Televox - Fees	\$1,704.83
Professional Computer Solutions - Fees	\$293.00	The Daisy Foundation - Supplies	\$270.00
Professional Medical Management - Supplies	\$6,935.50	Janet Theulen - Expenses	\$185.11
Propio Language Service - Fees	\$1,606.79	Theresa Thompson - Expenses	\$221.76
QuVa Pharma, Inc. - Supplies	\$810.22	Top Gear, Inc. - Supplies	\$2,260.70
R&S Waste Disposal - Fees	\$1,199.07	Tri-Anim Health Services - Supplies	\$299.21
Radiology Consultants - Fees	\$27.00	Troop 55 Boy Scouts - Sponsorship	\$150.00
Dr. Elizabeth Ranniger - Expenses	\$1,112.70	TruBridge - Fees	\$2,609.00
Recruiting Resources - Fees	\$35,961.05	UKG, Inc. - Fees	\$1,849.78
Redsail Technologies - Fees	\$5.83	UnityPoint Health - Fees	\$378.00
REK Anesthesia - Fees	\$2,125.00	UNMC Center for Continuing Education - Fees	\$150.00
Lisa Sample - Expenses	\$25.90	US Foods - Supplies	\$8,854.53
Scribe EMR - Fees	\$12,587.42	V&H Tire Co., Inc. - Fees	\$27.50
Secure Shred Solutions - Fees	\$232.00	Van Meter -Supplies	\$265.41
Sensoscientific - Supplies	\$3,338.00	Hannah Vary - Expenses	\$94.50
Shared Medial Services, Inc. - Fees	\$1,428.00	Verizon Wireless - Telephone	\$588.08
Shared Medical Technology - Fees	\$4,760.44	Vision Service Plan - Premiums	\$3,714.63
Theresa Sheer - Expenses	\$346.22	Visual Edge IT, Inc. - Fees	\$1,627.64
Siemens Healthcare Diagnostics - Supplies	\$3,895.00	VVC Holding LLC - Supplies	\$3,736.13
Kelsie Smith - Expenses	\$35.59	Macy Waldemar Webb - Expenses	\$160.86
SpendMend, LLC - Supplies	\$6,350.00	Walmart / Capital One - Supplies	\$666.58
St. Anthony Regional Hospital - Fees	\$2,292.50	Wells Fargo Financial Lease - Fees	\$935.18
Standard Textile Co, Inc. - Supplies	\$195.12	West Bend Mutual Ins. Co. - Premiums	\$71,921.00
Staples Advantage - Supplies	\$1,140.96	Western Iowa Networks - Fees	\$1,663.63
Staywell/Krames - Supplies	\$114.63	Westside sonography, Inc. - Fees	\$360.00
Steris Corporation - Supplies	\$4,253.84	WIN - Fees	\$1,500.00
Patrick Stevens - Expenses	\$542.23	Wynden Stark, LLC - Fees	\$24,000.00
Stone Printing - Supplies	\$180.30	Patient Account Refunds	\$16,344.87
		<b>April Check Run</b>	<b>\$1,506,717.54</b>
<b>DEPRECIATION FUND:</b>			
Maxtown Medical Corp., LLC - Ortho Supplies	\$15,020.00		
VOC Associates, LLC - Building Project	\$1,031.25		
Fun Factory Sensory Gym - Building Project	\$17,490.00		
<b>Depreciation Total</b>			<b>\$33,541.25</b>
<b>Salaries</b>			<b>\$2,010,897.29</b>
<b>GRAND TOTAL</b>			<b>\$3,551,156.08</b>