



## **BOARD OF TRUSTEES MEETING AGENDA**

5:30 p.m., Monday, October 27, 2025

Hospital Meeting Rooms C-D

100 Medical Parkway, Denison, IA

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### **I. CALL TO ORDER**

### **II. APPROVAL OF MINUTES**

- A. Previous Month's Minutes

### **III. FINANCIAL STABILITY**

- A. FY25 Audit – Discussion / Action
- B. Finance Committee Report
  - i. Approval of Payroll & AP

### **IV. QUALITY CARE AND SERVICES**

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

### **V. PATIENT EXPERIENCE**

- A. 5 Star Journey Update

### **VI. PEOPLE**

- A. Department Reports
  - i. Medical Clinic
  - ii. Specialty Clinic
  - iii. Pharmacy
- B. Credentialing
  - i. Appointments & Reappointments – Discussion / Action
- C. Mission Committee Report

### **VII. GROWTH**

- A. CEO Report

### **VIII. COMMUNITY**

- A. Board Chair Comments

### **IX. ADJOURNMENT**

#### **Our Mission**

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

**Board of Trustees**

September 29, 2025

A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, September 29, 2025, in Hospital Board Room D at Crawford County Memorial Hospital, Denison, Iowa.

Present on site during the meeting were Jay Mendlik, Jon Schuttinga, Amy Schultz, David Reisz, Theresa Sheer (CNO), Heather Rasmussen (Chief Quality Officer), Rachel Melby (CFO), Erin Muck (CEO), Dr. David Wright (Chief of Staff left at 5:39), and Heather Wight (Recorder). Also in attendance were Maria Valdez (Community Liaison left at 5:48), Jill Melby (Director of Marketing and Foundation left at 6:29) and Don Luensmann (Executive Director of Marketing and Foundation in at 5:49 and left at 6:29). Not in attendance was Dr. Michael Luft (Chief Medical Officer).

Present via Webex were Vernon Sid Leise (joined at 5:40) and Lori Cole Magerko (MWH Law Group, LLP and left at 7:08).

**CALL TO ORDER:** The Board of Trustees meeting was called to order at 5:33 p.m. by Mendlik.

**APPROVAL OF MINUTES**

A motion was made by Reisz, second by Schuttinga, to approve August 25, 2025, minutes as presented. Motion carried unanimously.

**QUALITY CARE AND SERVICES**

**Quality Committee Report**

- Rasmussen gave a brief update of the Quality Committee activities including the July 2025 HCAHPS scores, noting several areas had improvement and focus on Quietness at Night with the medical unit.
- 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 Theresa gave updates regarding the emergency room director and EMS coordinator positions. A bariatric bed has been added to the medical unit, and the Hoyer lift has been replaced with a MaxiMove to accommodate higher weight capacity. Patrick Stevens completed the capper fittings, and IT provided departmental updates.

**PATIENT EXPERIENCE**

**5-Star Journey Update**

Muck reported that departments continue to make progress, with positive results reflected in current scores. A 5-Star Training session for providers is scheduled for tomorrow during their monthly lunch meeting and the second round of all staff workshops are planned for the end of October. Employee forums began today with focus on Phase 2 of the building project and patient experience celebration nominations.

**Board of Trustees**

September 29, 2025

**PEOPLE**

**Recruitment Update**

**Director of Marketing and Foundation**

Muck introduced Jill Melby, Director of Marketing and Foundation. Jill has extensive experience in marketing and grant writing and will be a great asset for CCMH.

**Community Liaison**

Muck introduced Maria Valdez, Community Liaison. Maria has been hard at work meeting different community members and business and familiarizing herself with all the different parts of CCMH.

**Credentialing**

A motion was made by Schultz, second by Reisz, to approve the Medical Staff reappointments of Barnhill, Guynan, and Haines and the distant site credentialing by proxy of Amin, Baymiller, Bennett, Challa, Dohar, Gill, Jardania, Kory, McGinnis, Salcedo-McDonald, Shea, Stumpf and Wright. Motion carried unanimously.

**Mission Committee Report**

Administration recently updated the department huddle board to align with our Organization Improvement Plan. A community meet and greet for the new providers is scheduled for Monday, October 13 from 4 -6. The ER director position has been filled and they will work with Sam before she fully transitions to her new role. To celebrate the Revenue Cycle's 50 days is AR, Flaco's Tacos was onsite for staff and was well received.

**GROWTH**

**CEO Report**

In addition to Muck's written report, she would like to thank Bob Fink, Director of Plant Operations, for his hard work and attention while DNV was onsite for their resurvey.

**FINANCIAL STABILITY**

**Finance Committee Report**

1. Total Payroll & Accounts Payable of \$2,874,668.63 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 \$2,874,668.63. Motion carried unanimously.

**COMMUNITY**

**Community Health Needs Assessment (CHNA)**

Luensmann shared CCMH's 2025 Community Health Needs Assessment (CHNA) to the Board.

A motion was made by Schultz, second by Leise, to accept the 2025 Crawford County Memorial Hospital Community Health Needs Assessment as presented. Motion carried unanimously.

**Board of Trustees**

September 29, 2025

**E911 Board Member Assignment**

Don Luensmann is currently CCMH's representative on the Crawford County E911 Board and upon his retirement, would like to recommend Theresa Sheer, CNO, as his successor.

A motion was made by Schuttinga, second by Schultz, to appoint Theresa Sheer as Don Luensmann's successor on the Crawford County E911 Board. Motion carried unanimously.

**Board Chair Comments**

A lot of change and foundational work that is being finalized. The work we are doing is going to pay dividends. We have a little bit of catching up to do as we work through the slow summer months while we wait for the Directed Payment to be finalized but not too concerned due to all of the hard work that is being done. Now that we have built it, they will come.

**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. Discussion / Action

The Board went into Closed Session at 6:40 p.m. with a motion made by Schuttinga, second by Schultz. Motion carried unanimously. Members present during the closed session were Jay Mendlik, Jon Schuttinga, Amy Schultz, David Reisz, Vernon Sid Leise (via Webex), Erin Muck (CEO) and Heather Wight (recorder).

A motion was made at 7:10 p.m. by Schultz, second by Schuttinga, to return the Board to Open Session. Motion carried unanimously.

No action was taken.

**ADJOURNMENT**

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

**CRAWFORD COUNTY MEMORIAL HOSPITAL  
FINANCE COMMITTEE MEETING  
October 23, 2025, 12:00 P.M.**

A meeting of the Finance Committee of the Board of Trustees was held on October 23, 2025, in the Administrative Conference Room. Present on site were Rachel Melby (CFO), Amy Schultz, and Heather Wight (recorder). Not present was Erin Muck.

Present via Webex were Jay Mendlik, Steve Bruner and Joe Sparks (Denman & Company).

The meeting was called to order at 12:03 pm.

**Committee Recommendations:**

1. Total Payroll & Accounts Payable of \$3,839,533.80 for approval of payment.
2. Approval of the FY2025 Audit Report issued by Denman.

**Approval of Minutes**

The September 2025 minutes were reviewed and approved.

**CFO Report**

The CFO Report was reviewed.

**Financial Reports**

**Statistical, Income and Cash Flow Report**

Outpatient procedures continue to be the driver for overall volume increases. Overall, compared to last September, procedures are up 7.45% for the month. Departments that saw the greatest volumes increases were Surgery, with a 34% increase, Lab with a 9% increase, and Radiology with a 7% increase. Clinic visits were also up almost 5% for the month but are still down 7% year-to-date.

Due to the rise in outpatient volumes, gross patient revenue for the month was over \$7 million. However, contractual adjustments are running higher at 47% compared to an average year of about 45%. Although the budget reflects lower adjustments, which factored in Medicaid Directed Payments, there has been no news yet on the approval of these funds from CMS for FY2026. The result was a small net profit of \$49,426 for the month. Year-to-date the net loss is \$466,194.

For other operating indicators, Days in Accounts Receivable remained steady, at 49 days. As a comparison, last September, Days in A/R were 77 days. All other operating indicators are also positive; DSR – 3.85 and Days Cash on Hand – 314 (w/o project funds 198).

**Balance Sheet**

The Balance Sheet as of 09/30/25 reflects Total Assets of \$82,745,167.

**CRAWFORD COUNTY MEMORIAL HOSPITAL  
FINANCE COMMITTEE MEETING  
October 23, 2025, 12:00 P.M.**

**Payroll & Accounts Payable**

The committee reviewed and recommends total Payroll & Accounts Payable of \$3,839,533.80 to the Board for approval. This amount includes \$1,932,357.27 in salaries.

**Accounts Receivable**

Patient Accounts Receivable as of 09/30/2025 totaled \$10,504,472 which is an increase of \$690,786 from August. However, Days in A/R remained at 49 days due to increased daily revenue.

**New Business**

**FY2025 Audit Report**

Denman presented the FY2025 Audit Report by Webex. The finance committee recommends Board approval of the FY2025 Audit Report.

**Adjourn** - The meeting was adjourned at 11:40 a.m.

# Crawford County Memorial Hospital

## Comparative Statistical Report

September 2025

|                               | Month to Date |         |          | Fiscal Year to Date |         |          |
|-------------------------------|---------------|---------|----------|---------------------|---------|----------|
|                               | FY 2026       | FY 2025 | Variance | FY 2026             | FY 2025 | Variance |
| <b>Total Admissions</b>       | 33            | 39      | -15.38%  | 97                  | 111     | -12.61%  |
| Acute/OB                      | 28            | 30      | -6.67%   | 81                  | 85      | -4.71%   |
| Skilled                       | 3             | 7       | -57.14%  | 12                  | 16      | -25.00%  |
| ICF                           | 2             | 2       | 0.00%    | 4                   | 6       | -33.33%  |
| Respite                       | 0             | 0       | 0.00%    | 0                   | 0       | 0.00%    |
| Newborns                      | 0             | 0       | 0.00%    | 0                   | 4       | -100.00% |
| <b>Total Patient Days*</b>    | 239           | 303     | -21.12%  | 680                 | 749     | -9.21%   |
| Acute/OB                      | 92            | 152     | -39.47%  | 275                 | 345     | -20.29%  |
| Nursery                       | 0             | 0       | 0.00%    | 0                   | 4       | -100.00% |
| Skilled                       | 24            | 90      | -73.33%  | 156                 | 196     | -20.41%  |
| ICF                           | 8             | 5       | 60.00%   | 12                  | 16      | -25.00%  |
| Respite                       | 0             | 0       | 0.00%    | 0                   | 0       | 0.00%    |
| Observation                   | 115           | 56      | 105.36%  | 237                 | 188     | 26.06%   |
| *Includes Observation         |               |         |          |                     |         |          |
| <b>Average LOS (Acute/OB)</b> | 3.45          | 3.83    | -9.87%   | 3.42                | 3.40    | 0.55%    |
| <b>Hospital Procedures</b>    |               |         |          |                     |         |          |
| Inpatient                     | 1,016         | 1,511   | -32.76%  | 2,708               | 3,398   | -20.31%  |
| Outpatient                    | 14,651        | 13,070  | 12.10%   | 42,239              | 39,547  | 6.81%    |
| <b>Total</b>                  | 15,667        | 14,581  | 7.45%    | 44,947              | 42,945  | 4.66%    |
| Surgical Procedures           | 117           | 87      | 34.48%   | 295                 | 282     | 4.61%    |
| Anesthesia Procedures         | 103           | 55      | 87.27%   | 252                 | 215     | 17.21%   |
| ER Visits                     | 473           | 457     | 3.50%    | 1,357               | 1,397   | -2.86%   |
| Admits from ER                | 25            | 28      | -10.71%  | 69                  | 104     | -33.65%  |
| Scheduled Outpatient Visits   | 119           | 106     | 12.26%   | 340                 | 393     | -13.49%  |
| Ambulance Trips               | 113           | 127     | -11.02%  | 351                 | 378     | -7.14%   |
| Xray Procedures               | 669           | 677     | -1.18%   | 1,901               | 1,964   | -3.21%   |
| Mammography Procedures        | 128           | 100     | 28.00%   | 337                 | 266     | 26.69%   |
| Flouro Procedures             | 10            | 3       | 233.33%  | 16                  | 12      | 33.33%   |
| Ultrasound Dept Procedures    | 172           | 135     | 27.41%   | 480                 | 401     | 19.70%   |
| Echo Procedures               | 44            | 25      | 76.00%   | 145                 | 67      | 116.42%  |
| CT Dept Procedures            | 261           | 248     | 5.24%    | 746                 | 686     | 8.75%    |
| MRI Dept Procedures           | 95            | 96      | -1.04%   | 263                 | 246     | 6.91%    |
| Nuc Med Procedures            | 4             | 3       | 33.33%   | 16                  | 13      | 23.08%   |
| Total Radiology Procedures    | 1,383         | 1,287   | 7.46%    | 3,904               | 3,655   | 6.81%    |
| Respiratory Tx Procedures     | 118           | 94      | 25.53%   | 275                 | 238     | 15.55%   |
| EKG Procedures                | 209           | 143     | 46.15%   | 386                 | 439     | -12.07%  |
| Sleep Studies                 | 24            | 21      | 14.29%   | 61                  | 51      | 19.61%   |
| Lab Procedures                | 7,450         | 6,845   | 8.84%    | 21,050              | 19,433  | 8.32%    |
| Physical Tx Procedures        | 1,876         | 1,823   | 2.91%    | 5,623               | 4,908   | 14.57%   |
| Speech Procedures             | 43            | 13      | 230.77%  | 177                 | 48      | 268.75%  |
| OT Procedures                 | 80            | 128     | -37.50%  | 330                 | 421     | -21.62%  |
| Cardiac Rehab Procedures      | 150           | 134     | 11.94%   | 491                 | 351     | 39.89%   |
| Pulmonary Rehab Procedures    | 13            | 9       | 44.44%   | 44                  | 27      | 62.96%   |
| Specialty Clinic Visits       | 464           | 470     | -1.28%   | 1,416               | 1,463   | -3.21%   |
| Total Medical Clinic Visits   | 3,045         | 2,909   | 4.68%    | 8,946               | 9,624   | -7.04%   |

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

| Gray lines are YTD. All %'s are based on net revenue except for the variance column and gross revenue. |                                |               |                                |               |                                  |              |                             |
|--------------------------------------------------------------------------------------------------------|--------------------------------|---------------|--------------------------------|---------------|----------------------------------|--------------|-----------------------------|
|                                                                                                        | CURRENT MONTH<br><u>ACTUAL</u> |               | CURRENT MONTH<br><u>BUDGET</u> |               | CURRENT MONTH<br><u>VARIANCE</u> |              | PRIOR YEAR<br><u>ACTUAL</u> |
| <b><u>PATIENT SERVICE REVENUES</u></b>                                                                 |                                |               |                                |               |                                  |              |                             |
| INPATIENT SERVICES                                                                                     | 750,532                        | 10.5%         | 642,730                        | 9.4%          | 107,801                          | 16.8%        | 337,038                     |
|                                                                                                        | 1,679,300                      | 8.6%          | 1,875,198                      | 9.4%          | (195,898)                        | -10.4%       | 1,695,435                   |
| OUTPATIENT SERVICES                                                                                    | 6,321,553                      | 88.7%         | 6,086,996                      | 88.6%         | 234,557                          | 3.9%         | 4,970,161                   |
|                                                                                                        | 17,613,126                     | 90.1%         | 17,759,115                     | 88.6%         | (145,989)                        | -0.8%        | 15,228,302                  |
| SWING BED SERVICES                                                                                     | 52,452                         | 0.7%          | 138,648                        | 2.0%          | (86,196)                         | -62.2%       | 563,358                     |
|                                                                                                        | 261,357                        | 1.3%          | 404,511                        | 2.0%          | (143,155)                        | -35.4%       | 642,352                     |
| <b>TOTAL GROSS PATIENT REVENUE</b>                                                                     | <b>7,124,536</b>               | <b>100.0%</b> | <b>6,868,374</b>               | <b>100.0%</b> | <b>256,162</b>                   | <b>3.7%</b>  | <b>5,870,557</b>            |
|                                                                                                        | 19,553,782                     | 100.0%        | 20,038,825                     | 100.0%        | (485,042)                        | -2.4%        | 17,566,089                  |
| <b><u>DEDUCTIONS FROM REVENUE</u></b>                                                                  |                                |               |                                |               |                                  |              |                             |
| MEDICARE ADJUSTMENTS                                                                                   | (1,704,199)                    | -23.9%        | (1,522,677)                    | -22.2%        | (181,522)                        | 11.9%        | (1,580,061)                 |
|                                                                                                        | (4,619,859)                    | -23.6%        | (4,442,485)                    | -22.2%        | (177,374)                        | 4.0%         | (4,181,495)                 |
| TITLE XIX ADJUSTMENTS                                                                                  | (282,000)                      | -4.0%         | (61,860)                       | -0.9%         | (220,140)                        | 355.9%       | 1,443,866                   |
|                                                                                                        | (918,334)                      | -4.7%         | (180,480)                      | -0.9%         | (737,854)                        | 408.8%       | 858,049                     |
| BLUE CROSS ADJUSTMENTS                                                                                 | (666,315)                      | -9.4%         | (696,696)                      | -10.1%        | 30,381                           | -4.4%        | (645,255)                   |
|                                                                                                        | (1,708,476)                    | -8.7%         | (2,032,644)                    | -10.1%        | 324,168                          | -15.9%       | (1,838,538)                 |
| OTHER ADJUSTMENTS                                                                                      | (503,024)                      | -7.1%         | (358,000)                      | -5.2%         | (145,024)                        | 40.5%        | (256,240)                   |
|                                                                                                        | (1,256,874)                    | -6.4%         | (1,044,484)                    | -5.2%         | (212,391)                        | 20.3%        | (782,063)                   |
| PROVISION FOR UNCOLLECTIBLE                                                                            | (200,695)                      | -2.8%         | (171,074)                      | -2.5%         | (29,622)                         | 17.3%        | (99,482)                    |
|                                                                                                        | (540,123)                      | -2.8%         | (499,116)                      | -2.5%         | (41,008)                         | 8.2%         | (410,407)                   |
| CHARITY CARE                                                                                           | (10,627)                       | -0.1%         | (17,405)                       | -0.3%         | 6,777                            | -38.9%       | (22,872)                    |
|                                                                                                        | (48,185)                       | -0.2%         | (50,779)                       | -0.3%         | 2,593                            | -5.1%        | (43,141)                    |
| TOTAL DEDUCTIONS FROM REVENUE                                                                          | (3,366,859)                    | -47.3%        | (2,827,710)                    | -41.2%        | (539,149)                        | 19.1%        | (1,160,044)                 |
|                                                                                                        | (9,091,852)                    | -46.5%        | (8,249,986)                    | -41.2%        | (841,865)                        | 10.2%        | (6,397,594)                 |
| <b>NET PATIENT REVENUE</b>                                                                             | <b>3,757,676</b>               | <b>52.7%</b>  | <b>4,040,664</b>               | <b>58.8%</b>  | <b>(282,987)</b>                 | <b>-7.0%</b> | <b>4,710,513</b>            |
| <i>(as % of Gross Patient Revenue)</i>                                                                 | 10,461,931                     | 53.5%         | 11,788,838                     | 58.8%         | (1,326,908)                      | -11.3%       | 11,168,495                  |
|                                                                                                        |                                |               |                                |               |                                  |              |                             |
| <b>NET PATIENT REVENUE</b>                                                                             | <b>3,757,676</b>               | <b>97.1%</b>  | <b>4,040,664</b>               | <b>97.2%</b>  | <b>(282,987)</b>                 | <b>-7.0%</b> | <b>4,710,513</b>            |
| <i>(as % of Total Operating Revenue)</i>                                                               | 10,461,931                     | 96.3%         | 11,788,838                     | 97.1%         | (1,326,908)                      | -11.3%       | 11,168,495                  |
| <b>OTHER REVENUE</b>                                                                                   |                                |               |                                |               |                                  |              |                             |
| DIETARY/MEALS INCOME                                                                                   | 7,234                          | 0.2%          | 7,042                          | 0.2%          | 193                              | 2.7%         | 6,287                       |
|                                                                                                        | 21,392                         | 0.2%          | 21,125                         | 0.2%          | 267                              | 1.3%         | 18,954                      |
| OTHER INCOME                                                                                           | 104,717                        | 2.7%          | 110,200                        | 2.7%          | (5,483)                          | -5.0%        | 110,203                     |
|                                                                                                        | 376,056                        | 3.5%          | 330,600                        | 2.7%          | 45,456                           | 13.7%        | 539,933                     |
| TOTAL OTHER REVENUE                                                                                    | 111,951                        | 2.9%          | 117,242                        | 2.8%          | (5,290)                          | -4.5%        | 116,490                     |
|                                                                                                        | 397,448                        | 3.7%          | 351,725                        | 2.9%          | 45,723                           | 13.0%        | 558,887                     |
| <b>TOTAL OPERATING REVENUE</b>                                                                         | <b>3,869,628</b>               | <b>100.0%</b> | <b>4,157,905</b>               | <b>100.0%</b> | <b>(288,278)</b>                 | <b>-6.9%</b> | <b>4,827,003</b>            |
|                                                                                                        | 10,859,379                     | 100.0%        | 12,140,563                     | 100.0%        | (1,281,185)                      | -10.6%       | 11,727,382                  |
| <b><u>OPERATING EXPENSES</u></b>                                                                       |                                |               |                                |               |                                  |              |                             |
| SALARIES                                                                                               | 1,947,787                      | 50.3%         | 2,086,299                      | 50.2%         | (138,512)                        | -6.6%        | 1,727,856                   |
|                                                                                                        | 5,719,535                      | 52.7%         | 6,086,881                      | 50.1%         | (367,347)                        | -6.0%        | 5,280,552                   |
| BENEFITS                                                                                               | 574,727                        | 14.9%         | 683,542                        | 16.4%         | (108,816)                        | -15.9%       | 557,594                     |
|                                                                                                        | 1,720,425                      | 15.8%         | 1,998,732                      | 16.5%         | (278,307)                        | -13.9%       | 1,669,250                   |
| PROFESSIONAL FEES                                                                                      | 286,697                        | 7.4%          | 270,680                        | 6.5%          | 16,018                           | 5.9%         | 273,772                     |
|                                                                                                        | 1,039,189                      | 9.6%          | 789,722                        | 6.5%          | 249,467                          | 31.6%        | 809,953                     |
| SUPPLIES & EXPENSES                                                                                    | 796,169                        | 20.6%         | 819,028                        | 19.7%         | (22,859)                         | -2.8%        | 1,015,986                   |
|                                                                                                        | 2,275,349                      | 21.0%         | 2,425,126                      | 20.0%         | (149,777)                        | -6.2%        | 2,355,174                   |
| OCCUPANCY                                                                                              | 132,427                        | 3.4%          | 148,603                        | 3.6%          | (16,176)                         | -10.9%       | 167,022                     |
|                                                                                                        | 402,752                        | 3.7%          | 445,810                        | 3.7%          | (43,058)                         | -9.7%        | 447,466                     |
| DEPRECIATION                                                                                           | 205,792                        | 5.3%          | 223,750                        | 5.4%          | (17,958)                         | -8.0%        | 193,792                     |
|                                                                                                        | 613,375                        | 5.6%          | 671,250                        | 5.5%          | (57,875)                         | -8.6%        | 581,375                     |
| <b>TOTAL OPERATING EXPENSE</b>                                                                         | <b>3,943,599</b>               | <b>101.9%</b> | <b>4,231,902</b>               | <b>101.8%</b> | <b>(288,304)</b>                 | <b>-6.8%</b> | <b>3,936,021</b>            |
|                                                                                                        | 11,770,625                     | 108.4%        | 12,417,522                     | 102.3%        | (646,897)                        | -5.2%        | 11,143,771                  |
|                                                                                                        |                                |               |                                |               |                                  |              |                             |
| <b>NET OPERATING INCOME (LOSS)</b>                                                                     | <b>(73,971)</b>                | <b>-1.9%</b>  | <b>(73,997)</b>                | <b>-1.8%</b>  | <b>26</b>                        | <b>0.0%</b>  | <b>890,981</b>              |
|                                                                                                        | (911,246)                      | -8.4%         | (276,958)                      | -2.3%         | (634,288)                        | 229.0%       | 583,611                     |
|                                                                                                        |                                |               |                                |               |                                  |              |                             |
| <b><u>NONOPERATING REV/EXP</u></b>                                                                     |                                |               |                                |               |                                  |              |                             |
| TAXES                                                                                                  | 165,896                        | 4.3%          | 165,896                        | 4.0%          | -                                | 0.0%         | 181,742                     |
|                                                                                                        | 497,689                        | 4.6%          | 497,689                        | 4.1%          | -                                | 0.0%         | 545,227                     |
| GENERAL CONTRIBUTIONS                                                                                  | 50                             | 0.0%          | 1,000                          | 0.0%          | (950)                            | 0.0%         | 16,000                      |
|                                                                                                        | 60                             | 0.0%          | 3,000                          | 0.0%          | (2,940)                          | 0.0%         | 16,365                      |
| INTEREST INCOME                                                                                        | 93,847                         | 2.4%          | 116,667                        | 2.8%          | (22,820)                         | -19.6%       | 56,445                      |
|                                                                                                        | 356,943                        | 3.3%          | 350,000                        | 2.9%          | 6,943                            | 2.0%         | 236,810                     |
| INTEREST EXPENSE                                                                                       | (136,396)                      | -3.5%         | (164,667)                      | -11.9%        | 28,270                           | -17.2%       | (70,834)                    |
|                                                                                                        | (409,640)                      | -3.8%         | (494,000)                      | -4.1%         | 84,360                           | -17.1%       | (188,752)                   |
| <b>TOTAL NONOPERATING INCOME (LOSS)</b>                                                                | <b>123,397</b>                 | <b>3.2%</b>   | <b>118,896</b>                 | <b>2.9%</b>   | <b>4,500</b>                     | <b>3.8%</b>  | <b>183,353</b>              |
|                                                                                                        | 445,052                        | 4.1%          | 356,689                        | 2.9%          | 88,363                           | 24.8%        | 609,650                     |
|                                                                                                        |                                |               |                                |               |                                  |              |                             |
| <b>NET INCOME (LOSS)</b>                                                                               | <b>49,426</b>                  | <b>1.3%</b>   | <b>44,900</b>                  | <b>1.1%</b>   | <b>4,526</b>                     | <b>10.1%</b> | <b>1,074,335</b>            |
| <i>Year to Date</i>                                                                                    | (466,194)                      | -4.3%         | 79,731                         | 0.7%          | (545,925)                        | -684.7%      | 1,193,261                   |

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

|                                                                  | <u>THIS MONTH</u> | <u>YTD</u>  |
|------------------------------------------------------------------|-------------------|-------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                      |                   |             |
| CASH RECEIVED FROM PATIENTS AND THIRD-PARTY PAYORS               | 3,254,192         | 10,794,884  |
| CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES                    | (1,780,763)       | (5,499,268) |
| CASH PAID TO EMPLOYEES FOR SERVICES                              | (1,860,871)       | (5,615,262) |
| OTHER OPERATING REVENUE RECEIVED                                 | 274,659           | 560,156     |
| NET CASH PROVIDED BY OPERATING ACTIVITIES                        | (112,784)         | 240,510     |
| <b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES</b>           |                   |             |
| COUNTY TAXES                                                     | 103,203           | 123,259     |
| <b>CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>   |                   |             |
| PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT                         | -                 | -           |
| PRINCIPAL PAYMENTS ON LONG-TERM DEBT                             | (55,703)          | (173,618)   |
| INTEREST PAID ON LONG-TERM DEBT                                  | (27,214)          | (82,111)    |
| ACQUISITION OF PROPERTY AND EQUIPMENT                            | (95,943)          | (388,943)   |
| CONSTRUCTION PROJECT FUNDS                                       | (1,172,379)       | (4,226,936) |
| NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES | (1,351,239)       | (4,871,607) |
| <b>CASH FLOW FROM INVESTING ACTIVITIES</b>                       |                   |             |
| INTEREST RECEIVED                                                | 37,002            | 220,021     |
| PROCEEDS FROM MATURITIES OF CERTIFICATES OF DEPOSIT              | 52,715            | 144,596     |
| 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                        | 89,717            | 364,618     |
| <b>NET INCREASE (DECREASE) IN CASH</b>                           | (1,271,102)       | (4,143,220) |
| <b>CASH</b>                                                      |                   |             |
| BEGINNING                                                        | 39,370,716        | 42,242,834  |
| ENDING                                                           | 38,099,614        | 38,099,614  |

| <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> | <b>Desirable<br/>Trend</b> |
|------------------------------|------------|------------|------------|------------|------------|------------|---------------|----------------------------|
| Total Margin:                | -3.97%     | 25.89%     | 6.88%      | -3.90%     | -9.72%     | 1.25%      | 2.00%         | Increasing                 |
| Debt Service Coverage Ratio: | 8.13       | 9.03       | 4.36       | 4.33       | 4.19       | 3.85       | 1.60          | Increasing                 |
| Days Revenue in Patient A/R: | 63         | 57         | 55         | 50         | 49         | 49         | 50            | Increasing                 |
| Days Cash on Hand:           | 420        | 417        | 377        | 343        | 329        | 314        | 180           | Increasing                 |
| (w/o Project funds)          | (245)      | (211)      | (219)      | (210)      | (204)      | (198)      |               |                            |

**CRAWFORD COUNTY MEMORIAL HOSPITAL**  
**BALANCE SHEET**  
**AS OF: 9/30/25**

|                                   | Current Month |         | Prior Month  |         | 1-Month Net Change |         | 1 Year Ago Month |         |
|-----------------------------------|---------------|---------|--------------|---------|--------------------|---------|------------------|---------|
| ASSETS                            |               |         |              |         |                    |         |                  |         |
| CURRENT ASSETS                    |               |         |              |         |                    |         |                  |         |
| Total Cash                        | 12,184,562    | 14.73%  | 12,594,058   | 15.28%  | (409,496)          | -3.25%  | 10,169,188       | 11.83%  |
| Patient Receivables               | 10,504,472    | 12.69%  | 9,813,686    | 11.91%  | 690,786            | 7.04%   | 14,650,717       | 17.04%  |
| Allowance for Uncollectibles      | (558,000)     | -0.67%  | (558,000)    | -0.68%  | -                  | 0.00%   | (667,000)        | -0.78%  |
| Allowance for Contractuals        | (3,440,000)   | -4.16%  | (3,110,000)  | -3.77%  | (330,000)          | 10.61%  | (5,330,000)      | -6.20%  |
| Net Accounts Receivable           | 6,506,472     | 7.86%   | 6,145,686    | 7.46%   | 360,786            | 5.87%   | 8,653,717        | 10.07%  |
| Other Receivables                 |               |         |              |         |                    |         |                  |         |
| Est. Third Party Settlement       | -             | 0.00%   | -            | 0.00%   | -                  | 0.00%   | -                | 0.00%   |
| Taxes Receivable                  | 1,887,554     | 2.28%   | 1,990,757    | 2.42%   | (103,203)          | -5.2%   | 2,046,162        | 2.38%   |
| Other                             | 157,052       | 0.19%   | 238,272      | 0.29%   | (81,220)           | -34.09% | 208,625          | 0.24%   |
| Inventory                         | 1,521,954     | 1.84%   | 1,523,397    | 1.85%   | (1,444)            | -0.09%  | 1,463,655        | 1.70%   |
| Prepaid Expenses & Other          | 1,018,020     | 1.23%   | 768,893      | 0.93%   | 249,127            | 32.40%  | 812,611          | 0.95%   |
| TOTAL CURRENT ASSETS              | 23,275,613    | 28.13%  | 23,261,062   | 28.22%  | 14,551             | 0.06%   | 23,353,958       | 27.17%  |
| ASSETS LIMITED AS TO USE          |               |         |              |         |                    |         |                  |         |
| Investments                       |               |         |              |         |                    |         |                  |         |
| Cash & CD's                       | 11,790,481    | 14.25%  | 11,832,505   | 14.36%  | (42,024)           | -0.36%  | 13,440,633       | 15.64%  |
| Bond/Project Funds                | 14,124,571    | 17.07%  | 14,944,154   | 18.13%  | (819,582)          | -5.48%  | 26,413,583       | 30.73%  |
| Interest Receivable               | 59,953        | 0.07%   | 55,561       | 0.07%   | 4,392              | 7.91%   | 91,672           | 0.11%   |
| TOTAL ASSETS LIMITED AS TO USE    | 25,975,005    | 31.39%  | 26,832,219   | 32.55%  | (857,214)          | -3.19%  | 39,945,888       | 46.47%  |
| OTHER ASSETS                      |               |         |              |         |                    |         |                  |         |
| Physician Practice Intangibles    | 815,000       | 0.98%   | 815,000      | 0.99%   | -                  | 100.00% | 815,000          | 0.95%   |
| TOTAL OTHER ASSETS                | 815,000       | 0.98%   | 815,000      | 0.99%   | -                  | 0.00%   | 815,000          | 0.95%   |
| PROPERTY & EQUIPMENT, NET         |               |         |              |         |                    |         |                  |         |
| Land                              | 314,500       | 0.38%   | 314,500      | 0.38%   | -                  | 0.00%   | 314,500          | 0.37%   |
| Land held for Future Dev          | 120,400       | 0.15%   | 120,400      | 0.15%   | -                  | 0.00%   | 120,400          | 0.14%   |
| Land Improvements                 | 2,623,208     | 3.17%   | 2,623,208    | 3.18%   | -                  | 0.00%   | 2,623,208        | 3.05%   |
| Building                          | 8,817,829     | 10.66%  | 8,817,829    | 10.70%  | -                  | 0.00%   | 8,670,091        | 10.09%  |
| Fixed Equipment                   | 18,110,326    | 21.89%  | 18,110,326   | 21.97%  | -                  | 0.00%   | 18,199,754       | 21.17%  |
| Major Moveable Equipment          | 22,947,142    | 27.73%  | 22,790,754   | 27.65%  | 156,388            | 0.69%   | 21,506,327       | 25.02%  |
| Leased Equipment                  | 1,439,076     | 1.74%   | 1,439,076    | 1.75%   | -                  | 0.00%   | 1,439,076        | 1.67%   |
| Deferred Costs                    | 15,482,334    | 18.71%  | 14,268,686   | 17.31%  | 1,213,648          | 8.51%   | 2,600,182        | 3.03%   |
| Right of Use Subscriptions        | 486,650       | 0.59%   | 486,650      | 0.59%   | -                  | 0.00%   | 201,265          | 0.23%   |
| Allowance for Depreciation        | (41,237,327)  | -49.84% | (41,031,535) | -49.78% | (205,792)          | 0.50%   | (38,730,312)     | -45.06% |
| TOTAL PROPERTY & EQUIP, NET       | 29,104,138    | 35.17%  | 27,939,894   | 33.90%  | 1,164,245          | 4.17%   | 16,944,490       | 19.71%  |
| DEFERRED OUTFLOWS OF RESOURCES    |               |         |              |         |                    |         |                  |         |
| Pension Related Deferred Outflows | 2,883,373     | 3.48%   | 2,883,373    | 3.50%   | -                  | 0.00%   | 4,134,804        | 4.81%   |
| Deferred Loss on Refunding        | 692,038       | 0.84%   | 692,038      | 0.84%   | -                  | 0.00%   | 761,243          | 0.89%   |
| TOTAL DEFERRED OUTFLOWS           | 3,575,411     | 4.32%   | 3,575,411    | 4.34%   | -                  | 0.00%   | 4,896,047        | 5.70%   |
| TOTAL ASSETS                      | 82,745,167    | 100.00% | 82,423,586   | 100.00% | 321,582            | 0.39%   | 85,955,382       | 100.00% |
| LIABILITIES & NET ASSETS          |               |         |              |         |                    |         |                  |         |
| CURRENT LIABILITIES               |               |         |              |         |                    |         |                  |         |
| Accounts Payable                  | 468,783       | 0.57%   | 366,220      | 0.44%   | 102,562            | 28.01%  | 508,120          | 0.59%   |
| Accrued Payroll & Payroll Taxes   | 2,490,898     | 3.01%   | 2,213,098    | 2.69%   | 277,800            | 12.55%  | 2,354,079        | 2.74%   |
| Accrued Health Insurance          | 2,323,533     | 2.81%   | 2,218,426    | 2.69%   | 105,107            | 4.74%   | 2,153,593        | 2.51%   |
| Deferred Pro Tax Receivable       | 1,493,068     | 1.80%   | 1,658,964    | 2.01%   | (165,896)          | -10.00% | 1,635,681        | 1.90%   |
| Due to Third Parties - Other      | 1,583         | 0.00%   | 2,441        | 0.00%   | (858)              | -35.15% | 503,640          | 0.59%   |
| Lease Payable - Short Term        | 139,052       | 0.17%   | 139,052      | 0.17%   | -                  | 0.00%   | 61,722           | 0.07%   |
| Est. Third Party Settlements      | 1,587,575     | 1.92%   | 1,737,575    | 2.11%   | (150,000)          | -8.63%  | 1,797,452        | 2.09%   |
| Construction Payable              | 570,431       | 0.69%   | 570,431      | 0.69%   | -                  | 0.00%   | -                | 0.00%   |
| TOTAL CURRENT LIABILITIES         | 9,074,923     | 10.97%  | 8,906,208    | 10.81%  | 168,714            | 1.89%   | 9,014,287        | 10.49%  |
| OTHER LIABILITIES                 |               |         |              |         |                    |         |                  |         |
| Lease Payable - Long Term         | 240,044       | 0.29%   | 240,044      | 0.29%   | -                  | 0.00%   | 919,859          | 1.07%   |
| Bonds Payable - Long Term         | 37,426,249    | 45.23%  | 37,481,952   | 45.47%  | (55,703)           | -0.15%  | 43,675,231       | 50.81%  |
| Interest Payable                  | 464,233       | 0.56%   | 355,089      | 0.43%   | 109,144            | 30.74%  | 147,412          | 0.17%   |
| Net Pension Liability             | 6,819,543     | 8.24%   | 6,769,543    | 8.21%   | 50,000             | 0.74%   | 9,373,976        | 10.91%  |
| TOTAL LONG-TERM LIABILITIES       | 44,950,069    | 54.32%  | 44,846,628   | 54.41%  | 103,441            | 0.23%   | 54,116,478       | 62.96%  |
| TOTAL LIABILITIES                 | 54,024,992    | 65.29%  | 53,752,837   | 65.22%  | 272,156            | 0.51%   | 63,130,765       | 73.45%  |
| DEFERRED INFLOWS OF RESOURCES     |               |         |              |         |                    |         |                  |         |
| Pension Related Deferred Inflows  | 1,036,251     | 1.25%   | 1,036,251    | 1.26%   | -                  | 0.00%   | 774,116          | 0.90%   |
| OPEB Related Deferred Inflows     | 251,200       | 0.30%   | 251,200      | 0.30%   | -                  | 0.00%   | 300,736          | 0.35%   |
| TOTAL DEFERRED INFLOWS            | 1,287,451     | 1.56%   | 1,287,451    | 1.56%   | -                  | 0.00%   | 1,074,852        | 1.25%   |
| NET ASSETS                        |               |         |              |         |                    |         |                  |         |
| General Fund                      | 27,898,918    | 33.72%  | 27,898,918   | 33.85%  | -                  | 0.00%   | 20,556,504       | 23.92%  |
| Net Revenue (Loss)                | (466,194)     | -0.56%  | (515,620)    | -0.63%  | 49,426             | -9.59%  | 1,193,261        | 1.39%   |
| TOTAL NET ASSETS                  | 27,432,724    | 33.15%  | 27,383,298   | 33.22%  | 49,426             | 0.18%   | 21,749,765       | 25.30%  |
| TOTAL LIABILITIES & NET ASSETS    | 82,745,167    | 100.00% | 82,423,586   | 100.00% | 321,582            | 0.39%   | 85,955,382       | 100.00% |
|                                   |               |         |              |         |                    |         |                  |         |

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

|                                             |              |                                               |              |
|---------------------------------------------|--------------|-----------------------------------------------|--------------|
| 1Vizion Productions - Fees                  | \$1,500.00   | Gallagher - Fees                              | \$10,500.00  |
| Access Technologies - Fees                  | \$1,932.56   | Sara Gaul - Expenses                          | \$36.38      |
| Acumed, LLC - Supplies                      | \$2,241.00   | GlaxoSmithKline - Supplies                    | \$1,265.72   |
| Advanced Medical Designs, Inc. - Supplies   | \$225.00     | Grainger - Supplies                           | \$1,110.00   |
| Agiliti Health, Inc. - Fees                 | \$9,417.00   | Jamie Gross - Expenses                        | \$5.18       |
| Airgas USA - Supplies                       | \$1,894.40   | H&R Accounts - Fees                           | \$8,460.74   |
| Alco Sales & Service Co. - Supplies         | \$219.80     | Health Care Logistics, Inc. - Fees            | \$1,564.95   |
| Alcon Vision, LLC - Supplies                | \$9,904.62   | Health Partners of Southwest Iowa - Fees      | \$3,574.00   |
| Alcor Scientific - Supplies                 | \$1,350.92   | Healthcare Compliance Testing, LLC - Fees     | \$900.00     |
| Align Ophthalmics, LLC - Supplies           | \$2,454.94   | Heartland Business Systems, LLC - Fees        | \$5,789.23   |
| American Messaging - Fees                   | \$46.38      | Highland Medical Staffing - Fees              | \$2,829.60   |
| Ameritex Services - Fees                    | \$6,482.43   | Hologic, Inc. - Supplies                      | \$666.00     |
| Ampride Tire & Auto Center - Fees           | \$1,004.85   | HyVee, Inc. - Fees                            | \$72.77      |
| Anderson Erickson Dairy - Supplies          | \$531.16     | ICP Medical, LLC. - Supplies                  | \$906.20     |
| Applied Medical - Supplies                  | \$585.00     | ICU Medical, Inc. - Supplies                  | \$6,617.80   |
| Arthrex - Supplies                          | \$4,264.90   | Insurance Strategies Consulting - Fees        | \$1,035.00   |
| Aspen Surgical Products, Inc. - Supplies    | \$215.59     | Iowa Central Community College - Fees         | \$100.00     |
| Avidex Industries, LLC - Supplies           | \$15,787.16  | Iowa Dept. of Inspections Appeals - Fees      | \$95.00      |
| Bake Shop on 30 - Fees                      | \$100.00     | Iowa Hospital Association - Fees              | \$50.00      |
| Bayer Healthcare - Supplies                 | \$2,086.56   | J&J Health Care Systems, Inc. - Supplies      | \$47,923.25  |
| Beckman Coulter, Inc. - Supplies            | \$56.02      | Jackson Physician Search, LLC - Fees          | \$3,300.00   |
| Bennett Refrigeration, Inc. - Fees          | \$500.00     | Sherri Jensen - Expenses                      | \$39.59      |
| Bio-Rad Laboratories, Inc. - Supplies       | \$1,914.84   | Lori Johannsen - Expenses                     | \$350.00     |
| Biovigil Technologies, LLC - Fees           | \$2,198.49   | JP Turf and Pest, LLC - Fees                  | \$64.00      |
| Bluespace Creative, Inc. - Fees             | \$582.50     | Barb Kacmarynski - Fees                       | \$271.50     |
| Bomgaars - Supplies                         | \$74.24      | KCI USA, Inc. - Supplies                      | \$166.44     |
| Boston Scientific Corp. - Supplies          | \$2,046.40   | KDSN FM - Advertising                         | \$4,361.68   |
| Bound Tree Medical LLC - Supplies           | \$1,363.18   | Kicktech, LLC - Fees                          | \$6,402.85   |
| Bracco Diagnostics, Inc. - Supplies         | \$1,061.11   | Makayla Kintner - Expenses                    | \$92.75      |
| Dr. Kyle Brown - Expenses                   | \$5,000.00   | Knowles Publishing Corp. - Advertising        | \$1,669.50   |
| Cable Channel 13 - Fees                     | \$403.00     | Knox Company - Fees                           | \$584.00     |
| Cardinal Health - Supplies                  | \$16,551.69  | Koch Filter Corporation - Supplies            | \$897.70     |
| Cardinal Supplies and Fresheners - Supplies | \$52.80      | La Prensa - Advertising                       | \$1,620.00   |
| Caresfield, LLC - Supplies                  | \$561.62     | Language Line Services - Fees                 | \$56.87      |
| Cassling - Fees                             | \$34,131.32  | Kylee Lefebvre - Expenses                     | \$2,530.41   |
| CDW Government, Inc. - Supplies             | \$2,942.10   | Lifeserve Blood Center - Fees                 | \$6,064.98   |
| Centinel Spine, LLC - Supplies              | \$10,700.00  | Macro Helix LLC - Fees                        | \$13,773.29  |
| CenturyLink - Telephone                     | \$475.27     | Craig Malone - Rent                           | \$650.00     |
| Cepheid - Supplies                          | \$13,576.89  | Manilla Times - Advertising                   | \$300.00     |
| Cerner Corporation - Fees                   | \$134,401.31 | Mapleton Press - Advertising                  | \$148.00     |
| Change Healthcare - Fees                    | \$5,646.86   | Marco Technologies, LLC - Fees                | \$39,686.85  |
| City of Dow City - Utilities                | \$209.80     | Marks Plumbing Parts - Supplies               | \$906.09     |
| Cobblestone Inn & Suites - Fees             | \$1,312.00   | Martin Bros Dist. Co., Inc - Supplies         | \$3,311.43   |
| Coker Group Holdings, LLC - Fees            | \$8,400.00   | Cyilee Martin - Expenses                      | \$173.00     |
| Colonial Life - Premiums                    | \$587.54     | MCG Health LLC - Fees                         | \$23,089.00  |
| Column Software PBC - Fees                  | \$131.59     | McKesson Medical Surgical - Supplies          | \$14,008.85  |
| CompHealth - Fees                           | \$27,081.66  | Mediaworks Adv. Solutions, Inc. - Advertising | \$1,500.00   |
| Donald Conklin - Expenses                   | \$764.02     | Medical Solutions - Fees                      | \$103,811.55 |
| Constellation Newenergy - Utilities         | \$2,807.76   | Medline Industries LP - Supplies              | \$3,148.48   |
| Contract Guardian, Inc. - Fees              | \$10,067.50  | MidAmerican Energy - Utilities                | \$75.19      |
| Covidien Sales, LLC - Supplies              | \$229.15     | Tracie Miller - Expenses                      | \$224.70     |
| Crawford County Landfill - Fees             | \$39.00      | Mindray DS USA, Inc. - Supplies               | \$1,151.64   |
| Cutler Anesthesia Services, PLLC - Fees     | \$51,650.00  | Nebraska Medicine - Fees                      | \$2,500.00   |
| Dearborn - Premiums                         | \$21,114.93  | Network Services Company - Supplies           | \$2,873.07   |
| Dell Marketing - Supplies                   | \$4,599.77   | New York Life - Premiums                      | \$2,764.52   |
| Denison Bulletin & Review -Advertising      | \$978.05     | Nuance Communication, Inc. - Fees             | \$1,476.66   |
| Denison Free Press - Advertising            | \$500.00     | NW Iowa Yes Center - Fees                     | \$1,006.90   |
| Denison Municipal Utilities - Utilities     | \$23,788.03  | Observer - Advertising                        | \$230.00     |
| Denison Rotary Club - Fees                  | \$650.00     | Omnicell, Inc. - Fees                         | \$80.00      |
| Directv - Fees                              | \$396.00     | Onmedia - Advertising                         | \$825.00     |
| Do It Best Hardware - Supplies              | \$145.59     | Optum 360 - Fees                              | \$469.02     |
| Dorsey & Whitney, LLP - Fees                | \$1,795.00   | O'Reilly Auto Parts - Supplies                | \$35.95      |
| Eakes, Inc. - Supplies                      | \$14,456.06  | Owens & Minor - Supplies                      | \$37,702.21  |
| Echo Group, Inc. - Supplies                 | \$486.38     | Oxen Technology - Fees                        | \$128.50     |
| Elevate Roofing - Fees                      | \$518.76     | Samantha Pauley - Expenses                    | \$1,398.99   |
| Ace Ettleman - Rent                         | \$550.00     | Pentax Medical - Supplies                     | \$450.00     |
| Dr. Scott Eveloff - Fees                    | \$3,390.00   | Physician Lab Services - Fees                 | \$52,129.00  |
| Eventide Lutheran Home - Fees               | \$866.25     | Pigott, Inc. - Fees                           | \$6,818.57   |
| Fareway Stores - Supplies                   | \$815.37     | Pipeline Health Holdings, LLC - Fees          | \$4,976.50   |
| Farmer Bros. Co. - Supplies                 | \$1,287.08   | Pitney Bowes Bank Inc. Reserve - Postage      | \$1,500.00   |
| Federal Express Corp. - Fees                | \$170.94     | Plunkett's Pest Control - Fees                | \$637.98     |
| FFF Enterprises, Inc. - Supplies            | \$4,243.20   | Positive Promotions, Inc. - Supplies          | \$4,061.47   |
| First National Bank Omaha - Expenses        | \$9,322.81   | Practical Sleep Services, LLC - Fees          | \$9,870.00   |
| First Wireless - Supplies                   | \$419.40     | Precision Dynamics Corporation - Supplies     | \$1,544.85   |
| Flaco's Tacos - Fees                        | \$2,245.50   | Press Ganey Assoc., Inc. - Fees               | \$4,140.77   |
| FNIC - Premiums                             | \$192,060.83 | Priority Medical Gas LLC - Fees               | \$6,614.00   |
| Frehse Manufacturing, Inc. - Fees           | \$807.34     | Professional Computer Solutions - Fees        | \$293.00     |

|                                                     |              |                                            |                       |
|-----------------------------------------------------|--------------|--------------------------------------------|-----------------------|
| Professional Medical Management - Supplies          | \$6,627.50   | Sweet Treats & More - Fees                 | \$280.00              |
| Propio Language Service - Fees                      | \$1,316.56   | Team Ford Lincoln - Fees                   | \$313.40              |
| Psychiatric Medical Care, LLC - Fees                | \$18,500.00  | Teleflex LLC - Fees                        | \$199.50              |
| Qgenda, LLC - Supplies                              | \$315.00     | Televox - Supplies                         | \$3,321.57            |
| QuVa Pharma, Inc. - Supplies                        | \$871.66     | The Rhino Group - Fees                     | \$6,003.84            |
| R&S Waste Disposal - Fees                           | \$1,272.95   | Thoroghcare, Inc. - Supplies               | \$250.00              |
| Radiology Consultants, PC - Fees                    | \$348.00     | Thrifty White - Supplies                   | \$113.12              |
| Tiffany Ransom - Expenses                           | \$121.80     | TKT Management - Fees                      | \$6,050.00            |
| Redsail Technologies - Supplies                     | \$296.83     | Tri-Anim Health Services - Fees            | \$2,340.42            |
| Region XII COG - Fees                               | \$50.75      | Tricerat - Fees                            | \$8,411.67            |
| Makenzie Reis - Expenses                            | \$18.49      | TruBridge - Fees                           | \$2,600.00            |
| REK Anesthesia - Fees                               | \$12,145.00  | UKG, Inc. - Fees                           | \$31,077.38           |
| Safety Compliance Management, Inc. - Fees           | \$1,519.80   | UnityPoint - Fees                          | \$378.00              |
| Sanofi Pasteur, Inc. - Supplies                     | \$19,164.15  | UNMC Center for Continuing Ed. - Fees      | \$480.00              |
| Carmen Schuett - Expenses                           | \$149.00     | US Foods - Supplies                        | \$11,032.64           |
| Scribe EMR - Fees                                   | \$15,734.28  | Verizon Wireless - Telephone               | \$616.08              |
| Secure Shred Solutions - Fees                       | \$232.00     | Trama Vetter - Expenses                    | \$86.45               |
| See The Trainer - Supplies                          | \$46.00      | Vision Service Plan - Premiums             | \$3,711.79            |
| Shared Medical Services, Inc. - Supplies            | \$1,128.75   | Visual Edge IT, Inc. - Fees                | \$1,649.45            |
| Shared Medical Technology - Fees                    | \$6,250.52   | VVC Holding LLC - Supplies                 | \$1,993.37            |
| Sherwin Williams - Supplies                         | \$256.70     | Walmart / Capital One - Supplies           | \$704.04              |
| Skyline Pharmaceuticals Inc. - Supplies             | \$672.55     | Weatherby Locums, Inc. - Fees              | \$68.94               |
| Standard Textile Co., Inc. - Fees                   | \$195.12     | Wells Fargo Financial Lease - Fees         | \$935.18              |
| Staples Advantage - Supplies                        | \$2,166.63   | Western Iowa Networks - Fees               | \$1,663.63            |
| Steris Corporation - Supplies                       | \$2,080.74   | Westside Sonography, Inc. - Fees           | \$540.00              |
| Stone Printing - Fees                               | \$291.58     | WIN - Fees                                 | \$1,500.00            |
| Strachan Sales, Inc. - Fees                         | \$177.65     | WIPFLI - Fees                              | \$8,776.80            |
| Stryker Endoscopy - Supplies                        | \$3,061.36   | Z&Z Medical, Inc. - Supplies               | \$405.14              |
| Stryker Rental Services - Fees                      | \$24.50      | Zimmer US, Inc. - Supplies                 | \$16,691.15           |
| Stryker Sale LLC - Supplies                         | \$6,290.45   | Patient Refunds                            | \$5,831.74            |
|                                                     |              | <b>September Check Run &amp; ACH Total</b> | <b>\$1,377,181.96</b> |
| <b>DEPRECIATION FUND:</b>                           |              |                                            |                       |
| Avidex Industries, LLC - Meeting Room Upgrades      | \$129,999.34 |                                            |                       |
| Bonsall TV & Appliance, Inc. - Facility Project     | \$999.99     |                                            |                       |
| Carroll Control Systems, Inc. - Facility Project    | \$100,116.98 |                                            |                       |
| CDW Government, Inc. - Surge Protectors             | \$9,109.10   |                                            |                       |
| Certified Testing Services, Inc. - Facility Project | \$291.00     |                                            |                       |
| CME Corp - Facility Project                         | \$39,871.24  |                                            |                       |
| Eakes, Inc. - Facility Project                      | \$99,703.36  |                                            |                       |
| Grainger - Facility Project                         | \$472.36     |                                            |                       |
| Heartland Business Systems, LLC - Server Upgrade    | \$1,440.00   |                                            |                       |
| Invision Architecture - Facility Project            | \$17,797.02  |                                            |                       |
| Performance Health Supply LLC - Faciliy Project     | \$43,599.65  |                                            |                       |
| Pigott, Inc. - Patient Recliners                    | \$21,894.40  |                                            |                       |
| Stryker Sale LLC - Ortho Equipment                  | \$58,391.40  |                                            |                       |
| VOC Associates, LLC - Facility Project              | \$6,308.73   |                                            |                       |
| <b>Depreciation Total</b>                           |              |                                            | <b>\$529,994.57</b>   |
| <b>Salaries</b>                                     |              |                                            | <b>\$1,932,357.27</b> |
| <b>GRAND TOTAL</b>                                  |              |                                            | <b>\$3,839,533.80</b> |

**Crawford County Memorial Hospital**  
**QUALITY COMMITTEE OF THE BOARD OF TRUSTEES**  
**October 21, 2025 Meeting Minutes**

A meeting of the Quality Committee of the Board of Trustees was held on Tuesday, October 21, 2025. Present: Jon Schuttinga (arrival 4:35pm), David Reisz, Michael Luft, DO (arrival 4:45pm), Erin Muck, CEO, Theresa Sheer, CNO, Heather Rasmussen, CQO, Trama Vetter, Clinic Director (exit 5:03pm), Hannah Vary, Specialty Clinic Lead (exit 5:03pm), Candace Ueding, Pharmacy Director (exit 5:03pm).

Absent: Dana Neemann, Director of Education and Patient Experience

David Reisz called the meeting to order at 4:32pm

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

**I. Patient Experience**

Rasmussen reviewed the updated August 2025 scorecard for HCAHPS. The Medical Unit response rate was 28% with a national average response rate of 23.1%. Several areas had decreases in top box and percentile. The Medical Unit Director has a meeting scheduled for this week to discuss responses. The Emergency Department continues to increase in top box and rank. The new Director is very familiar with Press Ganey and Patient Satisfaction. The Lab and Radiology have shown improvements in top box and rank. This is the first month that all clinic patients had their lab drawn in the clinic. Lab has also had an increase in Care Say reviews.

**II. Statistics**

Muck reviewed September 2025 statistics with the Committee. For the month: total hospital procedures were up 7.45%, admissions were down 15.38%, observation patient days were up 105.36%, and surgical procedures were up 34.48%. Ancillary services (Radiology, Laboratory, and Rehab Services) were also up for the month with Speech Therapy up 230.77%. Respiratory procedures were up 25.53%. Emergency Department visits were up 3.50%. Clinic visits were up 4.68%.

**III. Medical Staff Credentialing**

The Committee members reviewed the recommendation from the Medical Staff Executive Committee for clinical privilege approval of the submitted applications for appointments/re-appointments. The Committee recommends approval action for the Board of Trustees.

**IV. Committee Reports/Minutes**

- i. **PFAC:** Rasmussen gave a brief update on the PFAC. The Committee is scheduled to meet this week with Trama Vetter to discuss the Medical Clinic.
- ii. **Medical Staff Meeting:** The Committee reviewed the minutes from the Medical Staff meeting held on October 14, 2025.
- iii. **Patient Experience Committee:** The Committee reviewed the Patient Experience Awards nomination categories. The 5 Star Calendar for October, November, and December was shared with the Committee.
- iv. **Department Report:**
  - a. Pharmacy: Ueding reviewed the services and quality projects, including the Accountability Scorecard, for Pharmacy.
  - b. Medical Clinic: Vetter reviewed the services and quality projects, including the Accountability Scorecard, for the Medical Clinic.
  - c. Specialty Clinic: Vary reviewed the services for the Specialty Clinic.

**V. Peer Review:** Tabled

**VI. Other Business/Updates**

- i. **RHC Survey:** Vetter shared details of the recent RHC survey.
- ii. **Recruitment:** Muck shared that Kiaya Alderson, Macklin Conrad, and Samantha Pauley have started their practices in the clinic. There is an upcoming interview in November with another Provider. There is a medical student here for a rotation in the Emergency Department. The open house for the new providers went well.
- iii. **Building Project:** Muck gave a brief update on the building project.

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

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

**Medical Staff Meeting Minutes**

October 14, 2025

A meeting of the Medical Staff of Crawford County Memorial Hospital was held on Tuesday, October 14, 2025, in the hospital's Meeting Rooms C & D.

Present were David Wright DO, Michael Luft DO, Patrick Luft MD, Elizabeth Ranniger MD, Laxmi Kumari MD, Richard Malyszek MD, Julie Graeve ARNP, Erin Schechinger DNP, Cyilee Martin DNP, Jill Kierscht ARNP, Kiaya Alderson PA, Macklin Conrad PA, Samantha Pauley ARNP, Angie Andersen, IT Director, Erin Muck CEO, Theresa Sheer CNO      Recorder: Marcy Fink

Ad Hoc: Dr. Robert Bowen, Hannah Vary – Specialty Clinic Lead, Candace Ueding – Director of Pharmacy, Trama Vetter – Director of Clinics, Skye Lapel – Clinic Nurse Lead

Absent: Sara Luft ARNP, Benjamin Burkett MD, Kylee LeFebvre ARNP, Heather Rasmussen, Chief Quality Officer

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 9, 2025, meeting.

**CNO UPDATE**

Theresa Sheer

- Jennifer Finken has been hired as the new ER Director. She will be starting on Monday, October 20<sup>th</sup>.
- We are continuing our search for CNA's and nurses.
- Forvis will be onsite to assist the lab in enhancing its processes and overall performance.

**BUSINESS**

A. Pharmacy

Candace Ueding

- A summary was given regarding new hires in the Pharmacy Department. Candace also discussed new policies, SDS program and remote pharmacy update.

B. Specialty Clinic

Hannah Vary

- Hannah provided Specialty Clinic statistics. She also provided information regarding outreach providers who are discontinuing service.

C. CCMH Medical Clinic

Trama Vetter

- Trama gave an update on the RHC Compliance Survey, Employee Team Member Updates and clinic stats.

D. IT Updates / Q&A

Angie Andersen

- a. Beginning on October 27<sup>th</sup>, we will be starting the Omnicell upgrade
- b. The nurse call system on the hospital side will be getting an upgrade.

**ADJOURNMENT**    The meeting was adjourned to the Executive Committee at 8:23 a.m.

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

## **OCTOBER 2025 CREDENTIALING**

### **NEW APPOINTMENTS**

Robert Lakko, DO

Samantha Pauley, ARNP-MSN

### **REAPPOINTMENTS**

Robert Armbruster, MD

Dennis Crabb, MD

Jill Kierscht, ARNP

Katie Shull, ARNP

**Crawford County Memorial Hospital**  
**Mission Committee**  
**October 16, 2025, 4:30 PM**

A meeting of the Mission Committee of the Board of Trustees was held on Thursday, October 16, 2025. Present on site were Erin Muck (CEO), Jay Mendlik, Vernon Sid Leise, and Heather Wight (recorder). Not in attendance was Dr. Benjamin Burkett.

The meeting was called to order at 4:36 p.m.

**QUALITY**

**FY26 Accountability Dashboard**

- The administrative huddle board was reviewed.

**RHC Survey**

- The Compliance Team was onsite for our 3-year certification survey and leadership did great during their first visit.

**PATIENT EXPERIENCE**

**5-Star Journey Plan Calendar**

- Muck shared the 5 Star Calendar for October, November and December and shared the patient experience celebration will be on January 17.

**HCHAPS**

- Tabled.

**Patient Experience Committee Report**

- The committee meets next Thursday.

**PEOPLE**

**Recruitment Update**

- Onboarding: 3 new APPs are doing great. They had orientation last week and started seeing patients this week.
- Provider Meet & Greet was held from 4 – 6 pm on Wednesday, October 15 and was well attended.
- Onsite Interview in November: a Spanish speaking clinic provider will be onsite on Tuesday, November 25.

**GROWTH**

**Statistics**

- Inpatient was down compared to last year and outpatient, surgery, radiology, lab and rehab stats are all up compared to last month.

**Building Project Update**

- On schedule and preparing for the start of Phase 2 in February. Construction teams leads, admin and department managers of the affected departments are meeting biweekly.

**SLS Update**

- Getting settled and ironing out the last details prior to seeing patients. They already have over half their roster filled for the first sessions.

**FINANCE**

**Audit Update**

- Audit will be presented to the Board at the October Board meeting.

**COMMUNITY**

**School Recognition**

- CCMH will be recognized Friday night at the football game. Attendees that will be onsite to receive the recognition will be Sarah Branning, athletic trainer, Kelly Wieman, Rehab Services Director, and Dr. Benjamin Burkett.

**Wellness Center Donor Tours**

- The Wellness Center will be giving tours to donors on Tuesday at 6 pm.

**The meeting adjourned at 5:52 p.m.** Heather Wight, Recorder



## **BOARD SUMMARY:**

### **CEO Summary**

**By: Erin Muck, CEO**

**Date: October 2025**

## **SUMMARY:**

### **Quality**

The Compliance Team was here on 10/09/25 for our anticipated every 3-year survey. The clinic leadership did an outstanding job navigating their first ever survey. The surveyor was pleased, and we have met all requirements with a few minor adjustments until the next survey in 3 years. Congratulations to the clinic team!

### **Patient Experience**

The second customer service all staff education started this week and will conclude next week. The 5-Star trainers did a great job making it fun but impactful. This session focused on teamwork and excellence in service. The providers will have their next session in November.

Nominations are open until November 1st for our patient experience celebration. Plans are underway.

### **People**

A community open house was held this month for the staff and community to meet our newest providers. It was well attended and allowed the opportunity for staff to meet all of them as well.

### **Growth**

Senior Life Solutions is off to a great start with over half of the spots filled. This is faster than originally anticipated and there is much community interest.

### **Finance**

Hospital procedures were up for the month by just under 7.5%. Although inpatient was down almost 33% from last year, outpatient saw nice increases in surgery, radiology, laboratory, speech, and medical clinic visits.

The increase in volumes attributed to an increase in gross patient revenue by over \$7 million. Due to the higher contractual adjustments, the net profit was only \$49,426. Keep in mind, we had anticipated in our budget for some of the Medicaid Directed Payments. We still are in a holding pattern until CMS approves it for Iowa. The Iowa Hospital Association remains optimistic, and they are seeing other states start to garner approval. It is unknown if the government shutdown will continue to delay this.

Denman will be attending the board meeting to review the audit.

## Community

CCMH hosted an IHA legislative roundtable last week. Senator Jason Schultz, Representative Steve Holt, and Representative Craig Williams attended along with 6 other hospital leaders. There were great discussions about the challenges in healthcare, especially rural Iowa. The legislators were very engaged and provided up to date information.

We were recognized by the school for our support for their athletic programs at last weeks football game. Dr. Burkett, Kelly Wieman, and Sara Branning have been providing athletic training. Dr. P. Luft is Sara Branning's medical director and has been very supportive of this new program. CCMH was also invited to Broadway Elementary's ribbon cutting and open house on the 31<sup>st</sup>. All are welcome!

I helped to provide tours of the wellness center on Tuesday this week. This was well attended by several hundred community members and there is much excitement. Planned opening is in January. The YMCA has hired a very enthusiastic director who is doing an outstanding job connecting with the community.

Respectfully,

Erin

