



BOARD OF TRUSTEES MEETING AGENDA

5:30 p.m., Monday, November 24, 2025

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. 5 Star Journey Update
- B. Department Improvement Project Reports
 - i. Huddle Boards
 - ii. Accountability Scorecards
 - iii. Employee Safety
 - iv. Onboarding & Retention

V. PEOPLE

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

VI. GROWTH

- A. Department Reports
 - i. Interpreters/HR
 - ii. Medical Unit
- B. CEO Report

VII. FINANCIAL STABILITY

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

VIII. COMMUNITY

- A. December Board Meeting – Discussion/Action
- B. Board Comments

IX. ADJOURNMENT

Our Mission

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

Board of Trustees

October 27, 2025

A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, October 27, 2025, in Hospital Board Room D at Crawford County Memorial Hospital, Denison, Iowa.

Present on site during the meeting were Jay Mendlik (arrived at 5:31), Jon Schuttinga, Amy Schultz, David Reisz, Vernon Sid Leise, Theresa Sheer, Heather Rasmussen (Chief Quality Officer), Rachel Melby (CFO), and Heather Wight (Recorder). Also in attendance were Trama Vetter (Director of Clinics left at 6:19), Skye Lapel (Clinic Nurse Lead left at 6:19), Hannah Vary (Specialty Clinic Lead Nurse left at 6:12), Candace Ueding (Pharmacy Director left at 6:19), Steve Bruner (Denman & Company left at 5:49) and Gordon Wolf (Denison Free Press). Not in attendance were Dr. David Wright (Chief of Staff) and Dr. Michael Luft (Chief Medical Officer).

Present via Webex was Erin Muck (CEO).

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

APPROVAL OF MINUTES

A motion was made by Schuttinga, second by Reisz, to approve September 29, 2025, minutes as presented. Motion carried unanimously.

FINANCIAL STABILITY

FY25 Audit

Steve Bruner shared the FY2025 Audit with the Board.

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

Finance Committee Report

1. Total Payroll & Accounts Payable of \$3,839,533.80 for payment.

A motion was made by Schuttinga, second by Schultz, to approve the financial report, total payroll, and accounts payables in the amount of \$3,839,533.80. Motion carried unanimously.

QUALITY CARE AND SERVICES

Quality Committee Report

- Rasmussen gave a brief update of the Quality Committee activities including the August 2025 HCAHPS scores and noted that while the national response rate for the medical unit is 23%, they received 28% response rate. October was also the first full month that labs have been drawn in the clinic.
- Recommend Board action regarding Medical Staff Accountable Care Committee recommendations for approval of Medical Staff privileges and appointment/re-appointment applications.

Medical Staff Report

Sheer shared that the new ER director has started and is doing well. Recruitment for nurses and CNAs continue. FORVIS will be onsite assisting the lab in enhancing its processes and overall performance. The Omnicell system upgrade was just completed, and the updated nurse call system is coming soon.

PATIENT EXPERIENCE

5-Star Journey Update

Sheer shared the second round of mandatory 5 Star Workshops are this week. Attendance and feedback have been great, including from the provider specific workshop. The patient experience celebration will be held on January 17, 2026, at Boulders. Dana Neemann has been meeting with department leaders to help with their HCHAPS scores.

PEOPLE

Department Reports

Medical Clinic

Vetter shared that the compliance survey was on October 9, 2025, and went very well. A few items of note have been addressed and a plan of action has been implemented. Several staffing updates occurred, including a provider transition to family medicine and multiple new providers and clinical staff joining various pods. Over the past three months, the clinic averaged 6,837 monthly calls with a 94% first-answer rate, 2,982 total visits, and 140 no-shows per month (equivalent to nearly six workdays lost). The clinic is working toward implementing 12-hour shifts Monday through Thursday and hosting community flu clinics alongside a recent provider open house. Efforts are underway to increase visit volume through improved scheduling and marketing initiatives. Additionally, monthly meetings are being held to enhance provider and pod visibility and improve patient experience and satisfaction scores.

Specialty Clinic

Vary reviewed the providers that have discontinued outreach services at CCMH and our current projects focus on expanding cardiology clinic availability, onboarding renal providers for monthly visits, offering PRP injections, and implementing Lexiscan services pending staffing and scheduling. Goals for 2026 include pursuing additional outreach opportunities with new partners and finalizing Lexiscan scheduling based on clinic and staffing availability.

Pharmacy

Ueding shared a new pharmacist with extensive hospital and military experience joined the team in mid-2025, bringing valuable ideas to enhance patient care. During the last quarter, three new pharmacist-managed protocols were implemented to improve efficiency and cost-effectiveness. Several additional protocols are being updated or developed, including those for DKA, insulin drips, heparin, and withdrawal management. The 340B program coordinator has made significant progress in optimizing program performance and successfully completed a mock audit with only minor opportunities. The Same Day Services program continues to expand, handling a growing volume of biologic infusions, injections, and procedures. A new remote pharmacy service was introduced in October, improving communication and workflow tracking through a new software system. Additionally, a part-time pharmacist was hired to provide coverage and support, with possible plans to increase staffing to three pharmacists regularly to enhance inpatient care, clinical program development, and overall efficiency.

Board of Trustees

October 27, 2025

Credentialing

A motion was made by Reisz, second by Leise, to approve the Medical Staff new appointments of Lakko and Pauley and the reappointments of Armburster, Crabb, Kierscht, and Schull. Motion carried unanimously.

Mission Committee Report

Muck expanded on Trama's earlier comments regarding the RHC survey and commends her and her staff for how well they did during their first survey. The Broadway Elementary School had a ribbon cutting ceremony on October 31 and we held a trick or treating event for staff and their children. Senior Life Solutions has had great interest and already have over half of their spots filled.

GROWTH

CEO Report

From her written report, Muck expanded on the IHA Roundtable that was held at CCMH on October 14. Participants included IHA representatives, Senator Kyle Schultz, State Representatives Steve Holt and Matt Windschitl and leaders from other hospitals in our district.

COMMUNITY

Board Chair Comments

Mendlik shared that there is a lot of good things going on and the hard work laying the foundation is starting to show.

ADJOURNMENT

A motion was made by Schuttinga, second by Schultz, that the meeting be adjourned at 6:28 p.m. Motion carried unanimously.

Crawford County Memorial Hospital
QUALITY COMMITTEE OF THE BOARD OF TRUSTEES
November 18, 2025 Meeting Minutes

A meeting of the Quality Committee of the Board of Trustees was held on Tuesday, November 18, 2025. Present: Jon Schuttinga, Michael Luft, DO (arrival 4:44pm), Erin Muck, CEO, Theresa Sheer, CNO, Heather Rasmussen, CQO, Dana Neemann, Director of Education and Patient Experience (exit 4:54pm), Macy Waldemar Webb, Director of Human Resources (exit 4:36pm).

Absent: David Reisz

Jon Schuttinga called the meeting to order at 4:32pm

Committee Recommendations/Actions: Recommend Board action regarding Medical Staff Executive Committee recommendations for approval of Medical Staff privileges and appointment/re-appointment applications.

I. Patient Experience

Neemann reviewed the updated September 2025 scorecard for HCAHPS. There was a decrease seen in the inpatient scores. Neemann stated she is taking a deep dive into the results and no trends have been noted. Staff education on communication such as key words at key times will take place at the staff meeting this Thursday. Neemann has worked on actions plans with department managers. Lab has increased several percentile ranks since this time last year. Muck shared she is rounding on the Medical Unit as well.

II. Statistics

Muck reviewed October 2025 statistics with the Committee. For the month: total hospital procedures were up 10.81%. Increases were seen in Lab with an increase of 15.94%, Surgery with an increase of 10.68%, scheduled outpatient visits with an increase of 70.30%, Rehab Services with an increase of 12.78%, and Speech Therapy with an increase of 262.50% from October last year. Admissions were up 44%, patient days were up 15.28%, and the Clinic was up 2.12%.

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. **PFAC:** Neemann gave a brief update on the PFAC. The PFAC learned about the clinic extended hours, scheduling appointments, the new providers, and the met the new Director of Marketing, Jill Melby.
- ii. **Medical Staff Meeting:** The Committee reviewed the minutes from the Medical Staff meeting held on November 11, 2025.
- iii. **Patient Experience Committee:** Sheer reviewed recent activities and the 5 Star Calendar for November and December with the Committee.
- iv. **Department Report:**
 - a. **Interpreters and Human Resources:** Waldemar Webb reviewed the services and quality projects, including the Accountability Scorecard, for the Interpreters and Human Resources.
 - b. **Medical Unit:** Sheer reviewed the services and quality projects, including the Accountability Scorecard, for the Medical Unit.

V. Peer Review: Tabled

VI. Other Business/Updates

- i. **Recruitment:** Muck shared that an on-site visit with a Provider is scheduled for Nov. 26th. This provider speaks Spanish.
- ii. **Building Project:** Muck gave a brief update on the building project. She stated it is going well, the clinic expansion is looking great, and staff tours are being held. Phase I is on schedule and department directors affected by Phase II continue to meet biweekly.

VII. Adjournment Heather Rasmussen, Recorder. 5:25pm

Peer review records are privileged and confidential. Quality Improvement activities are protected from discovery under Iowa Code 147.135.

Medical Staff Meeting Minutes

November 11, 2025

A meeting of the Medical Staff of Crawford County Memorial Hospital was held on Tuesday, November 11, 2025, in the hospital's Meeting Rooms C & D.

Present were David Wright DO, Michael Luft DO, Patrick Luft MD, Elizabeth Ranniger MD, Laxmi Kumari MD, Richard Malyszczek MD, Benjamin Burkett MD, Kylee LeFebvre ARNP, Julie Graeve ARNP, Erin Schechinger DNP, Cyilee Martin DNP, Jill Kierscht ARNP, Kiaya Alderson PA, Macklin Conrad PA, Angie Andersen, IT Director, Erin Muck CEO, Heather Rasmussen, Chief Quality Officer, Theresa Sheer CNO Recorder: Marcy Fink

Ad Hoc: Kim Petersen – Nurse Director of Med Surg, Macy Waldemar Webb – Human Resources Director

Absent: Samantha Pauley ARNP, Sara Luft ARNP

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 October 14, 2025, meeting.

CNO UPDATE

Theresa Sheer

- Forvis was onsite last week for a lab review.
- An offer was extended for an EMS Director.
- A hospital-wide Service Excellence gala will be held on January 17th. More information will be coming out.

BUSINESS

A. Medical Unit

Kim Petersen

- Kim discussed:
 - Project Precept and OASIS Team
 - Hand hygiene
 - Education utilizing the Patient Binder
 - Audits on pain med administration and chart audits

B. Human Resources / Interpreters

Macy Waldemar Webb

- Human Resources goals are:
 - Signed job description in personnel files
 - Annual evaluations done on all employees each year
 - Department specific turnover reports
- Interpreter department:
 - A new interpreter started on November 10th. An interpreter has resigned and will be leaving CCMH on November 21st. Will start recruiting for an additional team member.
 - Beginning December 1, 2025, the interpreters will no longer be taking call. The language line will be used.

C. IT Updates / Q&A

Angie Andersen

- a. For providers who conduct hospital rounding, the order set was updated.
- b. Will be doing the final counts for equipment needed in the new space. It was decided to order 1 large monitor instead of 2 smaller monitors.

ADJOURNMENT The meeting was adjourned to the Executive Committee at 8:14 a.m.

David Wright, DO President, Medical Staff

November 2025						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6	7	8
9	10	11 Medical Staff	12	13	14	15
16	17	18 Orientation Employee Recognition Quality Committee	19	20 Patient Experience Committee Mtg	21	22
23	24 Board Meeting	25 Leadership Team Mtg	26	27 Thanksgiving	28	29

December 2025						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 Employee Forums	2 Employee Forums	3 Employee Forums	4 Employee Forums	5	6
7	8	9 Medical Staff Treat Cart	10	11	12	13
14	15	16 Orientation Employee Recognition	17	18 Patient Experience Committee Mtg	19	20
21	22	23	24 Christmas Eve	25 Christmas Day	26	27
28	29 Board Meeting	30 Leadership Team Mtg	31 New Years Eve			

Patient Experience Committee Monthly Meeting



Date: Thursday, November 20, 2025		Location: Meeting Room D
Called to Order: 10:33	Adjourned: 12:05	Attended: Heather R., Trama V., Theresa S., Kelly W., Jamie G., Kim P., Dana N., Jenny F., Macy W., Heather W., Erin M., Jess W., TJ H., Absent:
AGENDA ITEM		MEETING MINUTES
Good News/Inspirational Story – SEC		
Regular Reports Super Coach – Team Progress Reports ➤ 5 Star Trainers – Jess W. ➤ Organizational Improvement Projects – Sam P. ➤ Provider Updates Key Benchmarks & Success Indicators ➤ HCHAPS Review – Dana N. ➤ Key Driver Indicators ➤ Individual Department Reports ➤ PFAC Update – Dana N. ➤ Service Recovery Policy/Fund – Heather W. ➤ Concern Tracking – Heather R. CEO Report ➤ Synergy Meetings/Senior Rounding ➤ I.C. Report & Calendar Review		5 Star: provider workshop Tuesday and had good engagement. The workshop recordings are ready to be put into Relias for PRN staff. OIP: Employee Safety is almost completed. New projects need to be identified and would like to kick off in February. Provider: Sam, Mac, and Kiaya are doing well. Dr. Burkett will now go to Horn every Wednesday starting in December, HCHAPS: there are opportunities on med unit and Kim and Dana have an action plan. Looking at the currently available data, lab and clinic scores are improving. Dana continues to meet with department managers. Rehab: focusing on Staff Explanation of Tests and Treatments. Scores are still reflective from while in the outpatient services building. Med Unit: deep dive into scores, continue to use the binder and making sure to keep them current, competency checklist and bedside hand off occurs are also of focus. Lab: scores are improving and are the best they’ve been. They continue to work on scripting and CareSay reviews at time of service for real time feedback. Clinic: scores are improving, and focus continues on Willingness to Recommend and Overall PFAC: November meeting cancelled Service: no trends seen. Seeing some pre-emptive recovery opportunities. Synergy: have not met since the start of the workshops. Will reconvene in either December or January Calendar: Gala on January 17 at Boulders Conference Center Gala: nominations were reviewed and narrowed down. Two members of the Board will do the final selection. Supercoach: Tabled
New Business ➤ Patient Experience Gala Planning & Nominations ➤ New Organizational Improvement Projects Supercoach		
Next Meeting: Thursday, December 18, 2025 at 10:30AM		

NOVEMBER 2025 CREDENTIALING

NEW APPOINTMENTS

Ruth Petros, CRNA, DNP

DISTANT SITE CREDENTIALING BY PROXY

NEW APPOINTMENTS

Cindy Boudreaux, MD

REAPPOINTMENTS

Steven McCormack, MD

Mohammed Quraishi, MD

Anthony Rowe, MD

Kimia Khalatbari Kani, MD

Oded Greenberg, MD

Crawford County Memorial Hospital
Mission Committee
November 13, 2025, 4:30 PM

A meeting of the Mission Committee of the Board of Trustees was held on Thursday, November 13, 2025. Present on site were Erin Muck (CEO), Vernon Sid Leise, and Heather Wight (recorder). Not in attendance were Jay Mendlik and Dr. Benjamin Burkett.

The meeting was called to order at 4:30 p.m.

QUALITY

CEO Huddle Board Review

- The administrative huddle board was reviewed. Highlights include the extension of clinic hours December 1st, Lab assessment, and Senior Life Solutions status.

CEO Workplan

- Muck shared the updated CEO plan.

PATIENT EXPERIENCE

5-Star Journey Plan and Calendar

- The November and December calendars were shared. The patient experience celebration will be held on January 17, 2026. We received over 100 nominations. The Patient Experience Committee will narrow them down to the top 3 in each category. We are asking for 2 board member volunteers to select the winners.

HCHAPS

- Dana is working with department leaders on action plans. We did see a decrease in the inpatient scores

PEOPLE

Provider Updates

- Muck gave an update on providers including the onsite visit with a Spanish speaking provider on November 26.

Insurance Renewal

- This year's insurance renewal had an anticipated increase in premiums. It was decided to not pass the increase off to staff. There are some positive changes to the plan for preventative care and post cancer testing.

Open Meeting & Open Records Training

- All new board members are required by Iowa state law to complete the Open Meeting and Open Records training. Muck will send out dates and times of the training options.

GROWTH

Statistics

- Total procedures are up almost 11% from last October. The most significant growth came from the lab (16% increase), surgery (11% increase), scheduled outpatient visits (70% increase), and speech therapy (263% increase).

Building Project Update

- Progress continues on schedule and budget. Staff tours will be held next week, and the managers of the departments affected by Phase 2 continue to meet with management biweekly.

Specialty Clinic Update

- Hearing Unlimited has closed their Denison office. Adaptive Audiology will start seeing patients here in January.

Marketing Report

- The October marketing report was shared with committee

COMMUNITY

Open House Project Harmony

- Open house for Project Harmony is set for Tuesday, November 18, 2025, from 3 pm to 5 pm.

Community Wellness Event

- The next community wellness will be December 2nd and December 3rd.

December Board Meeting

- The committee discussed whether to have the December board meeting, noting that there are no committee meetings.

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



BOARD SUMMARY:

CEO Summary

By: Erin Muck, CEO

Date: November 2025

SUMMARY:

Quality

Our Sleep Study accreditation was renewed after a very successful survey on November 13th. Patrick Stevens has done a great job assuring our program meets all quality and patient experience metrics. Also, this month, the mammography program was certified for another year. This certification is required to conduct testing here and includes personnel training and competency, equipment inspection, and external radiologist compliance. Congratulations to the radiology team!

Patient Experience

Department leaders are working with the Nurse Director of Education and Patient Experience to develop action plans. There was a dip in the HCAHPS scores that Dana Neemann is investigating further. The providers had their second customer service training this week. We received over 100 nominations for the patient experience celebration. The patient experience committee is meeting this week to narrow each category down to the top 3 finalists. We are looking for two (2) Board member volunteers to help in the selection of the overall winners. The celebration is scheduled for Saturday, January 17, 2026 and a speaker has been obtained.

The Departmental Improvement Project teams will attend the board meeting and report out on their projects on huddle boards, accountability scorecards, employee safety, and onboarding and retention.

People

There was an anticipated increase in our insurance premiums for our employee plan next year. Administratively we have decided to not pass the increases on to staff. There are some new preventative care improvements to the plan that will really benefit our employees. We are investigating some new health related options for staff this year, including significantly reduced memberships to the new wellness center.

Growth

Tours of the new RHC space were held this week. Flooring is being installed and painting of the front entrance area is in process. Logistics for furniture and equipment delivery and installation are in process. Once that is finalized, it will allow IT to plan the install of computers and other IT equipment. The goal is to have the new clinic space up and running for patients by the end of February.

Our marketing department has been busy promoting and facilitating this month's events. Multiple businesses participated with World Diabetes Day by wearing blue and submitting their photos to us. Other November activities include Rural Health Day, Senior Life Solutions open house, Project Harmony Open house, employee TAP drive, and a fundraiser for our Employee Assistance Program (EAP).

Finance

Volumes continue to show an increase from last year with total hospital procedures up almost 11% in October. There were sizable increases in surgical procedures (10.68%), scheduled outpatient visits (70.30%), total radiology procedures (5.97%), lab procedures (15.94%), sleep studies (58.82), speech procedures (262.50%), and physical therapy (12.78%).

Although gross patient revenue was a strong \$7,405,064, deductions from revenue ran higher than anticipated (48.2% verses the budgeted 41.2%). This resulted in a small profit of \$23,805. Operating expenses remain under budget for the year.

Cash did increase slightly by \$19,206. There was a hold on paying out project funds during the government shut down that is reflected in Octobers Statement of Cash Flow. You will see a significant decrease in cash flow in November to get caught up. Days cash on hand remain within goal. The revenue cycle team continue to exceed expectations and are currently at 45 days in AR.

Community

On the agenda is a discussion regarding the December Board meeting. If you recall, we did not have one last year and it went well.

Below are photos from area businesses for World Diabetes Day. We are grateful for the community's support in bringing awareness and helping to improve the health of our patients!

Respectfully,

Erin





**CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
November 21, 2025, 12:00 P.M.**

A meeting of the Finance Committee of the Board of Trustees was held on November 21, 2025, in the Administrative Conference Room. Present on site were Erin Muck (CEO), Rachel Melby (CFO), Amy Schultz, and Heather Wight (recorder). Present via Webex was Jay Mendlik.

The meeting was called to order at 12:10 pm.

Committee Recommendations:

1. Total Payroll & Accounts Payable of \$4,515,787.54 for approval of payment.
2. December Meeting Schedule

Approval of Minutes

The October 2025 minutes were reviewed and approved.

CFO Report

The CFO Report was reviewed.

Financial Reports

Statistical, Income and Cash Flow Report

Outpatient procedures continue to be the driver for volume increases. Overall, compared to last October, total procedures are up almost 11% for the month. Departments that saw the greatest volume increases were Lab, with a 16% increase, Surgery with an 11% increase, Scheduled Outpatient Visits with a 70%, and Speech Therapy with a 263% increase. The expansion of speech therapy services on full-time basis has been a huge success and a much-needed service to our community.

Although revenue has been outperforming budget, contractual adjustments as a percentage of revenue for all payors have also been on the rise. Total deductions from revenue were 48.2% in October, whereas last October they were only 45.7%. This increase impacts the bottom line by approximately \$180,000. As a result, the net profit for the month was only \$23,805.

For other operating indicators, we had another big win with Accounts Receivable. Days in Accounts Receivable decreased again, from 49 days to 45 days. All other operating indicators are also positive; DSR – 3.82 and Days Cash on Hand – 314 (w/o project funds 196). Cash in November will likely decrease significantly. With the government shut in October, our monthly construction draw was not paid, so there will be 2 construction payments in November totaling close to \$2,000,000.

Balance Sheet

The Balance Sheet as of 10/31/25 reflects Total Assets of \$81,447,513.

**CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
November 21, 2025, 12:00 P.M.**

Payroll & Accounts Payable

The committee reviewed and recommends total Payroll & Accounts Payable of \$4,515,787.54 to the Board for approval. This amount includes \$3,241,926.05 in salaries.

Accounts Receivable

Patient Accounts Receivable as of 10/31/2025 totaled \$9,856,626 which is a decrease of \$647,846 from October.

New Business

Budget Calendar Review

The committee reviewed the Budget Calendar for FY2027. The FY2027 budget process will begin in January and runs through May of next year.

Cost Report Update

Melby gave an update of the status of the Medicare Cost Report. Both the Medicare and Medicaid cost reports for FY2025 have been filed.

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 12:57 a.m.

Crawford County Memorial Hospital

Comparative Statistical Report

October 2025

	Month to Date			Fiscal Year to Date		
	FY 2026	FY 2025	Variance	FY 2026	FY 2025	Variance
Total Admissions	36	25	44.00%	133	136	-2.21%
Acute/OB	27	20	35.00%	108	105	2.86%
Skilled	4	3	33.33%	16	19	-15.79%
ICF	5	2	150.00%	9	8	12.50%
Respite	0	0	0.00%	0	0	0.00%
Newborns	0	0	0.00%	0	4	-100.00%
Total Patient Days*	249	216	15.28%	915	965	-5.18%
Acute/OB	116	89	30.34%	397	434	-8.53%
Nursery	0	0	0.00%	0	4	-100.00%
Skilled	33	78	-57.69%	192	274	-29.93%
ICF	16	9	77.78%	28	25	12.00%
Respite	0	0	0.00%	0	0	0.00%
Observation	84	40	110.00%	298	228	30.70%
*Includes Observation						
Average LOS (Acute/OB)	3.94	4.20	-6.17%	3.56	3.54	0.61%
Hospital Procedures						
Inpatient	794	819	-3.05%	3,500	4,217	-17.00%
Outpatient	16,008	14,344	11.60%	58,247	53,891	8.08%
Total	16,802	15,163	10.81%	61,747	58,108	6.26%
Surgical Procedures	114	103	10.68%	409	385	6.23%
Anesthesia Procedures	95	74	28.38%	347	289	20.07%
ER Visits	422	512	-17.58%	1,779	1,909	-6.81%
Admits from ER	18	36	-50.00%	87	140	-37.86%
Scheduled Outpatient Visits	172	101	70.30%	512	494	3.64%
Ambulance Trips	119	114	4.39%	470	492	-4.47%
Xray Procedures	715	672	6.40%	2,616	2,636	-0.76%
Mammography Procedures	229	211	8.53%	566	477	18.66%
Flouro Procedures	8	2	300.00%	24	14	71.43%
Ultrasound Dept Procedures	153	170	-10.00%	633	571	10.86%
Echo Procedures	61	35	74.29%	206	102	101.96%
CT Dept Procedures	244	273	-10.62%	990	959	3.23%
MRI Dept Procedures	110	76	44.74%	371	322	15.22%
Nuc Med Procedures	7	2	250.00%	23	15	53.33%
Total Radiology Procedures	1,527	1,441	5.97%	5,429	5,096	6.53%
Respiratory Tx Procedures	101	19	431.58%	376	257	46.30%
EKG Procedures	202	136	48.53%	588	575	2.26%
Sleep Studies	27	17	58.82%	88	68	29.41%
Lab Procedures	7,842	6,764	15.94%	28,892	26,197	10.29%
Physical Tx Procedures	1,986	1,761	12.78%	7,609	6,669	14.10%
Speech Procedures	58	16	262.50%	235	64	267.19%
OT Procedures	109	164	-33.54%	439	585	-24.96%
Cardiac Rehab Procedures	197	151	30.46%	688	502	37.05%
Pulmonary Rehab Procedures	11	16	-31.25%	55	43	27.91%
Specialty Clinic Visits	616	634	-2.84%	2,032	2,097	-3.10%
Total Medical Clinic Visits	3,323	3,254	2.12%	12,269	12,878	-4.73%

**CRAWFORD COUNTY MEMORIAL HOSPITAL
OPERATING/INCOME STATEMENT
FOR THE MONTH ENDING OCTOBER 31, 2025**

Gray lines are YTD. All %'s are based on net revenue except for the variance column and gross revenue.

	CURRENT MONTH <u>ACTUAL</u>		CURRENT MONTH <u>BUDGET</u>		CURRENT MONTH <u>VARIANCE</u>		PRIOR YEAR <u>ACTUAL</u>	
<u>PATIENT SERVICE REVENUES</u>								
INPATIENT SERVICES	976,124	13.2%	624,561	9.4%	351,563	56.3%	571,327	9.1%
	2,655,424	9.8%	2,499,759	9.4%	155,665	6.2%	2,266,763	9.5%
OUTPATIENT SERVICES	6,378,143	86.1%	5,914,925	88.6%	463,217	7.8%	5,661,300	89.8%
	23,991,268	89.0%	23,674,040	88.6%	317,228	1.3%	20,889,602	87.5%
SWING BED SERVICES	50,797	0.7%	134,728	2.0%	(83,932)	-62.3%	69,489	1.1%
	312,154	1.2%	539,240	2.0%	(227,086)	-42.1%	711,841	3.0%
TOTAL GROSS PATIENT REVENUE	7,405,064	100.0%	6,674,215	100.0%	730,849	11.0%	6,302,116	100.0%
	26,958,846	100.0%	26,713,039	100.0%	245,807	0.9%	23,868,205	100.0%
<u>DEDUCTIONS FROM REVENUE</u>								
MEDICARE ADJUSTMENTS	(1,750,808)	-23.6%	(1,479,633)	-22.2%	(271,175)	18.3%	(1,401,648)	-22.2%
	(6,370,667)	-23.6%	(5,922,118)	-22.2%	(448,549)	7.6%	(5,583,143)	-23.4%
TITLE XIX ADJUSTMENTS	(304,524)	-4.1%	(60,111)	-0.9%	(244,413)	406.6%	(313,760)	-5.0%
	(1,222,858)	-4.5%	(240,591)	-0.9%	(982,267)	408.3%	544,289	2.3%
BLUE CROSS ADJUSTMENTS	(853,632)	-11.5%	(677,001)	-10.1%	(176,631)	26.1%	(624,122)	-9.9%
	(2,562,107)	-9.5%	(2,709,645)	-10.1%	147,538	-5.4%	(2,462,660)	-10.3%
OTHER ADJUSTMENTS	(462,545)	-6.2%	(347,880)	-5.2%	(114,665)	33.0%	(276,879)	-4.4%
	(1,719,419)	-6.4%	(1,392,364)	-5.2%	(327,055)	23.5%	(1,058,942)	-4.4%
PROVISION FOR UNCOLLECTIBLE	(173,585)	-2.3%	(166,238)	-2.5%	(7,348)	4.4%	(243,869)	-3.9%
	(713,709)	-2.6%	(665,353)	-2.5%	(48,356)	7.3%	(654,277)	-2.7%
CHARITY CARE	(21,582)	-0.3%	(16,913)	-0.3%	(4,669)	27.6%	(21,398)	-0.3%
	(69,767)	-0.3%	(67,691)	-0.3%	(2,076)	3.1%	(64,539)	-0.3%
TOTAL DEDUCTIONS FROM REVENUE	(3,566,676)	-48.2%	(2,747,775)	-41.2%	(818,901)	29.8%	(2,881,677)	-45.7%
	(12,658,527)	-47.0%	(10,997,761)	-41.2%	(1,660,766)	15.1%	(9,279,271)	-38.9%
NET PATIENT REVENUE	3,838,388	51.8%	3,926,440	58.8%	(88,052)	-2.2%	3,420,439	54.3%
<i>(as % of Gross Patient Revenue)</i>	14,300,319	53.0%	15,715,278	58.8%	(1,414,959)	-9.0%	14,588,934	61.1%
NET PATIENT REVENUE	3,838,388	96.9%	3,926,440	97.1%	(88,052)	-2.2%	3,420,439	95.5%
<i>(as % of Total Operating Revenue)</i>	14,300,319	96.5%	15,715,278	97.1%	(1,414,959)	-9.0%	14,588,934	95.3%
OTHER REVENUE								
DIETARY/MEALS INCOME	7,979	0.2%	7,042	0.2%	937	13.3%	7,657	0.2%
	29,371	0.2%	28,167	0.2%	1,204	4.3%	26,611	0.2%
OTHER INCOME	115,162	2.9%	110,200	2.7%	4,962	4.5%	152,040	4.2%
	491,218	3.3%	440,800	2.7%	50,418	11.4%	691,973	4.5%
TOTAL OTHER REVENUE	123,141	3.1%	117,242	2.9%	5,899	5.0%	159,697	4.5%
	520,589	3.5%	468,967	2.9%	51,623	11.0%	718,584	4.7%
TOTAL OPERATING REVENUE	3,961,529	100.0%	4,043,681	100.0%	(82,152)	-2.0%	3,580,136	100.0%
	14,820,908	100.0%	16,184,245	100.0%	(1,363,337)	-8.4%	15,307,518	100.0%
<u>OPERATING EXPENSES</u>								
SALARIES	1,952,522	49.3%	2,027,322	50.1%	(74,800)	-3.7%	1,703,138	47.6%
	7,672,057	51.8%	8,114,204	50.1%	(442,147)	-5.4%	6,983,691	45.6%
BENEFITS	601,078	15.2%	665,750	16.5%	(64,671)	-9.7%	533,684	14.9%
	2,321,503	15.7%	2,664,482	16.5%	(342,978)	-12.9%	2,202,934	14.4%
PROFESSIONAL FEES	406,080	10.3%	263,028	6.5%	143,052	54.4%	279,118	7.8%
	1,445,469	9.8%	1,052,750	6.5%	392,720	37.3%	1,089,070	7.1%
SUPPLIES & EXPENSES	775,468	19.6%	808,071	20.0%	(32,603)	-4.0%	693,408	19.4%
	3,048,537	20.6%	3,233,197	20.0%	(184,660)	-5.7%	3,048,582	19.9%
OCCUPANCY	123,704	3.1%	148,603	3.7%	(24,900)	-16.8%	149,595	4.2%
	529,985	3.6%	594,413	3.7%	(64,428)	-10.8%	597,062	3.9%
DEPRECIATION	205,792	5.2%	223,750	5.5%	(17,958)	-8.0%	193,792	5.4%
	819,167	5.5%	895,000	5.5%	(75,833)	-8.5%	775,167	5.1%
TOTAL OPERATING EXPENSE	4,064,644	102.6%	4,136,525	102.3%	(71,881)	-1.7%	3,552,734	99.2%
	15,836,719	106.9%	16,554,046	102.3%	(717,327)	-4.3%	14,696,505	96.0%
NET OPERATING INCOME (LOSS)	(103,115)	-2.6%	(92,843)	-2.3%	(10,272)	11.1%	27,402	0.8%
	(1,015,811)	-6.9%	(369,802)	-2.3%	(646,010)	174.7%	611,013	4.0%
<u>NONOPERATING REV/EXP</u>								
TAXES	165,896	4.2%	165,896	4.1%	-	0.0%	181,742	5.1%
	663,586	4.5%	663,586	4.1%	-	0.0%	726,969	4.7%
GENERAL CONTRIBUTIONS	13,945	0.4%	1,000	0.0%	12,945	0.0%	115	0.0%
	14,005	0.1%	4,000	0.0%	10,005	0.0%	16,480	0.1%
INTEREST INCOME	83,340	2.1%	116,667	2.9%	(33,327)	-28.6%	73,004	2.0%
	440,283	3.0%	466,667	2.9%	(26,384)	-5.7%	309,814	2.0%
INTEREST EXPENSE	(136,261)	-3.4%	(164,667)	-16.3%	28,405	-17.3%	(70,683)	-2.0%
	(545,902)	-3.7%	(658,667)	-4.1%	112,765	-17.1%	(259,435)	-1.7%
TOTAL NONOPERATING INCOME (LOSS)	126,920	3.2%	118,896	2.9%	8,023	6.7%	184,178	5.1%
	571,972	3.9%	475,586	2.9%	96,386	20.3%	793,829	5.2%
NET INCOME (LOSS)	23,805	0.6%	26,053	0.6%	(2,248)	-8.6%	211,580	5.9%
<i>Year to Date</i>	(443,839)	-3.0%	105,784	0.7%	(549,624)	-519.6%	1,404,842	9.2%

**CRAWFORD COUNTY MEMORIAL HOSPITAL
STATEMENT OF CASH FLOWS
FOR THE MONTH ENDING OCTOBER 31, 2025**

	<u>THIS MONTH</u>	<u>YTD</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
CASH RECEIVED FROM PATIENTS AND THIRD-PARTY PAYORS	4,486,114	15,280,998
CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES	(2,089,824)	(7,589,093)
CASH PAID TO EMPLOYEES FOR SERVICES	(3,151,777)	(8,767,039)
OTHER OPERATING REVENUE RECEIVED	123,141	683,297
NET CASH PROVIDED BY OPERATING ACTIVITIES	(632,346)	(391,837)
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
COUNTY TAXES	907,764	1,031,022
CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT	-	-
PRINCIPAL PAYMENTS ON LONG-TERM DEBT	(55,838)	(229,455)
INTEREST PAID ON LONG-TERM DEBT	(27,089)	(109,200)
ACQUISITION OF PROPERTY AND EQUIPMENT	(225,128)	(614,071)
CONSTRUCTION PROJECT FUNDS	(43,237)	(4,270,173)
NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES	(351,293)	(5,222,900)
CASH FLOW FROM INVESTING ACTIVITIES		
INTEREST RECEIVED	42,332	262,353
PROCEEDS FROM MATURITIES OF CERTIFICATES OF DEPOSIT	52,750	197,346
PURCHASE OF CERTIFICATE OF DEPOSIT	-	-
PROCEEDS OF MATURITIES OF U.S. GOVERNMENT AGENCY SECURITIES	-	-
PURCHASE OF GOVERNMENT AGENCY SECURITIES	-	-
NET CASH PROVIDED BY INVESTING ACTIVITIES	95,082	459,699
NET INCREASE (DECREASE) IN CASH	19,206	(4,124,015)
CASH		
BEGINNING	38,099,614	42,242,834
ENDING	38,118,819	38,118,819

<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:	25.89%	6.88%	-3.90%	-9.72%	1.20%	0.56%	2.00%	Increasing
Debt Service Coverage Ratio:	9.03	4.36	4.33	4.19	3.85	3.82	1.60	Increasing
Days Revenue in Patient A/R:	57	55	50	49	49	45	50	Decreasing
Days Cash on Hand:	417	377	343	329	314	312	180	Increasing
(w/o Project funds)	(211)	(219)	(210)	(204)	(198)	(196)		

CRAWFORD COUNTY MEMORIAL HOSPITAL
BALANCE SHEET
AS OF: 10/31/25

	Current Month		Prior Month		1-Month Net Change		1 Year Ago Month	
ASSETS								
CURRENT ASSETS								
Total Cash	12,159,958	14.93%	12,184,562	14.72%	(24,604)	-0.20%	9,685,862	11.35%
Patient Receivables	9,856,626	12.10%	10,504,472	12.69%	(647,845)	-6.17%	15,353,681	17.99%
Allowance for Uncollectibles	(739,000)	-0.91%	(558,000)	-0.67%	(181,000)	32.44%	(690,000)	-0.81%
Allowance for Contractuals	(3,100,000)	-3.81%	(3,440,000)	-4.16%	340,000	-9.88%	(5,550,000)	-6.50%
Net Accounts Receivable	6,017,626	7.39%	6,506,472	7.86%	(488,845)	-7.51%	9,113,681	10.68%
Other Receivables								
Est. Third Party Settlement	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Taxes Receivable	979,790	1.20%	1,887,554	2.28%	(907,764)	-48.1%	1,249,838	1.46%
Other	236,608	0.29%	157,052	0.19%	79,556	50.66%	239,888	0.28%
Inventory	1,527,781	1.88%	1,521,954	1.84%	5,828	0.38%	1,478,228	1.73%
Prepaid Expenses & Other	992,699	1.22%	1,018,020	1.23%	(25,321)	-2.49%	918,992	1.08%
TOTAL CURRENT ASSETS	21,914,463	26.91%	23,275,613	28.12%	(1,361,150)	-5.85%	22,686,489	26.59%
ASSETS LIMITED AS TO USE								
Investments								
Cash & CD's	11,724,207	14.39%	11,790,481	14.25%	(66,274)	-0.56%	13,475,814	15.79%
Bond/Project Funds	14,234,654	17.48%	14,124,571	17.07%	110,082	0.78%	25,962,499	30.43%
Interest Receivable	48,183	0.06%	59,953	0.07%	(11,770)	-19.63%	106,867	0.13%
TOTAL ASSETS LIMITED AS TO USE	26,007,044	31.93%	25,975,005	31.39%	32,039	0.12%	39,545,179	46.35%
OTHER ASSETS								
Physician Practice Intangibles	815,000	1.00%	815,000	0.98%	-	100.00%	815,000	0.96%
TOTAL OTHER ASSETS	815,000	1.00%	815,000	0.98%	-	0.00%	815,000	0.96%
PROPERTY & EQUIPMENT, NET								
Land	314,500	0.39%	314,500	0.38%	-	0.00%	314,500	0.37%
Land held for Future Dev	120,400	0.15%	120,400	0.15%	-	0.00%	120,400	0.14%
Land Improvements	2,623,208	3.22%	2,623,208	3.17%	-	0.00%	2,623,208	3.07%
Building	8,817,829	10.83%	8,817,829	10.65%	-	0.00%	8,670,091	10.16%
Fixed Equipment	18,110,326	22.24%	18,110,326	21.88%	-	0.00%	18,262,376	21.40%
Major Moveable Equipment	23,141,267	28.41%	22,964,407	27.75%	176,860	0.77%	21,561,855	25.27%
Leased Equipment	1,439,076	1.77%	1,439,076	1.74%	-	0.00%	1,439,076	1.69%
Deferred Costs	15,525,458	19.06%	15,482,334	18.71%	43,124	0.28%	3,113,684	3.65%
Right of Use Subscriptions	486,650	0.60%	486,650	0.59%	-	0.00%	201,265	0.24%
Allowance for Depreciation	(41,443,119)	-50.88%	(41,237,327)	-49.83%	(205,792)	0.50%	(38,924,104)	-45.62%
TOTAL PROPERTY & EQUIP, NET	29,135,595	35.77%	29,121,403	35.19%	14,192	0.05%	17,382,351	20.37%
DEFERRED OUTFLOWS OF RESOURCES								
Pension Related Deferred Outflows	2,883,373	3.54%	2,883,373	3.48%	-	0.00%	4,134,804	4.85%
Deferred Loss on Refunding	692,038	0.85%	692,038	0.84%	-	0.00%	761,243	0.89%
TOTAL DEFERRED OUTFLOWS	3,575,411	4.39%	3,575,411	4.32%	-	0.00%	4,896,047	5.74%
TOTAL ASSETS	81,447,513	100.00%	82,762,432	100.00%	(1,314,919)	-1.59%	85,325,066	100.00%
LIABILITIES & NET ASSETS								
CURRENT LIABILITIES								
Accounts Payable	266,726	0.33%	487,497	0.59%	(220,772)	-45.29%	260,466	0.31%
Accrued Payroll & Payroll Taxes	1,531,375	1.88%	2,490,898	3.01%	(959,523)	-38.52%	2,199,843	2.58%
Accrued Health Insurance	2,212,552	2.72%	2,323,533	2.81%	(110,981)	-4.78%	2,135,829	2.50%
Deferred Pro Tax Receivable	1,327,171	1.63%	1,493,068	1.80%	(165,896)	-11.11%	1,453,939	1.70%
Due to Third Parties - Other	16,725	0.02%	1,583	0.00%	15,142	956.63%	502,752	0.59%
Lease Payable - Short Term	139,052	0.17%	139,052	0.17%	-	0.00%	61,722	0.07%
Est. Third Party Settlements	1,587,575	1.95%	1,587,575	1.92%	-	0.00%	1,797,452	2.11%
Construction Payable	570,431	0.70%	570,431	0.69%	-	0.00%	-	0.00%
TOTAL CURRENT LIABILITIES	7,651,607	9.39%	9,093,637	10.99%	(1,442,030)	-15.86%	8,412,003	9.86%
OTHER LIABILITIES								
Lease Payable - Long Term	240,044	0.29%	240,044	0.29%	-	0.00%	642,721	0.75%
Bonds Payable - Long Term	37,370,411	45.88%	37,426,249	45.22%	(55,838)	-0.15%	43,621,118	51.12%
Interest Payable	573,378	0.70%	464,233	0.56%	109,144	23.51%	189,051	0.22%
Net Pension Liability	6,869,543	8.43%	6,819,543	8.24%	50,000	0.73%	9,423,976	11.04%
TOTAL LONG-TERM LIABILITIES	45,053,376	55.32%	44,950,069	54.31%	103,306	0.23%	53,876,865	63.14%
TOTAL LIABILITIES	52,704,983	64.71%	54,043,707	65.30%	(1,338,724)	-2.48%	62,288,868	73.00%
DEFERRED INFLOWS OF RESOURCES								
Pension Related Deferred Inflows	1,036,251	1.27%	1,036,251	1.25%	-	0.00%	774,116	0.91%
OPEB Related Deferred Inflows	251,200	0.31%	251,200	0.30%	-	0.00%	300,736	0.35%
TOTAL DEFERRED INFLOWS	1,287,451	1.58%	1,287,451	1.56%	-	0.00%	1,074,852	1.26%
NET ASSETS								
General Fund	27,898,918	34.25%	27,898,918	33.71%	-	0.00%	20,556,504	24.09%
Net Revenue (Loss)	(443,839)	-0.54%	(467,644)	-0.57%	23,805	-5.09%	1,404,842	1.65%
TOTAL NET ASSETS	27,455,079	33.71%	27,431,274	33.14%	23,805	0.09%	21,961,346	25.74%
TOTAL LIABILITIES & NET ASSETS	81,447,513	100.00%	82,762,432	100.00%	(1,314,919)	-1.59%	85,325,066	100.00%

CCMH Expenses Paid for the Month of October 2025

340B Health - Fees	\$1,872.00	Sara Gaul - Expenses	\$77.00
AAB-MLE Proficiency Testing - Fees	\$683.00	Getinge USA Sales LLC - Supplies	\$271.52
Access Technologies - Fees	\$2,101.54	GlaxoSmithKline - Supplies	\$1,355.66
Agiliti Health, Inc. - Fees	\$9,557.00	Grace Anesthesia Services, LLC - Fees	\$5,360.00
Patrisia Aguilar De Romero - Expenses	\$121.80	Grainger - Supplies	\$81.88
Airgas USA - Supplies	\$3,066.19	Jamie Gross - Expenses	\$10.50
Alcon Vision, LLC - Supplies	\$6,703.14	Laura Gross - Expenses	\$222.00
Alcor Scientific - Supplies	\$975.24	GRP & Associates Inc. - Fees	\$584.50
Kiaya Alderson - Expenses	\$1,103.00	Hamilton Medical, Inc. - Supplies	\$322.26
Align Ophthalmics, LLC - Supplies	\$2,276.98	Hanger Prosthetics & Orthotics East - Supplies	\$1,467.72
American Air Filter Company - Supplies	\$1,379.55	Health Care Logistics, Inc. - Fees	\$134.18
American Messaging - Fees	\$46.45	Health Partners of Southwest Iowa - Fees	\$6,072.00
Ameritex Services - Fees	\$4,070.30	Healthcare Compliance Testing, LLC - Fees	\$900.00
Ampride Tire & Auto Center - Fees	\$186.31	Healthmark Industries Co Inc. - Supplies	\$298.80
Anderson Erickson Dairy - Supplies	\$563.50	Heartland Business Systems, LLC - Fees	\$13,422.95
Apple, Inc. - Supplies	\$4,145.00	Highland Medical Staffing - Fees	\$1,389.80
ARJO, Inc. - Supplies	\$2,909.00	Hologic, Inc. - Supplies	\$10,678.50
Armstrong Medical - Supplies	\$2,350.00	Home Depot Pro - Supplies	\$899.01
Arnold Motor Supply, LLP - Supplies	\$206.21	Tammy Hulsing - Expenses	\$127.40
Arthrex - Supplies	\$882.00	HyVee, Inc. - Fees	\$13.59
Aspen Surgical Products, Inc. - Supplies	\$215.59	ICP Medical, LLC. - Supplies	\$931.78
Avel eCare Medical Group, P.C. - Fees	\$4,059.00	ICU Medical, Inc. - Supplies	\$11,622.16
Bairdeholm, LLP - Supplies	\$217.50	IDEXX Distribution, Inc. - Supplies	\$1,171.83
Balcon - Supplies	\$2,121.47	Image Trend, Inc. - Fees	\$3,000.00
Bayer Healthcare - Supplies	\$2,086.56	J&J Health Care Systems, Inc. - Supplies	\$155,133.95
Beckman Coulter, Inc. - Supplies	\$2,151.22	Jackson Physician Search, LLC - Fees	\$6,600.00
Biocomposites, Inc. - Supplies	\$2,755.00	John Deere Financial - Supplies	\$5.35
Bio-Rad Laboratories, Inc. - Supplies	\$2,576.09	Johnson Controls - Fees	\$4,838.80
Biovigil Technologies, LLC - Fees	\$2,198.49	JP Gasway Co. - Supplies	\$1,580.00
Bluesight, Inc. - Fees	\$11,550.00	JP Turf and Pest, LLC - Fees	\$64.00
Bluespace Creative, Inc. - Fees	\$933.75	Tracy Kastner - Expenses	\$121.80
Bomgaars - Supplies	\$270.39	KCI USA, Inc. - Supplies	\$6,541.68
Boulders Event Center - Fees	\$600.00	KDSN FM - Advertising	\$4,211.59
Boyer Valley After Prom - Sponsorship	\$100.00	Kicktech, LLC - Fees	\$4,295.70
Bracco Diagnostics, Inc. - Supplies	\$2,122.22	Jill Klinker - Expenses	\$39.59
Cable Channel 13 - Fees	\$793.00	Knowles Publishing Corp. - Advertising	\$3,342.50
Cardinal Health - Supplies	\$41,422.93	Kriss Premium Products Inc. - Supplies	\$275.00
Cardinal Supplies and Fresheners - Supplies	\$52.80	Amy Kuhlmann - Expenses	\$39.50
Carroll Control Systems, Inc. - Fees	\$166.25	Lindsay Kunze - Expenses	\$95.20
Scott Carver - Fees	\$28,000.00	Landauer, Inc. - Supplies	\$446.80
Cassling - Fees	\$11,612.00	Language Line Services - Fees	\$96.17
CDW Government, Inc. - Supplies	\$6,595.62	Skye Lapel - Expense	\$110.18
Central Iowa Detention - Fees	\$659.00	Lifeserve Blood Center - Fees	\$5,456.12
Cepheid - Supplies	\$5,313.23	Dr. Patrick Luft - Expense	\$905.00
Cerner Corporation - Fees	\$35,884.00	Sara Luft - Expenses	\$525.00
Change Healthcare - Fees	\$5,647.25	Macro Helix LLC - Fees	\$13,473.49
CHI Health - Fees	\$2,119.16	Craig Malone - Rent	\$650.00
Tiffany Christensen - Expenses	\$185.11	Manilla Times - Advertising	\$150.00
Chubb - Premiums	\$40,738.42	Mapleton Press - Advertising	\$200.00
City of Denison - Fees	\$60.00	Marco Technologies, LLC - Fees	\$15.00
Cobblestone Inn & Suites - Fees	\$1,980.00	Martin Bros Dist. Co., Inc - Supplies	\$4,681.00
Colonial Life - Premiums	\$554.86	McKesson Medical Surgical - Supplies	\$7,774.81
CompHealth - Fees	\$7,741.00	Medical Solutions - Fees	\$149,151.88
Compliance Team - Fees	\$305.51	Medline Industries LP - Supplies	\$3,791.31
Macklin Conrad - Expenses	\$1,103.00	Julie Meseck - Expenses	\$35.70
Constellation Newenergy - Utilities	\$3,233.32	MidAmerican Energy - Utilities	\$79.00
Cutler Anesthesia Services, PLLC - Fees	\$37,460.00	Mindray DS USA, Inc. - Supplies	\$2,752.58
Dearborn - Premiums	\$22,726.09	Mizuho Orthopedic Systems, Inc. - Supplies	\$250.00
Dell Marketing - Supplies	\$9,066.86	Modular Services Company - Supplies	\$460.00
Denison Bulletin & Review -Advertising	\$153.41	Motorola Solutions, Inc. - Supplies	\$551.00
Denison Drywall & Supply - Fees	\$1,230.00	Erin Muck - Expenses	\$203.60
Denison Municipal Utilities - Utilities	\$18,456.22	Myrtue Medical Center - Fees	\$248.06
Denison Volunteer Firefighters Association - Sponsorship	\$150.00	Neighbors Business Review - Advertising	\$139.50
DFI-Solutions in Print - Supplies	\$1,636.90	Nelson Electric Company LLC - Fees	\$1,200.00
DNV Healthcare USA, Inc. - Supplies	\$6,079.71	Network Services - Supplies	\$1,746.45
Do It Best Hardware - Supplies	\$106.93	New Century FS - Fuel	\$2,991.73
Dorsey & Whitney, LLP - Fees	\$7,960.00	New York Life - Premiums	\$2,764.52
Draeger, Inc. - Supplies	\$299.22	Nuance Communication, Inc. - Fees	\$2,953.32
Eakes, Inc. - Supplies	\$527.11	NW Iowa Yes Center - Fees	\$2,365.30
Ecolab, Inc. - Supplies	\$765.28	Observer - Advertising	\$230.00
EGOLD Fax - Fees	\$384.84	Ohio Medical LLC - Supplies	\$49.88
Ace Ettleman - Rent	\$550.00	Karen Olson - Expenses	\$39.59
Fareway Stores - Supplies	\$1,148.76	Omnicell, Inc. - Fees	\$80.00
Farmer Bros. Co. - Supplies	\$907.04	Onmedia - Advertising	\$1,600.00
Federal Express Corp. - Fees	\$213.81	Optum 360 - Fees	\$1,082.38
Feld Fire - Fees	\$105.00	Owens & Minor - Supplies	\$26,828.23
FFF Enterprises, Inc. - Supplies	\$484.79	Oxen Technology - Fees	\$11.00
Robert Fink - Expenses	\$407.82	Pararev - Fees	\$1,912.50
First National Bank Omaha - Expenses	\$6,938.85	Partssoure, Inc. - Supplies	\$60.93
Frontier Telephone Co. - Fees	\$254.14	Samantha Pauley - Expenses	\$315.65
Ana Garcia Patino - Expenses	\$222.00	Pentax Medical - Supplies	\$6,583.29

Kim Petersen - Expenses	\$71.21	Stryker Endoscopy - Supplies	\$2,521.36
Physician Lab Services - Fees	\$20,186.00	Stryker Orthopedics - Supplies	\$9,037.00
Pitney Bowes Bank Inc. Reserve - Postage	\$1,500.00	Stryker Rental Services - Fees	\$564.50
Joseph Postanes - Expenses	\$51.16	Stryker Sale LLC - Supplies	\$3,600.25
Practical Sleep Services, LLC - Fees	\$7,650.00	Sweet Treats & More - Fees	\$202.00
Precision Dynamics Corporation - Supplies	\$2,075.38	Team Ford Lincoln - Fees	\$182.23
Press Ganey Assoc., Inc. - Fees	\$4,140.77	Teleflex LLC - Fees	\$958.00
Professional Computer Solutions - Fees	\$293.00	Televox - Supplies	\$995.83
Professional Medical Management - Supplies	\$7,551.50	Thoroghcare, Inc. - Supplies	\$250.00
Propio Language Service - Fees	\$1,820.68	TruBridge - Fees	\$2,709.00
Psychiatric Medical Care, LLC - Fees	\$78,223.61	UKG, Inc. - Fees	\$419.09
QuVa Pharma, Inc. - Supplies	\$210.10	UnityPoint - Fees	\$420.00
R&S Waste Disposal - Fees	\$1,263.20	US Foods - Supplies	\$9,094.72
Radiology Consultants, PC - Fees	\$848.00	Vapotherm - Supplies	\$998.40
Redsail Technologies - Supplies	\$50.83	Verizon Wireless - Telephone	\$739.67
Remel, Inc. - Supplies	\$797.36	Vetter Equipment - Supplies	\$41,936.05
RMP Services LLC - Fees	\$529.74	Trama Vetter - Expenses	\$174.42
Brandi Ruskell - Expense	\$189.48	Vision Service Plan - Premiums	\$3,875.85
Scribe EMR - Fees	\$5,402.10	Visual Edge IT, Inc. - Fees	\$1,463.09
Secretary of State - Fees	\$60.00	Macy Waldemar Webb - Expenses	\$163.86
Secure Shred Solutions - Fees	\$691.50	Walmart / Capital One - Supplies	\$861.58
See The Trainer - Supplies	\$95.95	Weatherby Locums, Inc. - Fees	\$23,268.00
Shared Medical Services, Inc. - Supplies	\$2,257.50	Wells Fargo Financial Lease - Fees	\$935.18
Theresa Sheer - Expenses	\$213.14	Western Iowa Compressor - Supplies	\$146.92
Treasurer State of Iowa - Unclaimed Property	\$861.20	Western Iowa Networks - Fees	\$1,663.63
Siemens Healthcare Diagnostics - Supplies	\$1,559.83	WIN - Fees	\$1,500.00
Spendmend, LLC - Supplies	\$5,500.00	Wisconsin State Laboratory of Hygiene - Fees	\$2,661.00
Staples Advantage - Supplies	\$1,759.44	Dr. David Wright - Expenses	\$3,022.92
Rachel Steffen - Expenses	\$39.59	Wynden Stark LLC - Fees	\$24,089.10
Steris Corporation - Supplies	\$1,473.62	Zimmer US, Inc. - Supplies	\$6,111.88
Stone Printing - Fees	\$1,814.99	Patient Account Refunds	\$6,012.96
		October Check Run & ACH Total	\$1,183,876.77
DEPRECIATION FUND:			
CME Corp - Facility Project	\$675.20		
Cornerstone Commissioning - Facility Project	\$6,916.00		
Heartland Business Systems, LLC - SQL Update	\$1,471.20		
Invision Architecture - Facility Project	\$17,974.50		
Omnicell, Inc. - Pharmacy Upgrades	\$45,389.60		
VOC Associates, LLC - Facility Project	\$17,558.22		
Depreciation Total			\$89,984.72
Salaries			\$3,241,926.05
GRAND TOTAL			\$4,515,787.54