



BOARD OF TRUSTEES MEETING AGENDA

5:30 p.m., Monday, October 26, 2026
Gracewell Conference Room
114 S 20th Street, Denison, IA

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- | | |
|---|-------------------------------|
| I. CALL TO ORDER | Jon Schuttinga |
| II. ROLL CALL OF DIRECTORS | Heather Wight |
| III. ORAL COMMUNICATIONS – None Submitted | |
| IV. WRITTEN COMMUNICATIONS – None Submitted | |
| V. CONSENT AGENDA ITEMS | |
| A. Previous Month's Minutes | |
| B. Quality Committee Meeting Minutes | |
| C. Medical Staff Meeting Minutes | |
| D. Executive Committee Meeting Minutes | |
| E. Credentialing and Reappointments | |
| F. Patient Experience Committee Meeting Minutes and Report | |
| G. Finance Committee Meeting Minutes | |
| H. Payroll and AP – September | |
| I. Mission Committee Meeting Minutes | |
| <i>Motion needed for Consent Agenda Items</i> | |
| VI. NEW BUSINESS/REPORTS | |
| A. Medical Clinic & Specialty Clinic Department Reports | Trama Vetter &
Hannah Vary |
| B. Patient Story | Erin Muck |
| C. CEO Report | Erin Muck |
| D. November Meeting | Board |
| E. Individual Board Member Comments | Board |
| VII. EXECUTIVE SESSION PURSUANT TO IOWA CODE | |
| Section 21.5 (1)(i) To evaluate the professional competency of an individual whose appointment, hiring, performance, or discharge is being considered when necessary to prevent needless and irreparable injury to that individual's reputation and that individual requests a closed session. Open Session –Possible Action | |
| I. ADJOURNMENT | Board Chair |
| <i>Motion Needed</i> | |

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 28, 2026

A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, September 28, 2026, in Hospital Board Room D at Crawford County Memorial Hospital, Denison, Iowa.

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

ROLL CALL OF DIRECTORS

Present on site during the meeting were Jay Mendlik, Jon Schuttinga, Amy Schultz, Vernon Sid Leise, David Reisz, Erin Muck (CEO), Rachel Melby (CFO), Heather Rasmussen (Chief Quality Officer), Theresa Sheer (CNO), Dr. David Wright (Chief of Staff) and Heather Wight (Recorder). Also in attendance were Candace Ueding (Pharmacy Director left at 6:07), Joe Sparks (Denman & Company out at 5:55) and Gordon Wolf (Denison Free Press left at 6:17).

Present via Webex was Chris Schleiss (Main Street Health joined at 6:16 and out at 6:42).

ORAL COMMUNICATIONS

No oral communications were received.

WRITTEN COMMUNICATIONS

No written communications for the general agenda items were received.

CONSENT AGENDA ITEMS

- 5.A approval of August 31, 2026, meeting minutes
- 5.B approval of Quality Committee minutes
- 5.C approval of Medical Staff meeting minutes
- 5.D approval of Executive Committee meeting minutes
- 5.E approval of credentialing appointments of Hovelson, Ghattas, Noland, Swanson, Smith, Rathe and Vass and the reappointments of Dieckman, Evans, Grager, Haggstrom, Hruza, Kruse, Jaksha, Pedersen, Schubert, Woodward and Baron
- 5.F approval of Patient Experience Committee meeting minutes and report
- 5.G approval of Finance Committee meeting minutes
- 5.H approval of Payroll and AP – August
- 5.I approval of Mission Committee meeting minutes

A motion was made by Reisz, second by Mendlik, to approve the Consent Agenda as presented. Motion carried unanimously.

NEW BUSINESS / REPORTS

FY26 Audit

Joe Sparks, CPA, with Denman and Company, presented the unmodified FY26 audit report.

A motion was made by Mendlik, second by Leise, to accept the FY26 audit report. Motion carried unanimously.

Board of Trustees

September 28, 2026

Steri Capital Purchase

Purchase of clinical and surgical instruments for Dr. Samuel Rathe (podiatry) clinic start up. The items have already been purchased under the CEO's signing authority and brought back to the Board for confirmation.

A motion made by Leise, second by Schultz, to approve the capital purchase in the amount of \$6,090.14.

Pharmacy & 340b Department Report

Ueding shared how the 340B program helps keep high-cost specialty meds accessible locally while bringing in modest margins to support care, all kept compliant thanks to a dedicated coordinator. On the clinical side, the team is actively managing med shortages by finding alternatives, driving antimicrobial stewardship with physicians, validating admission med reconciliations, and providing bedside discharge medication counseling to set patients up for success. To streamline operations and boost safety, an Omnicell dispensing unit from OB has been moved to the medical clinic and stocked crash carts and EMS jump bags with premixed solutions. She also highlighted their hands-on work training pharmacy students and invited everyone to an upcoming student presentation on diabetic education.

Patient Story

Sheer shared patient-family letters praising the hospital team for exceptional care, teamwork, and compassion from a local family. The board acknowledges the morale boost these testimonials provide and plans to share additional letters and videos at future meetings.

CEO Report

Muck provided brief operational updates including the Breast Cancer Awareness event on October 3 with more than 60 registrants, homecoming parade involvement, clinic move and construction progress with expected clinic completion by Thanksgiving and hallway work continuing through December, new EMS Director/ED Director Dr. Torstenson's upcoming orientation, parking lot drainage project completion, and continued recruitment activity.

Individual Board Member Comments

Board members comment that FY26 is another successful year despite challenges, noting positive audit results and operational resilience. Mendlik thanks staff for focus during transitions and express optimism as construction completes and strategy shifts toward growth. The board underscores careful fiscal stewardship while maintaining patient care priorities.

EXECUTIVE SESSION PURSUANT TO IOWA CODE

Section 21.5 (1)(I) To discuss marketing and pricing strategies and proprietary information where public disclosure of such information would harm the hospital's competitive position.

The Board went into Closed Session at 6:17 p.m. with a motion made by Schultz, second by Reisz. Motion carried unanimously. Members present during the closed session were Jay Mendlik, Jon Schuttinga, Amy Schultz, David Reisz, Vernon Sid Leise, Erin Muck (CEO), Rachel Melby (CFO left at 6:31), Heather Rasmussen (Chief Quality Officer), Theresa Sheer (CNO), Dr. David Wright (Chief of Staff left at 6:19), and Heather Wight (recorder).

Crawford County Memorial Hospital

Board of Trustees

September 28, 2026

Present via Webex was Chris Schleiss (Main Street Health left at 6:42).

A motion was made at 6:40 p.m. by Schultz, second by Leise, to return the Board to Open Session. Motion carried unanimously.

A motion was made by Reisz, second by Schultz, to sign the presented contract with Main Street Health Medical Partners. The Board directs leadership to finalize contractual details and proceed with implementation steps. Motion carried unanimously.

ADJOURNMENT

A motion was made by Leise, second by Mendlik, that the meeting be adjourned at 6:42 p.m. Motion carried unanimously.

**CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
October 23, 2026, 12:00 P.M.**

A meeting of the Finance Committee of the Board of Trustees was held on Friday, October 23, 2026, in the Administrative Conference Room. Present on site were Rachel Melby (CFO), Jon Schuttinga, Amy Schultz, and Heather Wight (recorder). Present via Webex was Erin Muck (CEO).

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

Committee Recommendations:

1. Total Payroll & Accounts Payable of \$4,831,376.22 for approval of payment.

Approval of Minutes

The September 2026 minutes were reviewed and approved.

CFO Report

The CFO Report was reviewed.

Financial Reports

Statistical, Income and Cash Flow Report

Inpatient admissions have been on a downward trend since February. For the month of September, admissions were down 33% and are down 41% year-to-date. This has had a significant impact on revenue; approximately \$530,000 for the month of September and \$1,000,000 year-to-date. To combat this decline, we are working on several partnerships.

Outpatient volumes were up only slightly, 1.3% in September, and driven by increased lab procedures which were up 4%. Additionally, infusions were up 13%, and clinic visits were up 1.5%. However, surgical procedures were down 39%, specialty clinic visits were down 45%, and physical therapy procedures were down 22%. To improve outpatient volumes, we are working on several collaborations.

Nonetheless, due to increased contractual adjustments (50% of gross charges) and lower volumes, the net loss for the month was \$779,354. The year-to-date net loss is now \$2,087,861. However, in November we expect to finalize our grant reimbursement request for the MRI, which will be \$1,253,950. The grant income will be reflected in non-operating income. We will also finalize the cost report by the end of this month and will know soon if we are in a payable or receivable position for FY2026 with Medicare and Medicaid. We currently have \$1.4 million set aside as a payable that can be released if we are owed money and our rates increase for FY2027.

Balance Sheet

The Balance Sheet as of 09/30/2026 reflects Total Assets of \$82,744,549.

Payroll & Accounts Payable

The committee reviewed and recommends total Payroll & Accounts Payable of \$4,831,376.22 to the Board for approval. This amount includes \$2,054,950.86 in salaries.

**CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
October 23, 2026, 12:00 P.M.**

Accounts Receivable

Patient Accounts Receivable as of 9/30/2026 totaled \$9,479,788 which is an increase of \$825,804 from August.

Other Business

AHA Report – Rural Healthcare Challenges

The committee reviewed the “America’s Rural Hospitals at a Crossroads” report put out by the American Hospital Association, which highlights rural challenges, consequences and paths to sustainability. It was noted that over 40% of rural hospitals are operating at a loss.

Adjourn - The meeting was adjourned at 1:07 p.m.

Crawford County Memorial Hospital

Comparative Statistical Report

September 2026

	Month to Date			Fiscal Year to Date		
	FY 2027	FY 2026	Variance	FY 2027	FY 2026	Variance
Total Admissions	22	33	-33.33%	57	97	-41.24%
Acute	14	28	-50.00%	40	81	-50.62%
Skilled	6	3	100.00%	12	12	0.00%
ICF	1	2	-50.00%	4	4	0.00%
Respite	1	0	100.00%	1	0	100.00%
Total Patient Days*	132	221	-40.27%	378	661	-42.81%
Acute	31	97	-68.04%	100	279	-64.16%
Skilled	42	27	55.56%	88	159	-44.65%
ICF	1	8	-87.50%	9	12	-25.00%
Respite	5	0	100.00%	5	0	100.00%
Observation	53	89	-40.45%	176	211	-16.59%
*Includes Observation						
Average LOS (Acute)	2.76	3.45	-19.95%	2.52	3.42	-26.38%
Hospital Procedures						
Inpatient	450	1,014	-55.62%	1,423	2,706	-47.41%
Outpatient	14,842	14,651	1.30%	43,189	42,239	2.25%
Total	15,292	15,665	-2.38%	44,612	44,945	-0.74%
Surgical Procedures	71	117	-39.32%	224	295	-24.07%
Anesthesia Procedures	57	103	-44.66%	182	252	-27.78%
ER Visits	460	473	-2.75%	1,366	1,357	0.66%
Admits from ER	12	25	-52.00%	42	69	-39.13%
Scheduled Outpatient Visits	135	119	13.45%	426	340	25.29%
Ambulance Trips	128	113	13.27%	372	351	5.98%
Xray Procedures	586	669	-12.41%	1,689	1,901	-11.15%
Mammography Procedures	125	128	-2.34%	300	337	-10.98%
Flouro Procedures	0	10	-100.00%	0	16	-100.00%
Ultrasound Dept Procedures	151	172	-12.21%	441	480	-8.13%
Echo Procedures	58	44	31.82%	166	145	14.48%
CT Dept Procedures	282	261	8.05%	855	746	14.61%
MRI Dept Procedures	76	93	-18.28%	224	261	-14.18%
Nuc Med Procedures	2	4	-50.00%	11	16	-31.25%
Total Radiology Procedures	1,280	1,381	-7.31%	3,686	3,902	-5.54%
Respiratory Tx Procedures	24	118	-79.66%	147	275	-46.55%
EKG Procedures	125	209	-40.19%	517	386	33.94%
Sleep Studies	23	24	-4.17%	76	61	24.59%
Lab Procedures	7,752	7,450	4.05%	22,113	21,050	5.05%
Physical Tx Procedures	1,461	1,876	-22.12%	4,261	5,623	-24.22%
Speech Procedures	70	43	62.79%	231	177	30.51%
OT Procedures	247	80	208.75%	475	330	43.94%
Cardiac Rehab Procedures	242	150	61.33%	858	491	74.75%
Pulmonary Rehab Procedures	0	13	-100.00%	1	44	-97.73%
Specialty Clinic Visits	255	464	-45.04%	1,110	1,416	-21.61%
Total Medical Clinic Visits	3,090	3,045	1.48%	8,939	8,946	-0.08%

**CRAWFORD COUNTY MEMORIAL HOSPITAL
OPERATING/INCOME STATEMENT
FOR THE MONTH ENDING SEPTEMBER 30, 2026**

Gray lines are YTD. All %'s are based on net revenue except for the variance column and gross revenue.								
	CURRENT MONTH <u>ACTUAL</u>		CURRENT MONTH <u>BUDGET</u>		CURRENT MONTH <u>VARIANCE</u>		PRIOR YEAR <u>ACTUAL</u>	
<u>PATIENT SERVICE REVENUES</u>								
INPATIENT SERVICES	220,586	3.5%	633,169	8.6%	(412,582)	-65.2%	750,532	10.5%
	722,547	3.8%	1,854,009	8.6%	(1,131,462)	-61.0%	1,679,300	8.6%
OUTPATIENT SERVICES	6,071,239	95.2%	6,633,409	90.3%	(562,170)	-8.5%	6,321,553	88.7%
	18,030,175	95.2%	19,423,575	90.3%	(1,393,400)	-7.2%	17,613,126	90.1%
SWING BED SERVICES	88,391	1.4%	76,098	1.0%	12,294	16.2%	52,452	0.7%
	178,517	0.9%	222,825	1.0%	(44,308)	-19.9%	261,357	1.3%
TOTAL GROSS PATIENT REVENUE	6,380,217	100.0%	7,342,675	100.0%	(962,458)	-13.1%	7,124,536	100.0%
	18,931,238	100.0%	21,500,409	100.0%	(2,569,170)	-11.9%	19,553,782	100.0%
<u>DEDUCTIONS FROM REVENUE</u>								
MEDICARE ADJUSTMENTS	(1,696,357)	-26.6%	(1,615,389)	-22.0%	(80,969)	5.0%	(1,704,199)	-23.9%
	(4,984,134)	-26.3%	(4,730,090)	-22.0%	(254,044)	5.4%	(4,619,859)	-23.6%
TITLE XIX ADJUSTMENTS	(285,258)	-4.5%	(330,421)	-4.5%	45,163	-13.7%	(282,000)	-4.0%
	(790,069)	-4.2%	(967,519)	-4.5%	177,450	-18.3%	(918,334)	-4.7%
BLUE CROSS ADJUSTMENTS	(714,628)	-11.2%	(778,324)	-10.6%	63,696	-8.2%	(666,315)	-9.4%
	(2,012,155)	-10.6%	(2,279,043)	-10.6%	266,888	-11.7%	(1,708,476)	-8.7%
OTHER ADJUSTMENTS	(272,193)	-4.3%	(412,151)	-5.6%	139,958	-34.0%	(503,024)	-7.1%
	(1,199,049)	-6.3%	(1,206,837)	-5.6%	7,788	-0.6%	(1,256,874)	-6.4%
PROVISION FOR UNCOLLECTIBLE	(218,349)	-3.4%	(204,575)	-2.8%	(13,774)	6.7%	(200,695)	-2.8%
	(642,890)	-3.4%	(599,025)	-2.8%	(43,865)	7.3%	(540,123)	-2.8%
CHARITY CARE	(25,798)	-0.4%	(12,525)	-0.2%	(13,273)	106.0%	(10,627)	-0.1%
	(31,694)	-0.2%	(36,675)	-0.2%	4,981	-13.6%	(48,185)	-0.2%
TOTAL DEDUCTIONS FROM REVENUE	(3,212,583)	-50.4%	(3,353,384)	-45.7%	140,800	-4.2%	(3,366,859)	-47.3%
	(9,659,992)	-51.0%	(9,819,189)	-45.7%	159,197	-1.6%	(9,091,852)	-46.5%
NET PATIENT REVENUE	3,167,633	49.6%	3,989,292	54.3%	(821,658)	-20.6%	3,757,676	52.7%
<i>(as % of Gross Patient Revenue)</i>	9,271,246	49.0%	11,681,219	54.3%	(2,409,973)	-20.6%	10,461,931	53.5%
NET PATIENT REVENUE	3,167,633	98.9%	3,989,292	97.5%	(821,658)	-20.6%	3,757,676	97.1%
<i>(as % of Total Operating Revenue)</i>	9,271,246	96.8%	11,681,219	97.4%	(2,409,973)	-20.6%	10,461,931	96.3%
OTHER REVENUE								
DIETARY/MEALS INCOME	6,787	0.2%	8,025	0.2%	(1,238)	-15.4%	7,234	0.2%
	22,255	0.2%	24,075	0.2%	(1,820)	-7.6%	21,392	0.2%
OTHER INCOME	27,875	0.9%	93,967	2.3%	(66,092)	-70.3%	104,717	2.7%
	288,804	3.0%	281,900	2.4%	6,904	2.4%	376,056	3.5%
TOTAL OTHER REVENUE	34,662	1.1%	101,992	2.5%	(67,330)	-66.0%	111,951	2.9%
	311,059	3.2%	305,975	2.6%	5,084	1.7%	397,448	3.7%
TOTAL OPERATING REVENUE	3,202,295	100.0%	4,091,283	100.0%	(888,988)	-21.7%	3,869,628	100.0%
	9,582,306	100.0%	11,987,194	100.0%	(2,404,889)	-20.1%	10,859,379	100.0%
<u>OPERATING EXPENSES</u>								
SALARIES	2,066,791	64.5%	2,188,400	53.5%	(121,609)	-5.6%	1,947,787	50.3%
	6,033,499	63.0%	6,414,892	53.5%	(381,393)	-5.9%	5,719,535	52.7%
BENEFITS	624,330	19.5%	715,599	17.5%	(91,269)	-12.8%	574,727	14.9%
	1,856,969	19.4%	2,119,121	17.7%	(262,152)	-12.4%	1,720,425	15.8%
PROFESSIONAL FEES	342,242	10.7%	300,073	7.3%	42,169	14.1%	286,697	7.4%
	1,018,104	10.6%	879,607	7.3%	138,496	15.7%	1,039,189	9.6%
SUPPLIES & EXPENSES	695,969	21.7%	913,922	22.3%	(217,953)	-23.8%	796,169	20.6%
	1,962,123	20.5%	2,696,235	22.5%	(734,112)	-27.2%	2,271,548	20.9%
OCCUPANCY	165,948	5.2%	161,054	3.9%	4,894	3.0%	132,427	3.4%
	525,073	5.5%	483,163	4.0%	41,911	8.7%	406,282	3.7%
DEPRECIATION	205,792	6.4%	275,000	6.7%	(69,208)	-25.2%	205,792	5.3%
	603,375	6.3%	825,000	6.9%	(221,625)	-26.9%	613,375	5.6%
TOTAL OPERATING EXPENSE	4,101,071	128.1%	4,554,048	111.3%	(452,977)	-9.9%	3,943,599	101.9%
	11,999,144	125.2%	13,418,018	111.9%	(1,418,874)	-10.6%	11,770,353	108.4%
NET OPERATING INCOME (LOSS)	(898,776)	-28.1%	(462,765)	-11.3%	(436,012)	94.2%	(73,971)	-1.9%
	(2,416,838)	-25.2%	(1,430,824)	-11.9%	(986,015)	68.9%	(910,975)	-8.4%
<u>NONOPERATING REV/EXP</u>								
TAXES	165,023	5.2%	165,023	4.0%	-	0.0%	165,896	4.3%
	495,068	5.2%	495,068	4.1%	-	0.0%	497,689	4.6%
GENERAL CONTRIBUTIONS	22,171	0.7%	1,000	0.0%	21,171	0.0%	50	0.0%
	24,641	0.3%	3,000	0.0%	21,641	0.0%	60	0.0%
INTEREST INCOME	64,946	2.0%	79,167	1.9%	(14,221)	-18.0%	93,847	2.4%
	207,836	2.2%	237,500	2.0%	(29,664)	-12.5%	356,943	3.3%
INTEREST EXPENSE	(132,717)	-4.1%	(154,919)	-11.4%	22,202	-14.3%	(136,396)	-3.5%
	(398,567)	-4.2%	(464,757)	-3.9%	66,190	-14.2%	(409,640)	-3.8%
TOTAL NONOPERATING INCOME (LOSS)	119,422	3.7%	90,270	2.2%	29,152	32.3%	123,397	3.2%
	328,978	3.4%	270,811	2.3%	58,167	21.5%	445,052	4.1%
NET INCOME (LOSS)	(779,354)	-24.3%	(372,494)	-9.1%	(406,859)	109.2%	49,426	1.3%
<i>Year to Date</i>	(2,087,861)	-21.8%	(1,160,013)	-9.7%	(927,848)	80.0%	(465,922)	-4.3%

**CRAWFORD COUNTY MEMORIAL HOSPITAL
STATEMENT OF CASH FLOWS
FOR THE MONTH ENDING SEPTEMBER 30, 2026**

	<u>THIS MONTH</u>	<u>YTD</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
CASH RECEIVED FROM PATIENTS AND THIRD-PARTY PAYORS	3,324,795	11,590,475
CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES	(1,952,241)	(5,711,525)
CASH PAID TO EMPLOYEES FOR SERVICES	(1,971,522)	(6,011,331)
OTHER OPERATING REVENUE RECEIVED	34,662	311,059
NET CASH PROVIDED BY OPERATING ACTIVITIES	(564,306)	178,678
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
COUNTY TAXES	117,516	134,318
CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT	-	-
PRINCIPAL PAYMENTS ON LONG-TERM DEBT	(57,340)	(171,607)
INTEREST PAID ON LONG-TERM DEBT	(25,615)	(77,259)
ACQUISITION OF PROPERTY AND EQUIPMENT	(1,324,045)	(1,422,766)
CONSTRUCTION PROJECT FUNDS	(450,873)	(1,392,219)
NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES	(1,857,874)	(3,063,851)
CASH FLOW FROM INVESTING ACTIVITIES		
INTEREST RECEIVED	31,223	110,994
PROCEEDS FROM MATURITIES OF CERTIFICATES OF DEPOSIT	24,056	73,854
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	55,278	184,848
NET INCREASE (DECREASE) IN CASH	(2,249,385)	(2,566,007)
CASH		
BEGINNING	32,592,389	32,909,010
ENDING	30,343,003	30,343,003

<u>OPERATING INDICATORS:</u>	<u>APR</u>	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>SEP</u>	<u>Target</u>	<u>Desirable Trend</u>
Total Margin:	23.05%	8.39%	53.04%	-24.05%	-14.58%	-22.56%	2.00%	Increasing
YTD Margin			8.41%					
Debt Service Coverage Ratio:	2.66	2.35	3.02	2.69	2.64	2.36	1.60	Increasing
Days Revenue in Patient A/R:	45	43	44	43	46	46	50	Decreasing
Days Cash on Hand:	281	272	279	281	269	245	180	Increasing
(w/o Project funds)	(202)	(195)	(212)	(218)	(211)	(191)		

CRAWFORD COUNTY MEMORIAL HOSPITAL
BALANCE SHEET
AS OF: 9/30/26

ASSETS		Current Month		Prior Month		1-Month Net Change		1 Year Ago Month	
CURRENT ASSETS									
Total Cash		10,224,827	12.36%	12,208,822	14.67%	(1,983,995)	-16.25%	1,284,562	1.79%
Patient Receivables		9,479,788	11.46%	9,316,028	11.20%	163,760	1.76%	10,504,472	14.62%
Allowance for Uncollectibles		(644,000)	-0.78%	(653,000)	-0.78%	9,000	-1.38%	(558,000)	-0.78%
Allowance for Contractuals		(2,830,000)	-3.42%	(2,710,000)	-3.26%	(120,000)	4.43%	(3,440,000)	-4.79%
Net Accounts Receivable		6,005,788	7.26%	5,953,028	7.15%	52,760	0.89%	6,506,472	9.05%
Other Receivables									
Est. Third Party Settlement		-	0.00%	-	0.00%	-	0.00%	-	0.00%
Taxes Receivable		1,862,754	2.25%	1,980,270	2.38%	(117,516)	-5.9%	1,887,554	2.63%
Other		177,723	0.21%	192,517	0.23%	(14,794)	-7.68%	157,052	0.22%
Inventory		1,426,621	1.72%	1,425,433	1.71%	1,188	0.08%	1,522,225	2.12%
Prepaid Expenses & Other		1,072,747	1.30%	1,025,855	1.23%	46,892	4.57%	1,018,020	1.42%
TOTAL CURRENT ASSETS		20,770,460	25.10%	22,785,924	27.38%	(2,015,465)	-8.85%	12,375,885	17.22%
ASSETS LIMITED AS TO USE									
Investments									
Cash & CD's		13,369,788	16.16%	13,339,844	16.03%	29,944	0.22%	11,790,481	16.41%
Bond/Project Funds		6,748,388	8.16%	7,043,722	8.46%	(295,334)	-4.19%	14,124,571	19.65%
Interest Receivable		80,372	0.10%	70,704	0.08%	9,668	13.67%	59,953	0.08%
TOTAL ASSETS LIMITED AS TO USE		20,198,548	24.41%	20,454,271	24.58%	(255,723)	-1.25%	25,975,005	36.15%
OTHER ASSETS									
Physician Practice Intangibles		815,000	0.98%	815,000	0.98%	-	100.00%	815,000	1.13%
TOTAL OTHER ASSETS		815,000	0.98%	815,000	0.98%	-	0.00%	815,000	1.13%
PROPERTY & EQUIPMENT, NET									
Land		314,500	0.38%	314,500	0.38%	-	0.00%	314,500	0.44%
Land held for Future Dev		120,400	0.15%	120,400	0.14%	-	0.00%	120,400	0.17%
Land Improvements		2,635,808	3.19%	2,635,808	3.17%	-	0.00%	2,623,208	3.65%
Building		8,881,693	10.73%	8,881,693	10.67%	-	0.00%	8,817,829	12.27%
Fixed Equipment		18,336,134	22.16%	18,336,134	22.04%	-	0.00%	18,110,326	25.20%
Major Moveable Equipment		24,534,324	29.65%	22,940,189	27.57%	1,594,135	6.95%	22,964,407	31.96%
Leased Equipment		1,439,076	1.74%	1,439,076	1.73%	-	0.00%	1,439,076	2.00%
Deferred Costs		23,254,235	28.10%	22,840,137	27.45%	414,099	1.81%	15,482,334	21.54%
Right of Use Subscriptions		574,235	0.69%	574,235	0.69%	-	0.00%	486,650	0.68%
Allowance for Depreciation		(42,663,266)	-51.56%	(42,457,474)	-51.02%	(205,792)	0.48%	(41,237,327)	-57.38%
TOTAL PROPERTY & EQUIP, NET		37,427,139	45.23%	35,624,697	42.81%	1,802,442	5.06%	29,121,403	40.52%
DEFERRED OUTFLOWS OF RESOURCES									
Pension Related Deferred Outflows		2,910,570	3.52%	2,910,570	3.50%	-	0.00%	2,883,373	4.01%
Deferred Loss on Refunding		622,833	0.75%	622,833	0.75%	-	0.00%	692,038	0.96%
TOTAL DEFERRED OUTFLOWS		3,533,403	4.27%	3,533,403	4.25%	-	0.00%	3,575,411	4.98%
TOTAL ASSETS		82,744,549	100.00%	83,213,295	100.00%	(468,746)	-0.56%	71,862,704	100.00%
LIABILITIES & NET ASSETS									
CURRENT LIABILITIES									
Accounts Payable		559,820	0.68%	375,476	0.45%	184,344	49.10%	486,047	0.59%
Accrued Payroll & Payroll Taxes		2,606,361	3.15%	2,314,383	2.78%	291,978	12.62%	2,490,898	3.01%
Accrued Health Insurance		2,054,228	2.48%	2,156,252	2.59%	(102,023)	-4.73%	2,323,533	2.81%
Deferred Pro Tax Receivable		1,485,203	1.79%	1,650,225	1.98%	(165,023)	-10.00%	1,493,068	1.80%
Due to Third Parties - Other		5,447	0.01%	3,877	0.00%	1,570	40.51%	1,583	0.00%
Lease Payable - Short Term		168,988	0.20%	168,988	0.20%	-	0.00%	139,052	0.17%
Est. Third Party Settlements		2,437,803	2.95%	2,437,803	2.93%	-	0.00%	1,587,575	1.92%
Construction Payable		570,431	0.69%	570,431	0.69%	-	0.00%	570,431	0.69%
TOTAL CURRENT LIABILITIES		9,888,281	11.95%	9,677,435	11.63%	210,846	2.18%	9,092,187	10.99%
OTHER LIABILITIES									
Lease Payable - Long Term		185,139	0.22%	185,139	0.22%	-	0.00%	240,044	0.29%
Bonds Payable - Long Term		36,253,840	43.81%	36,311,180	43.64%	(57,340)	-0.16%	37,426,249	45.22%
Interest Payable		428,412	0.52%	321,309	0.39%	107,102	33.33%	464,233	0.56%
Net Pension Liability		4,330,575	5.23%	4,280,575	5.14%	50,000	1.17%	6,819,543	8.24%
TOTAL LONG-TERM LIABILITIES		41,197,966	49.79%	41,098,204	49.39%	99,762	0.24%	44,950,069	54.31%
TOTAL LIABILITIES		51,086,247	61.74%	50,775,639	61.02%	310,608	0.61%	54,042,257	65.30%
DEFERRED INFLOWS OF RESOURCES									
Pension Related Deferred Inflows		1,189,327	1.44%	1,189,327	1.43%	-	0.00%	1,036,251	1.25%
OPEB Related Deferred Inflows		423,833	0.51%	423,833	0.51%	-	0.00%	251,200	0.30%
TOTAL DEFERRED INFLOWS		1,613,160	1.95%	1,613,160	1.94%	-	0.00%	1,287,451	1.56%
NET ASSETS									
General Fund		32,133,003	38.83%	32,133,003	38.62%	-	0.00%	27,898,918	33.71%
Net Revenue (Loss)		(2,087,861)	-2.52%	(1,308,507)	-1.57%	(779,354)	59.56%	(465,922)	-0.56%
TOTAL NET ASSETS		30,045,142	36.31%	30,824,496	37.04%	(779,354)	-2.53%	27,432,996	33.15%
TOTAL LIABILITIES & NET ASSETS		82,744,549	100.00%	83,213,295	100.00%	(468,746)	-0.56%	82,762,704	100.00%

CCMH Expenses Paid for the Month of September 2026

Access Technologies - Fees	\$2,285.05	Fusion Healthcare Staffing - Fees	\$10,398.00
Agiliti Health, Inc. - Fees	\$8,246.21	Genzyme Corp. - Supplies	\$1,335.48
Airgas USA - Supplies	\$3,993.87	Getinge USA Sales LLC - Supplies	\$20,266.00
Align Ophthalmic, LLC - Supplies	\$1,892.22	GlaxoSmithKline - Supplies	\$2,502.98
American Messaging - Fees	\$48.57	Grace Anesthesia Service, LLC - Fees	\$2,000.00
American Time - Supplies	\$351.90	Grainger - Supplies	\$343.84
Ampride Tire & Auto Center - Fees	\$23.15	Graphix - Supplies	\$1,160.00
Anderson Erickson Dairy Co. - Supplies	\$508.61	Jamie Gross - Expenses	\$7.75
Jacob Archer - Expenses	\$231.34	Laura Gross - Expenses	\$229.00
Avel eCARE Medical Group, P.C. - Fees	\$7,468.00	GRP & Associates Inc. - Fees	\$529.06
Bairdholm, LLP - Fees	\$1,516.67	Health Partners of Southwest Iowa - Fees	\$8,071.00
Bake Shop on 30 - Fees	\$526.74	Healthcare Compliance Testing, LLC - Fees	\$450.00
Balcon - Supplies	\$458.80	HealthLinx, Inc. - Fees	\$40,888.16
Barton Associate, Inc. - Fees	\$15,462.94	Heartland Business Systems, LLC - Fees	\$15,193.57
Baxter Healthcare Corp. - Supplies	\$1,298.80	Matthew Howland - Expenses	\$203.68
Beckman Coulter, Inc. - Supplies	\$1,310.02	ICP Medical, LLC - Fees	\$964.20
Lee Berkley - Expenses	\$278.84	ICU Medical, Inc. - Supplies	\$8,221.98
Bio Medical Devices Intl. Inc. - Supplies	\$228.78	IDEXX Distribution, Inc. - Supplies	\$1,528.06
Bio-Rad Laboratories, LLC - Supplies	\$755.70	Image Trend, Inc. - Fees	\$3,000.00
Biovigil Technologies, LLC - Supplies	\$2,264.32	Insight Health Corp. - Fees	\$46,920.00
Bluespace Creative, Inc. - Supplies	\$584.73	Insurance Strategies Consulting - Fees	\$1,095.00
Bomgaars - Supplies	\$831.58	Integrated Telehealth Partners - Fees	\$24,120.00
Boston Scientific Corp. - Supplies	\$2,976.21	Iowa Dept. of Health and Human Services - Fees	\$895.00
Bound Tree Medical LLC - Supplies	\$1,217.67	Iowa Department of Revenue - Fees	\$925.57
Bracco Diagnostics, Inc. - Supplies	\$2,246.72	Iowa Emergency Medical Services Assoc. - Fees	\$250.00
Cable Channel 13 - Advertising	\$390.00	Jackson Lewis P.C. - Fees	\$100.00
Cardinal Health - Supplies	\$41,910.72	Jackson Physician Search, LLC - Fees	\$3,390.00
Caresfield, LLC - Supplies	\$187.10	Jambiz - Rent	\$1,050.00
Carroll Cleaning Supply - Supplies	\$2,795.48	JP Gasway Co. - Fees	\$1,580.00
Carroll Control Systems, Inc. - Fees	\$1,315.00	JP Turf and Pest, LLC - Fees	\$295.00
Cassling - Fees	\$29,912.24	KDSN FM - Advertising	\$3,361.59
CDW Government, Inc. - Supplies	\$61.19	Kicktech, LLC - Fees	\$271.95
Central Iowa Detention - Fees	\$619.20	Kriss Premium Products, Inc. - Supplies	\$475.00
CenturyLink - Fees	\$438.92	Angie Kroll - Expenses	\$40.66
Cepheid - Supplies	\$6,654.58	La Prensa - Advertising	\$720.00
Cerner Corporation - Fees	\$123,359.96	Laborie Medical Technology - Fees	\$459.75
Change Healthcare - Fees	\$5,867.77	Lifeserve Blood Center - Fees	\$2,602.06
CHI Health - Fees	\$10,595.02	Sara Luft - Expenses	\$1,365.00
City of Dow City - Utilities	\$138.20	Macro Helix LLC - Fees	\$11,279.71
CJ Electronics - Supplies	\$12.99	Manilla Times - Advertising	\$230.00
CLIA Laboratory Program - Fees	\$899.00	Marco Technologies, LLC - Fees	\$2,281.06
CMI, Inc. - Supplies	\$120.76	Martin Bros Distributing Co., LLC - Supplies	\$3,411.71
Cobblestone Inn & Suites - Fees	\$416.00	Masimo Americas, Inc. - Supplies	\$2,234.00
Coker Group Holdings, Inc. - Fees	\$1,785.00	McKesson Medical Surgical - Supplies	\$6,254.97
College of American Pathologists - Fees	\$11,312.21	Medbridge Inc. - Fees	\$2,708.50
Colonial Life - Premiums	\$554.86	Medical Solutions - Fees	\$28,821.45
CompHealth - Fees	\$37,544.35	Medline Industries LP - Supplies	\$24,725.60
Constellation Newenergy - Utilities	\$3,645.06	Julie Meseck - Expenses	\$35.72
Convergeone, Inc. - Fees	\$35,437.92	MidAmerican Energy - Utilities	\$31.30
Cook Medical, LLC - Supplies	\$1,800.00	Midwest Alarm Services - Fees	\$4,404.75
Crawford County Landfill - Fees	\$72.00	Midwest Special Instruments - Supplies	\$220.00
Crawford County YMCA - Fees	\$5,024.70	Mindray DS USA, Inc. - Supplies	\$1,327.52
Deano's - Fees	\$553.34	Keri Muff - Expenses	\$185.11
Dearborn National - Premiums	\$49,883.64	Nasco Healthcare, Inc. - Supplies	\$307.02
Dell Marketing LP - Supplies	\$3,179.13	Shelby Neubauer - Expenses	\$96.14
Denison Free Press - Advertising	\$820.00	New Century FS - Fuel	\$3,982.67
Denison Municipal Utilities - Utilities	\$26,849.40	New York Life - Premiums	\$2,675.52
Denison Rotary Club - Fees	\$225.00	Novus Iowa Profession Corporation - Fees	\$103,844.81
DirectTV - Fees	\$436.80	NW Iowa Yes Center - Fees	\$1,479.30
Do It Best - Supplies	\$139.72	Observer - Advertising	\$110.00
Dorsey & Whitney, LLP - Fees	\$8,473.00	Omnicell, Inc. - Fees	\$80.00
Dow City Screen - Supplies	\$25.00	Onmedia - Advertising	\$300.00
Dr. Rick Malyszczek - Expense	\$1,264.00	Optum - Fees	\$908.55
EGOLD Fax - Fees	\$1,778.22	Oxen Technology - Fees	\$11.00
Elevate Roofing - Fees	\$466.87	Partsource, Inc. - Supplies	\$247.72
Ace Ettleman - Rent	\$550.00	Pentax Medical - Supplies	\$450.00
Scott Eveloff - Fees	\$1,980.00	Kim Petersen - Expenses	\$69.55
Eventide Lutheran Home - Fees	\$585.00	Phoenix Textile Corp - Supplies	\$163.44
Fareway Stores - Supplies	\$795.30	Physician Lab Services - Fees	\$33,353.00
Farm Service Cooperative - Supplies	\$35.00	Pitney Bowes Bank Inc. Reserve - Postage	\$2,000.00
Farmer Bros. Co. - Supplies	\$758.95	Plumbing & Heating Wholesale - Supplies	\$17.59
Federal Express Corp. - Fees	\$458.66	Plunkett's Pest Control - Fees	\$157.98
FFF Enterprises, Inc. - Supplies	\$5,836.94	Positive Promotions, Inc. - Supplies	\$2,188.02
First National Bank Omaha - Expenses	\$9,076.06	Joseph Postanes - Expenses	\$68.56
First Wireless, Inc. - Fees	\$685.00	Practical Sleep Services, LLC - Fees	\$9,990.00
Frontier Telephone CO. - Telephone	\$329.49	Precision Dynamics Corporation - Fees	\$782.90

Press Ganey Association - fees	\$4,306.39	Sweet Treats & More - Fees	\$140.00
Priority Healthcare Dist. - Fees	\$1,275.36	Team Ford Lincoln - Fees	\$120.40
Professional Computer solution - Fees	\$293.00	Tech Medical Services, Inc. - Supplies	\$275.00
Professional Medical Management - Supplies	\$6,308.50	Teleflex LLC - Supplies	\$564.50
Propio Language Service - Fees	\$1,762.42	The Rhino Group - Fees	\$6,629.24
Psychiatric Medical Care, LLC - Fees	\$43,128.33	Thrifty White - Supplies	\$56.95
Quality Truck Service - Fees	\$31.49	TKT Management Consultants, Inc. - Fees	\$2,000.00
QuidelOrtho Sales Company, LLC - Supplies	\$323.00	Tri-Anim Health Services - Supplies	\$832.89
QuVa Pharma, Inc. - Supplies	\$255.71	Tricerat - Supplies	\$8,411.67
R&D Batteries Inc. - Supplies	\$383.13	TruBridge - Fees	\$2,730.00
R&S Waste Disposal - Fees	\$1,097.04	UKG, Inc. - Fees	\$31,869.57
Radiology Consultants, PC - Fees	\$600.00	UnityPoint - Fees	\$42.00
Dr. Samuel Rathe - Expenses	\$1,588.00	UNMC Center for Continuing Ed - Fees	\$775.00
Redsail Technologies - Supplies	\$263.28	US Foods, Inc. - Supplies	\$8,546.32
Makenzie Reis - Expenses	\$185.11	Verizon Wireless - Telephone	\$683.41
Royce Rolls Ringer Co. - Supplies	\$180.60	Versabadge, LLC - Fees	\$4,000.00
Sanofi Pasteur, Inc. - Supplies	\$9,285.64	Vision Service Plan - Premiums	\$3,657.27
Secure Shred Solutions - Fees	\$1,333.50	VVC Holding LLC - Fees	\$1,475.43
See The Trainer - Supplies	\$34.95	West Bend Mutual Ins. CO. - Premiums	\$15,116.10
Shared Service System - Fees	\$7,058.74	Western Iowa Compressor - Supplies	\$145.50
Spenmend, LLC - Supplies	\$850.00	Western Iowa Networks - Telephone	\$3,492.82
Staples Advantage - Supplies	\$2,477.79	Westside Sonography, Inc. - Fees	\$800.00
Stryker Endoscopy - Supplies	\$3,061.36	Kelsey Wilken - Expenses	\$205.37
Stryker Rental Services - Supplies	\$24.50	WIN - Fees	\$1,500.00
Stryker Sale LLC - Supplies	\$245.00	Patient Account Refunds	\$11,893.86
		September Check Run & ACH Total	\$1,146,022.84

DEPRECIATION FUND:	
CME Corp - Facility Project	\$11,781.20
Denison Drywall & Supplies - Surgery/ER Project	\$22,270.00
Eakes Inc. - Facility Project	\$59,941.20
ETS-Lindgren Inc. - MRI Project	\$112,829.00
Graham Construction Company - MRI Project	\$243,976.30
Heartland Business Systems, LLC - IT Servers	\$129,189.68
Invision Architecture - Facility Project	\$20,048.00
Leo A Daly - MRI Project	\$1,009.80
Lint Van Lines - Facility Project	\$800.00
Siemens Med Solution USA, Inc. - MRI Project	\$1,003,160.00
Steris Corporation - Podiatry Equipment	\$6,871.09
Stryker Sale LLC - Lucas Device	\$17,000.00
VOC Associates, LLC - Facility Project	\$1,526.25

Depreciation Total	\$1,630,402.52
Salaries	\$2,054,950.86
GRAND TOTAL	\$4,831,376.22