



BOARD OF TRUSTEES MEETING AGENDA

5:30 p.m., Monday, October 30, 2023

Hospital Meeting Rooms C-D

100 Medical Parkway, Denison, IA

I. CALL TO ORDER

II. APPROVAL OF MINUTES

- A. Previous Month's Minutes

III. COMMUNITY

- A. Board Chair Comments
- B. Public Comments

IV. QUALITY CARE AND SERVICES

- A. Quality Committee Report
- B. Medical Staff Report

V. PATIENT EXPERIENCE

- A. 5 Star Journey Update

VI. PEOPLE

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

VII. GROWTH

- A. Department Reports
 - i. Pharmacy
 - ii. 340B
- B. CEO Report

VIII. FINANCIAL STABILITY

- A. Finance Committee Report - Approval of Payroll & AP
- B. Executive Authority Limitation Policy

IX. ADJOURNMENT

Board of Trustees

September 25, 2023

A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, September 25, 2023, in Hospital Board Room D at Crawford County Memorial Hospital, Denison, Iowa.

Present on site during the meeting were David Reisz, Vernon Sid Leise, Amy Schultz, Jay Mendlik, Jon Schuttinga, Heather Rasmussen (Chief Quality & Ancillary Services Officer), Rachel Melby (CFO), Erin Muck (CEO), Theresa Sheer (CNO), Dr. David Wright (Chief of Staff) and Heather Wight (Recorder). In addition, Dana Neemann (Director of Education & Patient Experience), Dan Mundt (Denison Free Press), Kathi Gustafson (left at 5:12), Jay Horn (Denham & Company arrival at 5:08 and left at 5:37) and Carmen Swertzic.

Present via Webex were Mark Hasek (Graham Construction left at 6:16), Brandon Giffin (Graham Construction left at 6:16), Eric Henderson (IMEG left at 6:16), Heidi Willis (INVISION joined at 5:23 and left at 6:16), Angie Nees (INVISION joined at 5:29 and left at 6:16), Matt Cramer (INVISION joined at 5:29 and left at 6:16), Becky Hansel (INVISION joined at 5:31 and left at 6:16).

CALL TO ORDER: The Board of Trustees meeting was called to order at 5:04 p.m. by Mendlik.

APPROVAL OF PREVIOUS MONTH'S MINUTES

A motion was made by Reisz, second by Schuttinga, to approve the August 28, 2023, minutes as presented. Motion carried unanimously.

COMMUNITY

Recognition of Board Member's Service

Mendlik presented Kathi Gustafson, wife of Tom Gustafson, a plaque in memorial of Tom's service on the Crawford County Memorial Hospital Board of Trustees.

Board Chair Comments

Mendlik spoke on the busy upcoming months and the recent visit to the INVISION mockup spaces.

FINANCIAL STABILITY

FY2023 Audit

Jay Horn shared the FY2023 Audit with the Board.

A motion was made by Schultz, second by Leise, to approve the FY2023 Audit. Motion carried unanimously.

Finance Committee Report

1. Total Payroll & Accounts Payable of \$3,528,346.86 for payment.

A motion was made by Reisz, second by Schuttinga, to approve the financial report, total payroll, and accounts payables in the amount of \$3,528,346.86. Motion carried unanimously.

QUALITY CARE AND SERVICES

Quality Committee Report

- Rasmussen gave a brief update of the Quality Committee activities.
- Recommend Board action regarding Medical Staff Accountable Care Committee recommendations for approval of Medical Staff privileges and appointment/re-appointment applications.

Medical Staff Report

Wright gave a summary of the recent Medical Staff meeting which included clinical staffing additions, review of clinical

Board of Trustees

September 25, 2023

immunizations and IT updates regarding Cerner implementation, tele-med appointments, and IT on call. A decision was made to no longer require a COVID test prior to admit.

PATIENT EXPERIENCE

5-Star Journey Update

Muck gave an update on the 5-Star Journey. We have submitted 6 nominees for Custom Learning System's Pinnacle Award and should know this week if any were selected.

PEOPLE

Credentialing

A motion was made by Schultz, second by Leise, to approve Medical Staff appointment of Steidler and reappointments of Dekarske, Ranniger, Crabb, Ramachandran and P. Luft as presented. Motion carried unanimously.

Mission Committee Report

Muck shared a recap of the Mission Committee meeting where a Board member was caught up on previous MFP, reviewed and toured the mockup.

GROWTH

Department Reports

Tabled.

Building Project Status Report

Willis from INVISION gave an update on the building project. Schematic design is complete and have started on design. INVISION walked through the timeline of the project and answered Board questions.

CEO Report

Muck shared the CEO report. Dr. Michael Luft has been promoted to Chief Medical Officer. Recruitment activities regarding orthopedics, general surgeon, CRNA and nurse practitioner/physician assistant were shared.

EXECUTIVE SESSION PURSUANT TO IOWA CODE

Section 21.5 (1)(i) To evaluate the professional competency of an individual whose appointment, hiring, performance, or discharge is being considered when necessary to prevent needless and irreparable injury to that individual's reputation and that individual requests a closed session. Open Session –Possible Action

The Board went into Closed Session at 6:23 p.m. with a motion made by Leise, second by Schuttinga. Motion carried unanimously. Members present during the closed session were Jay Mendlik, David Reisz, Vernon Sid Leise, Amy Schultz, Jon Schuttinga, Erin Muck (left at 7:35 and returned at 7:53) and Heather Wight (left at 6:20 and returned at 7:35) (recorder).

A motion was made at 8:01 p.m. by Schuttinga, second by Schultz, to return the Board to Open Session. Motion carried unanimously.

A motion was made by Leise, second by Reisz, to approve CEO salary for FY2024, bonus of 21.65% of base salary from FY2023. Motion carried unanimously.

ADJOURNMENT

A motion was made by Schultz, second by Schuttinga, that the meeting be adjourned at 8:03 p.m. Motion carried unanimously.

From: [Erin C. Muck](#)
To: ["Deb Knowles"](#); [Jason Mendlik](#)
Cc: [Heather Wight](#)
Subject: RE: Request to Speak at October Monthly Board Meeting
Date: Thursday, October 26, 2023 11:39:27 AM

Good Morning Rich,

You are approved to speak for 5 minutes at the board meeting on Monday evening regarding "Public Comments" and "Five Star Journey Update."

Respectfully,
Erin

From: Deb Knowles <[REDACTED]>
Sent: Wednesday, October 25, 2023 2:34 PM
To: Jason Mendlik <[REDACTED]>; Erin C. Muck <[REDACTED]>
Subject: Request to Speak at October Monthly Board Meeting

This email is from an external source. Please verify the legitimacy before replying, clicking on any links, or opening attachments. If any uncertainty please use the Phish Alert Button!

Good afternoon,

Should I elect to attend the Monday, October 30, 2023, monthly board meeting, I request to address the following topics from the October agenda:

III. Community B. Public Comments...

V. Patient Experience A. Five Star Journey Update.

Please confirm receipt and approval.

Rich Knowles

Notice: This Crawford County Memorial Hospital e-mail (including attachments) is covered by the Electronic Communications Privacy Act, 18 U.S.C. 2510-2521 and is intended only for the use of the individual or entity to which it is addressed, and may contain information that is privileged, confidential, and exempt from disclosure under applicable law. If you are not the intended recipient, any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please notify the sender immediately and delete or destroy all copies of the original message and attachments thereto. Email sent to or from Crawford County Memorial Hospital may be retained as required by law or regulation. Thank you.

Crawford County Memorial Hospital
QUALITY COMMITTEE OF THE BOARD OF TRUSTEES
October 24, 2023 Meeting Minutes

A meeting of the Quality Committee of the Board of Trustees was held on Tuesday, October 24, 2023. Present: Sid Leise, David Reisz; Erin Muck, CEO; Michael Luft, DO; Theresa Sheer, CNO; Dana Neemann, Director of Education & Patient Experience (exit 4:50pm), and Heather Rasmussen, Chief Quality & Ancillary Services Officer. Sid Leise called the meeting to order at 4:36 pm

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 August 2023 updated scorecard for HCAHPS. Neemann shared the PowerPoint that was presented at the Fiesta Party celebration.

II. Statistics

Muck reviewed the September 2023 statistics with the Committee.

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 October 10, 2023.
- ii. **PFAC:** Neemann gave an update on the activities of the PFAC. The PFAC meeting is October 25, 2023. Discussion will be around our discharge process from the Medical Unit.
- iii. **5 Star Journey Review:** Muck shared an update on activities of our 5 Star Journey. CCMH submitted six (6) nominations. Of the six (6), the following were awarded the Pinnacle Achievers Award and are in the running for the Summit Award at the HealthCare Service Excellence Conference in November. Exceptional Employee Clinical: Danielle Watts, BSN, RN; Exceptional Nurse: Dana Neemann BSN, RN; Customer Focused Provider: Jill Kierscht, ARNP; and Customer Focused Physician: Michael Luft, DO. The Service Excellence Council is planning an ice cream social for all the nominees.

V. Peer Review: Tabled

VI. Other Business/Updates

- i. **DNV Survey:** Rasmussen shared our DNV Healthcare Certificate.
- ii. **Recruitment:** Muck gave an update on recruitment.
- iii. **Master Facility Plan:** Muck shared updates to the MFP.
- iv. **Cerner Update:** Muck shared that a Steering Committee has been implemented for the EMP implementation.
- v. **Forvis Update:** Muck shared updates on Forvis activities.
- vi. **Board Bylaws:** Muck shared the proposed Bylaw changes. Changes included better clarification of replacement of Board members and the Executive Authority Limitations Policy. The changes were recommended to go to the Board of Trustees.
- vii. **FY2024 CEO Goals:** The FY2024 CEO goals were discussed and adjusted to reflect an increased focus on quality as well as increase in surgeries.

VII. Adjournment Heather Rasmussen, Recorder. 5:42pm

Crawford County Memorial Hospital
Medical Staff Meeting Minutes
October 10, 2023

A meeting of the Medical Staff of Crawford County Memorial Hospital was held on Tuesday, October 10th, 2023, in the hospital's Meeting Rooms C-D.

Present were David Wright DO, Michael Luft DO, Sara Luft ARNP, Erin Schechinger DNP, John Lothrop MD, John Ingram MD, Elizabeth Ranniger MD, Jill Kierscht ARNP, Patrick Luft MD, Randy Kilnoski CRNA, Erin Muck CEO, Heather Rasmussen, Chief Quality & Ancillary Services Officer, Angie Andersen, IT Director Recorder: Marcy Fink

Absent were Kyle Brown MD, Julie Graeve ARNP, Eric Simons MD, Lori Johannsen PA-C, Theresa Sheer CNO

The meeting was called to order by David Wright DO at 8:02 a.m.

APPROVAL OF PREVIOUS MONTH'S MINUTES

The voting members of the medical staff approved the minutes of the September 12th, 2023, meeting.

CLINICAL UPDATE

Heather Rasmussen

- In the absence of Theresa Sheer, Heather Rasmussen gave a brief clinical report.
- Two new RN's recently started working on the Medical Unit.
- Ben Jorgensen's last day at CCMH will be Friday, October 13th.

DIRECTOR OF ANESTHESIA APPOINTMENT

D. Wright, DO

- A motion was made by Dr. Ingram to appoint Randy Kilnoski CRNA as Director of Anesthesia. Second by Dr. Lothrop. Approved.

BUSINESS

A. IT Update

Angie Andersen

- Angie asked for clarification on adding the option for oral contrast to the CT Abdomen/Pelvis orders needed to just be an option to look up or if they needed to be added to the order sets as well. It was decided only a lookup option was needed so IT will set these up.

A question was brought up that an ambulance crew was present at a flag football game and whether that was necessary. Erin Muck will look into this further.

ADJOURNMENT The meeting was adjourned to the Executive Committee at 8:09 am

David Wright, DO President, Medical Staff

OCTOBER 2023 CREDENTIALING

NEW APPOINTMENTS

Andrew Barnhill, MD

REAPPOINTMENTS

Robert Armbruster, MD

Eric Simons, MD

John Guynan, MD

Crawford County Memorial Hospital
Mission Committee
October 24, 2023 12:00 PM

A meeting of the Mission Committee of the Board of Trustees was held on Tuesday, October 24, 2023. Present on site were Erin Muck (CEO), Jay Mendlik, and Heather Wight (recorder). Joining via telephone was Jon Schuttinga (joined 12:30).

The meeting was called to order at 12:10 p.m.

QUALITY CARE AND SERVICES

DNV Accreditation

- DNV returned for their follow up visit and we have received our certificate. They will return in 3 years.

PATIENT EXPERIENCE

5-Star Journey Update

- Of the 6 submissions, the following were awarded the Pinnacle Achievers Award and are in the running for the Summit Award at the HealthCare Service Excellence Conference in November. The Service Excellence Council is planning an ice cream social for all the nominees.
 - Exceptional Employee Clinical Danielle Watts
 - Exceptional Nurse Dana Neemann
 - Customer Focused Provider Jill Kierscht
 - Customer Focused Physician Dr. Michael Luft.

PEOPLE

Provider Updates

- Muck shared recruitment activities and provider updates.

FY24 CEO Goals

- The FY24 CEO goals were discussed and adjusted to reflect an increased focus on quality as well as increase in surgeries.

Board Bylaw Changes

- The proposed bylaw changes were discussed by the committee and recommended to go to the Board. The changes reflect better clarification of replacement of Board members, and the Executive Authority Limitations Policy.

GROWTH

Statistics

- September 2023 statistics were shared with the committee. Total patient volumes in September were down almost 15% overall.

FINANCE

Executive Authority Limitation Policy

- Proposal of the Executive Authority Limitation Policy was discussed with guidelines and spending amounts of any contract that is not included in the Board approved budget. Recommended to go to the Board for approval.

The meeting adjourned at 1:51 p.m. Heather Wight, Recorder

Marketing, pricing strategies, and proprietary information where public disclosure of such information would harm the hospital's competitive position are protected under Iowa Code 21.5 (1)(l)

**AMENDED AND RESTATED
BYLAWS OF THE
CRAWFORD COUNTY
MEMORIAL HOSPITAL BOARD
OF TRUSTEES**

ROLE AND PURPOSE OF THE HOSPITAL

Crawford County Memorial Hospital is a public county hospital organized under Chapter 347 of the Iowa Code. The role and purpose are:

- ~~1~~1 To establish and maintain a hospital for the care and treatment of sick and physically injured people;
- ~~2~~2 To carry on educational activities related to rendering care to the sick or injured, which in the opinion of the Board of Trustees may be justified by the facilities, personnel, funds or other requirements that are or can be made available;
- ~~3~~3 To engage in medical and scientific research, or other such activities natural and expedient to the operation of a hospital;
- ~~4~~4 To acquire, hold and transfer such real and personal property as may be expected for such purposes or that is expedient to the exercise of these powers, and for the carrying out of the principal purposes of the institution;
- ~~5~~5 To participate, so far as circumstances warrant, in any activity designed and carried out to promote the general health of the county.

THEREFORE, in accordance with the above stated purpose and in accordance with Iowa Code 347.13(3), the Board of Trustees of the Crawford County Memorial Hospital hereby adopt these as their Bylaws:

ARTICLE I – Organization and Naming

The voters of Crawford County, having determined it necessary to establish a county public hospital and that such hospital shall be organized and governed by Iowa Code Chapter 347, as amended.

The voters of Crawford County, having determined that such public county hospital should be named in commemoration of the service rendered by soldiers, sailors and marines of the United States as authorized by Iowa Code Chapter 37.

ARTICLE II –

Governing Board Section 1 – Election of Board of Trustees

Crawford County Memorial Hospital shall be governed by a five-member Board of Trustees of Crawford County residents for regular terms of four years. *See Iowa Code 347.9*

Section 2 – Oath

Each Trustee after being certified as elected but before beginning their Trustee's duties as required and prescribed by law. *See Iowa Code 63.1*

Section 3 – Eligibility

The Board of Trustees shall be elected in accordance with such requirements and restrictions as set forth in the Iowa Code. *See Iowa Code 347.9A*

Section 4 – Vacancies

Vacancies in the Board of Trustees may be filled by appointment, ~~until the next general election, to fill the vacancy~~ by the remaining members of the Board of Trustees or, if fewer than ~~three (3) Trustees~~ a majority of the trustees remain on the ~~Board~~ board, by the ~~Board~~ board of ~~Supervisors~~ supervisors for the period until the vacancies are filled by election. An appointment made under this section shall be for the unexpired balance of the term of the preceding trustee. ~~See Iowa Codes 69.12 and 347.10~~

Section 5 – Duties

The Board of Trustees shall have charge, control and management of the property, affairs and funds of the Hospital as set forth by the Iowa Code and these Bylaws. Execution and regulation of such duties shall be administered by rules and policies as set forth by the Board of Trustees and these Bylaws. This Board shall have the power and authority to perform any acts and functions not inconsistent with these powers granted by Iowa Code 347.14 or these Bylaws adopted herein. *See Iowa Code 347.14;*

A board of hospital trustees' duties shall include all of the following:

- ~~1.~~ 1. Engage in all activities necessary to manage, control, and govern the hospital unless otherwise specifically prohibited under Iowa Code 347.
- ~~2.~~ 2. Exercise all the rights and duties of hospital trustees including but not limited to authorizing the delivery of any health care service, assisted or independent living service, or other ancillary service.
- ~~3.~~ 3. Adopt and amend bylaws, rules and policies for its own guidance and for the government of the hospital.
- ~~4.~~ 4. Exercise fiduciary duties as required by Iowa Code 504.831.
- ~~5.~~ 5. Employ or contract for an administrator and fix the administrator's compensation. The administrator shall have authority to oversee the day-to-day operations of the hospital and its employees.
- ~~6.~~ 6. Approve the appointment of a qualified medical staff and oversee the quality of medical care and services provided by the hospital.
- ~~7.~~ 7. Manage and control the hospital's funds in accordance with Iowa Code 540A. In addition to investments permitted under Iowa Code 12B.10 hospital investments may include common stocks.
- ~~8.~~ 8. Establish charity care policies for free treatment or financial assistance for care provided by the hospital, and fix the price to be charged to other patients admitted to the hospital for care and treatment.
- ~~9.~~ 9. Procure and pay premiums on any and all insurance policies required for the prudent management of the hospital including but not limited to public liability, professional malpractice liability, workers' compensation, and vehicle liability. Said insurance may include as additional insureds members of the board of trustees and employees of the hospital.
- ~~10.~~ 10. Certify levies for a tax in excess of any tax levy limit to meet its obligations to pay the premium costs on tort liability insurance, property insurance, workers' compensation insurance, and any other insurance that may be necessary for the prudent management and operation of the county public hospital, the costs of a self-insurance program, the costs of a local government risk pool, and amounts payable under any insurance agreements to provide or procure such insurance, self-insurance program, or local government risk pool.

- ~~11.~~ 11. Publish quarterly in each of the official newspapers of the county as selected by the board of supervisors pursuant to Iowa Code 349.1 the schedule of bills allowed.
- ~~12.~~ 12. Publish annually in such newspapers the schedule of salaries paid by job classification and category, but not by listing names of individual employees.
- ~~13.~~ 13. Make available as a public record the names, business addresses, salaries, and job classification of employees paid in whole or in part from a tax levy shall be a public record and open to inspection at reasonable times as designated by the board of trustees. Such records shall be made available to the public in accordance with Iowa Code 68A.
- ~~14.~~ 14. Fix the amount necessary for the improvement and maintenance of the hospital and for support of ambulance service during the ensuing fiscal year, and certify the amount to the county auditor before March 15 of each year, subject to any limitation imposed by Iowa Code 347.7.

Section 6 – Contractual Authority; Delegation

Authority to enter into contractual obligations shall reside solely with the Board of Trustees. ~~The except as set forth in Board of Trustees shall review and authorize the execution of all contracts~~ resolution or Board-approved Hospital policy. The Board of Trustees may authorize any officer of Crawford County Memorial Hospital to enter into any contract or other instrument on behalf of the Board, and such authority may be general or confined to specific instances. Except as authorized by the Board of Trustees, or as set forth in Board resolution or Board-approved Hospital policy, no officer, agent, employee shall have any power or authority to bind the Crawford County Memorial Hospital or Board of Trustees by any contract or engagement, or to pledge its credit or to render it liable for any purpose or for any amount. The Board of Trustees shall set forth such rules and policies as necessary to delegate contractual authority to an officer of Crawford County Memorial Hospital. The Board of Trustees shall not authorize any person, not an officer of Crawford County Memorial Hospital to enter into any agreement on behalf of the hospital.

Section 7 – Compensation

The members of such Board of Hospital Trustees shall receive no compensation, but shall be reimbursed for all expenses incurred by them with the approval of said Board in the performance of their duties.

Section 8 – Trustees’ Liability

To the extent allowed by Iowa law, no Trustee of this Hospital shall be personally liable to this Hospital or its associates for monetary damages for breach of duty as a Trustee except for liability:

- ~~1.~~ 1. For a breach of the Trustee’s duty of loyalty to the Hospital or its associates, or
- ~~2.~~ 2. For acts or omissions not in good faith or which involve intentional misconduct or knowing violation of the law, or
- ~~3.~~ 3. For a transaction from which the Trustee derives an improper personal benefit.

The Hospital shall indemnify and hold harmless any Trustee or officer against expenses actually and reasonably incurred in connection with the defense of any action, suit or proceedings, civil or criminal, in which he/she is made a party by reason of being or having been such director or officer, except in relation to matters as to which he/she shall be adjudged in such action, suit, or proceedings to be liable for a breach of the Trustee’s duty or loyalty to the Hospital, and the Hospital shall have the authority to procure insurance for such purposes.

No liability of a Trustee for an act or omission occurring prior to the effective date of this Article shall be eliminated or limited by reason of any provision of this Article.

Section 9 – Conflict of Interest; Spouses

Any duality of interest or possible conflict of interest on the part of any governing Board member should be disclosed to the other members of the Board and made a matter of record, either through an annual procedure or when the interest becomes a matter of Board action.

Any governing Board members having a duality of interest or possible conflict of interest on any matter should not vote or use their personal influence on the matter. The minutes of the meeting should reflect that a disclosure was made and the abstention from voting.

The foregoing requirements should not be construed as preventing the governing Board member from briefly stating his position in the matter, nor from answering pertinent questions of other Board members since his knowledge may be of assistance. *See Iowa Code 347.9A*

The transactions of a hospital trustee or a hospital trustee's spouse shall be limited as follows:

~~a.~~ a. A conflict of interest transaction is a transaction with the hospital in which a hospital trustee or a hospital trustee's spouse has a direct interest of less than or equal to one thousand five hundred dollars or indirect interest in any amount. A conflict of interest transaction is not voidable on the basis of the conflict of interest if all of the following are true:

- ~~(1)~~ (1) The material facts of the transaction and the interest of the trustee or the trustee's spouse were disclosed or known to the board of hospital trustees.
- ~~(2)~~ (2) The board of hospital trustees authorized, approved, or ratified the transaction. A conflict of interest transaction is authorized, approved, or ratified if it receives the affirmative vote of a majority of the disinterested trustees at a meeting where a quorum is present and where two or more trustees are disinterested in the conflict of interest transaction.
- ~~(3)~~ (3) The transaction was fair to the hospital at the time of the transaction.

~~b.~~ b. For the purpose of this section, a trustee has an indirect interest in a transaction if either of the following is true:

- ~~(1)~~ (1) Another entity in which the trustee or the trustee's spouse has a material interest or in which the trustee or the trustee's spouse is a general partner is party to the transaction.
- ~~(2)~~ (2) Another entity of which the trustee or the trustee's spouse is a director, officer, or trustee is a party to the transaction.

Section 10 – Attendance

Should any Board member be absent for four consecutive regular Board meetings, without prior excuse, the member's position shall be declared vacant and filled as set out above. *See Iowa Code 347.10*

Section 11 – Removal of a Trustee

- 1) A Trustee may be removed from office for any of the following reasons:
 - a. For willful or habitual neglect or refusal to perform the duties of the office.
 - b. For willful misconduct or maladministration in office, which may include a violation of these Bylaws or the Code of Conduct.
 - c. For corruption.
 - d. For extortion.
 - e. Upon conviction of a felony.
 - f. Upon conviction of being intoxicated.
 - g. Upon conviction of violating the provisions of Iowa Code Chapter 68A (Campaign Finance).
 - h. For failure to pay a fine imposed pursuant to Iowa Code Section 39A.6 (Election Misconduct; Technical Infractions) and not dismissed pursuant to Iowa Code Chapter 17A.
 - i. For exclusion from governmental health care programs.
- 2) The Board of Trustees shall, before removing any Trustee for the reasons in Article II. Section 11(1), above, present the Trustee with written charges for such removal.
- 3) A Trustee who is presented with written charges for removal may request a hearing before the Board. To request a hearing, the Trustee must deliver his or her signed request to the Secretary within 30 days after being presented with the written charges.
 - a. Within 10 calendar days from the service of the request for hearing, the Board shall fix the time, which shall be not less than 5 nor more than 20 days thereafter, and place for the hearing, and shall notify the Trustee in writing of the time and place so fixed.
 - b. The Trustee shall have the right to be represented at the hearing by counsel at the Trustee's

- expense.
- c. There shall be no rules of evidence for the hearing. The Board shall appoint a presiding officer for the hearing, who will establish appropriate time limits and administrative rules and procedures for the hearing. The presiding officer for the hearing may be a Trustee or any other person appointed by the Board.
 - d. After the hearing, or if no hearing is requested and 30 days has elapsed since the Trustee was presented with written charges, the Board may remove a Trustee from office by a simple majority vote at a meeting of the Board.
 - e. Any such hearing may be held in a closed session at the request of the Trustee whom he/she is subject of the removal action and in accordance with Iowa Code Section 21.5.
- 4) Any vacancies in the Board, created by the removal of a Trustee under this Section 11, shall be filled in accordance with Iowa Code Section 347.10 and Section 4 of these Bylaws.

ARTICLE III – Officers of the Board

Section 1 – Officers –

The Board of Trustees shall elect officers of the Board. Such officers shall be elect Chairperson, a Vice Chairperson/Secretary and a Treasurer, and other such officers, assistant officers and acting officers as the Board may authorize, all of whom shall be elected from the membership at the first regular meeting of the year. They shall hold office for a period of one year or until their successors shall have been duly elected and qualified. *See Iowa Code 347.11*

The secretary shall report to the county auditor and treasurer the names of the chairperson, secretary and treasurer of the board of hospital trustees as soon as practical after the qualification of each. *See Iowa Code 347.11*

Section 2 – Bond

The secretary and treasurer shall each file with the chairperson of the board a surety bond in such penal sum as the board of trustees may require and with sureties to be approved by the board for the use and benefit of the county public hospital. The reasonable cost of such bonds shall be paid from operating funds of the hospital. The bond shall be effective not later than noon of the first day which is not a Sunday or a legal holiday in January of the first year of the term for which the officer was elected. Every Trustee who is required to give bond shall take and subscribe the oath, on the back of the bond, or on a paper attached thereto and shall be certified by the officer administering it. *See Iowa Code 63.10.*

Section 3 – Officer Vacancy

A vacancy in any office because of death, resignation, removal or disqualification may be filled by the Board of Trustees for the unexpired portion of the term within ten days of the vacancy. *See Iowa Code 63.*

Any person appointed by the Board of Trustees to fill a vacancy shall take the same oath as prescribed by these bylaws and the Iowa Code. *See Iowa Code 63.1.*

Section 4 – Officer Duties

In accordance with Iowa Code Sections 347.11 and 347.12, Officers of Board of Trustees shall have the following duties:

The Chairperson shall call and preside at all meetings, or the Vice Chairperson in the absence of the Chairperson. He or she may be an ex-officio member of all committees as long as this does not result in a quorum.

The Vice Chairperson/Secretary shall act as Chairperson in the absence of the Chairperson and when so acting shall have all of the power and authority of the Chairperson. The Vice Chairperson/Secretary cause to be kept an accurate and complete record of all proceedings of the Board.

The Treasurer shall cause to be kept an accurate account of all receipts and disbursements.

ARTICLE IV – MEETINGS; QUORUM

Section 1 – Meetings

All meetings of the Board of Trustees shall be held in Compliance with the Iowa Code. *See Iowa Code 21.1*

The Board of Trustees shall hold regular meetings on the fourth Monday of each month a minimum of twelve (12) months per fiscal year, unless otherwise approved by the board. At the beginning of each fiscal year, the Board of Trustees shall set and approve an annual calendar of regular meetings.

Special meetings may be called by the Chairperson or at the written request of two (2) of the members of the Board.

Section 2 – Quorum

For regular, special or emergency meetings of the Board of Trustees, a quorum shall be three (3) members of the Board of Trustees. *See Iowa Code 347.11*

Section 3 – Records

Minutes of all meetings shall be kept and such minutes shall show the date, time and place of the meeting. Attendance of the Trustees present shall be taken and any action taken by the Board. The minutes shall show the results of each vote taken and shall indicate the vote of each member present. *See Iowa Code 21.3*

Section 4 – Notice of Meeting

At least 24 hours prior to every meeting, notice to the public shall posted stating date, time, location and tentative agenda of the meeting. Such notice shall be posted on a bulletin board or other prominent place which is easily accessible to the public at the Crawford County Memorial Hospital. Notice shall also be provided to any news media which has requested a copy. *See Iowa Code 21.4*

Whenever any notice is required to be given any Trustee, a waiver thereof in writing, signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

In the event that an emergency arises and is of such a nature that notice cannot be given 24 hours prior, then the Board members shall be notified by telephone that a special meeting is to be held and as to the purpose. The Board minutes of the meeting shall reflect the nature of the emergency and why more notice could not be given.

Section 5 – Dissent

Any member of the Board of Trustees who is present at a meeting of the Board of Trustees at which action on any Hospital matter is taken shall be presumed to have assented to the action taken unless his or her dissent shall be entered in the minutes of the meeting or unless he or she shall file his or her written dissent to such action with the person acting as the Secretary of the meeting before the adjournment thereof or shall forward such dissent by registered or certified mail to the Secretary immediately after the adjournment of the meeting. Such right to dissent shall not apply to a Trustee who voted in favor of such action.

ARTICLE V – COMMITTEES

The Committees of the Board of Trustees shall be Standing Committees and Special Committees. Except where specifically designated by these Bylaws, memberships on those committees which are appointed by the Chairperson, shall be approved by the Board of Trustees. Standing Committees shall be:

- ~~1)~~ 1) Governance/Executive Committee
- ~~2)~~ 2) Finance Committee
- ~~3)~~ 3) Mission Committee
- ~~4)~~ 4) Quality of Service Committee

Section 1 – Executive/Governance Committee

The Executive Committee shall meet as needed and consist of the Chairperson, Vice Chairperson/Secretary, and CEO. The Executive Committee shall have the power to transact all regular business of the Hospital during the interim between meetings of the Board of Trustees, provided any action taken shall not conflict with legal responsibilities, policies, and expressed wishes of the entire Board of Trustees and that it shall refer all matters of major importance to the entire Board of Trustees.

Should any matter of extreme urgency arise between the regular meetings of the Board of Trustees, it shall be the duty of the Executive Committee to request the Chairman to call a special meeting of the Board of Trustees.

In addition, the Executive Committee shall be responsible for:

- ~~a.~~ a. To guide the Board of Trustees in the recruitment, selection and evaluation of the CEO,
- ~~b.~~ b. To establish, review and revise Trustee policies and procedures,
- ~~c.~~ c. To provide for the orientation, education and development of Trustees,
- ~~d.~~ d. To assure compliance of provisions of the Iowa Code, Board adopted rules, regulations and approved governance practices,
- ~~e.~~ e. To analyze and recommend options for full Board consideration of opportunities relative to organizational collaboration on a local, area and regional basis,
- ~~f.~~ f. To recommend Board policy and review administrative practices to support provider (Physician) recruitment and retention and
- ~~g.~~ g. To identify and recommend Board member and/or administrative appointments to local organizations (e.g.: Auxiliary, Chamber, Early Childhood, Foundation, etc.)

Section 2 – Finance Committee

The Finance Committee shall meet at least quarterly and consist of the Treasurer and ~~one~~ two other Trustee appointed by the Chairperson and CEO (or designee). It shall be responsible for:

- ~~a.~~ a. The accounting of all funds of the Hospital. It shall cause to be prepared a budget and an estimate of the receipts and expenditures for the fiscal year to be approved by the Board of Trustees and filed with the County and State Auditor by March 15th of each year.
- ~~b.~~ b. To review the financial status and progress of CCMH.
- ~~c.~~ c. To make recommendations to the Board of Trustees regarding the financial policy and other matters relative to financial condition.
- ~~d.~~ d. To review, provide oversight and recommendations for non-routine building and grounds care, maintenance and improvement.
- ~~e.~~ e. To review and recommend insurance coverage plans for liability, property/casualty and risk management.
- ~~f.~~ f. To review and recommend investment policy and related practices.
- ~~g.~~ g. To assure completion of an annual audit of operations, including Board selection of an audit firm using a request for proposal (RFP) process.

Section 3 – Mission Committee

The Mission Committee shall meet at least quarterly and consist of the Chairperson of the Board of Trustees, and one other Board members as appointed by the Chairperson and CEO (or designee). It shall act in coordination with the President/Chief Executive Officer/Administrator. It shall be responsible for:

- ~~a~~a. To review and enhance "engagement" of employees and physicians to serve the needs of patients, families and visitors of CCMH, and
- ~~b~~b. To make recommendations to the Medical Staff, Board of Trustees and Administration relative to improvement of engagement programs at CCMH, and
- ~~c~~c. To provide an annual report to the Board of Trustees related to accomplishments and shortfalls with respect to organizational purpose as outlined by the overall organization mission, corporate goals/objectives and supporting action plans reviewed by this committee, and
- ~~d~~d. Review and recommend Board action on all union contract matters ~~e~~.

Section 4 – Quality of Service Committee

The Quality of Service shall meet at least quarterly whose membership shall consist of the Vice Chairperson/Secretary and one other Board members as appointed by the Chairperson and CEO (or designee). It shall be responsible for:

- ~~a~~a. To review the quality of service provided to consumers.
- ~~b~~b. To make recommendations to the Medical Staff, Board of Trustees and Administration relative to improvement of the quality of service provided by all service areas.
- ~~c~~c. To provide an annual report to the Board of Trustees related to accomplishments and shortfalls with respect to Quality of Service (includes and considers information from the overall quality management monitoring systems and supporting action plans).
- ~~d~~d. Review and recommend Board action for provider credentialing.
- ~~e~~e. Receipt of reports from the President (or designee) of the Medical Staff. ~~f~~.

Section 5 – Special Committees and Task Forces

Special committees may be appointed by the Chairperson for such tasks as circumstances warrant. Such committees may include:

- ~~1~~1) Memorial Task Force/Committee
- ~~2~~2) Bylaws Revision Task Force/Committee
- ~~3~~3) Planning Task Force/Committee

Section 6 – Term of Office of Committee Chairman

The term of office of the Chairperson of all Committees of the Board of Trustees shall be one (1) year.

Section 7 – Method of Selection of Committee Chairman

The Chairman of any standing or special task force/committee of the Board of Trustees shall be selected by appointment of the Chairperson of the Board of Trustees unless otherwise provided for in these Bylaws. In the absence of the Chairperson, the acting Chairperson may appoint committee Chairmen.

ARTICLE VI – PRESIDENT/CHIEF EXECUTIVE OFFICER/ADMINISTRATOR

The Board of Trustees shall select and employ a competent, experienced Administrator who shall be the President and Chief Executive Officer for the Crawford County Memorial Hospital. The CEO shall be the direct executive representative in the management of the Hospital. He/she shall be delegated necessary authority and held responsible for the administration of the Hospital in all its activities, subject to such policies as may be issued by the Board of Trustees or by any of its committees to which it had delegated power for such action. He/she shall act as the duly authorized representative of the Board of Trustees in all matters in which the Board has not designated some other person for the specific purpose.

The authority and duties of the Chief Executive Officer/Administrator shall be:

- ~~1~~1) To prepare and submit to the Board of Trustees for approval a plan of organization of the pay scales for personnel concerned with the operation of the Hospital;

- ~~2)~~ 2) To prepare an annual budget showing the expected receipts and expenditures as required by the Finance Committee;
- ~~3)~~ 3) To select, employ, control and discharge all employees authorized by the budget and table of organization and to designate the Vice President of Clinical Services (Chief Nursing Officer) and the Vice President of Financial and Support Services (Chief ~~Financial Officer~~ Financial Officer), both of which are subject to Board confirmation.
- ~~4)~~ 4) To see that all physical property is kept in a good state of repair and operating condition;
- ~~5)~~ 5) To supervise all business affairs such as the records of financial transactions, collection of accounts and purchase and issuance of supplies and to ensure that all funds are collected and expended to the best possible advantage;
- ~~6)~~ 6) To cooperate with the Medical Staff and to secure like cooperation on the part of all those concerned with the rendering of professional service to the end that the best possible care may be rendered to all patients;
- ~~7)~~ 7) To submit regularly to the Board of Trustees, or its Executive Committee, periodic reports showing the professional service and financial activities of the Hospital and to prepare and submit such special reports as may be required by the Board of Trustees; *See Iowa Code 347.12*
- ~~8)~~ 8) To assure that all accounts, funds, reports, and financial statements conform to generally accepted accounting principles as established by the governmental accounting standards board. *See Iowa Code 347.12*
- ~~9)~~ 9) To attend all meetings, ex-officio, of the Board of Trustees and its Committees;
- ~~10)~~ 10) To prepare an agenda of all meetings of the Board;
- ~~11)~~ 11) To perform any other duties necessary to the best interest of the Hospital;
- ~~12)~~ 12) To serve as liaison officer and official channel of communication for all official communications between the Board of Trustees or any of its committees and the Medical Staff by attending all Medical Staff meetings.

ARTICLE VIII – MEDICAL STAFF

Section 1 – Organization

The Board of Trustees shall organize the physicians granted practice privileges in the Hospital into a Medical Staff under Medical Staff Bylaws approved by the Board of Trustees. The Board of Trustees shall consider recommendations of the Medical Staff and appoint to the Medical

Staff, in numbers not exceeding the Hospital's needs, physicians who meet the qualifications for membership as set forth in the Bylaws of the Medical Staff. Each member of the Medical Staff shall have appropriate authority and responsibility for the care of his/her patient, subject to such limitations as are contained in the Bylaws and Rules and Regulations for the Medical Staff and subject further to any limitations attached to his/her appointment.

Section 2 – Appointments, Reappointments and Clinical Privileges

All applications for appointment to the Medical Staff shall be in writing, shall be signed by the applicant, and shall be submitted on a form prescribed by the Board of Trustees. The application shall be submitted to the Administrator. The application shall contain full information concerning the applicant's education, licensure, certificate of insurance, practice, previous hospital experience, and any unfavorable history with regard to licensure or hospital privileges as outlined in the Bylaws of the Medical Staff. Initial appointment and reappointments to the Medical Staff shall be made by the Board of Trustees. The Board of Trustees shall act on appointments, reappointments or revocation of appointments only after there has been a recommendation from the Medical Staff as provided in the Medical Staff Bylaws. Duration of appointments and reappointments shall be as provided in the Medical Staff Bylaws. Appointment to the Medical Staff shall confer on the appointee only such clinical privileges as have been granted by the Board of Trustees in accordance with the Medical Staff Bylaws.

The following policies are established:

- 1) Only members of the Medical Staff with admitting privileges can admit patients to the Hospital;
- 2) Only an appropriately licensed practitioner with clinical privileges shall be directly responsible for a patient's diagnosis and treatment within the area of his/her privileges;
- 3) Each patient's general medical condition shall be the responsibility of a physician member of the Medical Staff;
- 4) Other direct medical care of patients may at times be provided by preceptees (house staff) or by other specified professional personnel and will be given an appropriate degree of supervision by a licensed practitioner with clinical privileges.

Section 3 – Medical Care and Evaluation

The Board of Trustees shall, in the exercise of its discretion, delegate to the Medical Staff the responsibility for providing appropriate professional care to the Hospital's patients.

The Medical Staff shall conduct a continuing review and appraisal of the quality of professional care rendered in the Hospital and shall report such activities and their results to the Board of Trustees.

The Medical Staff shall make recommendations to the Board of Trustees concerning:

- 1) Appointment, reappointment and alterations of staff status;
- 2) Granting of clinical privileges;
- 3) Disciplinary actions;
- 4) All matters relating to professional competence;
- 5) Qualifications and privileges of specified professional personnel (for example, nurse anesthetists);
- 6) Such specific matters as may be referred to it by the Board of Trustees.

Section 4 – Medical Staff Bylaws

There shall be bylaws, rules and regulations for the Medical Staff setting forth its organization and government. Proposed bylaws, rules and regulations may be recommended by the Medical Staff, but only those adopted by the Board of Trustees shall be effective. Should said bylaws, rules and regulations be in conflict, the Board of Trustee Bylaws of the Hospital shall be controlling.

ARTICLE IX – HOSPITAL AUXILIARY

Section 1 – Organization

The Board of Trustees is authorized to designate a volunteer organization (Auxiliary) for the Hospital and to provide for its organization as an integral part of the Hospital.

Section 2 – Function

The Auxiliary may perform patient related services within or outside of the Hospital, conduct fund raising activities, conduct community service projects, and enter into contracts as approved by the Hospital Administrator, and carry on such other activities necessary to accomplish its purposes as approved by the Board of Trustees.

Section 3 – Bank Account

The Auxiliary may establish bank accounts. Any such accounts opened must be authorized by the Board of Trustees. The Hospital Treasurer may delegate to elected officers of the Auxiliary the authority to disburse funds on behalf of the organization. Funds disbursed for the benefit of the Hospital must have the prior approval of the Administrator.

Section 4 – Financial Reporting

The Auxiliary shall file annually with the Board of Trustees a financial statement and a report of the organization's activities during the past year.

Section 5 – Bylaws

The Auxiliary shall create and submit to the Board of Trustees for approval a set of bylaws that delineate the purpose and function of said organization. The Auxiliary bylaws shall be reviewed and approved by the Board of Trustees triennially.

Section 6 – Auxiliary Representative

The Governance/Executive Committee, subject to Board confirmation, annually, at the meeting in which committee assignments are made, shall designate one of its members to attend the meetings of the Auxiliary of Crawford County Memorial Hospital and report to the Board of Trustees of Crawford County Memorial Hospital on the activities of the Auxiliary. The report by the Board member shall be a regular item on the Agenda of at least four (4) regular meetings of the Board of Trustees per year.

ARTICLE X – AMENDMENTS

The Bylaws may be amended by an affirmative vote of a majority of the Trustees present, provided a full statement of such proposed amendments shall have been published in the notice calling the meeting.

ARTICLE XI – FOUNDATION REPRESENTATIVE

The Governance/Executive Committee, subject to Board confirmation, annually, at the meeting in which committee assignments are made, shall designate one of its members to attend the meetings of the Foundation of Crawford County Memorial Hospital. A report will be given to the Board of Trustees by the Foundation Director at least one time to Trustees per year.

ARTICLE XII – GENERAL PURPOSE CLAUSES

Section 1 – Saving Clause. Any revision of these Bylaws shall not invalidate any act or contract of the Hospital lawfully entered into and not prohibited by these bylaws in effect at the time of the act or execution of that respective contract.

Section 2 – Severability Clause. In the event any provision of these Bylaws is found to be prohibited or unenforceable by law in any jurisdiction, it shall be ineffective **only** in such jurisdiction, and **only** to the extent of such prohibition or unenforceability without invalidating the remaining provision(s) hereof. Any such prohibition or unenforceability in any such jurisdiction shall not invalidate or render unenforceable the remainder of these Bylaws or its affiliated contract(s)/agreement(s) in any other jurisdiction.

BYLAWS OF THE CRAWFORD COUNTY MEMORIAL HOSPITAL BOARD OF TRUSTEES

Adopted: January 17, 2005

Amended: August 24, 2010

Amended: February 21, 2011

Restated: June 25, 2012

Restated: November 22, 2021

Amended: September 26, 2022

Document comparison by Workshare Compare on Friday, August 18, 2023
11:48:34 AM

Input:	
Document 1 ID	file:///C:/Users/foltz.racheal/Desktop/Alissa for today/2022 09 - Resolution of the Board of Trustees with Amended Bylaws.docx
Description	2022 09 - Resolution of the Board of Trustees with Amended Bylaws
Document 2 ID	file:///C:/Users/foltz.racheal/Desktop/Alissa for today/2023 AMENDED AND RESTATED BYLAWS OF THE BOARD OF TRUSTEES.docx
Description	2023 AMENDED AND RESTATED BYLAWS OF THE BOARD OF TRUSTEES
Rendering set	Standard

Legend:	
<u>Insertion</u>	
Deletion	
Moved from	
<u>Moved to</u>	
Style change	
Format change	
Moved deletion	
Inserted cell	
Deleted cell	
Moved cell	
Split/Merged cell	
Padding cell	

Statistics:	
	Count
Insertions	107
Deletions	107
Moved from	0
Moved to	0
Style changes	0

Format changes	0
Total changes	214

RESOLUTION OF THE BOARD OF TRUSTEES OF THE CRAWFORD COUNTY MEMORIAL HOSPITAL APPROVING THE AMENDED AND RESTATED BYLAWS' AMENDMENTS AND PROVISIONS

WHEREAS, the Board of Trustees (the "Board") of the Crawford County Memorial Hospital (the "Hospital") requested to amend the Hospital's bylaws (the "Bylaws") to include conditions for the removal of a Trustee from the Board; and

WHEREAS, the Board of Trustees (the "Board") of the Crawford County Memorial Hospital (the "Hospital") requested to amend the Hospital's bylaws (the "Bylaws") to include alterations to the frequency of Executive Committee meetings between the Chairperson, Vice Chairperson/Secretary, and CEO;

WHEREAS, the Board of Trustees (the "Board") of the Crawford County Memorial Hospital (the "Hospital") requested to amend the Hospital's bylaws (the "Bylaws") to include alterations to the report requirements of the annual meeting in which committee assignments are made; and

[INSERT OTHER AMENDMENTS TO BE MADE TO BYLAWS]; and

WHEREAS, the Bylaws may be amended by an affirmative vote of a majority of the trustees present in accordance with the 24-hour notice requirement, providing a full statement of such proposed amendment(s).

NOW, THEREFORE, IT IS RESOLVED, as follows:

RESOLVED, the Board is hereby authorized and directed to take all actions necessary in furtherance of amending and reinstating the Hospital Bylaws, attached hereto as Exhibit A, to include conditions for vacancies of a Trustee of the Board.

RESOLVED, Section 4 shall be amended to include the conditions for vacancies of a Trustee of the Board:

Section 4 – Vacancies

Vacancies on the Board of Trustees may be filled by appointment by the remaining members of the Board of Trustees or, if fewer than a majority of the trustees remain on the board, by the board of supervisors for the period until the vacancies are filled by election. An appointment made under this section shall be for the unexpired balance of the term of the preceding trustee.

RESOLVED, the Board is hereby authorized and directed to take all actions necessary in furtherance of amending and reinstating the Hospital Bylaws, attached hereto as Exhibit A, to include contractual authority via resolution or Board approved policy.

RESOLVED, Section 6 of the Hospital Bylaws shall be amended to reflect contractual authority via resolution or Board approved policy:

Section 6 – Contractual Authority; Delegation

Authority to enter into contractual obligations shall reside solely with the Board of Trustees except as set forth in Board resolution or Board-approved Hospital policy. The Board of Trustees may authorize any officer of Crawford County Memorial Hospital to enter into any contract or other instrument on behalf of the Board, and such authority may be general or confined to specific instances. Except as

authorized by the Board of Trustees, or as set forth in Board resolution or Board-approved Hospital policy, no officer, agent, employee shall have any power or authority to bind the Crawford County Memorial Hospital or Board of Trustees by any contract or engagement, or to pledge its credit or to render it liable for any purpose or for any amount. The Board of Trustees shall set forth such rules and policies as necessary to delegate contractual authority to an officer of Crawford County Memorial Hospital. The Board of Trustees shall not authorize any person, not an officer of Crawford County Memorial Hospital to enter into any agreement on behalf of the hospital.

RESOLVED, all resolutions or parts thereof in conflict herewith are hereby repealed to the extent of such conflict.

IN WITNESS WHEREOF, the undersigned have executed this written action effective as of the 30th day of October, 2023.

Board Secretary

[EXHIBIT A]

CEO Report

October 27, 2023

Good Morning,

The typically lower patient volumes we normally see each summer have persisted into the fall. September patient volumes continue to lag behind last year's volumes by almost 15%. Total admissions were down 45%. Decreases in outpatient volumes were seen in most departments but most notably in surgery (17.9%), radiology (12.7%), physical therapy (10.4%), and total Medical Clinic visits (14%).

The volume decreases had a significant financial affect. Gross patient revenue was under budget by \$867,288. Expenses were under budget by \$257,788 and contractual adjustments were down. Nonetheless, this resulted in a net loss of \$129,987 for the month.

Total cash did decrease by \$303,899 due to several significant capital expenditures. We made our first installment to Cerner, a payment to INVISION, and budgeted capital purchases all took place in September. Days cash-on-hand ended at 184 days. Total cash balance remains healthy at \$19,993,290.

At committee meetings, you all have had a chance to see and give feedback on the Board Bylaw changes and the Executive Authority Limitation policy. The edits from your feedback have been made and are in the board packet in Board Effect for you to review prior to the Board meeting. The resolution and the policy will need approval at the meeting.

Of the six submissions, the following were awarded the Pinnacle Achievers Award and are in the running for the Summit Award at the Health Care Service Excellence Conference (HCSEC) in November:

- Exceptional Employee, Clinical -- Danielle Watts, BSN, RN
- Exceptional Nurse -- Dana Neemann, BSN, RN
- Customer Focused Provider -- Jill Kierscht, ARNP
- Customer Focused Physician -- Michael Luft, DO

The Service Excellence Council is planning an internal award ceremony for all the submissions and nominations. Once the date is finalized, we will send out an invite to board members.

Let Heather or I know if you are unable to attend the meeting. See you Monday evening!

Respectfully,
Erin

**CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
October 26, 2023 12:00 P.M.**

A meeting of the Finance Committee of the Board of Trustees was held on Thursday, October 26, 2023, in the Administrative Conference Room. Present on site were Rachel Melby, CFO; Erin Muck, CEO; Amy Schultz and Heather Wight (rcdr). Present via telephone was Jay Mendlik. Unable to attend was Dr. John Lothrop.

The meeting was called to order at 12:06 pm.

Committee Recommendations:

1. Total Payroll & Accounts Payable of \$3,003,221.68 for approval of payment.

Approval of Minutes

The September 2023 minutes were reviewed and approved.

CFO Report

The CFO Report was reviewed.

Financial Reports

Statistical, Income and Cash Flow Report

Volumes in September were down considerably compared to last September by almost 15% overall. Inpatient volumes decreased the most with a 45% decrease in admissions when compared to last September and also down 45% year-to-date. However, inpatient volumes only represent about 10% of our revenue. Unfortunately, outpatient volumes were also down by double digits with the Medical Clinic down 14%, Specialty Clinic down 11%, Surgeries down 18%, Lab down 17% and Radiology down 13%.

With the significant decline in patient volumes, gross patient revenue was under budget by \$867,288. Although expenses and contractual adjustments were also down compared to budget, the result was still a net loss \$129,987 for the month, compared to a budgeted loss of \$26,132.

Lower volumes also in turn have an impact on cash receipts. For September, total cash balances decreased \$303,899, reducing days cash on hand to 184 days and to a total balance of \$19,993,290. September was also a big month for capital expenditures, with our first installment payment made to Cerner in the amount \$296,560, and \$201,881 for our budgeted capital equipment purchases and our progress payments to Invision. Debt service coverage remains healthy, and Days in A/R increased to 53 days.

Balance Sheet

The Balance Sheet as of 09/30/23 reflects Total Assets of \$48,988,958.

**CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
October 26, 2023 12:00 P.M.**

Payroll & Accounts Payable

The committee reviewed and recommends total Payroll & Accounts Payable of \$3,003,221.68 to the Board for approval. This amount includes \$1,658,389.33 in salaries.

Accounts Receivable

Patient Accounts Receivable as of 09/30/2023 totaled \$9,172,169 which is an increase of \$679,037 from last month.

Other Business

Net Revenue Report

The committee reviewed the daily expense and daily revenue trends for 2023.

FEMA Update

Our FEMA grant application that was submitted to help offset the drastic increases in contract labor expense since the pandemic is close to funding. We will be receiving a small project payment in the next week or so in the amount of \$235,980. Then the State will be advance funding 75% of our total grant application and in the next 90 days all funds totaling \$1,180,110 should be deposited from FEMA.

Executive Authority Policy

Proposal of the Executive Authority Limitation Policy was discussed with guidelines and spending amounts of any contract that is not included in the Board approved budget.

Board Bylaws Update

The proposed bylaw changes were discussed by the committee and recommended to go to the Board. The changes reflect better clarification of replacement of Board members, and the Executive Authority Limitations Policy.

Bonus Structure

The FY24 CEO goals were discussed and adjusted to reflect an increased focus on quality as well as increase in surgeries.

Provider Update

Muck shared recruitment activities and provider updates.

Adjourn - The meeting was adjourned at 1:45 pm. Heather Wight, Recorder

Crawford County Memorial Hospital

Comparative Statistical Report

September 2023

	Month to Date			Fiscal Year to Date		
	FY 2024	FY 2023	Variance	FY 2024	FY 2023	Variance
Total Admissions	34	62	-45.16%	95	173	-45.09%
Acute/OB	27	46	-41.30%	73	128	-42.97%
Skilled	2	4	-50.00%	6	9	-33.33%
ICF	0	1	-100.00%	1	3	-66.67%
Respite	0	0	0.00%	0	0	0.00%
Newborns	5	11	-54.55%	15	33	-54.55%
Observation Admissions	9	24	-62.50%	48	59	-18.64%
Total Adjusted Admits	43	86	-50.00%	143	232	-38.36%
Total Patient Days*	146	251	-41.83%	483	652	-25.92%
Acute/OB	84	131	-35.88%	252	355	-29.01%
Nursery	10	16	-37.50%	26	52	-50.00%
Skilled	17	31	-45.16%	41	61	-32.79%
ICF	0	1	-100.00%	3	14	-78.57%
Respite	0	0	0.00%	0	0	0.00%
Observation	35	72	-51.39%	161	170	-5.29%
*Includes Observation						
Average LOS (Acute/OB)	3.95	2.98	32.62%	3.36	2.87	17.03%
Hospital Procedures						
Inpatient	478	1,001	-52.25%	1,801	2,711	-33.57%
Outpatient	13,136	14,993	-12.39%	40,756	43,877	-7.11%
Total	13,614	15,994	-14.88%	42,557	46,588	-8.65%
Surgical Procedures	87	106	-17.92%	298	331	-9.97%
Anesthesia Procedures	65	101	-35.64%	242	294	-17.69%
ER Visits	438	444	-1.35%	1,278	1,350	-5.33%
Admits from ER	19	33	-42.42%	75	94	-20.21%
Scheduled Outpatient Visits	84	73	15.07%	273	282	-3.19%
Ambulance Trips	135	135	0.00%	382	373	2.41%
Xray Procedures	599	664	-9.79%	1,841	1,993	-7.63%
Mammography Procedures	76	129	-41.09%	277	301	-7.97%
Flouro Procedures	4	0	100.00%	8	7	14.29%
Ultrasound Dept Procedures	186	201	-7.46%	502	630	-20.32%
Echo Procedures	37	45	-17.78%	121	134	-9.70%
CT Dept Procedures	211	256	-17.58%	639	635	0.63%
MRI Dept Procedures	73	70	4.29%	223	195	14.36%
Nuc Med Procedures	8	3	166.67%	22	14	57.14%
Total Radiology Procedures	1,194	1,368	-12.72%	3,633	3,909	-7.06%
Respiratory Tx Procedures	31	176	-82.39%	237	393	-39.69%
EKG Procedures	135	167	-19.16%	455	472	-3.60%
Sleep Studies	6	19	-68.42%	23	41	-43.90%
Lab Procedures	6,109	7,376	-17.18%	18,662	21,113	-11.61%
Physical Tx Procedures	1,652	1,843	-10.36%	5,518	5,476	0.77%
Speech Procedures	22	26	-15.38%	94	76	23.68%
OT Procedures	190	159	19.50%	535	501	6.79%
Cardiac Rehab Procedures	109	76	43.42%	345	313	10.22%
Pulmonary Rehab Procedures	10	29	-65.52%	25	72	-65.28%
Specialty Clinic Visits	534	601	-11.15%	1,629	1,809	-9.95%
Total Medical Clinic Visits	2,948	3,430	-14.05%	9,310	10,156	-8.33%

**CRAWFORD COUNTY MEMORIAL HOSPITAL
OPERATING/INCOME STATEMENT
FOR THE MONTH ENDING SEPTEMBER 30, 2023**

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

	CURRENT MONTH ACTUAL		CURRENT MONTH BUDGET		CURRENT MONTH VARIANCE		PRIOR YEAR ACTUAL	
<u>PATIENT SERVICE REVENUES</u>								
INPATIENT SERVICES	414,561	7.9%	609,072	9.9%	(194,511)	-31.9%	664,261	11.3%
	1,170,762	7.4%	1,781,591	9.9%	(610,829)	-34.3%	1,820,772	10.9%
OUTPATIENT SERVICES	4,827,336	91.7%	5,485,058	89.5%	(657,721)	-12.0%	5,158,253	87.7%
	14,580,986	92.2%	16,044,283	89.5%	(1,463,297)	-9.1%	14,736,965	88.3%
SWING BED SERVICES	20,172	0.4%	35,227	0.6%	(15,055)	-42.7%	55,985	1.0%
	64,469	0.4%	103,043	0.6%	(38,574)	-37.4%	128,316	0.8%
TOTAL GROSS PATIENT REVENUE	5,262,070	100.0%	6,129,357	100.0%	(867,288)	-14.1%	5,878,498	100.0%
	15,816,217	100.0%	17,928,917	100.0%	(2,112,700)	-11.8%	16,686,053	100.0%
<u>DEDUCTIONS FROM REVENUE</u>								
MEDICARE ADJUSTMENTS	(1,106,779)	-21.0%	(1,239,200)	-20.2%	132,421	-10.7%	(1,151,003)	-19.6%
	(3,507,585)	-22.2%	(3,624,771)	-20.2%	117,185	-3.2%	(3,149,648)	-18.9%
TITLE XIX ADJUSTMENTS	(310,006)	-5.9%	(379,253)	-6.2%	69,246	-18.3%	(357,411)	-6.1%
	(758,396)	-4.8%	(1,109,348)	-6.2%	350,951	-31.6%	(989,210)	-5.9%
BLUE CROSS ADJUSTMENTS	(503,181)	-9.6%	(621,914)	-10.1%	118,733	-19.1%	(507,409)	-8.6%
	(1,532,484)	-9.7%	(1,819,155)	-10.1%	286,670	-15.8%	(1,651,998)	-9.9%
OTHER ADJUSTMENTS	(197,762)	-3.8%	(350,237)	-5.7%	152,475	-43.5%	(307,806)	-5.2%
	(731,193)	-4.6%	(1,024,474)	-5.7%	293,280	-28.6%	(897,062)	-5.4%
PROVISION FOR UNCOLLECTIBLE	(134,071)	-2.5%	(171,500)	-2.8%	37,428	-21.8%	(125,271)	-2.1%
	(429,830)	-2.7%	(501,652)	-2.8%	71,822	-14.3%	(460,489)	-2.8%
CHARITY CARE	(1,387)	0.0%	(26,754)	-0.4%	25,367	-94.8%	(33,047)	-0.6%
	(36,324)	-0.2%	(78,259)	-0.4%	41,936	-53.6%	(67,127)	-0.4%
TOTAL DEDUCTIONS FROM REVENUE	(2,253,187)	-42.8%	(2,788,858)	-45.5%	535,670	-19.2%	(2,481,946)	-42.2%
	(6,995,813)	-44.2%	(8,157,657)	-45.5%	1,161,844	-14.2%	(7,215,535)	-43.2%
NET PATIENT REVENUE	3,008,882	57.2%	3,340,500	54.5%	(331,618)	-9.9%	3,396,552	57.8%
<i>(as % of Gross Patient Revenue)</i>	8,820,404	55.8%	9,771,260	54.5%	(950,856)	-9.7%	9,470,518	56.8%
NET PATIENT REVENUE	3,008,882	96.0%	3,340,500	94.2%	(331,618)	-9.9%	3,396,552	93.8%
<i>(as % of Total Operating Revenue)</i>	8,820,404	92.8%	9,771,260	94.1%	(950,856)	-9.7%	9,470,518	93.4%
OTHER REVENUE								
DIETARY/MEALS INCOME	5,476	0.2%	7,300	0.2%	(1,824)	-25.0%	7,142	0.2%
	18,176	0.2%	21,900	0.2%	(3,724)	-17.0%	21,385	0.2%
OTHER INCOME	118,996	3.8%	198,167	5.6%	(79,170)	-40.0%	216,311	6.0%
	671,078	7.1%	594,500	5.7%	76,578	12.9%	652,310	6.4%
TOTAL OTHER REVENUE	124,473	4.0%	205,467	5.8%	(80,994)	-39.4%	223,453	6.2%
	689,254	7.2%	616,400	5.9%	72,854	11.8%	673,696	6.6%
TOTAL OPERATING REVENUE	3,133,355	100.0%	3,545,966	100.0%	(412,612)	-11.6%	3,620,005	100.0%
	9,509,658	100.0%	10,387,660	100.0%	(878,002)	-8.5%	10,144,213	100.0%
<u>OPERATING EXPENSES</u>								
SALARIES	1,749,164	55.8%	1,897,738	53.5%	(148,574)	-7.8%	1,782,317	49.2%
	5,117,094	53.8%	5,559,290	53.5%	(442,196)	-8.0%	4,837,614	47.7%
BENEFITS	509,881	16.3%	597,190	16.8%	(87,309)	-14.6%	540,829	14.9%
	1,578,351	16.6%	1,770,541	17.0%	(192,190)	-10.9%	1,611,947	15.9%
PROFESSIONAL FEES	183,658	5.9%	106,146	3.0%	77,512	73.0%	219,303	6.1%
	696,413	7.3%	311,418	3.0%	384,996	123.6%	878,167	8.7%
SUPPLIES & EXPENSES	673,936	21.5%	726,218	20.5%	(52,282)	-7.2%	762,604	21.1%
	2,050,730	21.6%	2,143,398	20.6%	(92,669)	-4.3%	2,058,766	20.3%
OCCUPANCY	140,319	4.5%	135,905	3.8%	4,414	3.2%	123,104	3.4%
	391,423	4.1%	407,714	3.9%	(16,291)	-4.0%	361,997	3.6%
DEPRECIATION	173,150	5.5%	224,700	6.3%	(51,550)	-22.9%	210,000	5.8%
	503,150	5.3%	674,100	6.5%	(170,950)	-25.4%	630,000	6.2%
TOTAL OPERATING EXPENSE	3,430,108	109.5%	3,687,896	104.0%	(257,788)	-7.0%	3,638,157	100.5%
	10,337,161	108.7%	10,866,461	104.6%	(529,300)	-4.9%	10,378,492	102.3%
NET OPERATING INCOME (LOSS)	(296,753)	-9.5%	(141,930)	-4.0%	(154,824)	109.1%	(18,152)	-0.5%
	(827,503)	-8.7%	(478,801)	-4.6%	(348,701)	72.8%	(234,279)	-2.3%
<u>NONOPERATING REV/EXP</u>								
TAXES	166,359	5.3%	167,865	4.7%	(1,506)	-0.9%	165,896	4.6%
	499,076	5.2%	503,594	4.8%	(4,519)	-0.9%	497,689	4.9%
GENERAL CONTRIBUTIONS	-	0.0%	-	0.0%	-	0.0%	-	0.0%
	250	0.0%	-	0.0%	250	0.0%	56	0.0%
COVID/PRF FUNDING	-	0.0%	-	0.0%	-	#DIV/0!	90,462	40.5%
	-	0.0%	-	0.0%	-	#DIV/0!	192,799	28.6%
INTEREST INCOME	48,806	1.6%	10,833	0.3%	37,973	350.5%	(11,103)	-0.3%
	137,910	1.5%	32,500	0.3%	105,410	324.3%	791	0.0%
INTEREST EXPENSE	(48,398)	-1.5%	(62,900)	-5.3%	14,502	-23.1%	(52,581)	-1.5%
	(145,937)	-1.5%	(188,701)	-1.8%	42,764	-22.7%	(158,318)	1.9%
TOTAL NONOPERATING INCOME (LOSS)	166,767	5.3%	115,798	3.3%	50,969	44.0%	192,675	5.3%
	491,298	5.2%	347,394	3.3%	143,905	41.4%	533,017	5.3%
NET INCOME (LOSS)	(129,987)	-4.1%	(26,132)	-0.7%	(103,855)	397.4%	174,523	4.8%
<i>Year to Date</i>	(336,204)	-3.5%	(131,407)	-1.3%	(204,797)	155.8%	298,739	2.9%

**CRAWFORD COUNTY MEMORIAL HOSPITAL
STATEMENT OF CASH FLOWS
FOR THE MONTH ENDING SEPTEMBER 30, 2023**

	<u>THIS MONTH</u>	<u>YTD</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
CASH RECEIVED FROM PATIENTS AND THIRD -PARTY PAYORS	2,714,757	8,578,256
CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES	(1,475,085)	(5,556,027)
CASH PAID TO EMPLOYEES FOR SERVICES	(1,623,677)	(5,220,496)
OTHER OPERATING REVENUE RECEIVED	338,698	954,338
NET CASH PROVIDED BY OPERATING ACTIVITIES	(45,307)	(1,243,929)
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
COUNTY TAXES	288,478	303,875
CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT	-	-
PRINCIPAL PAYMENTS ON LONG-TERM DEBT	(55,558)	(168,670)
INTEREST PAID ON LONG-TERM DEBT	(30,876)	(93,371)
ACQUISITION OF PROPERTY AND EQUIPMENT	(498,442)	(515,883)
NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES	(584,876)	(777,924)
CASH FLOW FROM INVESTING ACTIVITIES		
INTEREST RECEIVED	37,815	110,891
PROCEEDS FROM MATURITIES OF CERTIFICATES OF DEPOSIT	-	-
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	37,815	110,891
NET INCREASE (DECREASE) IN CASH	(303,889)	(1,607,087)
CASH		
BEGINNING	19,993,290	21,296,488
ENDING	19,689,401	19,689,401
DAYS CASH ON HAND		184

<u>OPERATING INDICATORS:</u>	<u>APR</u>	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>SEP</u>	<u>Target</u>	<u>Desirable Trend</u>
Total Margin:	-0.41%	2.16%	-2.48%	-3.20%	-2.79%	-3.88%	2.00%	Increasing
Debt Service Coverage Ratio:	2.45	2.48	1.90	1.81	1.69	1.51	1.60	Increasing
Days Revenue in Patient A/R:	51	47	45	50	50	53	50	Decreasing
Days Cash on Hand:	202	212	204	209	188	184	180	Increasing

CRAWFORD COUNTY MEMORIAL HOSPITAL
BALANCE SHEET
AS OF: 9/30/23

	Current Month		Prior Month		1-Month Net Change		1 Year Ago Month	
ASSETS								
CURRENT ASSETS								
Total Cash	6,619,892	13.51%	8,010,989	16.35%	(1,391,097)	-17.36%	14,250,999	28.45%
Patient Receivables	9,172,169	18.72%	8,493,132	17.34%	679,037	8.00%	9,745,518	19.46%
Allowance for Uncollectibles	(753,000)	-1.54%	(756,000)	-1.54%	3,000	-0.40%	(547,000)	-1.09%
Allowance for Contractuals	(2,650,000)	-5.41%	(2,410,000)	-4.92%	(240,000)	9.96%	(3,170,000)	-6.33%
Net Accounts Receivable	5,769,169	11.78%	5,327,132	10.87%	442,037	8.30%	6,028,518	12.04%
Other Receivables								
Est. Third Party Settlement	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Taxes Receivable	1,707,824	3.49%	1,996,302	4.07%	(288,478)	-14.5%	1,815,372	3.62%
Other	625,429	1.28%	815,433	1.66%	(190,004)	-23.30%	865,600	1.73%
Inventory	1,428,441	2.92%	1,416,299	2.89%	12,142	0.86%	1,150,458	2.30%
Prepaid Expenses & Other	1,755,801	3.58%	1,498,815	3.06%	256,986	17.15%	1,083,570	2.16%
TOTAL CURRENT ASSETS	17,906,556	36.55%	19,064,970	38.91%	(1,158,414)	-6.08%	25,194,518	50.30%
ASSETS LIMITED AS TO USE								
Investments								
Cash & CD's	12,762,199	26.05%	11,725,749	23.93%	1,036,450	8.84%	6,026,498	12.03%
Bond/Project Funds	307,309	0.63%	256,552	0.52%	50,757	19.78%	329,227	0.66%
Interest Receivable	96,513	0.20%	85,522	0.17%	10,991	12.85%	20,192	0.04%
TOTAL ASSETS LIMITED AS TO USE	13,166,022	26.88%	12,067,823	24.63%	1,098,199	9.10%	6,375,918	12.73%
OTHER ASSETS								
Physician Practice Intangibles	815,000	1.66%	815,000	1.66%	-	100.00%	815,000	1.63%
TOTAL OTHER ASSETS	815,000	1.66%	815,000	1.66%	-	0.00%	815,000	1.63%
PROPERTY & EQUIPMENT, NET								
Land	314,500	0.64%	314,500	0.64%	-	0.00%	314,500	0.63%
Land held for Future Dev	120,400	0.25%	120,400	0.25%	-	0.00%	120,400	0.24%
Land Improvements	2,511,827	5.13%	2,511,827	5.13%	-	0.00%	2,511,827	5.01%
Building	8,670,091	17.70%	8,670,091	17.70%	-	0.00%	8,670,091	17.31%
Fixed Equipment	17,977,555	36.70%	17,893,555	36.52%	84,000	0.47%	17,796,915	35.53%
Major Moveable Equipment	18,522,590	37.81%	18,465,399	37.69%	57,191	0.31%	18,207,068	36.35%
Leased Equipment	1,439,076	2.94%	1,439,076	2.94%	-	0.00%	1,491,468	2.98%
Deferred Costs	507,725	1.04%	418,133	0.85%	89,593	0.00%	88,112	0.18%
Allowance for Depreciation	(36,560,504)	-74.63%	(36,387,354)	-74.27%	(173,150)	0.48%	(34,784,027)	-69.45%
TOTAL PROPERTY & EQUIP, NET	13,503,260	27.56%	13,445,627	27.44%	57,633	0.43%	14,416,354	28.78%
DEFERRED OUTFLOWS OF RESOURCES								
Pension Related Deferred Outflows	2,767,672	5.65%	2,767,672	5.65%	-	0.00%	2,385,266	4.76%
Deferred Loss on Refunding	830,448	1.70%	830,448	1.70%	-	0.00%	899,653	1.80%
TOTAL DEFERRED OUTFLOWS	3,598,120	7.34%	3,598,120	7.34%	-	0.00%	3,284,919	6.56%
TOTAL ASSETS	48,988,958	98.34%	48,991,539	98.34%	(2,582)	-0.01%	50,086,708	96.58%
LIABILITIES & NET ASSETS								
CURRENT LIABILITIES								
Accounts Payable	517,981	1.06%	485,691	0.99%	32,291	6.65%	489,449	0.98%
Accrued Payroll & Payroll Taxes	2,269,653	4.63%	1,974,931	4.03%	294,722	14.92%	2,253,474	4.50%
Accrued Health Ins & Flex	1,524,725	3.11%	1,612,092	3.29%	(87,367)	-5.42%	1,847,658	3.69%
Deferred Pro Tax Receivable	1,497,227	3.06%	1,663,585	3.40%	(166,359)	-10.00%	1,493,061	2.98%
Due to Third Parties - Other	3,176	0.01%	11,021	0.02%	(7,846)	-71.19%	4,150	0.01%
Lease Payable - Short Term	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Est. Third Party Settlements	1,126,500	2.30%	1,076,500	2.20%	50,000	4.64%	600,000	1.20%
TOTAL CURRENT LIABILITIES	6,939,262	14.16%	6,823,821	13.93%	115,441	1.69%	6,687,793	13.35%
OTHER LIABILITIES								
Lease Payable - Long Term	93,513	0.19%	96,629	0.20%	(3,116)	-3.23%	272,061	0.54%
Bonds Payable - Long Term	19,138,977	39.07%	19,191,418	39.17%	(52,441)	-0.27%	20,149,995	40.23%
Interest Payable	100,980	0.21%	83,459	0.17%	17,522	20.99%	109,720	0.22%
Net Pension Liability	7,810,095	15.94%	7,760,095	15.84%	50,000	0.64%	477,586	0.95%
TOTAL LONG-TERM LIABILITIES	27,143,565	55.41%	27,131,601	55.38%	11,964	0.04%	21,009,361	41.95%
TOTAL LIABILITIES	34,082,827	69.57%	33,955,421	69.31%	127,405	0.38%	27,697,154	55.30%
DEFERRED INFLOWS OF RESOURCES								
Pension Related Deferred Inflows	2,013,105	4.11%	2,013,105	4.11%	-	0.00%	10,629,374	21.22%
OPEB Related Deferred Inflows	175,696	0.36%	175,696	0.36%	-	0.00%	205,039	0.41%
TOTAL DEFERRED INFLOWS	2,188,801	4.47%	2,188,801	4.47%	-	0.00%	10,834,413	21.63%
NET ASSETS								
General Fund	13,053,534	26.65%	13,053,534	26.64%	-	0.00%	11,256,402	22.47%
Net Revenue (Loss)	(336,204)	-0.69%	(206,217)	-0.42%	(129,987)	63.03%	298,739	0.60%
TOTAL NET ASSETS	12,717,330	25.96%	12,847,317	26.22%	(129,987)	-1.01%	11,555,141	23.07%
TOTAL LIABILITIES & NET ASSETS	48,988,958	100.00%	48,991,539	100.00%	(2,582)	-0.01%	50,086,708	100.00%

TO BE PAID THIS MONTH -SEPTEMBER 2023

A Tech, Inc. - Supplies	\$943.00	Hy-Vee, Inc. - Supplies	\$1.19
Alcon Vision, LLC - Supplies	\$596.00	ICP Medical, LLC -Supplies	\$811.18
ALK-Abello, Inc. - Supplies	\$6,746.60	Industrial Bearing Supply - Supplies	\$197.32
Ameritex Services - Fees	\$4,275.69	J & J Health Care Systems - Supplies	\$13,776.00
Anderson Erickson Dairy - Supplies	\$385.98	JP Gasway Co. - Supplies	\$1,580.00
Arnold Motor Supply, LLP - Supplies	\$16.44	Katena Products, Inc. - Supplies	\$196.00
Bausch & Lomb Surgical - Supplies	\$16.07	Kelli's Gift Shop Supplier - Supplies	\$514.26
Bluespace Creative - Fees	\$1,142.50	Knowels Publishing Corp. - Advertising	\$468.00
Bomgaars - Supplies	\$10.99	Kreislers, LLC - Supplies	\$187.54
Boston Scientific Corp. - Supplies	\$393.27	La Prensa - Advertising	\$792.00
Bound Tree Medical, LLC - Supplies	\$884.13	Lifeserve Blood Center - Supplies	\$3,643.93
C,R Bard, Inc. - Supplies	\$527.98	Mapleton Press - Advertising	\$144.00
Carefusion - Supplies	\$143.36	Marco, Inc. - Fees	\$6,359.40
Caresfield, LLC - Supplies	\$158.79	Martin Bros Dist. Co., Inc - Supplies	\$2,686.58
CDW Government, Inc. - Supplies	\$523.14	Mindray DS USA, Inc. - Supplies	\$984.40
CMS Communications, Inc. - Supplies	\$218.51	Neighbors Business Review - Advertising	\$129.50
Cook Medical Inc. - Supplies	\$310.90	Nuance Communications, Inc. - Supplies	\$1,391.89
Cooper Surgical, Inc. - Supplies	\$203.47	Observer - Advertising	\$177.50
Counsel - Fees	\$884.90	Optum - Supplies	\$469.02
CPSI - Fees	\$17,072.00	Pfizer, Inc. - Supplies	\$238.38
Dell Marketing LP - Supplies	\$1,935.28	Plunkett's Pest Control - Fees	\$196.62
Denison Auto Parts - Supplies	\$16.30	Positive Promotions, Inc. - Supplies	\$1,131.66
Denison Bulletin & Review - Advertising	\$414.91	Professional Computer Solutions - Fees	\$264.00
DFI-Solutions in Print - Supplies	\$1,464.58	Professional Medical Management - Supplies	\$7,139.00
Draeger, Inc. - Supplies	\$289.14	Secure Shred Solutions - Fees	\$270.00
Echo Group, Inc. - Supplies	\$496.00	Shared Medical Services, Inc. - Supplies	\$2,150.00
Ecolab - Supplies	\$357.68	Smith & Nephew, Inc. - Supplies	\$3,158.80
Evergreen Medical Services - Supplies	\$2,694.19	Standard Textile Co., Inc. - Fees	\$646.08
Fareway Stores - Supplies	\$1,291.00	Staywell Company - Supplies	\$238.25
Farmer Bros. Co. - Supplies	\$397.05	Steris Corporation - Supplies	\$635.00
Federal Express Corp. - Fees	\$3.48	Stryker Endoscopy - Supplies	\$2,389.34
Fluke Electronics - Supplies	\$930.00	Stryker Medical - Supplies	\$1,467.78
Follett, LLC - Supplies	\$4,868.33	Stryker Sales Corp. - Supplies	\$3,353.80
Getinge USA - Supplies	\$279.40	Technical Safety Services, Inc. - Supplies	\$1,080.00
Grace Medical, Inc. - Supplies	\$438.30	Teleflex, LLC - Supplies	\$702.50
Granger - Supplies	\$167.00	Teleflex Medical - Supplies	\$36.50
GRP & Associates, Inc. - Fees	\$1,056.50	UNMC Center for Continuing Ed - Fees	\$290.00
Health Care Logistics - Supplies	\$352.98	Van Meter, Inc. - Supplies	\$419.42
Hobart Sales & Service - Supplies	\$82.33	Vyaire Medical 211, Inc. - Supplies	\$4,293.86
Hologic, Inc. - Supplies	\$594.00	WIN - Fees	\$1,500.00
Home Depot Pro - Supplies	\$619.56	Zimmer US, Inc. - Supplies	\$93.10

September Check Run

\$120,405.53

Krystin Adams - Expenses	\$124.97
Airgas USA, LLC - Supplies	\$2,341.76
American Messaging - Fees	\$71.61
Arrow Mfg. Inc. - Supplies	\$598.20
ASHE - Fees	\$150.00
Auto Sales San Juan, LLC - Fees	\$220.00
Avant Healthcare Professionals, LLC - Fees	\$24,549.76
Jennifer Beery - Expenses	\$36.38
Bio-Rad Laboratories - Supplies	\$528.28
Black Hills Energy - Utilities	\$2,209.53
Cable Channel 13 - Advertising	\$250.00
Cardinal Health - Supplies	\$10,199.51
Cardinal Supplies and Fresheners - Supplies	\$52.80
Cassling - Fees	\$34,064.33
CenturyLink - Telephone	\$889.09
Cephied - Supplies	\$3,502.55
Change Healthcare - Fees	\$6,480.89
CHI - Fees	\$1,328.29
City of Dow City - Utilities	\$75.85
Cobblestone Inn & Suite - Fees	\$2,161.16
Colonial Life - Premiums	\$587.54
CompHealth - Fees	\$15,333.90
Convergeone, Inc. - Fees	\$26,976.31
Craneware, Inc. - Fees	\$59,919.00
Crawford Co. Engineer's Office - Fees	\$471.25
Culligan of Ida Grove - Supplies	\$126.63
Database Solutions, Inc. - Fees	\$3,920.00
Dearborn National - Premiums	\$21,255.36
Denison Community School - Sponsorship	\$58.40
Denison Free Press - Advertising	\$3,700.00
Denison Municipal Utilities - Utilities	\$23,448.36
Denison Rotary Club - Fees	\$700.00
Denman & Company - Fees	\$5,000.00
Dish - Fees	\$899.10
DMS Health Technologies - Supplies	\$4,265.00
DNV Healthcare USA, Inc. - Supplies	\$4,061.34
Do It Best Hardware - Supplies	\$298.36
Dorsey & Whitney - Fees	\$13,330.00
Echo Group, Inc. - Supplies	\$181.56
Electronic Engineering Co. - Fees	\$1,714.99
Encision, Inc. - Supplies	\$3,345.59
Ace Ettleman - Fees	\$550.00
Eventide Lutheran Home - Fees	\$247.50
Federal Express Corp - Fees	\$21.00
FFF Enterprises - Supplies	\$2,560.03
First National Bank Omaha - Expenses	\$9,621.93
Forvis - Fees	\$13,005.35
Frontier Telephone - Telephone	\$181.44
Glaxosmithkline - Supplies	\$8,993.99
Greatamerican Financial SE - Fees	\$101.00
Laura Gross - Expenses	\$205.00
Growmark - Fuel	\$3,311.69
Jesyca Haines - Fees	\$11,216.04
Halo Innovations, Inc. - Supplies	\$255.84
Health Partners of SW IA - Fees	\$2,419.00
Heartland Business Systems - Fees	\$1,042.92
Hunter Ambrose International - Fees	\$6,500.00
IA Dept of Public Health - Fees	\$1,020.00
ICU Medical, Inc. - Supplies	\$5,948.65
Image Trend, Inc. - Fees	\$3,000.00
Imprivata, Inc. - Fees	\$5,580.51
Insurance Strategies Cons. - Fees	\$975.00
Integrated Telehealth Partners - Fees	\$200.00
Iowa Hospital Association - Fees	\$75.00
IRHTP - Fees	\$545.00
Sheri Jensen - Expenses	\$36.38
Johnson Controls - Fees	\$350.00
Barb Kacmarynski - Fees	\$258.00
Jill Kierscht - Expenses	\$68.12
Jill Klinker - Expenses	\$36.38

Knowbe4, Inc. - Fees	\$6,048.00
Kriss Premium Products, Inc. - Fees	\$285.79
Pam Kunze - Expenses	\$205.44
Language Line Services - Fees	\$352.35
Leasing Associates of Barrington - Fees	\$6,083.00
Dr. Patrick Luft - Expenses	\$187.25
Sara Luft - Expenses	\$655.00
Macro Helix LLC - Fees	\$11,307.58
Manilla Times - Advertising	\$152.50
McKesson Medical Surgical - Supplies	\$14,168.78
Medical Solutions, LLC - Fees	\$46,153.28
Medline Industries, Inc. -	\$4,873.93
Michael & Sara Luft - Fees	\$300.00
Mindray DS USA, Inc. - Supplies	\$1,209.40
Brandi Mefferd - Expenses	\$417.73
Merritt, Hawkins & Assoc - Fees	\$22,000.00
Tracie Miller - Expenses	\$205.44
Network Services Company - Supplies	\$2,168.16
New York Life - Premiums	\$3,660.56
NW Iowa Yes Center - Fees	\$1,252.50
O'Reilly Auto Parts - Supplies	\$55.46
Omnicell, Inc. - Fees	\$80.00
Owens & Minor - Supplies	\$16,187.80
Oxen Technology - Fees	\$10.00
Pharmacy OneSource - Fees	\$533.49
Physicians Lab Services - Fees	\$23,811.00
Pipeline Health Holdings - Fees	\$2,941.05
Pitney Bowes Bank, Inc. - Postage	\$2,223.93
Joseph Postanes - Expenses	\$56.00
Practical Sleep Services - Fees	\$2,370.00
Press Ganey Assoc., Inc. - Fees	\$3,588.01
Primitives By Kathy - Supplies	\$87.40
Quality Truck Service - Fees	\$92.45
QuVa Pharma, Inc. - Supplies	\$538.65
R&S Waste Disposal - Fees	\$1,435.49
Dr. Elizabeth Ranniger - Expenses	\$504.00
Redsail Technologies - Supplies	\$223.64
Relay For Life - Sponsorship	\$300.00
Roo Bea Design, LLC - Supplies	\$3,300.00
Sanofi Pasteur, Inc. - Supplies	\$7,107.90
Scribe EMR - Fees	\$19,776.00
Shared Medical Services - Fees	\$2,150.00
Singlehop, LLC - Fees	\$242.31
Sister Sweets - Fees	\$264.00
Spendmend, LLC - Supplies	\$850.00
St. Anthony Regional Hospital - Fees	\$8,365.00
Staples Advantage - Supplies	\$2,077.36
State Hygienic Laboratory - Fees	\$972.00
Stryker Rental Services - Supplies	\$49.00
T.A. Penke & Associates - Fees	\$32.00
Team Ford Lincoln - Fees	\$82.48
Technical Safety Services - Supplies	\$275.00
Thoroughcare, Inc. - Fees	\$175.00
Totten Plumbing & Heating - Fees	\$85.00
Tri-Anim Health Services - Supplies	\$259.17
Turnkey Pharmacy Solution - Fees	\$5,069.55
UKG, Inc. - Fees	\$21,919.51
Unitimed Recruiting Resources - Fees	\$13,137.44
UnityPoint Health - Fes	\$603.00
University of Iowa College of Nursing - fees	\$3,500.00
US Foods - Supplies	\$5,495.77
Verizon Wireless - Telephone	\$277.10
VVC Holding LLC - Fees	\$4,039.27
Danielle Watts - Expenses	\$169.06
Wells Fargo Financial Leasing - Fees	\$465.79
West Bend Mutual Ins. - Premiums	\$14,724.40
Western Iowa Networks - Telephone	\$1,318.83
Kelly Wieman - Expenses	\$1.18
Patient Account Refunds	\$45,821.46

Manual Check & ACH Total

\$697,083.06

DEPRECIATION FUND:		
Bausch & Lomb Surgical - Cataract Instruments	\$1,251.05	
Cerner Corporation - EMR Implementation	\$296,560.36	
DSI - TV Project	\$14,995.00	
GE Medical Sys Info Tech. - EKG Machine	\$29,208.37	
Heartland Business Systems - TV Project	\$4,909.14	
Invision Architecture - Master Facility Plan	\$83,092.65	
Rasmussen Mech. Service - Pharmacy Air Handler	\$84,000.00	
Snyder & Associates - Master Facility Plan	\$6,500.00	
Tennent Sales and Service - Floor Scrubber	\$6,827.19	
Depreciation Total		\$527,343.76
Salaries		\$1,658,389.33
GRAND TOTAL		\$3,003,221.68

-DRAFT-

POLICY OF
CRAWFORD COUNTY MEMORIAL HOSPITAL BOARD OF TRUSTEES
REGARDING
LIMITATIONS ON EXECUTIVE AUTHORITY

POLICY NO. _____

APPROVED BY BOARD OF TRUSTEES OF CRAWFORD COUNTY MEMORIAL
HOSPITAL ON: _____

In accordance with the Crawford County Memorial Hospital (CCMH) Board of Trustee Bylaws, all of CCMH's powers shall be exercised by or under the authority of, and the affairs of CCMH shall be managed under the direction of, CCMH's Board.

The Board of Trustees may, from time to time, delegate certain contracting and financial authority to officers of CCMH. The Board hereby delegates to the CEO and CFO the authority to authorize contracts binding CCMH and the CEO sign checks and capital expenditures of CCMH subject to the limitations set forth below. Notwithstanding the foregoing, the Board has determined that the following authority shall not be delegated to the CEO or other officers or employees of CCMH:

1. Any capital expenditure in excess of \$75,000 that is not included in a Board-approved budget of CCMH.
2. Any contract that is not included in a Board-approved budget of CCMH and which results in an expense to CCMH in an amount greater than \$100,000 per year.
3. Any contract that is not included in a Board-approved budget of CCMH and which is for a term greater than three (3) years regardless of the amount of the contract.
4. The creation of any Executive level employment position(s) not included in a Board-approved budget or business plan of CCMH.
5. Any decision to initiate a lawsuit and any decision regarding settlement of a lawsuit or a potential lawsuit.