



BOARD OF TRUSTEES MEETING AGENDA

5:30 p.m., Monday, November 25, 2024
Hospital Meeting Rooms C-D
100 Medical Parkway, Denison, IA

- 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. Patient Portal Demo
 - B. 5 Star Journey Update
- V. PEOPLE**
 - A. Credentialing
 - i. Appointments & Reappointments – Discussion / Action
 - B. Mission Committee Report
- VI. GROWTH**
 - A. Department Reports
 - i. Medical Clinic
 - ii. Specialty Clinic
 - B. CEO Report
- VII. FINANCIAL STABILITY**
 - A. Finance Committee Report
 - i. Approval of Payroll & AP
- VIII. COMMUNITY**
 - A. December Board Meeting – Decision / Action
 - B. Board Chair Comments
- IX. ADJOURNMENT**

Crawford County Memorial Hospital

Board of Trustees

October 28, 2024

A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, October 28, 2024, 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), Dr. David Wright (Chief of Staff), Heather Rasmussen (Chief Quality & Ancillary Services Officer arrived at 5:57), Rachel Melby (CFO), Erin Muck (CEO), and Heather Wight (Recorder). In addition, Steve Bruner, Denman & Associates, LLP (left at 5:52). Not present was Dr. Michael Luft (Chief Medical Officer).

CALL TO ORDER: The Board of Trustees meeting was called to order at 5:31 p.m. by Mendlik.

APPROVAL OF MINUTES

A motion was made by Schuttinga, second by Reisz, to approve the September 30, 2024, minutes as presented. Motion carried unanimously.

FINANCIAL STABILITY

FY2023 Audit

Steve Bruner shared the FY2024 Audit with the Board.

A motion was made by Reisz, second by Schultz, to approve the FY2024 Audit. Motion carried unanimously.

Finance Committee Report

1. Total Payroll & Accounts Payable of \$2,929,548.28 for payment.

A motion was made by Schuttinga, second by Leise, to approve the financial report, total payroll, and accounts payables in the amount of \$2,929,548.28. Motion carried unanimously.

EMR Update

Providers had a Cerner representative onsite for one-on-one training a few months ago. The additional training went well so more dates are being arranged. Members of our revenue cycle team had a roundtable session with other recently transitioned Cerner facilities and received feedback.

COMMUNITY

Board Chair Comments

Mendlik shared there is a lot going on and we are starting to see progress. Keep up the good work. The Board would also like to recognize Erin Muck for her acceptance of the American Hospital Association Grassroots Champion Award at this year's IHA Annual Meeting. This award celebrates Erin's exceptional history of grassroots advocacy, both for our hospital and the community, as well as her active involvement in state and federal advocacy efforts with the association.

QUALITY CARE AND SERVICES

Quality Committee Report

- Rasmussen gave a brief update of the Quality Committee activities including the 5 Star Nurse education has been reassigned to staff, AIDET (Acknowledge, Introduce, Duration, Explanation, Thanks) will be covered in the next quarterly competencies and the lower volume of Press Ganey responses issue has been resolved.
- Recommend Board action regarding Medical Staff Accountable Care Committee recommendations for approval of Medical Staff privileges and appointment/re-appointment applications.

Crawford County Memorial Hospital

Board of Trustees

October 28, 2024

Medical Staff Report

Wright shared that Travis Mettenbrink, Director of Clinics, and Trama Vetter, Clinic Nurse Manager, attended to discuss the nurse visit process. The progress of the swing bed program was also discussed along with the nationwide IV fluid shortage concerns, which have not affected CCMH.

PATIENT EXPERIENCE

5-Star Journey Update

Sheer shared the renewed focus on the 5 Star Nurse education. The annual Custom Learning System HealthCare Service Excellence Conference is next week in Orlando. Vernon Sid Leise will be attending the conference along with 7 staff members.

PEOPLE

Credentialing

A motion was made by Reisz, second by Leise, to approve Medical Staff new appointment of Larson. Motion carried unanimously.

Mission Committee Report

Muck shared we have a nurse practitioner starting in the middle of November. We interviewed a family medicine physician last week and had a follow-up call today discussing contract details and are in a good place. There will be a general surgeon on site November 6th and another onsite soon after. Phone screenings continue. Dr. Burkett performed 18 surgeries last month and continues to do great work building his practice.

GROWTH

Department Reports

Medical Unit

Sheer shared the current staffing statistics of the medical unit and recruiting efforts. She also shared that we have restarted the Swing Bed Academy program offered through Custom Learning System. Courtney Heese, RN, has recently completed the Sexual Assault Nurse Examiner (SANE) certification course. The WITCC nursing students have started their clinicals and we have recently started hosting Job Corps CNA students for precepting.

CEO Report

Muck shared that the current contract with our ACO, Caravan Health, will be finished at the end of the year. Our Main Street Health navigators help make sure that patient visits get coded correctly which ensures that the patient's record is as accurate as possible and we get reimbursed appropriately. The annual Leadership Empowerment Survey has been completed and the results show that we are higher in every category than when it was implemented in October 2020. A dip was expected due to the building project and Cerner transition but scores did increase from last year. There are always opportunities to improve but we feel good about where we are. Both AFSCME Patient Care and Non-Professional Patient Care unions had their recertification votes and both were decertified. The building project is progressing and everyone is doing a nice job. The parking lot issues are a short-term struggle but we are navigating it appropriately. In addition to her CEO report, Muck shared education from the Governance session at the annual Iowa Hospital Association meeting regarding Board fiduciary duties, roles and responsibilities with the Board.

ADJOURNMENT

A motion was made by Leise, second by Schuttinga, that the meeting be adjourned at 7:20 p.m. Motion carried unanimously.

Crawford County Memorial Hospital
QUALITY COMMITTEE OF THE BOARD OF TRUSTEES
November 19, 2024 Meeting Minutes

A meeting of the Quality Committee of the Board of Trustees was held on Tuesday, November 19, 2024. Present: Sid Leise, Jay Mendlik (arrival 4:37pm), Michael Luft, DO (arrival 5:05pm, exit 5:20pm), Erin Muck, CEO, Theresa Sheer, CNO, Heather Rasmussen, Chief Quality & Ancillary Services Officer, Dana Neemann Director of Education and Patient Experience (exit 4:42pm).

Sid Leise 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 September 2024 scorecard for HCAHPS. Beginning in January 2025, Swing Bed patients will receive surveys directly related to their Swing Bed stay instead of surveys for an acute stay. Targeted rounding occurs through CareSay and Leadership.

II. Statistics

Muck reviewed the October 2024 statistics with the Committee. Total patient days for inpatient and swing bed have increased in October. Total patient days were up 26.58%. We continue to monitor of length of stay to keep under four (4) days. ER visits were up 41.44% and admits from ER were up 89.47%. Total inpatient procedures were up 47.75% and total outpatient procedures were up 2.61%. Surgical procedures were up 22.62%. Total Radiology procedures were up 12.48% and Lab procedures were up 14.20%. Medical Clinic visits were down 13.13%.

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 November 12, 2024.
- ii. **Infection Prevention and Control Committee:** The Committee reviewed the minutes from the meeting held on October 8, 2024.
- iii. **Pharmacy & Therapeutics Committee:** The Committee reviewed the minutes from the meeting held on October 29, 2024.
- iv. **PFAC:** Neemann shared the next PFAC meeting is Wednesday November 20, 2024. She will be reviewing the HCSEC that was attended November 4-6, 2024. She will also be discussing a more formalized meeting with Bylaws with the PFAC.
- v. **5 Star Journey:** Sid shared information about the HCSEC, in particular about AI and how AI cannot replace the compassion of a human. Muck shared she has new ideas for OASIS Teams, membership to the SEC, and areas for CLS assessments.

V. Peer Review: Tabled

VI. Other Business/Updates

- i. **Building Project:** Muck gave an update on the Building Project. They have meetings every 2 weeks to discuss the project.
- ii. **Recruitment:** Muck shared Cyilee Martin, DNP started on November 18th and Dr. Todd will be joining CCMH on January 6, 2025. The general surgeon interview last week went well. A

Family Medicine physician interview is scheduled for November 20, 2024. Muck has phone screenings coming up and she is still working on CRNA recruitment.

- iii. **December Board of Trustee Meeting:** Muck discussed considering not having a Board meeting in December. Since there are no Committee meetings, consideration from last year was to forego the December meeting. She can send out an update in December. The Board members present agreed.

VIII. 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.

Medical Staff Meeting Minutes

November 12, 2024

A meeting of the Medical Staff of Crawford County Memorial Hospital was held on Tuesday, November 12, 2024 in the hospital's Meeting Room C & D.

Present were David Wright DO, Michael Luft DO, Elizabeth Ranniger MD, Patrick Luft MD, Kyle Brown MD, Benjamin Burkett MD, Sara Luft ARNP, Erin Schechinger DNP, Erin Muck CEO, Theresa Sheer CNO, Heather Rasmussen, Chief Quality & Ancillary Services Officer, Angie Andersen, IT Director Recorder: Theresa Sheer

Absent were Julie Graeve ARNP, Jill Kierscht ARNP, Kylee LeFebvre ARNP, Lori Johannsen, PA-C,

Ad Hoc: Travis Mettenbrink – Director of Clinic, Patrick Stevens - Director of Respiratory Therapy, Andrew Segebart, Pharm-D, Director of Pharmacy

The meeting was called to order by David Wright, DO at 8:00 a.m.

APPROVAL OF PREVIOUS MONTH'S MINUTES

The voting members of the medical staff approved the minutes of the October 8, 2024 meeting.

CNO UPDATE

Theresa Sheer

- There will be a Med Unit / ER staff meeting on November 14th which will focus on patient fall education.
- Still looking to hire RN's and an EMS Coordinator.

BUSINESS

A. New Protocol for Sleep Testing Orders

Patrick Stevens

- Patrick explained that insurance companies are often requiring a home sleep study before they will pay for an in-house sleep study.
- A motion was made to have a protocol where an in-house sleep study can be changed to a home sleep study without calling the physician for a new order. Motion made by Dr. M. Luft and seconded by Ranniger. Motion carried unanimously.

B. IT Updates / Q&A

Angie Andersen

- Cerner Instant Access allows providers to exit their sessions and then reconnect without need to re-authenticate. There will be a demo at the next Medical Staff meeting.
- Working on med scanning on the clinic side.
- The Patient Portal has not been turned on yet. Nursing staff will monitor the messages from patients for providers to follow up.
- Our Cerner Rep, Matt, will be coming back to work with providers. IT is working with Cerner to secure dates.

Travis Mettenbrink announced that Cyilee Martin, Nurse Practitioner, will be starting on Monday, November 18th. Travis and Trama are continuing working on Nurse Visits.

ADJOURNMENT

The meeting was adjourned to the Executive Committee at 8:20 a.m.

David Wright, DO President, Medical Staff

NOVEMBER 2024 CREDENTIALING

NEW APPOINTMENTS

Julia Dziewatkoski, CRNA, DNP
Lisa Mofle, MD

REAPPOINTMENTS

Bruce Baron, DO
Scott Akin, MD
Kyle Krehbiel, MD
Jitendra Pandya, MD

DISTANT SITE CREDENTIALING

NEW APPOINTMENTS

Robert Anton, MD
Sein Feinberg, MD
Oded Greenberg, MD
Jennifer Huckabee, MD
Kimia Kani, MD
Poyan Rafiei, MD
Anthony Rowe, MD
Chad Barker, MD

REAPPOINTMENTS

Kathryn Cambron, MD
Nidal Dabbasi, MD
Jason DiVito, DO
Edward Fogarty III, MD
Jason Grennan, MD
David Henley, MD
Jonathan Jaksha, MD
Jarret Kuo, MD
Karen Phillips, MD
Mohammed Quraishi, MD
Veronica Ruvo, MD

Shannon St. Clair, MD, MPH
Colin Thompson, MD
Jake Vrdoljak, MD
Frank Welte, MD
Leslie Eiland, MD

**Crawford County Memorial Hospital
Mission Committee
November 14, 2024, 4:30 PM**

A meeting of the Mission Committee of the Board of Trustees was held on Thursday, November 14, 2024. Present on site were Erin Muck (CEO), Jay Mendlik, David Reisz, and Heather Wight (recorder).

The meeting was called to order at 4:34 p.m.

PATIENT EXPERIENCE

5-Star Journey Update

- Staff recently attended the Custom Learning System HealthCare Service Excellence Conference in Orlando where Patty Aguilar de Romero won the Summit Award for Exceptional Employee Non-Clinical. Erin met with the attendees and received great feedback on the conference and what was learned there. They are rejuvenated and excited to implement and share what they learned.

PEOPLE

Recruitment

- Our new nurse practitioner Cyilee Martin starts next week and Dr. Todd accepted our offer and will start on January 6th. We had a general surgeon candidate on site last week, another this week and will have a family medicine candidate on site next week. Phone screenings continue for general surgeon and anesthesia.

December Board Meeting

- Consider not having a December Board meeting.

Strategic Planning Next Year

- We are brainstorming ideas for next year's strategic planning sessions, considering the possibility of bringing in an external resource to support the process.

GROWTH

October Statistics

- Medical clinic visits were down 13% while specialty clinic visits were up 17%. Surgical procedures were up 23% compared to last month and ER visits were up 16% compared to last year. There is renewed focus on improving throughput times.

Building Project Update

- The steel has been delivered and work continues to go on behind the temp walls.

COMMUNITY

Wellness Center

- CCMH has finalized the payment to the Crawford County Wellness Center in the amount of \$500,000.

The meeting adjourned at 5:36 p.m. Heather Wight, Recorder



BOARD SUMMARY:

CEO Summary

By: Erin Muck, CEO

Date: November 2024

SUMMARY:

Quality

After last month's Board education, Heather and I are looking at how to enhance our quality, compliance, and risk management programs. This may include possible restructuring and seeking outside guidance. The goal is to not only provide the utmost quality to every patient, every time, but to have quality be at least 25% of our board agenda and topic focus. More to come over the next few months.

Patient Experience

The HCAHPS overall score remained in the 90th percentile in September. All departments are seeing more surveys returned apart from Rehab Services. It is now believed this is resolved and hope to see some surveys returned next month in that department.

The main reason we selected Custom Learning Systems (CLS) to assist with our patient experience scores was their focus on employees and culture. That was evident at the conference this year with their selection of keynote speakers and breakout sessions. Staff who attended met and had great takeaways and ideas to implement here. They also offered ideas to better involve the frontline staff in our improvement efforts. This coming year we will refocus on hardwiring CLS's "recipe" and accountability. We will also request CLS visit onsite and re-do an ER and Clinic assessment since we have newer leadership in those departments.

People

Medical Staff recruitment is making excellent progress. Cyilee Martin, DNP, started this week and will begin to see patients in the next week or so. Marketing is working on her news release, newspaper and radio ads, social media, digital signage and other avenue to help build her practice. There is a family medicine physician joining our CCMH team on January 6, 2025. We will wait for a formal announcement closer to her arrival time. We also conducted an onsite family medicine provider interview this week and two general surgery interviews in the last three weeks. We hope to have updates soon.

Growth

Construction remains on track. There have been a few minor change orders with no significant changes in costs. Outside work has been delayed a few days due to the rain, but the timeline remains intact. Steel has been delivered to the job site and plumbing continues to be installed. Steel beams are installed in the PT infill. The team continues to work through planning on a daily and weekly basis.



Finance

Total hospital procedures increased by 4.34% from last year with inpatient days continuing to drive volumes. On the outpatient side, surgical procedures were up by 23%, ER 41%, Lab 14%, and Radiology 13%.

This increase in volumes resulted in a net profit for the month of \$211,580. Year to date net income is \$1,404,802, which is almost \$1.6 million better than budget. Cash did decrease by almost \$900,000 due to insurance, Oracle/Cerner, and building project payments.

There was another increase in days in accounts receivable (AR) to 82 days. In addition, the revenue cycle team has made noteworthy progress over the last 3 months and were able to bill \$7.5 million in October. We are starting to see large payments coming in and expect days in AR to decrease. Our revenue cycle staff are to be commended for their relentless work to assure our billing issues are resolved correctly and timely.

Community

CCMH and Dr. Benjamin Burkett were recognized at the Rotary Charity Auction for the outstanding care given here. We appreciate the very public recognition.

I have asked Angie Anderson to come to the Board meeting and give you a demo of the new patient portal.

Plan on dinner on Monday night to celebrate the holidays.

See you soon,

Erin

**CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
November 21, 2024 12:00 P.M.**

A meeting of the Finance Committee of the Board of Trustees was held on November 21, 2024, in the Administrative Conference Room. Present on site were Rachel Melby (CFO), Erin Muck, (CEO), Amy Schultz, Jon Schuttinga, and Heather Wight (recorder).

The meeting was called to order at 12:08 pm.

Committee Recommendations:

1. Total Payroll & Accounts Payable of \$3,472,261.04 for approval of payment.

Approval of Minutes

The October 2024 minutes were reviewed and approved.

CFO Report

The CFO Report was reviewed.

Financial Reports

Statistical, Income and Cash Flow Report

Outpatient procedures improved slightly with an increase of 2.61% in October. This was driven by increases in surgical procedures (up 23%), ER visits (up 41%), Radiology Procedures (up 12%), Lab Procedures (up 14%), and Specialty Clinic Visits (up 17%). Unfortunately, Medical Clinic Visits were down 13% and are down approximately 6% year-to-date. As far as inpatient volumes, although total admissions were down, skilled patient days continue to drive inpatient revenue.

As a result, the net profit for the month was \$211,580, which is almost \$150,000 more than what was budgeted. However, cash did decrease almost \$900,000 due to insurance payments, a quarterly capital payment to Cerner, and monthly construction project payments. Days Cash on Hand was 434 days, or roughly 205 days cash unrelated to the project.

Balance Sheet

The Balance Sheet as of 10/31/24 reflects Total Assets of \$85,313,385.

Payroll & Accounts Payable

The committee reviewed and recommends total Payroll & Accounts Payable of \$3,472,261.04 to the Board for approval. This amount includes \$1,891,100.82 in salaries.

Accounts Receivable

Patient Accounts Receivable as of 10/31/2024 totaled \$15,353,681 which is an increase of \$702,964 from last month. Days in Accounts Receivable also increased from 77 days to 82 days in AR, which was a monetary increase of \$700,000. However, total AR is not reflective of the significant progress being made in billing, as the number of claims billed has improved substantially. In July the amount of charges billed were roughly \$2.5 million and has increased significantly to \$7.5 million in October.

**CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
November 21, 2024 12:00 P.M.**

New Business

Budget Calendar Review

The committee reviewed the Budget Calendar for FY2026. The FY2026 budget process will begin in January and runs through May of next year.

Cost Report Update

Melby gave an update on the status of the Medicare Cost Report.

December Board Meeting

A recommendation was made to cancel the December board meeting, as there are traditionally no committee meetings in December and no items that need board approval.

Adjourn - The meeting was adjourned at 1:12 pm.

Crawford County Memorial Hospital

Comparative Statistical Report

October 2024

	Month to Date			Fiscal Year to Date		
	FY 2025	FY 2024	Variance	FY 2025	FY 2024	Variance
Total Admissions	25	30	-16.67%	136	125	8.80%
Acute/OB	20	22	-9.09%	105	95	10.53%
Skilled	3	3	0.00%	19	9	111.11%
ICF	2	0	100.00%	8	1	700.00%
Respite	0	0	0.00%	0	0	0.00%
Newborns	0	5	-100.00%	4	20	-80.00%
Total Patient Days*	200	158	26.58%	869	645	34.73%
Acute/OB	86	56	53.57%	426	309	37.86%
Nursery	0	9	-100.00%	4	35	-88.57%
Skilled	77	50	54.00%	273	94	190.43%
ICF	9	0	100.00%	25	3	733.33%
Respite	0	0	0.00%	0	0	0.00%
Observation	28	43	-34.88%	141	204	-30.88%
*Includes Observation						
Average LOS (Acute/OB)	4.20	2.57	63.30%	3.54	3.19	11.01%
Hospital Procedures						
Inpatient	820	555	47.75%	4,218	2,356	79.03%
Outpatient	14,326	13,961	2.61%	53,876	55,233	-2.46%
Total	15,146	14,516	4.34%	58,094	57,589	0.88%
Surgical Procedures	103	84	22.62%	385	382	0.79%
Anesthesia Procedures	74	64	15.63%	289	306	-5.56%
ER Visits	512	362	41.44%	1,909	1,640	16.40%
Admits from ER	36	19	89.47%	140	94	48.94%
Scheduled Outpatient Visits	101	134	-24.63%	494	407	21.38%
Ambulance Trips	114	94	21.28%	492	476	3.36%
Xray Procedures	672	570	17.89%	2,636	2,411	9.33%
Mammography Procedures	211	219	-3.65%	477	496	-3.83%
Flouro Procedures	3	0	100.00%	18	7	157.14%
Ultrasound Dept Procedures	170	176	-3.41%	571	678	-15.78%
Echo Procedures	35	31	12.90%	102	152	-32.89%
CT Dept Procedures	273	200	36.50%	959	839	14.30%
MRI Dept Procedures	76	79	-3.80%	322	302	6.62%
Nuc Med Procedures	2	7	-71.43%	15	29	-48.28%
Total Radiology Procedures	1,442	1,282	12.48%	5,100	4,914	3.79%
Respiratory Tx Procedures	1	34	-97.06%	239	271	-11.81%
EKG Procedures	136	132	3.03%	575	587	-2.04%
Sleep Studies	17	10	70.00%	68	33	106.06%
Lab Procedures	6,764	5,923	14.20%	26,197	24,585	6.56%
Physical Tx Procedures	1,761	1,812	-2.81%	6,669	7,330	-9.02%
Speech Procedures	16	36	-55.56%	64	130	-50.77%
OT Procedures	164	202	-18.81%	585	737	-20.62%
Cardiac Rehab Procedures	151	148	2.03%	502	493	1.83%
Pulmonary Rehab Procedures	16	7	128.57%	43	32	34.38%
Specialty Clinic Visits	634	540	17.41%	2,097	2,050	2.29%
Total Medical Clinic Visits	3,254	3,746	-13.13%	12,878	13,692	-5.95%

**CRAWFORD COUNTY MEMORIAL HOSPITAL
OPERATING/INCOME STATEMENT
FOR THE MONTH ENDING OCTOBER 31, 2024**

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	571,327	9.1%	402,261	7.1%	169,067	42.0%	332,614	6.7%
	2,266,763	9.5%	1,593,069	7.1%	673,694	42.3%	1,503,376	7.2%
OUTPATIENT SERVICES	5,661,300	89.8%	5,225,129	91.9%	436,171	8.3%	4,545,539	91.8%
	20,889,602	87.5%	20,693,020	91.9%	196,582	0.9%	19,126,525	92.1%
SWING BED SERVICES	69,489	1.1%	59,514	1.0%	9,975	16.8%	71,802	1.5%
	711,841	3.0%	235,691	1.0%	476,150	202.0%	136,271	0.7%
TOTAL GROSS PATIENT REVENUE	6,302,116	100.0%	5,686,903	100.0%	615,213	10.8%	4,949,955	100.0%
	23,868,205	100.0%	22,521,780	100.0%	1,346,426	6.0%	20,766,172	100.0%
DEDUCTIONS FROM REVENUE								
MEDICARE ADJUSTMENTS	(1,401,648)	-22.2%	(1,279,211)	-22.5%	(122,437)	9.6%	(1,132,037)	-22.9%
	(5,583,143)	-23.4%	(5,066,044)	-22.5%	(517,099)	10.2%	(4,639,622)	-22.3%
TITLE XIX ADJUSTMENTS	(313,760)	-5.0%	340,221	6.0%	(653,982)	-192.2%	(169,180)	-3.4%
	544,289	2.3%	1,347,375	6.0%	(803,086)	-59.6%	(927,576)	-4.5%
BLUE CROSS ADJUSTMENTS	(624,122)	-9.9%	(553,493)	-9.7%	(70,629)	12.8%	(577,905)	-11.7%
	(2,462,660)	-10.3%	(2,191,993)	-9.7%	(270,668)	12.3%	(2,110,389)	-10.2%
OTHER ADJUSTMENTS	(271,797)	-4.3%	(285,384)	-5.0%	13,587	-4.8%	(241,291)	-4.9%
	(1,053,702)	-4.4%	(1,130,205)	-5.0%	76,503	-6.8%	(972,485)	-4.7%
PROVISION FOR UNCOLLECTIBLE	(243,869)	-3.9%	(151,909)	-2.7%	(91,961)	60.5%	(140,356)	-2.8%
	(654,277)	-2.7%	(601,603)	-2.7%	(52,674)	8.8%	(570,186)	-2.7%
CHARITY CARE	(21,398)	-0.3%	(23,162)	-0.4%	1,764	-7.6%	(38,825)	-0.8%
	(64,539)	-0.3%	(91,728)	-0.4%	27,189	-29.6%	(75,149)	-0.4%
TOTAL DEDUCTIONS FROM REVENUE	(2,876,595)	-45.6%	(1,952,938)	-34.3%	(923,657)	47.3%	(2,299,594)	-46.5%
	(9,274,031)	-38.9%	(7,734,197)	-34.3%	(1,539,833)	19.9%	(9,295,407)	-44.8%
NET PATIENT REVENUE	3,425,521	54.4%	3,733,966	65.7%	(308,444)	-8.3%	2,650,361	53.5%
<i>(as % of Gross Patient Revenue)</i>	14,594,175	61.1%	14,787,582	65.7%	(193,408)	-1.3%	11,470,765	55.2%
NET PATIENT REVENUE	3,425,521	95.7%	3,733,966	97.1%	(308,444)	-8.3%	2,650,361	94.1%
<i>(as % of Total Operating Revenue)</i>	14,594,175	95.3%	14,787,582	97.1%	(193,408)	-1.3%	11,470,765	93.1%
OTHER REVENUE								
DIETARY/MEALS INCOME	7,657	0.2%	6,308	0.2%	1,349	21.4%	6,325	0.2%
	26,611	0.2%	25,233	0.2%	1,377	5.5%	24,501	0.2%
OTHER INCOME	146,958	4.1%	105,875	2.8%	41,083	38.8%	158,996	5.6%
	686,733	4.5%	423,500	2.8%	263,233	62.2%	830,074	6.7%
TOTAL OTHER REVENUE	154,615	4.3%	112,183	2.9%	42,432	37.8%	165,321	5.9%
	713,343	4.7%	448,733	2.9%	264,610	59.0%	854,575	6.9%
TOTAL OPERATING REVENUE	3,580,136	100.0%	3,846,149	100.0%	(266,012)	-6.9%	2,815,682	100.0%
	15,307,518	100.0%	15,236,315	100.0%	71,203	0.5%	12,325,340	100.0%
OPERATING EXPENSES								
SALARIES	1,703,138	47.6%	1,854,609	48.2%	(151,470)	-8.2%	1,761,887	62.6%
	6,983,691	45.6%	7,346,935	48.2%	(363,244)	-4.9%	6,878,980	55.8%
BENEFITS	533,684	14.9%	550,464	14.3%	(16,780)	-3.0%	548,820	19.5%
	2,202,934	14.4%	2,191,950	14.4%	10,984	0.5%	2,127,171	17.3%
PROFESSIONAL FEES	279,118	7.8%	199,132	5.2%	79,985	40.2%	225,800	8.0%
	1,089,070	7.1%	788,852	5.2%	300,219	38.1%	960,667	7.8%
SUPPLIES & EXPENSES	693,408	19.4%	926,655	24.1%	(233,248)	-25.2%	513,846	18.2%
	3,048,582	19.9%	4,089,130	26.8%	(1,040,549)	-25.4%	2,526,122	20.5%
OCCUPANCY	149,595	4.2%	136,415	3.5%	13,181	9.7%	117,306	4.2%
	597,062	3.9%	545,660	3.6%	51,402	9.4%	508,729	4.1%
DEPRECIATION	193,792	5.4%	186,375	4.8%	7,417	4.0%	173,150	6.1%
	775,167	5.1%	745,500	4.9%	29,667	4.0%	676,300	5.5%
TOTAL OPERATING EXPENSE	3,552,734	99.2%	3,853,650	100.2%	(300,916)	-7.8%	3,340,808	118.7%
	14,696,505	96.0%	15,708,027	103.1%	(1,011,522)	-6.4%	13,677,969	111.0%
NET OPERATING INCOME (LOSS)	27,402	0.8%	(7,501)	-0.2%	34,903	-465.3%	(525,126)	-18.7%
	611,013	4.0%	(471,711)	-3.1%	1,082,724	-229.5%	(1,352,628)	-11.0%
NONOPERATING REV/EXP								
TAXES	181,742	5.1%	181,742	4.7%	-	0.0%	166,359	5.9%
	726,969	4.7%	726,969	4.8%	-	0.0%	665,434	5.4%
GENERAL CONTRIBUTIONS	115	0.0%	833	0.0%	(718)	0.0%	250	0.0%
	16,480	0.1%	3,333	0.0%	13,147	0.0%	500	0.0%
COVID/PRF/FEMA FUNDING	-	0.0%	-	0.0%	-	0.0%	235,980	142.7%
	-	0.0%	-	0.0%	-	0.0%	235,980	27.6%
INTEREST INCOME	73,004	2.0%	50,000	1.3%	23,004	46.0%	51,383	1.8%
	309,814	2.0%	200,000	1.3%	109,814	54.9%	189,293	1.5%
INTEREST EXPENSE	(70,683)	-2.0%	(162,119)	-16.9%	91,436	-56.4%	(48,443)	-1.7%
	(259,435)	-1.7%	(648,477)	-4.3%	389,042	-60.0%	(194,380)	3.3%
TOTAL NONOPERATING INCOME (LOSS)	184,178	5.1%	70,456	1.8%	113,722	161.4%	405,529	14.4%
	793,829	5.2%	281,826	1.8%	512,003	181.7%	896,827	7.3%
NET INCOME (LOSS)	211,580	5.9%	62,955	1.6%	148,625	236.1%	(119,597)	-4.2%
<i>Year to Date</i>	1,404,842	9.2%	(189,885)	-1.2%	1,594,727	-839.8%	(455,801)	-3.7%

**CRAWFORD COUNTY MEMORIAL HOSPITAL
STATEMENT OF CASH FLOWS
FOR THE MONTH ENDING OCTOBER 31, 2024**

	<u>THIS MONTH</u>	<u>YTD</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
CASH RECEIVED FROM PATIENTS AND THIRD -PARTY PAYORS	3,074,734	14,698,984
CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES	(2,011,045)	(6,659,338)
CASH PAID TO EMPLOYEES FOR SERVICES	(2,030,870)	(7,409,639)
OTHER OPERATING REVENUE RECEIVED	154,615	756,570
NET CASH PROVIDED BY OPERATING ACTIVITIES	(812,566)	1,386,578
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
COUNTY TAXES	796,323	947,654
CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT	-	-
PRINCIPAL PAYMENTS ON LONG-TERM DEBT	(58,307)	(233,462)
INTEREST PAID ON LONG-TERM DEBT	(29,045)	(117,002)
ACQUISITION OF PROPERTY AND EQUIPMENT	(362,437)	(1,255,865)
CONSTRUCTION PROJECT FUNDS	(490,939)	24,380,618
NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES	(940,728)	22,774,290
CASH FLOW FROM INVESTING ACTIVITIES		
INTEREST RECEIVED	57,741	208,414
PROCEEDS FROM MATURITIES OF CERTIFICATES OF DEPOSIT	-	-
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	57,741	285,472
NET INCREASE (DECREASE) IN CASH	(899,229)	25,393,994
CASH		
BEGINNING	50,023,403	23,730,180
ENDING	49,124,174	49,124,174

<u>OPERATING INDICATORS:</u>	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>SEP</u>	<u>OCT</u>	<u>Target</u>	<u>Desirable Trend</u>
Total Margin:	38.70%	58.71%	1.17%	1.98%	21.14%	5.52%	2.00%	Increasing
Debt Service Coverage Ratio:	3.90	5.86	3.19	3.55	7.46	6.96	1.60	Increasing
Days Revenue in Patient A/R:	56	56	59	69	77	82	50	Increasing
Days Cash on Hand: (w/o Project funds)	224	227	234	453 (199)	436 (208)	434 (205)	180	Increasing

**CRAWFORD COUNTY MEMORIAL HOSPITAL
BALANCE SHEET
AS OF: 10/31/24**

ASSETS	Current Month		Prior Month		1-Month Net Change		1 Year Ago Month	
CURRENT ASSETS								
Total Cash	9,685,862	11.35%	10,169,188	11.83%	(483,326)	-4.75%	7,318,959	15.05%
Patient Receivables	15,353,681	18.00%	14,650,717	17.04%	702,964	4.80%	8,664,964	17.81%
Allowance for Uncollectibles	(690,000)	-0.81%	(667,000)	-0.78%	(23,000)	3.45%	(847,000)	-1.74%
Allowance for Contractuals	(5,550,000)	-6.51%	(5,330,000)	-6.20%	(220,000)	4.13%	(2,470,000)	-5.08%
Net Accounts Receivable	9,113,681	10.68%	8,653,717	10.07%	459,964	5.32%	5,347,964	11.00%
Other Receivables								
Est. Third Party Settlement	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Taxes Receivable	1,249,838	1.46%	2,046,162	2.38%	(796,323)	-38.9%	1,149,732	2.36%
Other	239,888	0.28%	208,625	0.24%	31,263	14.99%	614,323	1.26%
Inventory	1,478,053	1.73%	1,463,655	1.70%	14,398	0.98%	1,420,966	2.92%
Prepaid Expenses & Other	918,992	1.08%	812,611	0.95%	106,381	13.09%	1,668,234	3.43%
TOTAL CURRENT ASSETS	22,686,314	26.59%	23,353,958	27.17%	(667,644)	-2.86%	17,520,178	36.02%
ASSETS LIMITED AS TO USE								
Investments								
Cash & CD's	13,475,814	15.80%	13,440,633	15.64%	35,181	0.26%	12,800,567	26.32%
Bond/Project Funds	25,962,499	30.43%	26,413,583	30.73%	(451,084)	-1.71%	358,262	0.74%
Interest Receivable	106,867	0.13%	91,672	0.11%	15,195	16.58%	108,042	0.22%
TOTAL ASSETS LIMITED AS TO USE	39,545,179	46.35%	39,945,888	46.47%	(400,708)	-1.00%	13,266,872	27.28%
OTHER ASSETS								
Physician Practice Intangibles	815,000	0.96%	815,000	0.95%	-	100.00%	815,000	1.68%
TOTAL OTHER ASSETS	815,000	0.96%	815,000	0.95%	-	0.00%	815,000	1.68%
PROPERTY & EQUIPMENT, NET								
Land	314,500	0.37%	314,500	0.37%	-	0.00%	314,500	0.65%
Land held for Future Dev	120,400	0.14%	120,400	0.14%	-	0.00%	120,400	0.25%
Land Improvements	2,623,208	3.07%	2,623,208	3.05%	-	0.00%	2,511,827	5.16%
Building	8,670,091	10.16%	8,670,091	10.09%	-	0.00%	8,670,091	17.83%
Fixed Equipment	18,262,376	21.41%	18,199,754	21.17%	62,622	0.34%	17,980,903	36.97%
Major Moveable Equipment	21,550,349	25.26%	21,506,327	25.02%	44,023	0.20%	18,557,760	38.15%
Leased Equipment	1,439,076	1.69%	1,439,076	1.67%	-	0.00%	1,439,076	2.96%
Deferred Costs	3,113,684	3.65%	2,600,182	3.03%	513,502	19.75%	578,721	1.19%
Right of Use Subscriptions	201,265	0.24%	201,265	0.23%	-	0.00%	-	0.00%
Allowance for Depreciation	(38,924,104)	-45.62%	(38,730,312)	-45.06%	(193,792)	0.50%	(36,733,654)	-75.52%
TOTAL PROPERTY & EQUIP, NET	17,370,845	20.36%	16,944,490	19.71%	426,355	2.52%	13,439,624	27.63%
DEFERRED OUTFLOWS OF RESOURCES								
Pension Related Deferred Outflows	4,134,804	4.85%	4,134,804	4.81%	-	0.00%	2,767,672	5.69%
Deferred Loss on Refunding	761,243	0.89%	761,243	0.89%	-	0.00%	830,448	1.71%
TOTAL DEFERRED OUTFLOWS	4,896,047	5.74%	4,896,047	5.70%	-	0.00%	3,598,120	7.40%
TOTAL ASSETS	85,313,385	100.00%	85,955,382	100.00%	(641,997)	-0.75%	48,639,793	100.00%
LIABILITIES & NET ASSETS								
CURRENT LIABILITIES								
Accounts Payable	248,786	0.29%	508,120	0.59%	(259,334)	-51.04%	370,705	0.76%
Accrued Payroll & Payroll Taxes	2,199,843	2.58%	2,354,079	2.74%	(154,236)	-6.55%	2,194,838	4.51%
Accrued Health Insurance	2,135,829	2.50%	2,153,593	2.51%	(17,764)	-0.82%	1,676,287	3.45%
Deferred Pro Tax Receivable	1,453,939	1.70%	1,635,681	1.90%	(181,742)	-11.11%	1,330,868	2.74%
Due to Third Parties - Other	502,752	0.59%	503,640	0.59%	(888)	-0.18%	458	0.00%
Lease Payable - Short Term	61,722	0.07%	61,722	0.07%	-	0.00%	-	0.00%
Est. Third Party Settlements	1,797,452	2.11%	1,797,452	2.09%	-	0.00%	1,126,500	2.32%
TOTAL CURRENT LIABILITIES	8,400,322	9.85%	9,014,287	10.49%	(613,965)	-6.81%	6,699,656	13.77%
OTHER LIABILITIES								
Lease Payable - Long Term	642,721	0.75%	919,859	1.07%	(277,138)	-30.13%	88,598	0.18%
Bonds Payable - Long Term	43,621,118	51.13%	43,675,231	50.81%	(54,113)	-0.12%	19,086,409	39.24%
Interest Payable	189,051	0.22%	147,412	0.17%	41,638	28.25%	118,501	0.24%
Net Pension Liability	9,423,976	11.05%	9,373,976	10.91%	50,000	0.53%	7,860,095	16.16%
TOTAL LONG-TERM LIABILITIES	53,876,865	63.15%	54,116,478	62.96%	(239,613)	-0.44%	27,153,603	55.83%
TOTAL LIABILITIES	62,277,187	73.00%	63,130,765	73.45%	(853,577)	-1.35%	33,853,259	69.60%
DEFERRED INFLOWS OF RESOURCES								
Pension Related Deferred Inflows	774,116	0.91%	774,116	0.90%	-	0.00%	2,013,105	4.14%
OPEB Related Deferred Inflows	300,736	0.35%	300,736	0.35%	-	0.00%	175,696	0.36%
TOTAL DEFERRED INFLOWS	1,074,852	1.26%	1,074,852	1.25%	-	0.00%	2,188,801	4.50%
NET ASSETS								
General Fund	20,556,504	24.10%	20,556,504	23.92%	-	0.00%	13,053,534	26.84%
Net Revenue (Loss)	1,404,842	1.65%	1,193,261	1.39%	211,580	17.73%	(455,801)	-0.94%
TOTAL NET ASSETS	21,961,346	25.74%	21,749,765	25.30%	211,580	0.97%	12,597,733	25.90%
TOTAL LIABILITIES & NET ASSETS	85,313,385	100.00%	85,955,382	100.00%	(641,997)	-0.75%	48,639,793	100.00%

CCMH Expenses Paid for the Month of October 2024

AAB - Fees	\$665.00	Frehse Manufacturing, Inc. - Fees	\$67.00
Abbott Laboratories - Supplies	\$242.36	Frontier Telephone Co. - Telephone	\$206.93
AbbVie US, LLC - Supplies	\$1,968.00	Ana Garcia Patino - Expenses	\$210.00
Access Technologies - Fees	\$1,573.92	Yeseni Garcia Petino - Expenses	\$349.88
Acute Care, Inc. - Supplies	\$7,917.80	GCX Corporation - Fees	\$86.00
Advanced Medical Designs, Inc. - Supplies	\$225.00	GE Healthcare Precision Healthcare, LLC - Fees	\$20,876.50
Patrisia Aguilar - Expenses	\$116.31	Genzyme Corporation - Supplies	\$874.84
Cassidie Ahart - Expenses	\$329.78	GQR Recruiting Resources LLC - Fees	\$4,421.92
Gerardo Ahlberg - Expenses	\$179.76	Grainger - Supplies	\$647.24
Airgas USA - Supplies	\$3,275.37	H&R Accounts - Fees	\$10,300.14
Alcon Vision - Supplies	\$9,720.19	Jesyca Haines - Fees	\$24,628.23
Align Ophthalmics, LLC - Supplies	\$6,750.00	Kendra Hartwig - Expenses	\$2,108.67
American Messaging - Fees	\$39.42	Health Care Logistics, Inc. - Supplies	\$293.54
American Surgical Specialties - Supplies	\$839.45	Health Partners of Southwest Iowa - Fees	\$7,826.00
AmerisourceBergen - Supplies	\$1,236.09	Healthcare Compliance Testing, LLC - Fees	\$1,700.00
Ameritex Services - Fees	\$6,184.39	Heartland Business Systems, LLC - Fees	\$18,595.50
Ampride Tire & Auto - Fees	\$665.24	Hologic, Inc. - Supplies	\$10,606.50
Anderson Erickson Dairy - Supplies	\$667.74	Home Depot Pro - Supplies	\$420.41
Aspen Surgical Products, Inc. - Supplies	\$272.89	Hoodmasters, Inc. - Fees	\$628.04
Avant Healthcare Professionals, LLC - Fees	\$7,674.22	Abby Houston - Expenses	\$218.28
Baxter Healthcare Corp. - Supplies	\$5,387.87	ICAN - Advertising	\$1,325.00
Bayer Healthcare - Supplies	\$1,493.20	ICP Medical, LLC - Supplies	\$743.02
Beckman Coulter, Inc. - Supplies	\$2,330.73	ICU Medical, Inc. - Supplies	\$6,581.12
Kathy Berens-Brownmiller - Expenses	\$205.52	ID Apparel, LLC - Supplies	\$224.98
Bio-Rad Laboratories - Supplies	\$1,387.15	IRHTP - Fees	\$545.00
Bluespace Creative, Inc. - Fees	\$1,108.75	J&J Health Care Systems, Inc. - Supplies	\$54,690.75
Bomgaars - Supplies	\$1,194.78	Jackson Physician Search - Fees	\$8,573.03
Bound Tree Medical - Supplies	\$1,071.48	Jambiz - Rent	\$1,200.00
Bracco Diagnostics, Inc. - Supplies	\$1,627.20	John Deere Financial - Supplies	\$39.38
Brick Gentry P.C. - Fees	\$875.00	JP Gasway Co. - Supplies	\$1,580.00
Brown's Medical Imaging - Fees	\$11,981.25	Barb Kacmarynski - Fees	\$306.00
C R Bard - Supplies	\$1,072.68	Tracy Kastner - Expenses	\$115.24
Cable Channel 13 - Advertising	\$341.00	KDSN FM - Advertising	\$3,411.68
Cardinal Health - Supplies	\$31,722.27	Jill Kierscht - Expenses	\$80.40
Cardinal Supplies and Fresheners - Supplies	\$52.80	Makayla Kintner - Expenses	\$6.16
Caresfield, LLC - Supplies	\$356.57	Knowles Publishing Corp. - Advertising	\$1,844.50
Carroll Broadcasting Co. - Advertising	\$360.00	Knox Company - Fees	\$584.00
Cassling - Fees	\$11,612.00	Koch Filter Corporation - Supplies	\$1,160.64
CDW Government - Supplies	\$84.54	Kriss Premium Products Inc. - Supplies	\$475.00
Central Iowa Detention - Fees	\$2,421.83	La Prensa - Advertising	\$496.00
Cepheid - Supplies	\$3,493.31	Laborie Medical Technology - Supplies	\$174.00
Cerner Corporation - Fees	\$74,984.26	Landauer, Inc. - Supplies	\$409.80
CHI Health - Fees	\$4,994.76	Language Line Services - Fees	\$434.56
Cisco Systems Capital Corp. - Fees	\$221.82	Life Instrument Corporation - Supplies	\$1,120.00
CMS Communication, Inc. - Supplies	\$214.82	LifeNet Health - Supplies	\$696.28
Cobblestone Inn & Suites - Fees	\$2,434.32	Lifeserve Blood Center - Fees	\$8,193.94
CompHealth - Fees	\$38,549.20	Sara Luft - Expenses	\$855.00
Constellation Newenergy - Utilities	\$3,055.85	Macro Helix, LLC - Fees	\$13,335.08
Culligan of Ida Grove - Fees	\$29.60	Craig Malone - Rent	\$650.00
Cutler Anesthesia Services - Fees	\$10,080.00	Mapleton Press - Advertising	\$169.55
Database Solutions, Inc. - Fees	\$3,920.00	Marco Technologies, LLC - Fees	\$13,870.08
Dearborn - Premiums	\$18,806.12	Martin Bros Dist. Co., Inc - Supplies	\$4,688.89
Denison American Legion - Sponsorship	\$100.00	McKesson Medical Surgical - Supplies	\$7,392.23
Denison Free Press - Advertising	\$689.95	Spring McMinemee - Expenses	\$38.52
Denison Hardscapes, Inc. - Fees	\$1,591.25	Medibadge, Inc. - Supplies	\$21.25
Denison Municipal Utilities - Utilities	\$17,415.65	Medical Solutions - Fees	\$57,758.35
Denison Rotary Club - Fees	\$1,000.00	Medi-Dose Inc. - Supplies	\$360.24
DFI-Solutions - Supplies	\$6,191.09	Medline Industries LP - Supplies	\$2,283.09
DIRECTV - Fees	\$391.20	Rachel Melby - Expenses	\$171.52
DNV Healthcare USA, Inc. - Supplies	\$4,910.49	Travis Mettenbrink - Expenses	\$300.00
Do It Best Hardware - Supplies	\$98.74	Michael & Sara Luft - Fees	\$300.00
Dorsey & Whitney, LLP - Fees	\$5,432.00	MidAmerican Energy - Utilities	\$44.55
Echo Group, Inc. - Supplies	\$206.67	Mindray DS USA, Inc. - Supplies	\$2,177.82
Eide Bailly LLP - Fees	\$3,186.20	Morningside University - Scholarship	\$2,000.00
Electronic Engineering - Supplies	\$559.29	Dr. Stephen Morse - Fees	\$72,145.70
Amanda Eneboe - Expenses	\$90.85	Erin Muck - Expenses	\$814.44
Ace Ettleman - Rent	\$550.00	Tahlia Nelson - Expenses	\$101.30
Eventide Lutheran Home - Fees	\$720.00	Network Services Company - Supplies	\$1,591.54
Fareway Stores - Supplies	\$701.65	New Century FS - Fuel	\$3,107.45
Farmer Bros. Co. - Supplies	\$518.39	New York Life - Premiums	\$3,030.10
Federal Express Corp. - Fees	\$39.91	Dr. Hien Nguyen - Expenses	\$914.07
Feld Fire - Fees	\$99.00	NW Iowa Yes Center - Fees	\$1,022.55
FFF Enterprises, Inc. - Supplies	\$2,413.95	Observer - Advertising	\$315.54
First National Bank Omaha - Expenses	\$16,374.74	Omnicell, Inc. - Fees	\$80.00
FNIC - Premiums	\$179,041.25	Onmedia - Advertising	\$416.00
Jenny Frank - Expenses	\$90.85	Opti Medical Systems, Inc. - Supplies	\$11,506.00

Optimum Anesthesia, LLC - Fees	\$8,000.00	St. Anthony Regional Hospital - Fees	\$2,940.00
Optum 360 - Fees	\$1,116.78	Standard Textile CO, Inc. - Supplies	\$124.56
Overhead Door Company - Fees	\$4,507.46	Staples Advantage - Supplies	\$1,250.26
Owens & Minor - Supplies	\$17,160.89	Steris Corporation - Supplies	\$561.75
Pararev - Fees	\$1,912.50	Patrick Stevens - Expenses	\$179.76
Partssource, Inc. - Supplies	\$1,655.47	Stewart Memorial Community Hospital - Fees	\$55.00
Patton's Medical - Supplies	\$618.65	Stone Printing - Supplies	\$1,850.29
Pentax Medical - Supplies	\$6,133.29	Stryker Endoscopy - Supplies	\$2,721.51
Performance Health Supply LLC - Supplies	\$1,057.69	Stryker Sales, LLC - Supplies	\$7,351.81
Pfizer, Inc. - Supplies	\$753.46	Team Ford Lincoln - Fees	\$315.93
Pharmacy OneSource - Supplies	\$560.16	Technical Safety Services, LLC - Fees	\$4,023.44
Physicians Lab Services - Fees	\$37,742.00	Televox - Fees	\$1,077.62
Pipeline Health Holdings, LLC - Fees	\$2,425.87	Thrifty White - Fees	\$12.06
Plumbing & Heating Wholesale - Supplies	\$37.52	Travelers - Premiums	\$18,925.75
Plunkett's Pest Control - Fees	\$151.90	Tri-Anim Health Services - Supplies	\$409.85
Armando Porras - Expenses	\$230.00	TruBridge - Fees	\$2,785.00
Positive Promotions, Inc. - Supplies	\$2,814.27	Turnkey Pharmacy Solutions - Fees	\$2,434.80
Joseph Postanes - Expense	\$51.59	Tusk Enterprises, LLC - Fees	\$3,767.04
Practical Sleep Services, LLC - Fees	\$9,330.00	UKG, Inc. - Fees	\$3,132.84
Press Ganey Assoc., Inc. - Fees	\$3,731.51	Ultra-Chem, Inc. - Supplies	\$323.16
Priority Healthcare Dist. - Supplies	\$1,638.03	UnityPoint Health - Fees	\$336.00
Professional Computer Solutions - Fees	\$293.00	US Foods - Supplies	\$7,936.07
Professional Medical Management - Supplies	\$7,133.50	V&H Tire Co., Inc. - Supplies	\$25.00
Propio Language Service - Fees	\$1,218.72	Jaclyn Valdez - Expenses	\$398.04
Quality Truck Service - Supplies	\$59.95	Van Meter, Inc. - Supplies	\$700.82
QuVa Pharma, Inc. - Supplies	\$660.55	Verizon Wireless - Telephone	\$575.77
R&S Waste Disposal - Fees	\$1,433.42	Vision Service Plan - Premiums	\$3,388.94
Tiffany Ransom - Expenses	\$116.31	Visual Edge IT, Inc. - Fees	\$1,241.49
Redsail Technologies - Fees	\$1.01	VVC Holding LLC - Supplies	\$4,386.13
REK Anesthesia - Fees	\$29,520.00	Walmart / Capital One - Supplies	\$637.62
Relias LLC - Fees	\$31,019.80	Wells Fargo Financial Lease - Fees	\$935.18
Remel, Inc. - Supplies	\$730.68	Western Iowa Networks - Fees	\$1,634.33
Roo Bea Design, LLC - Fees	\$687.50	Westside sonography, Inc. - Fees	\$450.00
Brandi Ruskell - Expenses	\$658.65	Kelsey Wilken - Expenses	\$38.52
Brianne Schillerberg - Expenses	\$38.52	WIN - Fees	\$1,500.00
Secure Shred Solutions - Fees	\$232.00	Wisconsin State Laboratory - Fees	\$2,455.00
See The Trainer - Supplies	\$37.90	Dr. David Wright - Expenses	\$3,244.47
Shared Medical Services, Inc. - Fees	\$1,128.75	Lilly Wyatt - Expenses	\$208.01
Zoey Smith - Expenses	\$38.52	Patient Account Refunds	\$1,760.18
SpendMend, LLC - Supplies	\$850.00		

October Check Run

\$1,195,545.51

DEPRECIATION FUND:

Apple, Inc. - Phone Upgrades	\$12,815.00
CDW Government - Charging Station Cords	\$411.76
Certified Testing Services, Inc. - Facility Project	\$6,046.00
Cerner - EMR Implementation	\$272,876.75
Covidien Sales, LLC - Generator	\$17,061.19
Dell Marketing LP - Computers/Laptops	\$12,810.36
Echo Group, Inc. - CT Lighting	\$1,313.10
Invision Architecture - Facility Project	\$16,516.83
Midwest Floor Covering, Inc. - Flooring Upgrades	\$43,170.00
Steris Corporation - Ortho Equipment	\$103.13
Urban Armor Gear - Protective Phone Cases	\$1,410.59
Wireless World - Phone Upgrades	\$1,080.00

Depreciation Total

\$385,614.71

Salaries

\$1,891,100.82

GRAND TOTAL

\$3,472,261.04