



## **BOARD OF TRUSTEES MEETING AGENDA**

5:30 p.m., Monday, October 28, 2024  
Hospital Meeting Rooms C-D  
100 Medical Parkway, Denison, IA

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- I. CALL TO ORDER**
- II. APPROVAL OF MINUTES**
  - A. Previous Month's Minutes
- III. FINANCIAL STABILITY**
  - A. FY24 Audit – Discussion / Action
  - B. Finance Committee Report
    - i. Approval of Payroll & AP
  - C. EMR Update
- IV. COMMUNITY**
  - A. Board Chair Comments
- V. QUALITY CARE AND SERVICES**
  - A. Quality Committee Report
  - B. Medical Staff Report
- VI. PATIENT EXPERIENCE**
  - A. 5 Star Journey Update
- VII. PEOPLE**
  - A. Credentialing
    - i. Appointments & Reappointments – Discussion / Action
  - B. Mission Committee Report
- VIII. GROWTH**
  - A. Department Reports
    - i. Med Unit
  - B. CEO Report
- IX. ADJOURNMENT**

Crawford County Memorial Hospital

## **Board of Trustees**

September 30, 2024

A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, September 30, 2024, in Hospital Board Room D at Crawford County Memorial Hospital, Denison, Iowa.

Present on site during the meeting were Jay Mendlik, David Reisz, Vernon Sid Leise, Jon Schuttinga, Amy Schultz, Theresa Sheer (CNO), Dr. David Wright (Chief of Staff), Heather Rasmussen (Chief Quality & Ancillary Services Officer), Rachel Melby (CFO), and Heather Wight (Recorder). In addition, Andrew Segebart (Director of Pharmacy joined at 5:31 and left at 5:53). Present via Webex were Erin Muck and Kirk Schuler (Dorsey and Whitney LLC joined at 6:03 and left at 7:09). Not present was Dr. Michael Luft (Chief Medical Officer).

**CALL TO ORDER:** The Board of Trustees meeting was called to order at 5:30 p.m. by Mendlik.

## **APPROVAL OF MINUTES**

A motion was made by Reisz, second by Schuttinga, to approve the August 26, 2024, minutes as presented. Motion carried unanimously.

## **COMMUNITY**

### **Board Chair Comments**

Mendlik shared that tonight's meeting should be short, aside from the closed sessions and he is looking forward to the building project update.

## **QUALITY CARE AND SERVICES**

### **Quality Committee Report**

- Rasmussen gave a brief update of the Quality Committee activities including continued lower Press Ganey response rates due to the Cerner transition and upcoming changes to the HCHAPS questions and reports.
- Recommend Board action regarding Medical Staff Accountable Care Committee recommendations for approval of Medical Staff privileges and appointment/re-appointment applications.

### **Medical Staff Report**

Wright shared that pharmacy order processes into Cerner were reviewed and Theresa will conduct education with nurses regarding orders. Wright also shared that Samantha Pauley has been named the new ER director.

## **PATIENT EXPERIENCE**

### **5-Star Journey Update**

Sheer shared of the 12 submissions to CLS for the HealthCare Service Excellence Conference in November, 8 were selected as Pinnacle Award winners and are in the running for the Summit Award. The nominees that moved on are

- Exceptional Employee Non-Clinical: Patty Aguilar de Romero
- OASIS Team Captain: Brandi Ruskell
- Empowering CNO/DNO: Theresa Sheer
- Inspiring CEO/President: Erin Muck
- Service Excellence Advisor Team: Gopher It (Tara Gorden, Jenny Frank, Nancy Meier and Rachel Steffen)
- DO IT Improvement Project: Patient Resource Guide (Theresa Sheer, Brandi Ruskell, Debbie Ahart-Muhlbauer, Kendra Hartwig and Dana Neemann)
- Outstanding Staffing Fix Transformation (Erin Muck, Rachel Melby, Heather Rasmussen, Macy Waldemar Webb and Katie Tremel)
- Outstanding Swing Bed Transformation (Theresa Sheer, Dr. Patrick Luft, Brooke Schwery and Jamie Gross)

**Board of Trustees**

September 30, 2024

**PEOPLE**

**Credentialing**

A motion was made by Leise, second by Schultz, to approve Medical Staff appointments of Burkett and Ponamgi and the reappointments of Dieckman, Evans, Frager, Haggstrom, Hruza, Kruse, Osborn, Petersen, Schubert and Thomas. Motion carried unanimously.

**Mission Committee Report**

Muck shared recruitment efforts continue with an onsite CRNA interview on October 8 and continued phone screenings for general surgery. Muck also discussed the upcoming Union recertification vote and the Wellness Center committee is still waiting for New Market Credits.

**GROWTH**

**Department Reports**

**Pharmacy**

Segebart shared recent staffing changes and focused efforts on creating the Cerner pharmacy charge master and order sets. Prioritizing medication education and rounding with patients soon after admission and prior to discharge are the main areas of patient experience focus while future goals include establishing a pharmacy-based medication model for local EMT level ambulance services. Quality initiatives include antimicrobial stewardship and medication safety regarding medication diversion.

**340b**

Segebart shared current staffing changes, statistics and legislative proposals relating to the 340b program.

**CEO Report**

Muck shared that the Leadership Empowerment Survey is still in progress and Don hosted an emotional intelligence training session this week. The annual IHA meeting is next week and will have lots of great information. Board members are encouraged to attend if they are able. The temporary walls are all up and both areas behind the temp walls have been gutted.

**FINANCIAL STABILITY**

**Finance Committee Report**

1. Total Payroll & Accounts Payable of \$3,023,788.18 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 \$3,023,788.18. Motion carried unanimously.

**Ortho Capital Purchase**

In order to perform spinal procedures, the purchase of a new elite drive grinding tool was needed. This purchase was authorized under the CEO's signing authority and as standard procedure, recommended through the finance committee to the full Board as the final step of the approval process.

A motion was made by Leise, second by Schultz, to approve the purchase of the elite drive grinding tool that was purchased under the CEO's signing authority in the amount of \$29,970.92. Motion carried unanimously.

**Wellness Center Donation**

Due to the current strong financial position of the hospital and updated completion date of September 2025, it is recommended that the full pledge payment be made to the Crawford County Wellness Center project. This project will provide a facility to have programs and services which will provide health benefits and supports our mission to improve the health and wellness of the community we serve.

A motion was made by Leise, second by Schultz, to approve the full pledge payment of \$500,000 to the Crawford County Wellness Center. Motion carried unanimously.

**EXECUTIVE SESSION PURSUANT TO IOWA CODE**

Section 21.5 (1)(c) To discuss strategy with counsel in matters that are presently in litigation or where litigation is imminent where its disclosure would be likely to prejudice or disadvantage the position of the governmental body in that litigation. Open Session – Possible Action

The Board went into Closed Session at 6:22 p.m. with a motion made by Reisz, second by Schuttinga. Motion carried unanimously. Members present during the closed session were Jay Mendlik, David Reisz, Vernon Sid Leise, Amy Schultz, Jon Schuttinga, Theresa Sheer (CNO), Heather Rasmussen (Chief Quality & Ancillary Services Officer), Rachel Melby (CFO), and Heather Wight. Present via Webex were Erin Muck and Kirk Schuler (Dorsey and Whitney LLC).

A motion was made at 6:52 by Reisz, second by Schultz, to return the Board to Open Session. Motion carried unanimously.

No action was taken.

**EXECUTIVE SESSION PURSUANT TO IOWA CODE**

Section 21.5 (1)(g) To avoid disclosure of specific law enforcement matters, such as current or proposed investigations or inspection or auditing techniques or schedules, which if disclosed would enable law violators to avoid detection. Open Session – Possible Action

The Board went into Closed Session at 6:55 p.m. with a motion made by Jon, second by David. Motion carried unanimously. Members present during the closed session were Jay Mendlik, David Reisz, Vernon Sid Leise, Amy Schultz, Jon Schuttinga, Theresa Sheer (CNO), Heather Rasmussen (Chief Quality & Ancillary Services Officer), Rachel Melby (CFO), and Heather Wight. Present via Webex were Erin Muck and Kirk Schuler (Dorsey and Whitney LLC).

A motion was made at 7:09 by Leise, second by Schultz, to return the Board to Open Session. Motion carried unanimously.

No action was taken.

**ADJOURNMENT**

A motion was made by Schultz, second by Reisz, that the meeting be adjourned at 7:10 p.m. Motion carried unanimously.

# Crawford County Memorial Hospital

## Audit

**June 30, 2024**

## **Audit Report**

**Unmodified Opinion**

**Financial Statements**

**Notes to Financial Statements**

**Required Supplementary Information**

## **Separate Letter**

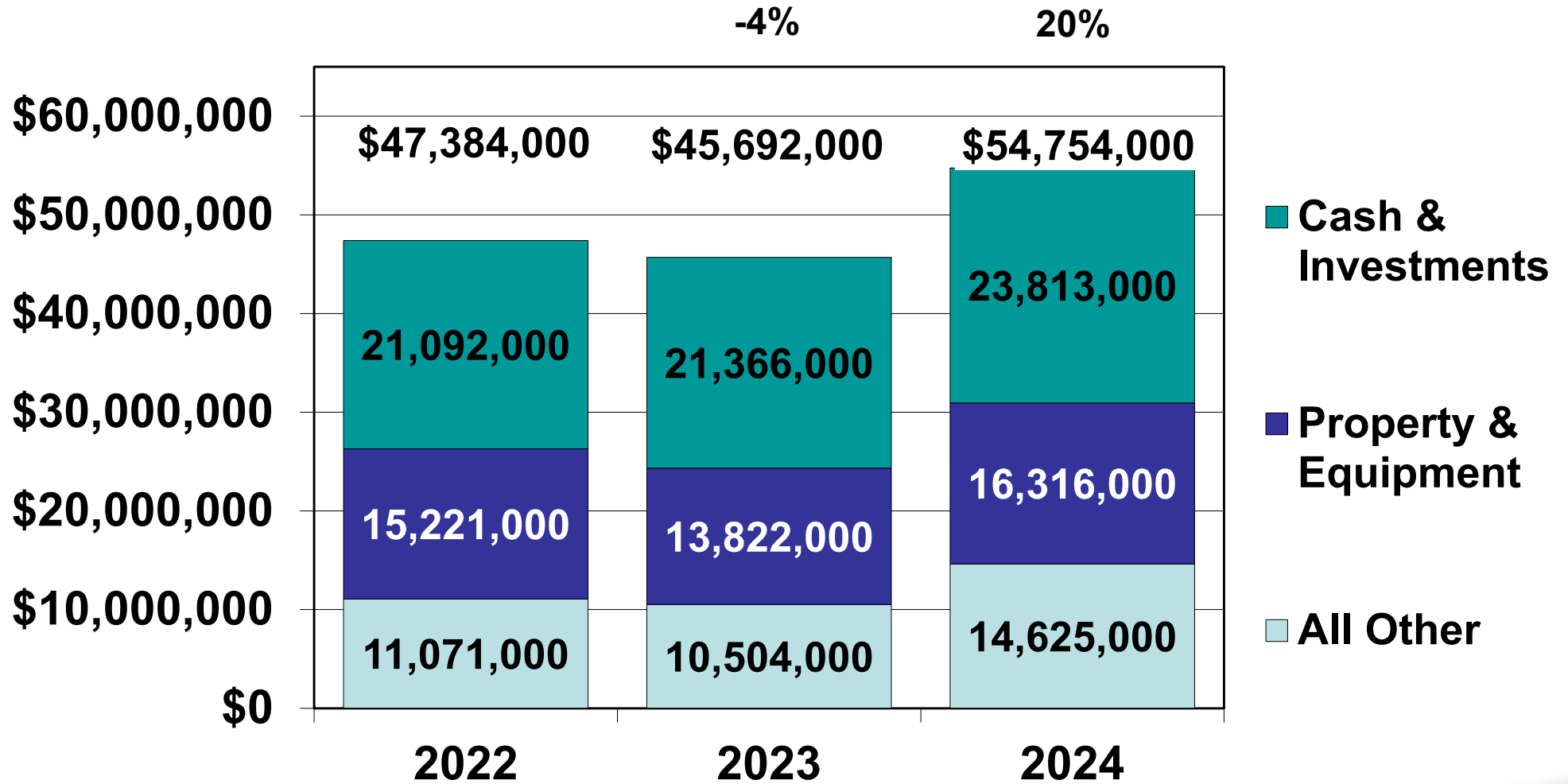
**Required Communications to Board**

## **Board of Trustees**

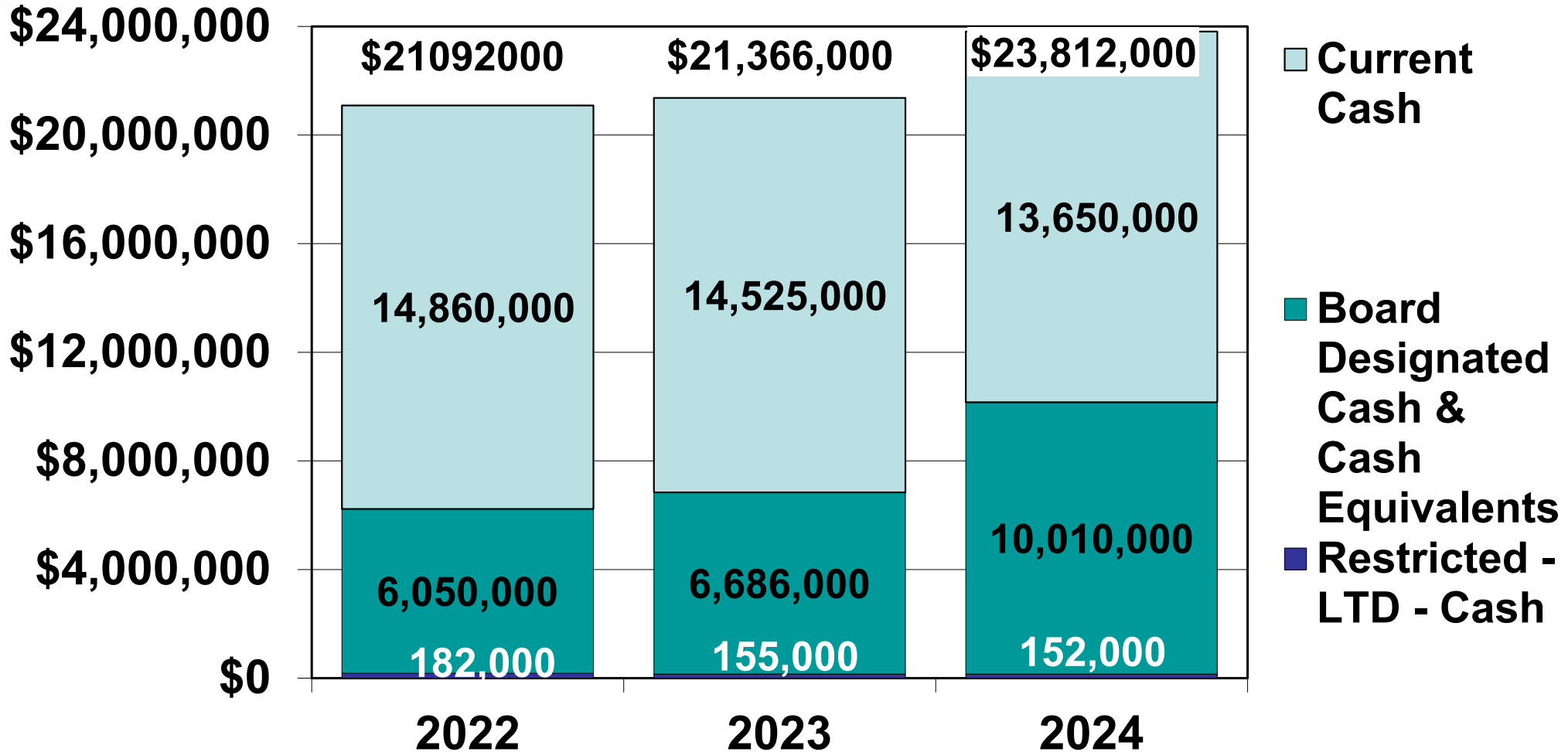
**Planning / Scope**

**Communication / Review of Reports**

# Total Assets

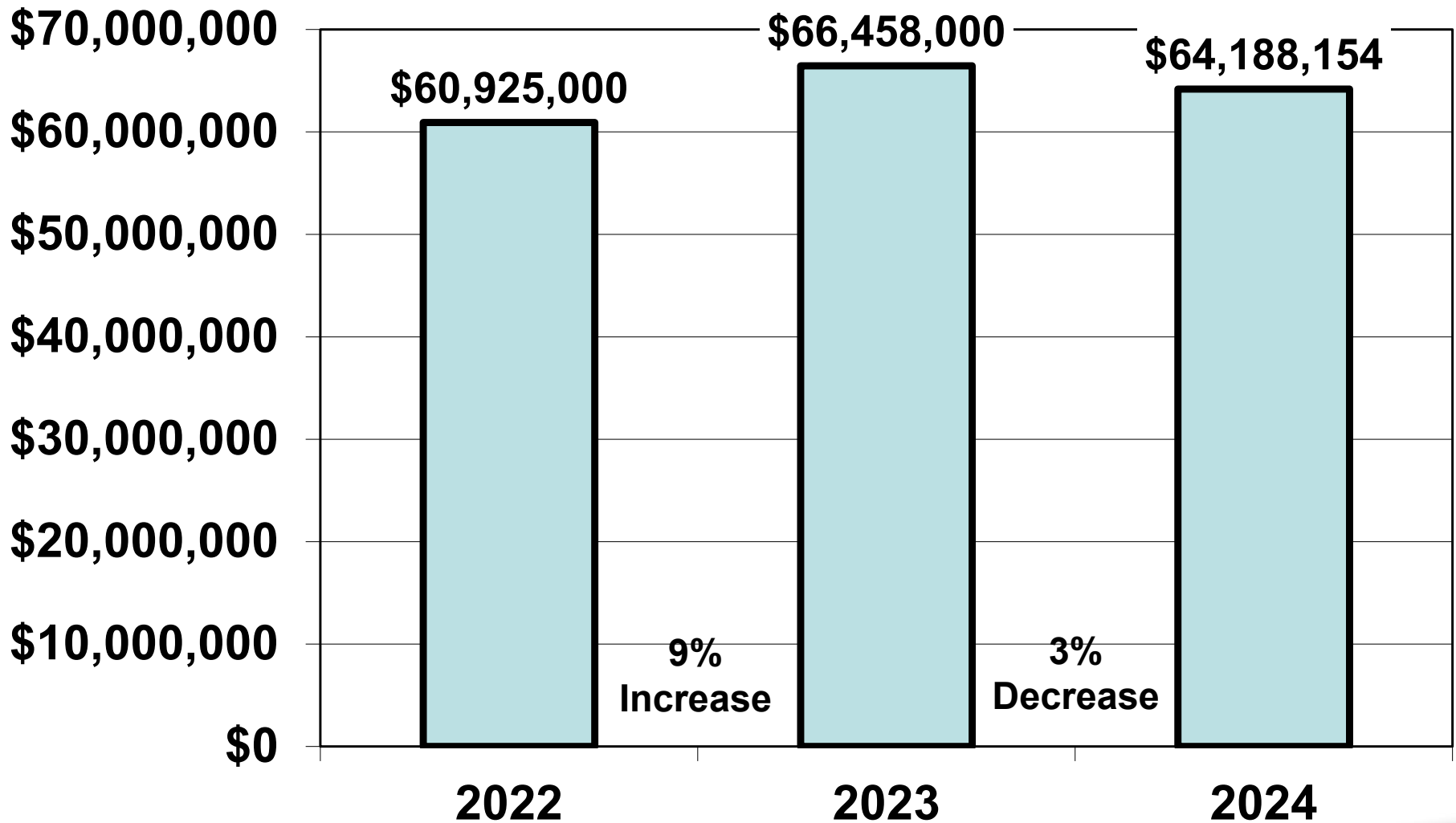


## Total Cash and Cash Equivalents





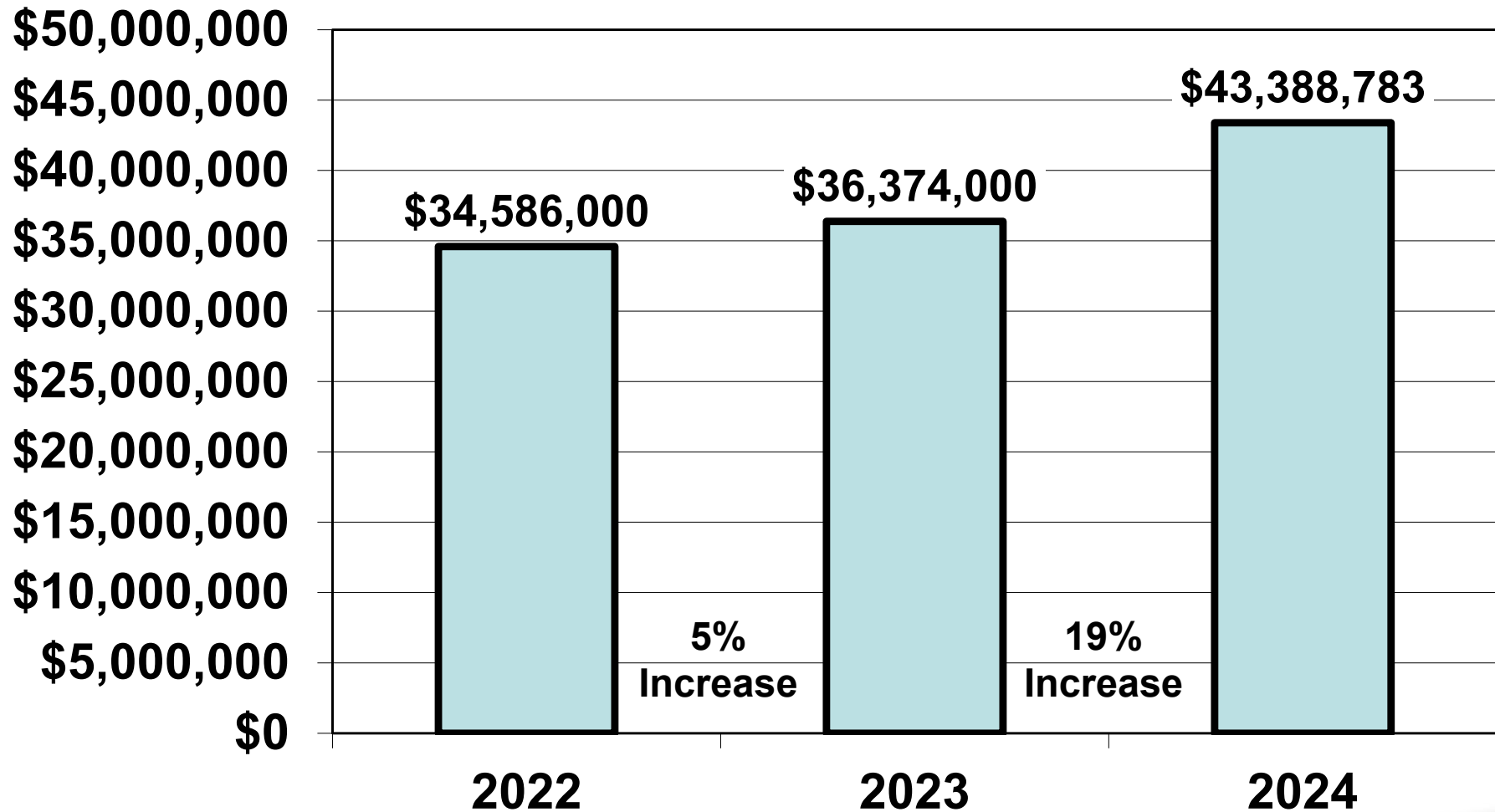
## Gross Revenues



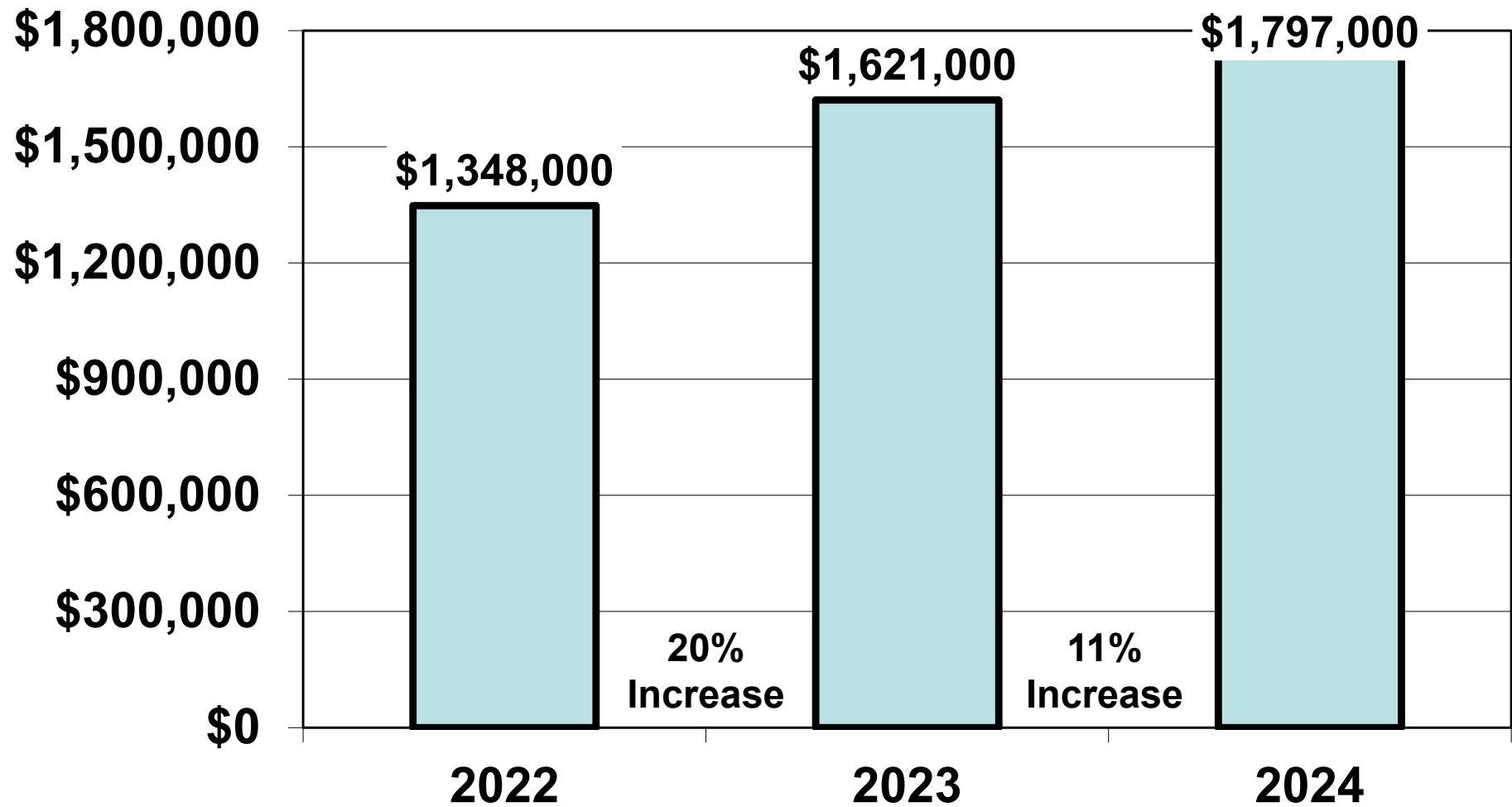
## **Gross Revenues (continued)**

- **Most significant changes in 2024:**
  - **Operating room down 18%**
  - **Observation room down 20%**
  - **MRI up 23%**
  - **Pharmacy down 8%**
  - **Clinics down 6%**

## Net Patient Service Revenue

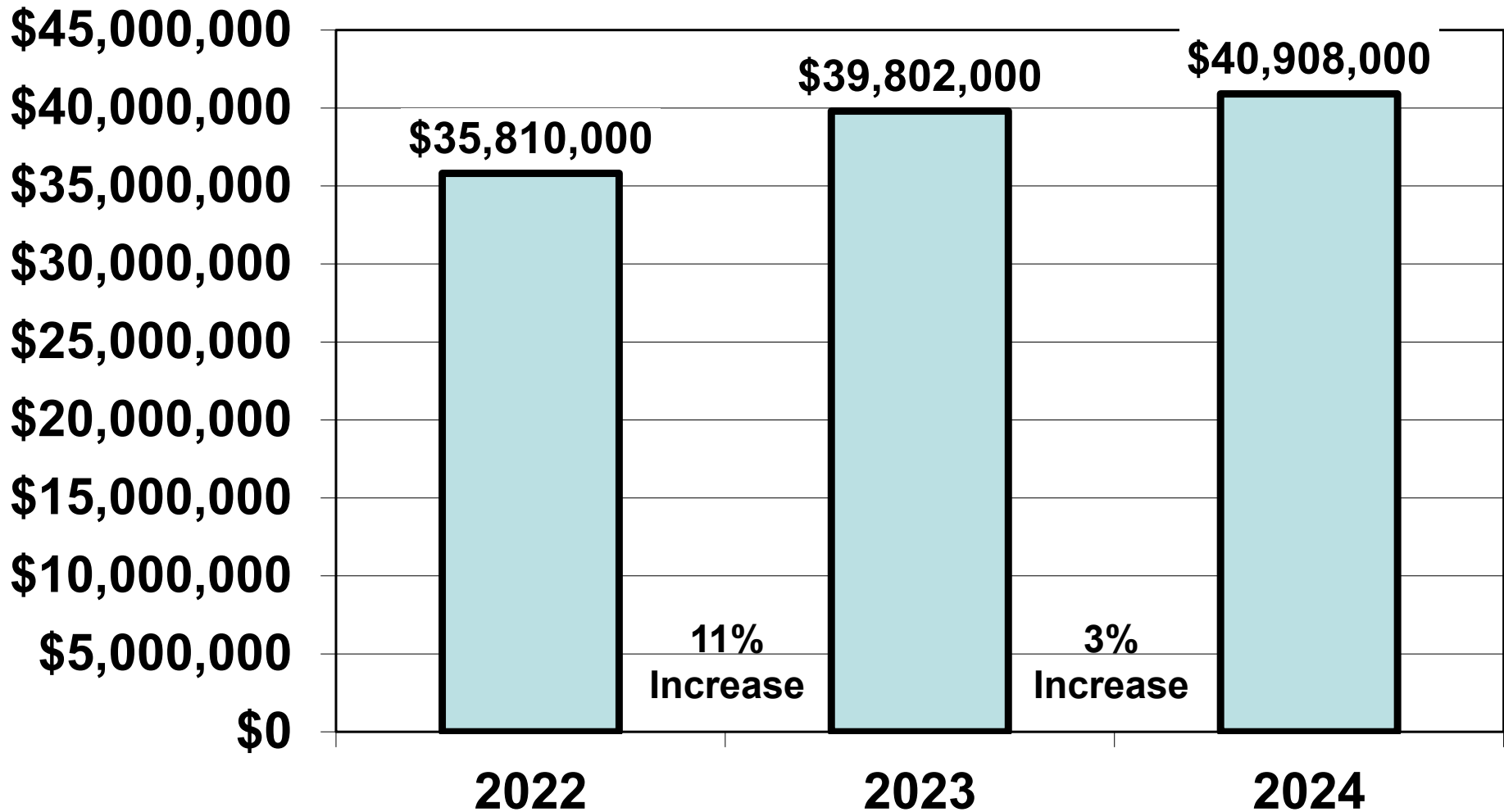


## Provision for Bad Debts

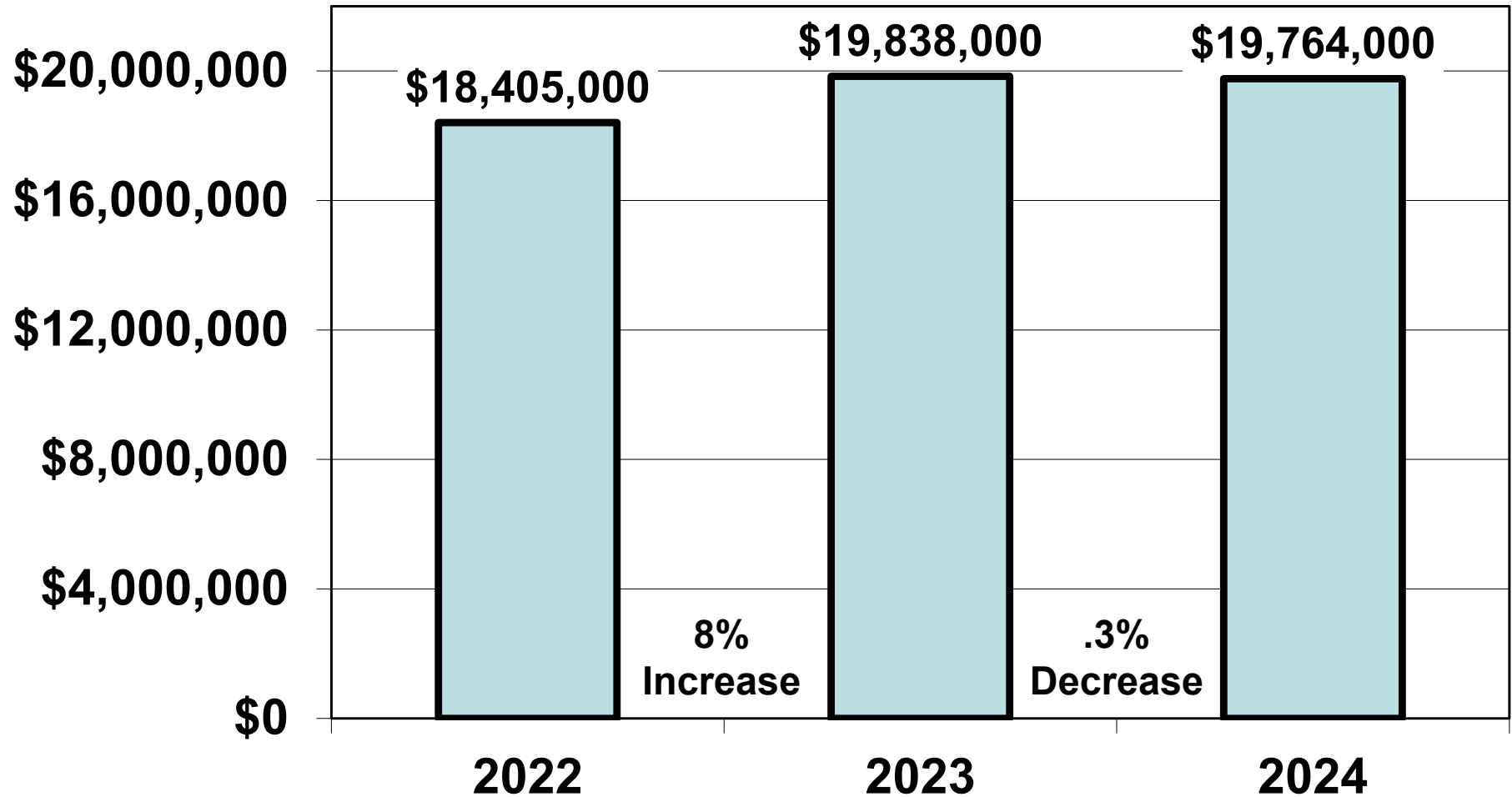


# Total Expenses

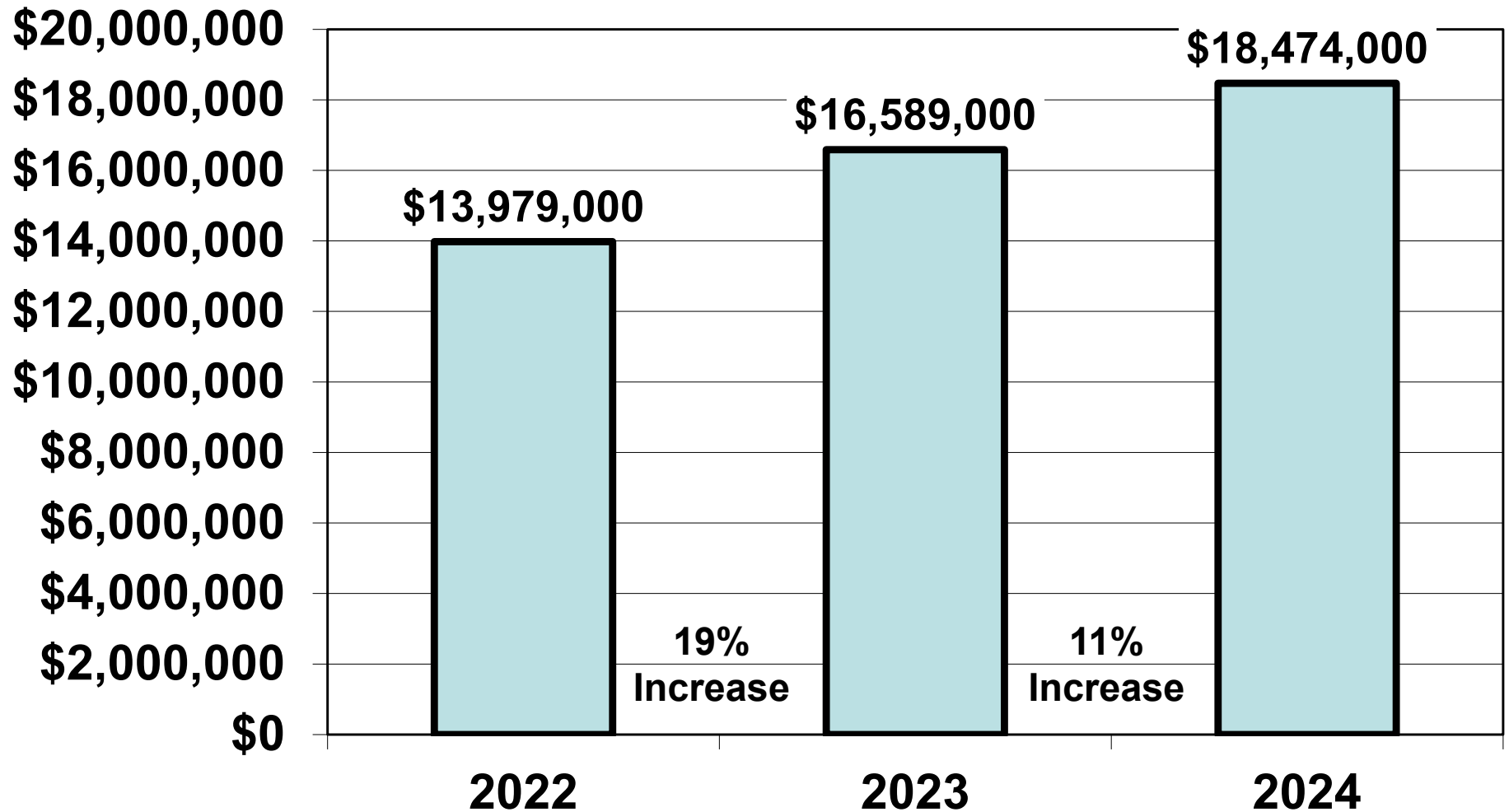
(Including Interest Expense)



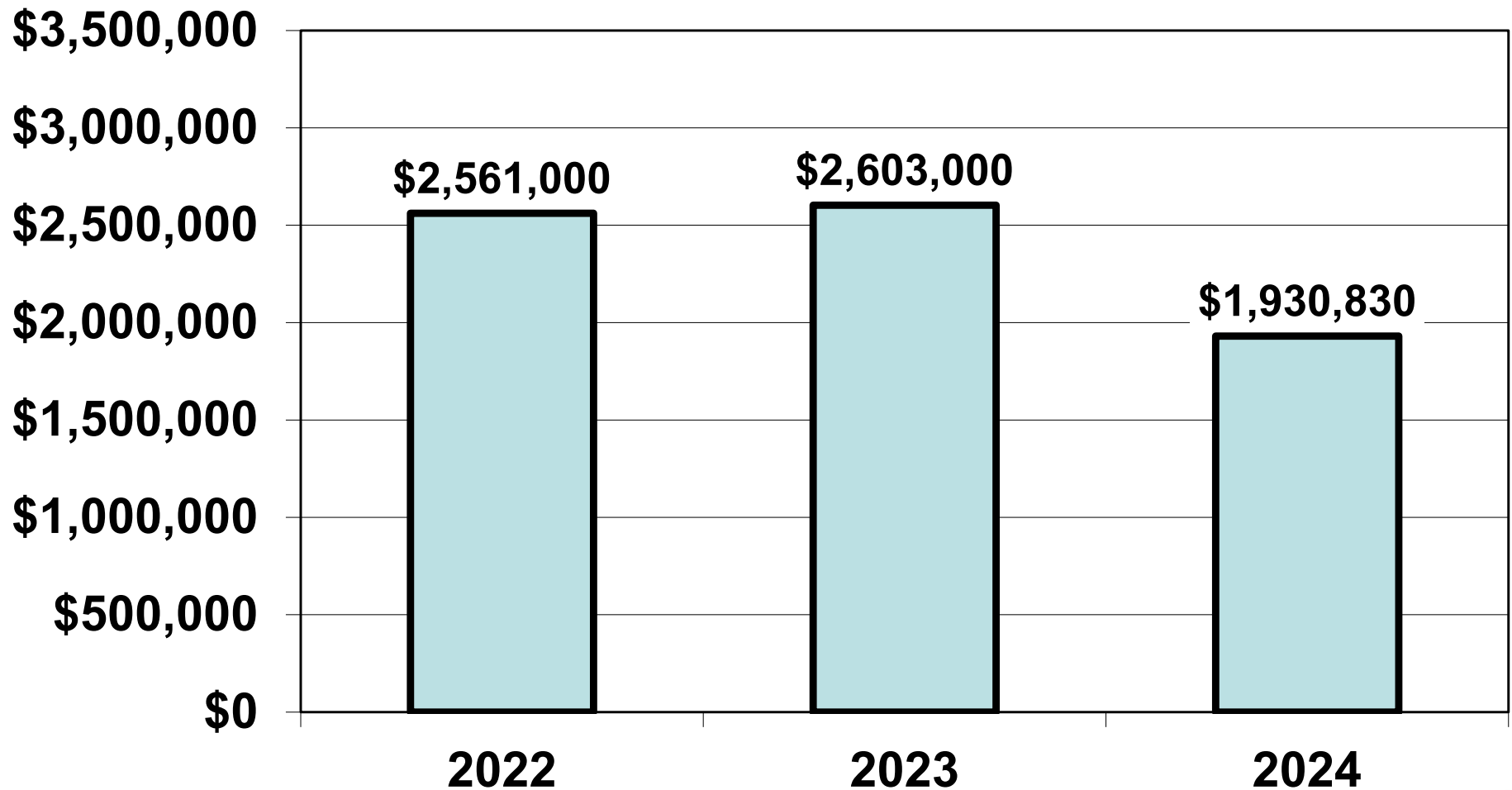
## Salaries



## Other Expenses

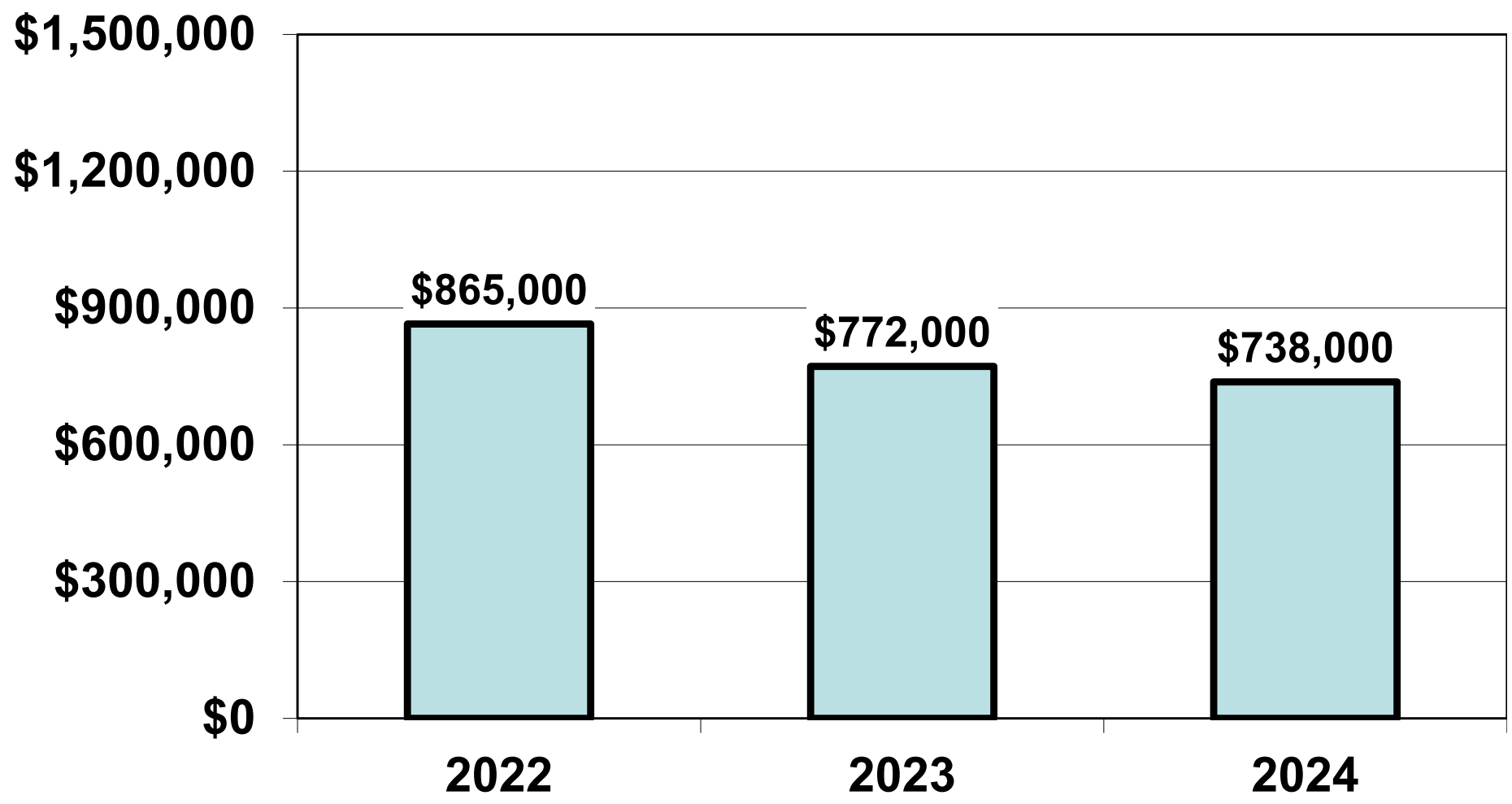


## Depreciation Expense

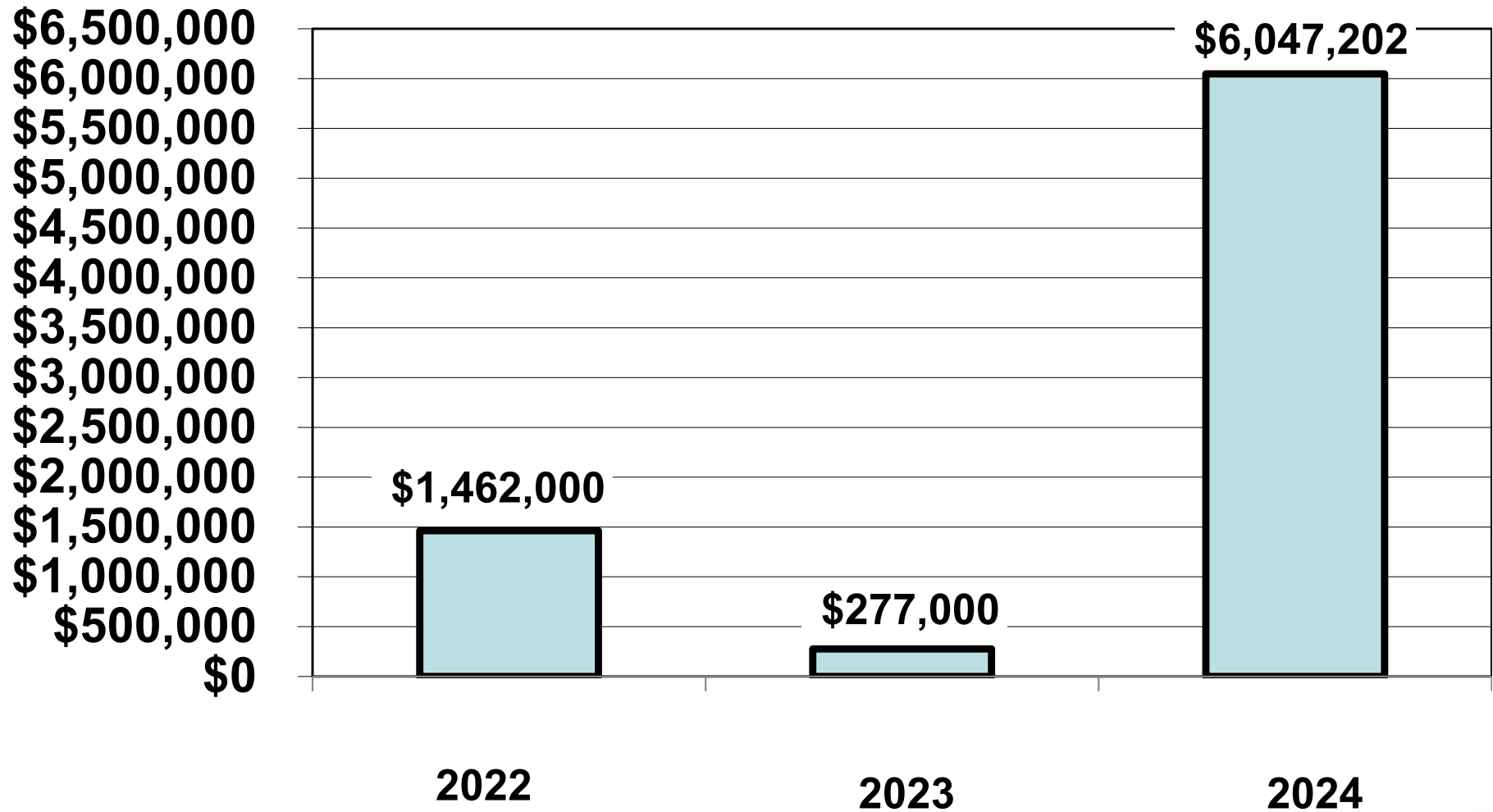




## Interest Expense



## Operating Income



## Cash Flows

### 2024

- \$ 5,731,000 Cash Flows from Operations
- \$(3,884,000) Cash Flows from Financing
- \$ 600,000 Cash Flows from Investing
- \$ 2,447,000 Increase in Cash

### 2023

- \$ 1,004,000 Cash Flows from Operations
- \$( 934,000) Cash Flows from Financing
- \$ 204,000 Cash Flows from Investing
- \$ 274,000 Increase in Cash

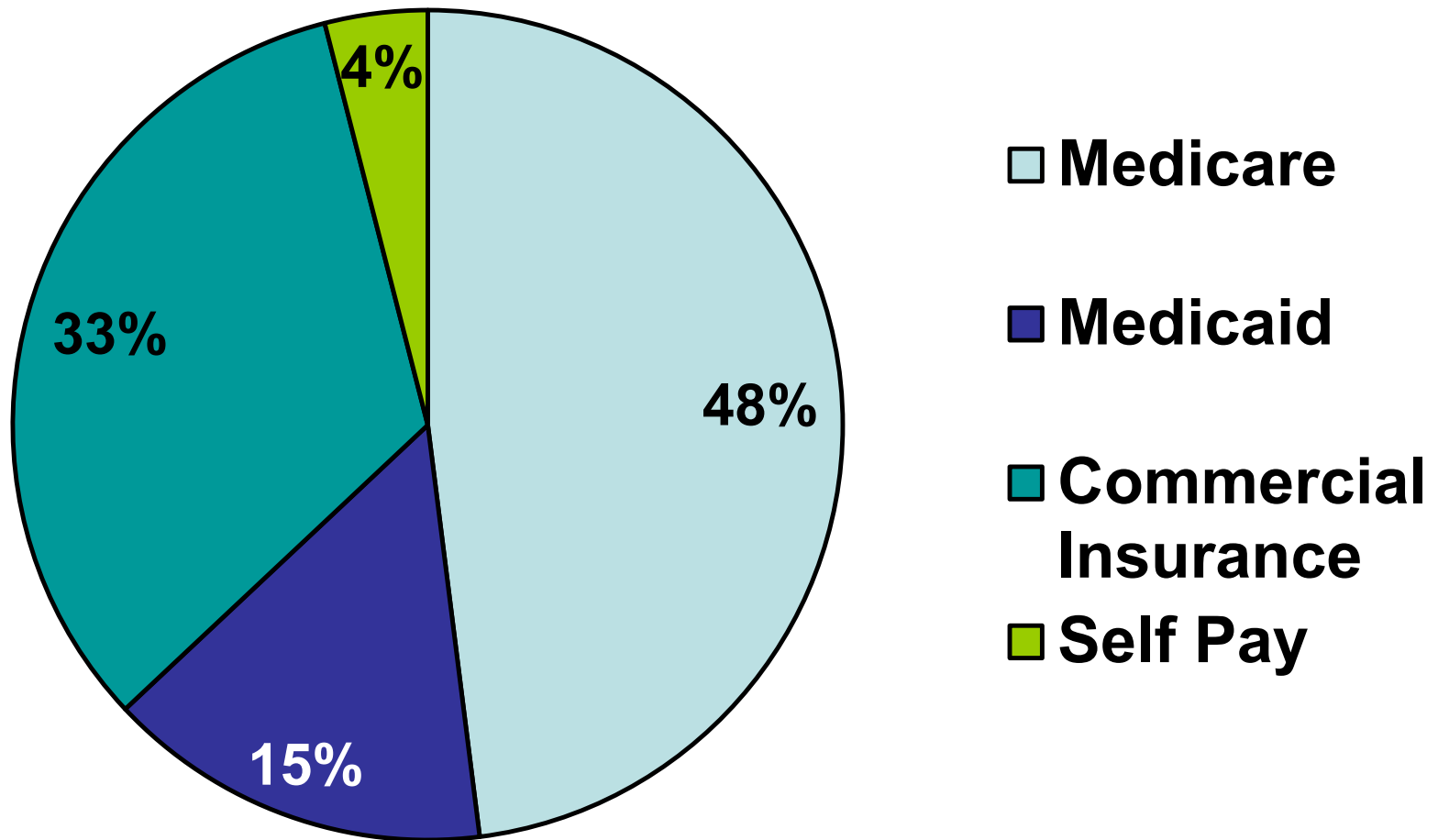
## Debt Service Coverage Ratio

	<u>2024</u>	<u>2023</u>	<u>2022</u>
Net Income (Loss)	\$7,503,000	\$1,797,000	\$3,832,000
Interest and amortization	738,000	772,000	865,000
Depreciation	<u>1,931,000</u>	<u>2,603,000</u>	<u>2,561,000</u>
Cash Available for Debt Service	\$10,172,000	\$5,172,000	\$7,258,000
Debt Service	<u>\$1,689,000</u>	<u>\$1,829,000</u>	<u>\$1,886,000</u>
Debt Service Coverage Ratio	6.02	2.83	3.85

## Days Cash on Hand

	<u>2024</u>	<u>2023</u>	<u>2022</u>
Cash and Cash Equivalents	\$23,813,000	\$21,366,000	\$21,092,000
Days cash on hand	223	210	233

## 2024 Payor Mix



## **Notes to Financial Statements**

- **Accounting Policies**
- **Assets Whose Use is Limited**
- **Property and Equipment**
- **Long-Term Debt**
- **Other**
  - **SBITA**
  - **County Hospital Budget**
  - **IPERS Pension Plan**
  - **Other Post Employment Benefits**

## Required Supplementary Information

- **Net Pension Liability**
- **Net OPEB Liability**
- **Summary of Pension Contributions**



## **Required Communications Letter**

- **Our Responsibility**
- **Significant Accounting Policies**
- **Accounting Estimates**
- **No Significant Audit Adjustments**
- **No Disagreements with Management**
- **Management Representations**
- **No Consultations with Other Accountants**
- **No Issues Discussed Prior to Retention of Auditors**
- **No Difficulties Encountered in Performing the Audit**

# **Denman & Company, LLP**

**Steve Bruner, Partner**

**sbruner@denman.cpa**

**Phone: 515-453-1620**

**CRAWFORD COUNTY MEMORIAL HOSPITAL  
FINANCE COMMITTEE MEETING  
October 24, 2024 12:00 P.M.**

A meeting of the Finance Committee of the Board of Trustees was held on October 24, 2024, in the Administrative Conference Room. Present on site were Rachel Melby (CFO), Erin Muck, (CEO), Amy Schultz, Jon Schuttinga, and Heather Wight (recorder). Present via telephone was Steve Bruner with Denman & Associates.

The meeting was called to order at 12.08 pm.

**Committee Recommendations:**

1. Total Payroll & Accounts Payable of \$2,929,548.28 for approval of payment.
2. Approval of the FY2024 Audit Report issued by Denman & Company.

**Approval of Minutes**

The September 2024 minutes were reviewed and approved.

**CFO Report**

The CFO Report was reviewed.

**Financial Reports**

**Statistical, Income and Cash Flow Report**

The close of September also marks the completion of the first quarter of FY25. Through September inpatient volumes remain strong, with an increase of 58% in total patient days for the first quarter. Skilled days alone showed a 405% increase over the same month a year ago and are up 336% year-to-date. Total outpatient procedures are down about 2% compared to last September and are down 4% year-to-date.

Due to the receipt of the Medicaid Directed Payment for Quarter 1, which was approximately \$1.4 million, September's profit was \$1,074,335. Operationally, without the Medicaid payments, our year-to-date loss would be about \$350,000 which is comparable to last year's loss of \$336,000 through September. The hospital also received a \$16,000 donation in September from the Hospital Foundation of Crawford County, which will be used to purchase a new blood gas analyzer in the Lab. Please give thanks to the Foundation board members for helping support our capital equipment needs every year.

Total cash increased \$209,525 to a total cash balance of \$50,023,403. As a reminder \$25 million was funded in August for construction expenses. In September, payments related to the construction project were \$703,966. We also had roughly \$200,000 in other capital equipment purchases. Days cash on hand totals 436, or 208 days non-restricted (excluding project funds), and the debt service coverage ratio is 7.46 year-to-date. Without the offsetting Medicaid payments to contractual adjustments, DSR would be closer to 2.

**Balance Sheet**

The Balance Sheet as of 09/30/24 reflects Total Assets of \$85,833,496.

**CRAWFORD COUNTY MEMORIAL HOSPITAL  
FINANCE COMMITTEE MEETING  
October 24, 2024 12:00 P.M.**

**Payroll & Accounts Payable**

The committee reviewed and recommends total Payroll & Accounts Payable of \$2,929,548.28 to the Board for approval. This amount includes \$1,671,450.60 in salaries.

**Accounts Receivable**

Patient Accounts Receivable as of 09/30/2024 totaled \$14,650,717 which is an increase of \$1,697,867 from last month. Since go-live with the new EMR the total A/R increase is approximately \$5.2 million. This is not alarming considering total charges for the last 3 months were \$17.6 million. In September there was also considerable progress made in the number of outstanding service requests, which has been reduced from 54 open SRs to just 14 open SRs. Although we expect A/R to increase in October as well, the number of claims billed out in September increased substantially compared to July and August.

**Other Business**

**FY2024 Audit Report**

Steve Bruner discussed the FY2024 Audit Report with the committee.

**AFSCME Updates**

Muck provided an update on the union recertification votes.

**Adjourn** - The meeting was adjourned at 1:23 pm.

## Crawford County Memorial Hospital

### Comparative Statistical Report      September    2024

	Month to Date			Fiscal Year to Date		
	FY 2025	FY 2024	Variance	FY 2025	FY 2024	Variance
<b>Total Admissions</b>	38	34	11.76%	110	95	15.79%
Acute/OB	30	27	11.11%	85	73	16.44%
Skilled	7	2	250.00%	16	6	166.67%
ICF	1	0	100.00%	5	1	400.00%
Respite	0	0	0.00%	0	0	0.00%
Newborns	0	5	-100.00%	4	15	-73.33%
Observation Admissions	19	9	111.11%	65	48	35.42%
<b>Total Adjusted Admits</b>	57	43	32.56%	175	143	22.38%
<b>Total Patient Days*</b>	315	147	114.29%	770	487	58.11%
Acute/OB	151	85	77.65%	338	253	33.60%
Nursery	0	10	-100.00%	4	26	-84.62%
Skilled	86	17	405.88%	192	44	336.36%
ICF	5	0	100.00%	16	3	433.33%
Respite	0	0	0.00%	0	0	0.00%
Observation	73	35	108.57%	220	161	36.65%
*Includes Observation						
<b>Average LOS (Acute/OB)</b>	3.83	3.95	-2.99%	3.40	3.36	1.24%
<b>Hospital Procedures</b>						
Inpatient	1,511	478	216.11%	3,398	1,801	88.67%
Outpatient	13,097	13,334	-1.78%	39,611	41,272	-4.02%
<b>Total</b>	14,608	13,812	5.76%	43,009	43,073	-0.15%
Surgical Procedures	87	87	0.00%	282	298	-5.37%
Anesthesia Procedures	55	65	-15.38%	215	242	-11.16%
ER Visits	483	438	10.27%	1,458	1,278	14.08%
Admits from ER	47	19	147.37%	129	75	72.00%
Scheduled Outpatient Visits	106	84	26.19%	393	273	43.96%
Ambulance Trips	127	135	-5.93%	378	382	-1.05%
Xray Procedures	677	599	13.02%	1,964	1,841	6.68%
Mammography Procedures	100	76	31.58%	266	277	-3.97%
Flouro Procedures	4	3	33.33%	15	7	114.29%
Ultrasound Dept Procedures	135	186	-27.42%	401	502	-20.12%
Echo Procedures	25	37	-32.43%	67	121	-44.63%
CT Dept Procedures	248	211	17.54%	686	639	7.36%
MRI Dept Procedures	96	73	31.51%	246	223	10.31%
Nuc Med Procedures	3	8	-62.50%	13	22	-40.91%
Total Radiology Procedures	1,288	1,193	7.96%	3,658	3,632	0.72%
Respiratory Tx Procedures	94	31	203.23%	238	237	0.42%
EKG Procedures	143	135	5.93%	439	455	-3.52%
Sleep Studies	21	6	250.00%	51	23	121.74%
Lab Procedures	6,845	6,109	12.05%	19,433	18,662	4.13%
Physical Tx Procedures	1,823	1,652	10.35%	4,908	5,518	-11.05%
Speech Procedures	13	22	-40.91%	48	94	-48.94%
OT Procedures	128	190	-32.63%	421	535	-21.31%
Cardiac Rehab Procedures	134	109	22.94%	351	345	1.74%
Pulmonary Rehab Procedures	9	10	-10.00%	27	25	8.00%
Specialty Clinic Visits	470	502	-6.37%	1,463	1,510	-3.11%
Total Medical Clinic Visits	2,909	3,179	-8.49%	9,624	9,946	-3.24%

**CRAWFORD COUNTY MEMORIAL HOSPITAL  
OPERATING/INCOME STATEMENT  
FOR THE MONTH ENDING SEPTEMBER 30, 2024**

<i>Gray lines are YTD. All %'s are based on net revenue except for the variance column and gross revenue.</i>	<b>CURRENT MONTH ACTUAL</b>		<b>CURRENT MONTH BUDGET</b>		<b>CURRENT MONTH VARIANCE</b>		<b>PRIOR YEAR ACTUAL</b>	
<b>PATIENT SERVICE REVENUES</b>								
INPATIENT SERVICES	337,038	5.7%	407,101	7.1%	(70,063)	-17.2%	414,561	7.9%
	1,695,435	9.7%	1,190,808	7.1%	504,627	42.4%	1,170,762	7.4%
OUTPATIENT SERVICES	4,970,161	84.7%	5,288,007	91.9%	(317,845)	-6.0%	4,827,336	91.7%
	15,228,302	86.7%	15,467,891	91.9%	(239,589)	-1.5%	14,580,986	92.2%
SWING BED SERVICES	563,358	9.6%	60,230	1.0%	503,128	835.3%	20,172	0.4%
	642,352	3.7%	176,177	1.0%	466,175	264.6%	64,469	0.4%
<b>TOTAL GROSS PATIENT REVENUE</b>	<b>5,870,557</b>	<b>100.0%</b>	<b>5,755,338</b>	<b>100.0%</b>	<b>115,219</b>	<b>2.0%</b>	<b>5,262,070</b>	<b>100.0%</b>
	17,566,089	100.0%	16,834,876	100.0%	731,213	4.3%	15,816,217	100.0%
<b>DEDUCTIONS FROM REVENUE</b>								
MEDICARE ADJUSTMENTS	(1,580,061)	-26.9%	(1,294,604)	-22.5%	(285,457)	22.0%	(1,106,779)	-21.0%
	(4,181,495)	-23.8%	(3,786,833)	-22.5%	(394,662)	10.4%	(3,507,585)	-22.2%
TITLE XIX ADJUSTMENTS	1,443,866	24.6%	344,315	6.0%	1,099,550	319.3%	(310,006)	-5.9%
	858,049	4.9%	1,007,153	6.0%	(149,104)	-14.8%	(758,396)	-4.8%
BLUE CROSS ADJUSTMENTS	(645,255)	-11.0%	(560,154)	-9.7%	(85,101)	15.2%	(503,181)	-9.6%
	(1,838,538)	-10.5%	(1,638,499)	-9.7%	(200,038)	12.2%	(1,532,484)	-9.7%
OTHER ADJUSTMENTS	(256,108)	-4.4%	(288,819)	-5.0%	32,710	-11.3%	(197,762)	-3.8%
	(781,904)	-4.5%	(844,820)	-5.0%	62,916	-7.4%	(731,193)	-4.6%
PROVISION FOR UNCOLLECTIBLE	(99,482)	-1.7%	(153,737)	-2.7%	54,255	-35.3%	(134,071)	-2.5%
	(410,407)	-2.3%	(449,694)	-2.7%	39,287	-8.7%	(429,830)	-2.7%
CHARITY CARE	(22,872)	-0.4%	(23,441)	-0.4%	568	-2.4%	(1,387)	0.0%
	(43,141)	-0.2%	(68,566)	-0.4%	25,425	-37.1%	(36,324)	-0.2%
<b>TOTAL DEDUCTIONS FROM REVENUE</b>	<b>(1,159,913)</b>	<b>-19.8%</b>	<b>(1,976,439)</b>	<b>-34.3%</b>	<b>816,526</b>	<b>-41.3%</b>	<b>(2,253,187)</b>	<b>-42.8%</b>
	(6,397,436)	-36.4%	(5,781,260)	-34.3%	(616,176)	10.7%	(6,995,813)	-44.2%
<b>NET PATIENT REVENUE</b>	<b>4,710,644</b>	<b>80.2%</b>	<b>3,778,899</b>	<b>65.7%</b>	<b>931,745</b>	<b>24.7%</b>	<b>3,008,882</b>	<b>57.2%</b>
<i>(as % of Gross Patient Revenue)</i>	11,168,653	63.6%	11,053,617	65.7%	115,037	1.0%	8,820,404	55.8%
<b>NET PATIENT REVENUE</b>	<b>4,710,644</b>	<b>97.6%</b>	<b>3,778,899</b>	<b>97.1%</b>	<b>931,745</b>	<b>24.7%</b>	<b>3,008,882</b>	<b>96.0%</b>
<i>(as % of Total Operating Revenue)</i>	11,168,653	95.2%	11,053,617	97.0%	115,037	1.0%	8,820,404	92.8%
<b>OTHER REVENUE</b>								
DIETARY/MEALS INCOME	6,287	0.1%	6,308	0.2%	(22)	-0.3%	5,476	0.2%
	18,954	0.2%	18,925	0.2%	29	0.2%	18,176	0.2%
OTHER INCOME	110,072	2.3%	105,875	2.7%	4,197	4.0%	118,996	3.8%
	539,775	4.6%	317,625	2.8%	222,150	69.9%	671,078	7.1%
<b>TOTAL OTHER REVENUE</b>	<b>116,359</b>	<b>2.4%</b>	<b>112,183</b>	<b>2.9%</b>	<b>4,176</b>	<b>3.7%</b>	<b>124,473</b>	<b>4.0%</b>
	558,728	4.8%	336,550	3.0%	222,178	66.0%	689,254	7.2%
<b>TOTAL OPERATING REVENUE</b>	<b>4,827,003</b>	<b>100.0%</b>	<b>3,891,082</b>	<b>100.0%</b>	<b>935,920</b>	<b>24.1%</b>	<b>3,133,355</b>	<b>100.0%</b>
	11,727,382	100.0%	11,390,167	100.0%	337,215	3.0%	9,509,658	100.0%
<b>OPERATING EXPENSES</b>								
SALARIES	1,727,856	35.8%	1,876,276	48.2%	(148,420)	-7.9%	1,749,164	55.8%
	5,280,552	45.0%	5,492,326	48.2%	(211,774)	-3.9%	5,117,094	53.8%
BENEFITS	557,594	11.6%	553,465	14.2%	4,129	0.7%	509,881	16.3%
	1,669,250	14.2%	1,641,486	14.4%	27,764	1.7%	1,578,351	16.6%
PROFESSIONAL FEES	273,772	5.7%	201,459	5.2%	72,313	35.9%	196,262	6.3%
	809,953	6.9%	589,719	5.2%	220,233	37.3%	734,867	7.7%
SUPPLIES & EXPENSES	1,015,986	21.0%	1,065,289	27.4%	(49,303)	-4.6%	661,333	21.1%
	2,355,174	20.1%	3,162,475	27.8%	(807,301)	-25.5%	2,012,276	21.2%
OCCUPANCY	167,022	3.5%	136,415	3.5%	30,607	22.4%	140,319	4.5%
	447,466	3.8%	409,245	3.6%	38,222	9.3%	391,423	4.1%
DEPRECIATION	193,792	4.0%	186,375	4.8%	7,417	4.0%	173,150	5.5%
	581,375	5.0%	559,125	4.9%	22,250	4.0%	503,150	5.3%
<b>TOTAL OPERATING EXPENSE</b>	<b>3,936,021</b>	<b>81.5%</b>	<b>4,019,278</b>	<b>103.3%</b>	<b>(83,257)</b>	<b>-2.1%</b>	<b>3,430,108</b>	<b>109.5%</b>
	11,143,771	95.0%	11,854,377	104.1%	(710,606)	-6.0%	10,337,161	108.7%
<b>NET OPERATING INCOME (LOSS)</b>	<b>890,981</b>	<b>18.5%</b>	<b>(128,196)</b>	<b>-3.3%</b>	<b>1,019,177</b>	<b>-795.0%</b>	<b>(296,753)</b>	<b>-9.5%</b>
	583,611	5.0%	(464,210)	-4.1%	1,047,821	-225.7%	(827,503)	-8.7%
<b>NONOPERATING REV/EXP</b>								
TAXES	181,742	3.8%	181,742	4.7%	-	0.0%	166,359	5.3%
	545,227	4.6%	545,227	4.8%	-	0.0%	499,076	5.2%
GENERAL CONTRIBUTIONS	16,000	0.3%	833	0.0%	15,167	0.0%	-	0.0%
	16,365	0.1%	2,500	0.0%	13,865	0.0%	250	0.0%
INTEREST INCOME	56,445	1.2%	50,000	1.3%	6,445	12.9%	48,806	1.6%
	236,810	2.0%	150,000	1.3%	86,810	57.9%	137,910	1.5%
INTEREST EXPENSE	(70,834)	-1.5%	(162,119)	-12.5%	91,285	-56.3%	(48,398)	-1.5%
	(188,752)	-1.6%	(486,358)	-4.3%	297,606	-61.2%	(145,937)	1.8%
<b>TOTAL NONOPERATING INCOME (LOSS)</b>	<b>183,353</b>	<b>3.8%</b>	<b>70,456</b>	<b>1.8%</b>	<b>112,897</b>	<b>160.2%</b>	<b>166,767</b>	<b>5.3%</b>
	609,650	5.2%	211,369	1.9%	398,281	188.4%	491,298	5.2%
<b>NET INCOME (LOSS)</b>	<b>1,074,335</b>	<b>22.3%</b>	<b>(57,740)</b>	<b>-1.5%</b>	<b>1,132,074</b>	<b>-1960.7%</b>	<b>(129,987)</b>	<b>-4.1%</b>
<i>Year to Date</i>	1,193,261	10.2%	(252,841)	-2.2%	1,446,102	-571.9%	(336,204)	-3.5%

**CRAWFORD COUNTY MEMORIAL HOSPITAL  
STATEMENT OF CASH FLOWS  
FOR THE MONTH ENDING SEPTEMBER 30, 2024**

	<u>THIS MONTH</u>	<u>YTD</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
CASH RECEIVED FROM PATIENTS AND THIRD -PARTY PAYORS	3,937,021	11,624,250
CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES	(1,441,836)	(4,648,293)
CASH PAID TO EMPLOYEES FOR SERVICES	(1,618,771)	(5,378,769)
OTHER OPERATING REVENUE RECEIVED	116,359	601,955
NET CASH PROVIDED BY OPERATING ACTIVITIES	992,772	2,199,143
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES</b>		
COUNTY TAXES	134,702	151,330
<b>CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>		
PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT	-	-
PRINCIPAL PAYMENTS ON LONG-TERM DEBT	(58,224)	(175,155)
INTEREST PAID ON LONG-TERM DEBT	(29,160)	(87,957)
ACQUISITION OF PROPERTY AND EQUIPMENT	(197,065)	(893,428)
CONSTRUCTION PROJECT FUNDS	(703,966)	24,871,557
NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES	(988,415)	23,715,018
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>		
INTEREST RECEIVED	70,465	150,673
PROCEEDS FROM MATURITIES OF CERTIFICATES OF DEPOSIT	-	-
PURCHASE OF CERTIFICATE OF DEPOSIT	-	-
PROCEEDS OF MATURITIES OF U.S. GOVERNMENT AGENCY SECURITIES	-	77,058
PURCHASE OF GOVERNMENT AGENCY SECURITIES	-	-
NET CASH PROVIDED BY INVESTING ACTIVITIES	70,465	227,731
<b>NET INCREASE (DECREASE) IN CASH</b>	<b>209,525</b>	<b>26,293,223</b>
<b>CASH</b>		
BEGINNING	49,813,878	23,730,180
ENDING	50,023,403	50,023,403

<u>OPERATING INDICATORS:</u>	APR	MAY	JUN	JUL	AUG	SEP	Target	Desirable Trend
Total Margin:	3.55%	38.70%	58.71%	1.17%	1.98%	21.14%	2.00%	Increasing
Debt Service Coverage Ratio:	2.62	3.90	5.86	3.19	3.55	7.46	1.60	Increasing
Days Revenue in Patient A/R:	63	56	56	59	69	77	50	Increasing
Days Cash on Hand: (w/o Project funds)	204	224	227	234	453 (199)	436 (208)	180	Increasing

**CRAWFORD COUNTY MEMORIAL HOSPITAL**  
**BALANCE SHEET**  
**AS OF: 9/30/24**

ASSETS	Current Month		Prior Month		1-Month Net Change		1 Year Ago Month	
<b>CURRENT ASSETS</b>								
Total Cash	10,169,188	11.85%	9,447,030	11.19%	722,158	7.64%	6,619,892	13.51%
Patient Receivables	14,650,717	17.07%	12,952,850	15.35%	1,697,867	13.11%	9,172,169	18.72%
Allowance for Uncollectibles	(667,000)	-0.78%	(740,000)	-0.88%	73,000	-9.86%	(753,000)	-1.54%
Allowance for Contractuals	(5,330,000)	-6.21%	(4,400,000)	-5.21%	(930,000)	21.14%	(2,650,000)	-5.41%
Net Accounts Receivable	8,653,717	10.08%	7,812,850	9.26%	840,867	10.76%	5,769,169	11.78%
Other Receivables								
Est. Third Party Settlement	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Taxes Receivable	2,046,162	2.38%	2,180,864	2.58%	(134,702)	-6.2%	1,707,824	3.49%
Other	208,625	0.24%	437,301	0.52%	(228,676)	-52.29%	625,429	1.28%
Inventory	1,463,781	1.71%	1,433,229	1.70%	30,552	2.13%	1,428,441	2.92%
Prepaid Expenses & Other	812,611	0.95%	724,619	0.86%	87,992	12.14%	1,755,801	3.58%
<b>TOTAL CURRENT ASSETS</b>	<b>23,354,084</b>	<b>27.21%</b>	<b>22,035,892</b>	<b>26.11%</b>	<b>1,318,192</b>	<b>5.98%</b>	<b>17,906,556</b>	<b>36.55%</b>
<b>ASSETS LIMITED AS TO USE</b>								
Investments								
Cash & CD's	13,440,633	15.66%	13,374,900	15.85%	65,732	0.49%	12,762,199	26.05%
Bond/Project Funds	26,413,583	30.77%	26,991,949	31.98%	(578,365)	-2.14%	307,309	0.63%
Interest Receivable	91,672	0.11%	105,727	0.13%	(14,056)	-13.29%	96,513	0.20%
<b>TOTAL ASSETS LIMITED AS TO USE</b>	<b>39,945,888</b>	<b>46.54%</b>	<b>40,472,577</b>	<b>47.95%</b>	<b>(526,689)</b>	<b>-1.30%</b>	<b>13,166,022</b>	<b>26.88%</b>
<b>OTHER ASSETS</b>								
Physician Practice Intangibles	815,000	0.95%	815,000	0.97%	-	100.00%	815,000	1.66%
<b>TOTAL OTHER ASSETS</b>	<b>815,000</b>	<b>0.95%</b>	<b>815,000</b>	<b>0.97%</b>	<b>-</b>	<b>0.00%</b>	<b>815,000</b>	<b>1.66%</b>
<b>PROPERTY &amp; EQUIPMENT, NET</b>								
Land	314,500	0.37%	314,500	0.37%	-	0.00%	314,500	0.64%
Land held for Future Dev	120,400	0.14%	120,400	0.14%	-	0.00%	120,400	0.25%
Land Improvements	2,623,208	3.06%	2,609,208	3.09%	14,000	0.54%	2,511,827	5.13%
Building	8,670,091	10.10%	8,670,091	10.27%	-	0.00%	8,670,091	17.70%
Fixed Equipment	18,199,754	21.20%	18,179,834	21.54%	19,920	0.11%	17,977,555	36.70%
Major Moveable Equipment	21,506,327	25.06%	21,436,388	25.40%	69,938	0.33%	18,522,590	37.81%
Leased Equipment	1,439,076	1.68%	1,439,076	1.70%	-	0.00%	1,439,076	2.94%
Deferred Costs	2,600,182	3.03%	1,874,165	2.22%	726,017	0.00%	507,725	1.04%
Allowance for Depreciation	(38,651,059)	-45.03%	(38,457,267)	-45.56%	(193,792)	0.50%	(36,560,504)	-74.63%
<b>TOTAL PROPERTY &amp; EQUIP, NET</b>	<b>16,822,478</b>	<b>19.60%</b>	<b>16,186,395</b>	<b>19.18%</b>	<b>636,083</b>	<b>3.93%</b>	<b>13,503,260</b>	<b>27.56%</b>
<b>DEFERRED OUTFLOWS OF RESOURCES</b>								
Pension Related Deferred Outflows	4,134,804	4.82%	4,134,804	4.90%	-	0.00%	2,767,672	5.65%
Deferred Loss on Refunding	761,243	0.89%	761,243	0.90%	-	0.00%	830,448	1.70%
<b>TOTAL DEFERRED OUTFLOWS</b>	<b>4,896,047</b>	<b>5.70%</b>	<b>4,896,047</b>	<b>5.80%</b>	<b>-</b>	<b>0.00%</b>	<b>3,598,120</b>	<b>7.34%</b>
<b>TOTAL ASSETS</b>	<b>85,833,496</b>	<b>100.00%</b>	<b>84,405,910</b>	<b>100.00%</b>	<b>1,427,586</b>	<b>1.69%</b>	<b>48,988,958</b>	<b>100.00%</b>
<b>LIABILITIES &amp; NET ASSETS</b>								
<b>CURRENT LIABILITIES</b>								
Accounts Payable	508,245	0.59%	421,073	0.50%	87,173	20.70%	465,158	0.95%
Accrued Payroll & Payroll Taxes	2,354,079	2.74%	2,077,576	2.46%	276,503	13.31%	2,269,653	4.63%
Accrued Health Insurance	2,153,593	2.51%	2,015,571	2.39%	138,022	6.85%	1,577,281	3.22%
Deferred Pro Tax Receivable	1,635,681	1.91%	1,817,423	2.15%	(181,742)	-10.00%	1,497,227	3.06%
Due to Third Parties - Other	3,640	0.00%	3,759	0.00%	(119)	-3.16%	3,443	0.01%
Lease Payable - Short Term	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Est. Third Party Settlements	1,797,452	2.09%	1,797,452	2.13%	-	0.00%	1,126,500	2.30%
<b>TOTAL CURRENT LIABILITIES</b>	<b>8,452,690</b>	<b>9.85%</b>	<b>8,132,854</b>	<b>9.64%</b>	<b>319,837</b>	<b>3.93%</b>	<b>6,939,262</b>	<b>14.16%</b>
<b>OTHER LIABILITIES</b>								
Lease Payable - Long Term	861,315	1.00%	865,557	1.03%	(4,241)	-0.49%	93,513	0.19%
Bonds Payable - Long Term	43,675,231	50.88%	43,729,213	51.81%	(53,983)	-0.12%	19,138,977	39.07%
Interest Payable	147,412	0.17%	105,773	0.13%	41,639	39.37%	100,980	0.21%
Net Pension Liability	9,373,976	10.92%	9,323,976	11.05%	50,000	0.54%	7,810,095	15.94%
<b>TOTAL LONG-TERM LIABILITIES</b>	<b>54,057,934</b>	<b>62.98%</b>	<b>54,024,519</b>	<b>64.01%</b>	<b>33,415</b>	<b>0.06%</b>	<b>27,143,565</b>	<b>55.41%</b>
<b>TOTAL LIABILITIES</b>	<b>62,510,625</b>	<b>72.83%</b>	<b>62,157,373</b>	<b>73.64%</b>	<b>353,252</b>	<b>0.57%</b>	<b>34,082,827</b>	<b>69.57%</b>
<b>DEFERRED INFLOWS OF RESOURCES</b>								
Pension Related Deferred Inflows	774,116	0.90%	774,116	0.92%	-	0.00%	2,013,105	4.11%
OPEB Related Deferred Inflows	300,736	0.35%	300,736	0.36%	-	0.00%	175,696	0.36%
<b>TOTAL DEFERRED INFLOWS</b>	<b>1,074,852</b>	<b>1.25%</b>	<b>1,074,852</b>	<b>1.27%</b>	<b>-</b>	<b>0.00%</b>	<b>2,188,801</b>	<b>4.47%</b>
<b>NET ASSETS</b>								
General Fund	21,054,758	24.53%	21,054,758	24.94%	-	0.00%	13,053,534	26.65%
Net Revenue (Loss)	1,193,261	1.39%	118,927	0.14%	1,074,335	903.36%	(336,204)	-0.69%
<b>TOTAL NET ASSETS</b>	<b>22,248,019</b>	<b>25.92%</b>	<b>21,173,685</b>	<b>25.09%</b>	<b>1,074,335</b>	<b>5.07%</b>	<b>12,717,330</b>	<b>25.96%</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>85,833,496</b>	<b>100.00%</b>	<b>84,405,910</b>	<b>100.00%</b>	<b>1,427,586</b>	<b>1.69%</b>	<b>48,988,958</b>	<b>100.00%</b>



**CCMH Expenses Paid for the Month of September 2024**

340B Health - Fees	\$1,784.00	Federal Express Corp. - Fees	\$3.50
Access Technologies - Fees	\$169.81	Feld Fire - Fees	\$99.00
Acute Care, Inc. - Fees	\$16,745.13	FFF Enterprises, Inc. - Supplies	\$302.90
Krystin Adams - Expenses	\$24.25	Marcy Fink - Expenses	\$40.35
Advanced Sterilization Products - Supplies	\$1,141.00	First National Bank Omaha - Expenses	\$5,576.00
Patrisia Aguilar - Expenses	\$140.70	Frontier Telephone Co. - Telephone	\$206.21
Airgas USA, LLC - Supplies	\$792.15	Jaiden Garrett - Expenses	\$38.52
Alex Alvarez - Expenses	\$552.56	Genzyme Corporation - Supplies	\$1,685.64
American Hospital Association - Fees	\$235.00	Getinge USA Sales, LLC - Supplies	\$271.52
American Messaging - Fees	\$40.92	GlaxoSmithKline - Supplies	\$6,885.04
Ameritex Services - Fees	\$4,315.68	Grainger - Supplies	\$572.27
Ampride Tire & Auto - Fees	\$293.57	Jamie Gross - Expenses	\$13.20
Anderson Erickson Dairy - Supplies	\$510.37	Laura Gross - Expenses	\$210.00
Arthrex - Supplies	\$4,429.50	GRP & Associates, Inc. - Fees	\$1,102.62
Avant Healthcare Professionals, LLC - Fees	\$18,850.75	H&R Accounts - Fees	\$6,058.41
Bayer Healthcare - Supplies	\$12,288.84	Health Care Logistics, Inc. - Supplies	\$64.00
Beckman Coulter, Inc. - Supplies	\$1,221.69	Health Partners of Southwest Iowa - Fees	\$3,131.00
Bio-Rad Laboratories - Supplies	\$1,937.94	Healthcare Compliance Testing, LLC - Fees	\$450.00
Bluespace Creative, Inc. - Fees	\$7,916.45	Healthcare Infection Control - Supplies	\$438.94
Bomgaars - Supplies	\$58.00	Hobart Sales & Service - Fees	\$134.74
Bound Tree Medical - Supplies	\$151.93	Hologic, Inc. - Supplies	\$1,188.00
Boxout, LLC - Supplies	\$1,147.50	Home Depot Pro - Supplies	\$540.73
Bracco Diagnostics, Inc. - Supplies	\$1,061.11	HyVee, Inc. - Supplies	\$919.56
Cable Channel 13 - Advertising	\$330.00	ICAN - Advertising	\$425.00
Cardinal Health - Supplies	\$35,205.27	ICP Medical, LLC - Supplies	\$903.80
Cardinal Supplies and Fresheners - Supplies	\$52.80	ICU Medical, Inc. - Supplies	\$4,977.34
Carl Ziess Meditec USA, Inc. - Supplies	\$388.48	Innomed, Inc. - Supplies	\$354.10
Carroll Broadcasting Co. - Advertising	\$901.50	Integra Life - Fees	\$6,805.66
Carroll Control Systems, Inc. - Fees	\$3,578.50	Iowa Department of Human Services - Fees	\$191.00
Cassling - Fees	\$34,131.32	Iowa Hospital Association - Fees	\$900.00
CDW Government - Supplies	\$732.00	IRHTP - Fees	\$545.00
Central Iowa Detention - Fees	\$1,136.78	J&J Health Care Systems, Inc. - Supplies	\$40,955.00
CenturyLink - Telephone	\$2,487.28	Jackson Lewis P.C. - Fees	\$11,530.00
Cepheid - Supplies	\$4,103.20	Jackson Physician Search - Fees	\$8,699.76
Cerner Corporation - Fees	\$18,290.89	Jambiz - Rent	\$1,200.00
Christopher L. Grabrian - Fees	\$4,850.00	JP Gasway Co. - Supplies	\$1,580.00
Chubb & Son - Fees	\$33,052.50	KCI USA, Inc. - Supplies	\$1,331.52
Cisco Systems Capital Corp. - Fees	\$73.94	KDSN FM - Advertising	\$4,036.68
City Magnet, Inc. - Supplies	\$1,201.50	Keast Auto Center - Fees	\$104.95
City of Dow City - Utilities	\$139.45	Knowles Publishing Corp. - Advertising	\$1,160.50
Clark F Howland & Assoc. - Supplies	\$600.89	Language Lines - Fees	\$86.00
CLIA Laboratory Program - Fees	\$4,396.00	Life Instrument Corporation - Supplies	\$3,130.00
Clinical Computer Systems, Inc. - Fees	\$31,460.00	Lifeserve Blood Center - Fees	\$4,810.00
CNA Insurance - Premiums	\$65,695.00	Macro Helix, LLC - Fees	\$14,244.13
Jenna Cloud - Expenses	\$38.52	Craig Malone - Rent	\$650.00
Cobblestone Inn & Suites - Fees	\$1,258.88	Manilla Times - Advertising	\$150.00
Colonial Life - Premiums	\$587.54	Mapleton Press - Advertising	\$286.00
CompHealth - Fees	\$23,192.50	Marco Technologies, LLC - Fees	\$15.00
Constellation Newenergy - Utilities	\$2,295.89	Martin Bros Dist. Co., Inc - Supplies	\$3,512.38
Cook Medical, LLC - Supplies	\$239.90	Maxtown Medical Corp., LLC - Supplies	\$825.52
Covidien Sales, LLC - Supplies	\$6,847.27	McKesson Medical Surgical - Supplies	\$12,132.13
Crawford County Conservation - Sponsorship	\$150.00	Medibadge, Inc. - Supplies	\$24.15
Crawford County Engineer's Office - Fees	\$1,007.50	Medical Solutions - Fees	\$62,483.09
Crawford County Landfill - Fees	\$120.00	Medline Industries LP - Supplies	\$1,895.92
Cutler Anesthesia Services - Fees	\$11,480.00	Michael & Sara Luft - Fees	\$300.00
Database Solutions, Inc. - Fees	\$3,920.00	MidAmerican Energy - Utilities	\$104.16
Dearborn - Premiums	\$21,322.42	Mindray DS USA, Inc. - Supplies	\$1,558.15
Dell Marketing LP - Supplies	\$1,575.20	Dr. Stephen Morse - Fees	\$51,243.42
Denison Free Press - Advertising	\$1,920.00	Multiview - Fees	\$9,288.25
Denison Municipal Utilities - Utilities	\$23,316.13	National Child Safety Council - Sponsorship	\$200.00
Denison Rotary Club - Fees	\$100.00	Network Services Company - Supplies	\$1,830.82
DFI-Solutions - Supplies	\$501.11	New York Life - Premiums	\$3,030.10
DIRECTV - Fees	\$397.45	North Central Anesthesia Services - Fees	\$53,600.00
DMS Health Technologies - Fees	\$2,806.00	NW Iowa Yes Center - Fees	\$597.50
Do It Best Hardware - Supplies	\$226.93	Observer - Advertising	\$200.00
Dorsey & Whitney, LLP - Fees	\$421.50	Omnicell, Inc. - Fees	\$80.00
Draiger, Inc. - Supplies	\$209.28	Onmedia - Advertising	\$416.00
Drees Co. - Fees	\$20,560.12	O'Reilly Auto Parts - Supplies	\$68.54
Echo Group, Inc. - Supplies	\$2,001.95	Owens & Minor - Supplies	\$29,220.70
EGOLD Fax - Fees	\$801.24	Oxen Technology - Fees	\$20.00
Electronic Sound, Inc. - Supplies	\$5,179.00	Performance Health Supply LLC - Supplies	\$119.58
Ace Ettleman - Rent	\$550.00	Ann Petersen - Expenses	\$38.52
Eventide Foundation - Sponsorship	\$400.00	Pfizer, Inc. - Supplies	\$1,600.14
Eventide Lutheran Home - Fees	\$3,081.95	Pharmacy OneSource - Supplies	\$560.16
Family Crisis Centers - Fees	\$1,000.00	Philips Healthcare - Supplies	\$36,200.00
Fareway Stores - Supplies	\$845.32	Physicians Lab Services - Fees	\$14,969.00
Farmer Bros. Co. - Supplies	\$1,047.25	PICC Stat Clinical Service - Fees	\$1,800.00

Pipeline Health Holdings, LLC - Fees	\$3,368.46	T.A. Penke & Associates - Fees	\$32.00
Pitney Bowes - Postage	\$1,500.00	Team Ford Lincoln - Fees	\$6,807.18
Plunkett's Pest Control - Fees	\$204.48	Technical Safety Services, LLC - Fees	\$275.00
Armando Porras - Expenses	\$230.00	Technowipe, Inc. - Supplies	\$41.75
Practical Sleep Services, LLC - Fees	\$15,360.00	Teleflex, LLC - Supplies	\$702.50
Precision Dynamics Corp - Supplies	\$440.30	Televox - Fees	\$546.55
Press Ganey Assoc., Inc. - Fees	\$3,731.51	The Rhino Group - Fees	\$1,587.50
Priority Healthcare Dist. - Supplies	\$5,071.32	Theresa Thompson - Expenses	\$179.76
Professional Computer Solutions - Fees	\$293.00	Thrifty White - Fees	\$475.02
Professional Medical Management - Supplies	\$6,457.00	Tri-Anim Health Services - Supplies	\$318.65
Propio Language Service - Fees	\$756.92	TruBridge - Fees	\$14,009.00
QuVa Pharma, Inc. - Supplies	\$491.35	Turnkey Pharmacy Solutions - Fees	\$7,260.15
R&S Waste Disposal - Fees	\$1,474.22	UKG, Inc. - Fees	\$23,642.12
Rasmussen Mechanical Services - Supplies	\$914.94	UnityPoint Health - Fees	\$402.00
Redsail Technologies - Fees	\$235.99	UNMC Center for Continuing Ed - Fees	\$630.00
Remedi8 - Supplies	\$19,452.24	US Foods - Supplies	\$11,790.97
Remel, Inc. - Supplies	\$355.40	V&H Tire Co., Inc. - Supplies	\$25.00
Roo Bea Design, LLC - Fees	\$425.00	Vapotherm - Supplies	\$1,048.32
Lisa Sample - Expenses	\$24.26	Hannah Vary - Expenses	\$218.28
Sanofi Pasteur, Inc. - Supplies	\$2,085.61	Amalia Velazquez - Expenses	\$359.52
Kelsey Schiltz - Expenses	\$38.52	Verizon Wireless - Telephone	\$459.46
Carmen Schuett - Expenses	\$149.00	Trama Vetter - Expenses	\$148.74
Scribe EMR - Fees	\$22,574.53	Vision Service Plan - Premiums	\$3,580.44
Secure Shred Solutions - Fees	\$270.00	Visual Edge IT, Inc. - Fees	\$1,185.72
Sherwin Williams - Supplies	\$494.31	VVC Holding LLC - Supplies	\$4,386.13
Siemens Healthcare Diagnostic - Supplies	\$1,525.04	Vyaire Medical 211, Inc. - Supplies	\$113.00
SpendMend, LLC - Supplies	\$850.00	Walmart / Capital One - Supplies	\$789.95
St. Anthony Regional Hospital - Fees	\$3,195.73	Wells Fargo Financial Lease - Fees	\$935.18
Staples Advantage - Supplies	\$842.78	West Bend Mutual Ins. Co. - Premiums	\$29,433.40
Steris Corporation - Supplies	\$413.06	Western Iowa Networks - Fees	\$1,634.33
Stryker Endoscopy - Supplies	\$3,478.71	Westside sonography, Inc. - Fees	\$810.00
Stryker Rental Services - Fees	\$825.10	WIN - Fees	\$1,500.00
Stryker Sales, LLC - Supplies	\$2,306.02	Patient Account Refunds	\$4,775.10

**September Check Run** **\$1,104,876.34**

**DEPRECIATION FUND:**

American Surgical Specialties - Ortho Equipment	\$5,044.77
Certified Testing Services, Inc. - Master Facility Project	\$3,212.00
Drees Co. - Water Softener	\$19,920.00
Heiden Concrete - Parking Lot Addition	\$14,000.00
Invision Architecture - Master Facility Project	\$59,576.75
Marco Technologies, LLC - Network Expansion	\$4,095.39
Maxtown Medical Corp., LLC - Ortho Equipment	\$17,452.97
Steris Corporation - Ortho Equipment	\$675.59
Stryker Sales, LLC - Ortho Equipment	\$29,243.87

**Depreciation Total** **\$153,221.34**

**Salaries** **\$1,671,450.60**

**GRAND TOTAL** **\$2,929,548.28**

**Crawford County Memorial Hospital**  
**QUALITY COMMITTEE OF THE BOARD OF TRUSTEES**  
**October 22, 2024 Meeting Minutes**

A meeting of the Quality Committee of the Board of Trustees was held on Tuesday, October 22, 2024. Present: Sid Leise, Jay Mendlik by telephone, Michael Luft, DO (arrival 5:00pm), Erin Muck, CEO, Theresa Sheer, CNO, Heather Rasmussen, Chief Quality & Ancillary Services Officer, Dana Neemann Director of Education and Patient Experience (exit 4:35pm).

Sid Leise called the meeting to order at 4:30pm

**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 August 2024 scorecard for HCAHPS. The issue with lower volumes of responses due to the Cerner transition has been corrected. The 5-Star Nurse bundle has been assigned to hospital nursing staff. Quietness of Hospital Environment and Responsiveness of Hospital Staff are focus areas for Press Ganey. Neemann relayed that AIDET training will be held in this quarterly competencies.

**II. Statistics**

Muck reviewed the September 2024 statistics with the Committee. Total inpatient procedures in September were up 216.11%. The Medical Unit has been busy with acutely ill patients leading to an increase in Total Patient Days of 114.29%. We continue to monitor of length of stay to keep under four (4) days. Admits from ER were up 147.37%. Total outpatient procedures were down 1.78%. Total Radiology procedures were up 7.96%, Lab procedures were up 12.05%, and Physical Therapy Procedures were up 10.35%. Medical Clinic visits were down 8.49%. Muck also reviewed Surgery 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 8, 2024.
- ii. **Quality Committee Meeting:** The Committee reviewed the minutes from the meeting held on October 10, 2024.
- iii. **PFAC:** Neemann shared the next PFAC meeting is Wednesday October 23, 2024. Angie Andersen will be present to discuss the patient portal. Neemann will share with the PFAC that the Patient Resource Guide that they were a part of has won a Pinnacle Achiever and is up for a Summit Award at the HealthCare Service Excellence Conference (HCSEC) in November. Neemann will also be discussing term limits for the PFAC. It has been two (2) years since the last application process. New and current members who would like to serve on the PFAC are encouraged to submit and application.
- iv. **5 Star Journey:** Muck shared that Sid Leise will be attending the HCSEC in Orlando with seven (7) Pinnacle Achievers including front line staff.

**V. Peer Review: Tabled**

## VI. Other Business/Updates

- i. **Building Project:** Muck gave an update on the Building Project. The north half of the parking lot is closed to pour cement. After the cement is pour, it cannot be driven on for five (5) days. The south half of the parking lot will then be closed to pour cement. The existing exterior walls will be coming down soon.
- ii. **Oracle Cerner Update:** Muck shared Oracle Cerner will be on-site again in November to provide additional education for Providers and other departments that need additional education. Revenue Cycle meets four (4) days per week. More billing has been able to be completed this week.
- iii. **Recruitment:** Muck shared a Family Practice locum physician started on October 15<sup>th</sup>. She is off this week and will return next week. CRNA recruitment has gained traction. A new Nurse Practitioner will begin on November 18<sup>th</sup>. A general surgeon will be on-site on November 6<sup>th</sup>.
- iv. **ACO/Population Health Update:** Rasmussen shared that Annual Wellness Visits (AWV) have been placed on temporary pause for process improvement.

## VIII. Adjournment Heather Rasmussen, Recorder. 5:22pm

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

**Medical Staff Meeting Minutes**

October 8, 2024

A meeting of the Medical Staff of Crawford County Memorial Hospital was held on Tuesday, October 8, 2024 in the hospital's Meeting Room C.

Present were David Wright DO, Michael Luft DO, Elizabeth Ranniger MD, Jill Kierscht ARNP, Patrick Luft MD, Julie Graeve ARNP, Lori Johannsen, PA-C, Benjamin Burkett MD, Theresa Sheer CNO, Heather Rasmussen, Chief Quality & Ancillary Services Officer Recorder: Marcy Fink

Absent were Erin Schechinger DNP, Sara Luft ARNP, Kylee LeFebvre ARNP, Erin Muck CEO, Angie Andersen, IT Director

Ad Hoc: Travis Mettenbrink – Director of Clinic, Trama Vetter – Clinic Nurse Manager

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 September 10, 2024 meeting.

**BUSINESS**

- A. Nurse Visits / Provider Schedules Travis Mettenbrink / Trama Vetter
  - Travis and Trama discussed the new process of adding patient nurse visits to the Providers schedules. This will take a spot in their schedule, but will not interfere with scheduling patient appointments. Registration will be educated on the process.
- B. Swing Bed Process Heather Rasmussen
  - When a patient is being moved to Swing Bed, they will receive a new FIN number. Before exiting the Inpatient account, select **Transfer**.
  - Will get clarification from IT after questions were raised regarding the process.
- C. IV Fluid Shortage Heather Rasmussen
  - It was brought to the attention of our Director of Materials Management that because of the hurricane damage in North Carolina, there could be a shortage of IV fluid. We would appreciate everyone trying to conserve as much as possible and look at alternatives to IV fluids.
- D. IT Updates / Q&A Angie Andersen
  - Tabled until next month

**CNO UPDATE**

Theresa Sheer

- A. Theresa Sheer gave an update on the Swing Bed Academy. Jill Kierscht, ARNP, has agreed to act as the clinical rep. Marketing our swing bed services is especially being focused on.
- B. New hires are:
  - a. Faith Rosburg – RN on Med Unit
  - b. Ariana Batz – Sonographer
  - c. Chloe Postel – LPN, starting soon
- C. Still looking to hire an EMS Coordinator and a 24-7 Charge Nurse for the ER/Med Unit.

**ADJOURNMENT** The meeting was adjourned to the Executive Committee at 8:15.

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

**OCTOBER 2024 CREDENTIALING**

**NEW APPOINTMENTS**

Shannan Larson, CRNA

**Crawford County Memorial Hospital**  
**Mission Committee**  
**October 17, 2024, 4:30 PM**

A meeting of the Mission Committee of the Board of Trustees was held on Thursday, October 17, 2024. Present on site were Erin Muck (CEO), Heather Rasmussen (Chief Quality & Ancillary Services Officer), David Reisz, and Heather Wight (recorder). Present via telephone was Jay Mendlik.

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

**QUALITY**

**ACO/Population Health Update**

- The current approach to annual wellness visits does not align with industry standards, so we are focusing on education concerning the distinctions between annual physicals and annual wellness visits to ensure better compliance and effectiveness.

**PATIENT EXPERIENCE**

**5-Star Journey Update**

- Press Ganey responses received are slowly increasing as we believe we have corrected the miscommunication issues between Cerner and Press Ganey. The PFAC has been meeting for 2 years. Since participation has been going so well, bylaws will be created so that advertisement for new members can begin. Sid Leise will be attending the CLS conference in Orlando with the nominees in November. We are evaluating our contract needs with CLS for next year. Suggestions for SEAs, LEAD and OASIS teams are being considered and will be discussed at the next Service Excellence Council meeting.

**PEOPLE**

**Recruitment**

- The family medicine locum started this week and have a family medicine physician phone screening tomorrow. General surgeon recruitment has picked up with an onsite visit on December 6. Phone interviewed a physician yesterday with a follow up call with Dr. Wright and Travis tomorrow. CRNA recruitment has been going well and will have onsite interviews soon. New nurse practitioner will be starting on November 18<sup>th</sup>.

**LES**

- Muck shared the results from the annual Leadership Empowerment Survey which shows continued increase of scores from previous years.

**Board Education from IHA**

- Board education that was featured at the annual Iowa Hospital Association conference will be shared with the whole Board at a future Board meeting.

**GROWTH**

**September Statistics**

- Total patient days are up 114%, inpatients were up 216% and admissions from the ER were up 147% compared to last year.

**Building Project Update**

- The building project is on track and progressing well. The existing exterior walls will be coming down soon.

**FINANCE**

**Audit**

- Cost report is looking favorable and we will have the audit at the board meeting.

**COMMUNITY**

**Community Projects**

- The grand opening of the new playground at Washington Park was on Tuesday, October 8 and the WITCC Career Academy groundbreaking was Tuesday, October 15. The CDC's annual Business Appreciation Breakfast is October 23 where Erin will be a guest speaker. The next community wellness event is December 3 & 4.

**The meeting adjourned at 5:25 p.m.**      Heather Wight, Recorder



## **BOARD SUMMARY:**

### **CEO Summary**

**By: Erin Muck, CEO**

**Date: October 2024**

## **SUMMARY:**

### **Quality**

The population health strategy continues to evolve as we wind down our time with the Caravan Health/Signify ACO. We have recently paused our Annual Wellness Visits to free up openings for yearly physicals. The transition to Mainstreet Health has been a little slower than we would like, but we have received just over \$18,000 in one quarter from our partnership and filling out their forms that track our patient's diagnosis's. We just received word this week that the Caravan Health ACO will not have shared savings again this year for the third year in a row. The decision to transition to Mainstreet was appropriate, as we are now getting credit for the work we are doing improving population health and quality.

### **Patient Experience**

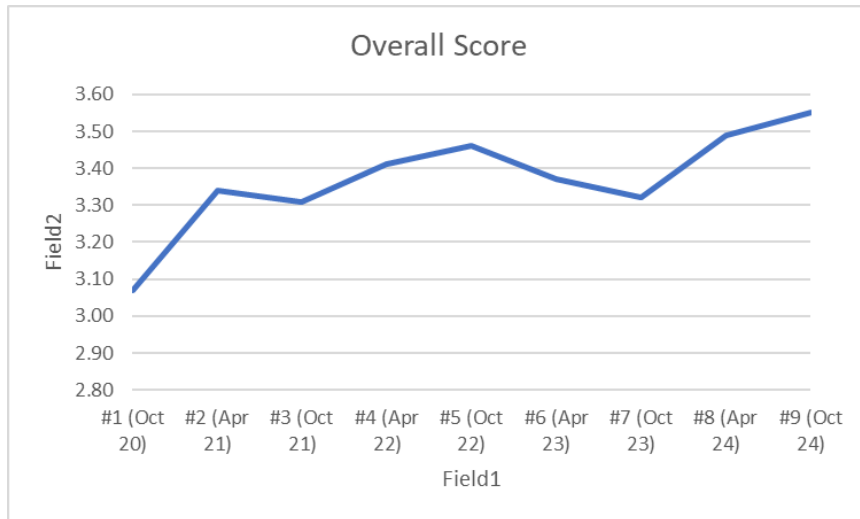
The issue between Cerner and Press Ganey has been resolved and we are now starting to get more survey's out and returned. Inpatient scores in August were mostly in the 99<sup>th</sup> percentile. The 5-Star nurse program is more structured and in process.

We will be seeking applications for the Patient Family Advisory Committee (PFAC) after the bylaws are finalized. This is the 2-year anniversary of this committee. They are considering term limits to assure we continue with fresh views from our community.

### **People**

The Leadership Empowerment Survey results were the highest they have been. As you can see, we started out with strong scores, but we continue to improve. Our focus on using results of this survey and the Employee Engagement Survey to develop leadership training has been effective. There have been some leadership changes that have had a positive effect on the scores.





Both professional and non-professional AFSME Unions had their recertification votes. There were not enough votes to recertify, and we no longer have a union at CCMH. As you can see from our survey results, employees are treated fairly and the need for a union has become unnecessary.

Our employee benefits renewal for 2025 is in progress and we are preparing for open enrollment. There will be no increase in premiums for staff. There are minimum changes to copays and deductibles. We are fortunate to be able to keep costs down for our employees as they continue to utilize CCMH for healthcare services.

We have a new Nurse Practitioner starting mid-November. Don will have a news release closer to her start date. There was an onsite family medicine provider interview this week and a CRNA interview 2 weeks ago. There was an informal onsite general surgeon visit this week and one scheduled on November 6<sup>th</sup>. We are having several phone screenings for all positions and are pleased with the increased movement and CV's to review.

I will be sharing a governance session from the IHA Annual meeting at the board meeting. It is a great refresher on your role as a trustee.

**Growth**

If you have had a chance to drive by, the outside walls of the clinic have been coming down this week. The North parking lot cement work has started and will last 2 weeks. This has presented parking challenges for our customers that we are navigating daily.



### **Finance**

Inpatient volumes continue to exceed last years numbers. Total patient days are up over 114% and total hospital procedures by over 216%. Outpatient volumes are down just under 2% with decreases noted in Total Medical Visits by about 8 ½%. Surgical procedures were flat for the month. We did see a nice increase in orthopedic cases but was cancelled out by the decrease in general surgeries.

The approximate \$1.4 million Medicaid directed payment contributed to the net profit of \$1,074,345. Cash did increase by \$209,525. Our days cash on hand remains strong with and without project funds. Accounts receivable has increased to 77 days with the increase in A/R balance. This was anticipated with the EMR implementation, and the revenue cycle team is working diligently on resolving the service requests with Oracle and have made some excellent progress.

Thank you to the hospital foundation for their donation of \$16,000 toward a blood gas machine. This money was raised at the foundation golf tournament this year.

### **Community**

I had the opportunity to speak about our building project at the CDC Business Appreciation Breakfast this week where I was able to share the highlights of our project, including not using taxes to fund the project, a low-interest rate USDA loan, and our clinic volume increase from 2011 to 2024. It was great to also hear about the other building projects in town as well.

Respectfully,

Erin