



BOARD OF TRUSTEES MEETING AGENDA

5:30 p.m., Monday, September 29, 2025
Hospital Meeting Rooms C-D
100 Medical Parkway, Denison, IA

I. CALL TO ORDER

II. APPROVAL OF MINUTES

- A. Previous Month's Minutes

III. QUALITY CARE AND SERVICES

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

IV. PATIENT EXPERIENCE

- A. 5 Star Journey Update

V. PEOPLE

- A. Recruitment Update
 - i. Director of Marketing and Foundation
 - ii. Community Liaison
- B. Credentialing
 - i. Appointments & Reappointments – Discussion / Action
- C. Mission Committee Report

VI. GROWTH

- A. CEO Report

VII. FINANCIAL STABILITY

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

VIII. COMMUNITY

- A. CHNA – Discussion / Action
- B. E911 Board Member Assignment – Discussion / Action
- C. Board Chair Comments

IX. 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.

X. 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

August 25, 2025

A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, August 25, 2025, in Hospital Board Room D at Crawford County Memorial Hospital, Denison, Iowa.

Present on site during the meeting were Jay Mendlik, Jon Schuttinga, Vernon Sid Leise, David Reisz, Theresa Sheer (CNO left at 6:22), Heather Rasmussen (Chief Quality Officer left at 6:22), Rachel Melby (CFO left at 6:22), Erin Muck (CEO), Dr. David Wright (Chief of Staff left at 6:21), and Heather Wight (Recorder). Also in attendance were Sara Gaul (Diabetes Care Coordinator left at 6:03), TJ Hodne (Director of Laboratory left at 5:50) and Katie Tremel (Director of Radiology left at 5:50). Not in attendance was Dr. Michael Luft (Chief Medical Officer).

Present via Webex was Amy Schultz.

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 July 28, 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 June 2025 HCAHPS scores and Neemann shared that Press Ganey no longer uses the Overall category and has replaced it with Willingness to Recommend. We also had our year 3 visit from DNV and have submitted our corrective action plan.
- Recommend Board action regarding Medical Staff Accountable Care Committee recommendations for approval of Medical Staff privileges and appointment/re-appointment applications.

Medical Staff Report

Wright shared that the lab and radiology departments reported to the medical staff along with Senior Life Solutions and Angie Andersen shared IT updates.

PATIENT EXPERIENCE

5-Star Journey Update

This year's customer training takes place in 2 parts. We just completed the first session, AIDET and Empathy, and the second session on Excellence in Service, will be held during the last 2 weeks of October. These sessions will be for one hour each and are mandatory for all staff. A group of the 5 Star trainers will record a video that will be uploaded to Relias, our all-staff education platform, for weekend/PRN staff and a provider specific workshop will be held on September 30 during the provider's monthly meeting.

PEOPLE

Credentialing

A motion was made by Leise, second by Schuttinga, to approve the Medical Staff new appointments of Davie, Ellestad, Novinski, Rinek and Sharma and the reappointments of Berens-Brownmiller, Brown,

Board of Trustees

August 25, 2025

Dekarske, Johannsen, Markus, Ramos, Rupiper, Steidler, Bowen, Baum, Cox, and Menolascino and the distant site credentialing by proxy of Shariati. Motion carried unanimously.

Mission Committee Report

HCHAPS survey returns were down, and the Patient Experience Committee will review department drivers tomorrow. Recruitment efforts are progressing, with new providers starting in September and October, along with launches for Senior Life Solutions, behavioral health telemedicine, and a new Community Liaison. A compensation policy and committee are in development to ensure fairness and compliance. Upcoming community events include the wellness event on September 16–17 and the Tri City BBQ Fest on September 19–20.

GROWTH

Department Reports

Radiology

The department recently experienced staffing changes, with a shift in overnight personnel and the addition of a new team member who has been a positive presence. A new CT scanner installed last December is now being used for CT Calcium Scoring, enhancing the services offered. The team has begun planning the replacement of an aging MRI machine, a significant project that may expand testing capabilities, including MRI for patients with MRI-safe pacemakers. Efforts are ongoing to improve patient experience scores, particularly in how staff explain procedures and treatments. The department continues to host students from multiple colleges, providing valuable learning opportunities and benefiting from their support.

Lab

Hodne shared that in November 2024 two full-time Medical Technologists joined the team and have been strong additions. A weekend lab position was created, with one tech in place and another in training. The lab continues to support students in healthcare fields, including lab tech, phlebotomy, and nursing. Clinic lab draws began on July 1, 2025, with the lab handling most draws and coordination underway to ensure clinic coverage when lab staff are unavailable. The lab is also working on improving patient experience scores, focusing on registration wait times and CareSay reviews, with ongoing collaboration with the patient experience team.

CEO Report

Sara Gaul (Diabetes Care Coordinator) shared that last summer, the decision was made to expand and formalize our diabetes services, beginning with earning a Certified Diabetes Care and Education Specialist credential and securing accreditation through ADCES, which we achieved in June 2025 for a four-year term. We also gained state certification in July, allowing us to begin billing Medicaid in August. Along the way, we secured over \$16,000 in grants to offset certification and program costs. Our quality goals focus on timely referrals—aiming for at least 50% of patients with an A1C over 9% to be referred within 30 days—and measurable improvement in A1C levels for patients receiving services. We also track patient satisfaction, with a target of 75%, giving top-rated feedback on increased diabetes knowledge. To expand education beyond the clinic, we host community events such as veteran lunch-and-learns and health talks. With strong provider support and community need, this program has grown into a vital service for our high-risk county.

Board of Trustees

August 25, 2025

FINANCIAL STABILITY

Finance Committee Report

1. Total Payroll & Accounts Payable of \$3,660,045.33 for payment.

A motion was made by Reisz, second by Schultz, to approve the financial report, total payroll, and accounts payables in the amount of \$3,660,045.33. Motion carried unanimously.

Capital Purchase – Senior Life Solutions

The Senior Life Solutions therapy program for traditional Medicare patients is scheduled to begin in October with only some minor renovations and start-up purchases needed for the Outpatient Services building in the amount of \$17,822.84.

A motion was made by Leise, second by Reisz, to approve the start-up costs related to the Senior Life Solutions program in the amount of \$17,822.84. Motion carried unanimously.

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.

The Board went into Closed Session at 6:22 p.m. with a motion made by Schuttinga, second by Reisz. Motion carried unanimously. Members present during the closed session were Jay Mendlik, Jon Schuttinga, Amy Schultz (via Webex), David Reisz, Vernon Sid Leise, Erin Muck (CEO left at 7:30 and returned at 8:07) and Heather Wight (recorder left at 6:22 and returned at 8:07).

A motion was made at 8:08 p.m. by Schuttinga, second by Leise, to return the Board to Open Session. Motion carried unanimously.

A motion was made by Schuttinga, second by Leise, to approve CEO salary for FY2026, bonus of up to 10% of base salary from FY2025 based on approved goals and a market increase of 3.3%. Motion carried unanimously.

COMMUNITY

Board Chair Comments

No comments.

ADJOURNMENT

A motion was made by Leise, second by Schuttinga, that the meeting be adjourned at 8:16 p.m. Motion carried unanimously.

Crawford County Memorial Hospital
QUALITY COMMITTEE OF THE BOARD OF TRUSTEES
September 23, 2025 Meeting Minutes

A meeting of the Quality Committee of the Board of Trustees was held on Tuesday, September 23, 2025. Present: Jon Schuttinga, David Reisz, Michael Luft, DO, Erin Muck, CEO, Theresa Sheer, CNO, Heather Rasmussen, CQO, Dana Neemann, Director of Education and Patient Experience (exit 4:44pm).

Jon Schuttinga called the meeting to order at 4:31pm

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

I. Patient Experience

Neemann reviewed the updated July 2025 scorecard for HCAHPS. Several areas had increases for the month. Quietness of the Hospital Environment did decrease this month. Dana continues to work on opportunities with departments. The Swing Bed survey results are in the 99th percentile for the month.

II. Statistics

Muck reviewed July 2025 statistics with the Committee. Statistics were relatively flat for the month. Total hospital procedures were up 0.05%, inpatient was down one visit, swing bed was up 66.67%, and surgical procedures were up 4.60% for the month. Ancillary services (Radiology, Laboratory, and Rehab Services) were also up for the month. Emergency Department visits were down 6.85%. Clinic visits were down 12.44%.

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:** Dana gave a brief update on the PFAC.
- ii. **Medical Staff Meeting:** The Committee reviewed the minutes from the Medical Staff meeting held on September 9, 2025.
- iii. **Infection Prevention Meeting:** The Committee reviewed the minutes from the Infection Prevention meeting held on September 9, 2025.
- iv. **Environment of Care:** The Committee reviewed the minutes from the Environment of Care meeting held on September 8, 2025.
- v. **FY2026 CEO Workplan:** The Committee reviewed the FY2026 CEO Workplan.
- vi. **Patient Experience Committee:** The Committee Reviewed the Patient Experience Committee minutes. Muck shared the 5 Star Calendar for September and October.

V. Peer Review: Tabled

VI. Other Business/Updates

- i. **DNV:** Rasmussen shared details of our recent DNV survey.
- ii. **Recruitment:** Muck shared that Dr. Rinek and Dr. Tingle are doing well and have received compliments. The Director of Marketing and Foundation and the Community Liaison have both started and have hit the ground running.
- iii. **Building Project:** Muck gave an update on Phase I and Phase II of the Building Project. Phase II starts in February 2026. The open house for Rehab Services went extremely well.
- iv. **Other:** Muck shared other business items with the Committee.

VII. Adjournment Heather Rasmussen, Recorder. 5:54pm

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

Medical Staff Meeting Minutes

September 9, 2025

A meeting of the Medical Staff of Crawford County Memorial Hospital was held on Tuesday, September 09, 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, Julie Graeve ARNP (8:09), Erin Schechinger DNP, Cyilee Martin DNP, Jill Kierscht ARNP, Angie Andersen, IT Director, Erin Muck CEO, Theresa Sheer CNO, Heather Rasmussen, Chief Quality Officer Recorder: Marcy Fink

Ad Hoc: Dr. Robert Bowen, Patrick Stevens – Director of Respiratory Therapy

Absent: Richard Malyszek MD, Sara Luft ARNP, Benjamin Burkett MD, Kylee LeFebvre ARNP

The meeting was called to order by David Wright, DO at 8:00 a.m.

APPROVAL OF PREVIOUS MONTH'S MINUTES

The voting members of the Medical Staff approved the minutes of the August 12, 2025, meeting.

CNO UPDATE

Theresa Sheer

- UR meeting will follow Medical Staff meeting today.
- Have interviews set up for the ER Director position and also for the EMS Coordinator position.
- The Hoyer Lift on the Med Unit has been replaced with a Maxi Move. The weight limit for this machine is 440 lbs.
- The Med Unit also acquired a new geriatric bed.

BUSINESS

A. CAPR Fit Testing

Patrick Stevens

- Education on the proper use of CAPR's was shared with the Providers.
- N-95's are still available.

B. IT Updates / Q&A

Angie Andersen

- a. Wellness event will be held September 16 and 17.
- b. Hoping for a February implementation of the Phreesia system.
- c. Rehab Services will be moving into their remodeled space on September 12th.
- d. ITP clinic will be run out of the rural health clinic. They will be using our EMR.
- e. Senior Health Solutions will have their own EMR, but patient information will transfer to Cerner.

ADJOURNMENT The meeting was adjourned to the Executive Committee at 8:18 a.m.

David Wright, DO President, Medical Staff

SEPTEMBER 2025 CREDENTIALING

REAPPOINTMENTS

Andrew Barnhill, MD

John Guynan, MD

Jesyca Haines, CRNA

SEPTEMBER 2025 DISTANT SITE CREDENTIALING BY PROXY

NEW APPOINTMENTS

Rakesh Amin, MD

Scott Baymiller, MD

Amanda Bennett, DO

Indira Challa, MD

Sheena Dohar, MD

Gurkiran Gill, MD

Nina Jordania, MD

Steven Kory, MD

Paul McGinnis, MD

Jean Salcedo-McDonald, MD, MBA

Marcie Shea, MD

Amanda Stumpf, DO, MS

Christopher Wright, DO

Crawford County Memorial Hospital
Mission Committee
September 18, 2025, 4:30 PM

A meeting of the Mission Committee of the Board of Trustees was held on Thursday, September 18, 2025. Present on site were Erin Muck (CEO), Jay Mendlik, Vernon Sid Leise, and Heather Wight (recorder). Also in attendance were Don Luensmann (Executive Director of Marketing and Foundation) and Jill Melby (Director of Marketing and Foundation). Not in attendance was Dr. Benjamin Burkett.

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

QUALITY

FY26 Accountability Dashboard

- The administrative huddle board was reviewed.

i2i Update

- Validation of data is in progress. This program will be able to generate more specific reports concerning medication refills, preventative tests, immunizations and follow-up visits to better help care coordination.

PATIENT EXPERIENCE

5-Star Journey Plan Calendar

- Muck shared the 5 Star Calendar for September and October.

HCHAPS

- The current HCHAPS data was reviewed.

Patient Experience Committee Report

- The committee met today and in addition to department reports, the gala nomination categories were decided.

PEOPLE

Recruitment Update

- Provider: Dr. Tingle and Dr. Rinek are getting settled in their position.
- Community Liaison: has started and is doing great. She meets with Admin weekly and has been engaging in the community by attending Rotary and visiting multiple stakeholders so far. She also was able to attend the Smithfield health fair.
- Director of Marketing and Foundation: Jill Melby started this week and has hit the ground running. Both Jill and Maria will be at the board meeting to meet the entire board.

GROWTH

Statistics

- Overall hospital procedures were flat for the month. Inpatient volumes saw a slight decrease due to shorter lengths of stays compared to last year. There were increases in radiology, lab and rehab, but a significant decrease in medical clinic visits.

Building Project Update

- Area on the entrance and Area B continues to progress on schedule. Next steps are preparing for Phase 2 which starts in February.

FINANCE

Revenue Cycle Celebration

- Flaco's Tacos was onsite this week to celebrate 50 days in AR.

COMMUNITY

Rehab Services Open House

- Open house will be Friday, September 19 from 4 – 6 pm and is open to the public.

CHNA

- Luensmann presented the 2025 Community Health Needs Assessment (CHNA) to the committee. This assessment is required every 3 years by both state and federal regulations and is also a valuable tool for our strategic planning. The CHNA will be presented at the board meeting for approval.

Other Events

- Tri-City BBQFest is this Friday, September 19 and Saturday, September 20
- Emergency Preparedness Event is scheduled for Saturday, September 27
- Denison Homecoming is next week with the parade on Friday, September 26
- Senior Life Solutions and Project Harmony will both have open houses when it is closer to their openings this fall
- Quarterly Wellness was this week and as always was well attended
- Schleswig Calf Show Days were last weekend and we had a good number of staff that volunteered

The meeting adjourned at 5:40 p.m.

Heather Wight, Recorder



BOARD SUMMARY:

CEO Summary

By: Erin Muck, CEO

Date: July 2025

SUMMARY:

Quality

Testing and data validation is in process for i2i, our quality data mining program. It is pretty in depth but necessary to assure we have accurate data to assist in improvement efforts and care planning for patients. This program allows our staff to easily create reports as well as provide a list of prevention items needed for patients that is easily accessible without filing through multiple documents and from our previous EMR's. We envision using this data to identify quality gaps and to measure improvement efforts.

DNV returned for their anticipated survey and all items have passed and they will return next summer for our first survey towards ISO certification.

Patient Experience

Provider customer service training is this week, with 3 of our 5-star trainers presenting. The second round of customer service training for all staff will be in October. Planning is underway for our first Patient Experience Gala. We hope to allow all staff the opportunity to enjoy a night similar to "The Night of Excellence" at the CLS Patient Experience Conference. The Patient Satisfaction committee has developed categories for staff to nominate. The nominees will be recognized and a winner for each category will be presented at the Gala.

We had over a 40% return rate for our inpatient Press Ganey surveys this month. Scores increased in almost all domains. The PFAC had been meeting monthly and the main topic has been the patient portal. They have been great with suggestions on how to get more patients enrolled.

People

There are 3 new APP family medicine providers starting in our medical clinic next month. Marketing and Clinic leadership are planning a community open house to meet the 3 new clinic providers, as well as our 2 new ER providers. We look forward to hosting these open house meet and greet events we did prior to the pandemic.

Please welcome Jill Melby to her new role as the Director of Marketing and Foundation. She comes to us with a wealth of experience in marketing, fundraising, and grant writing. Both Jill and our Community Liaison, Maria, will be at the board meeting to give you a chance to meet them.

Growth

The rehab open house was well attended. It was great to show off our new space that our staff and patients are enjoying.

Senior Life solutions will start seeing patients in early October. The staff have been meeting our staff as well as community members. An open house is tentatively planned in November.

Finance

Although overall hospital procedures were flat for the month of August, the medical clinic visits saw a 12% decrease when compared to last year. We are currently meeting to analyze the data. We are working on extending clinic hours to provide more convenience to our patients and anticipate the addition of providers will assist in providing more access. We have much work to do to meet our goal of increasing clinic visits by 20%.

We are still in a holding pattern regarding CMS approving this year's Medicaid Directed Payments. IHA believes we should be grandfathered in; however, we should plan accordingly if it is not approved or there are significant changes. We will monitor this closely.

Respectfully,

Erin

**CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
September 25, 2025, 11:00 A.M.**

A meeting of the Finance Committee of the Board of Trustees was held on September 25, 2025, in the Administrative Conference Room. Present on site were Rachel Melby (CFO), Erin Muck, (CEO), Jon Schuttinga, Amy Schultz, and Heather Wight (recorder).

The meeting was called to order at 11:06 pm.

Committee Recommendations:

1. Total Payroll & Accounts Payable of \$2,874,668.63 for approval of payment.

Approval of Minutes

The August 2025 minutes were reviewed and approved.

CFO Report

The CFO Report was reviewed.

Financial Reports

Statistical, Income and Cash Flow Report

Overall, total statistics for August were unchanged from last August. Although Lab and Radiology saw increases, Medical Clinic Visits were down 12% for the month, as well as year-to-date, and Surgical Procedures are still down 9% year-to-date. This had a significant impact on budgeted revenues, and even though expenses were under budget, the revenue shortage produced a net loss of \$366,685.51 for the month.

Other operating indicators that are positive include: Days in AR – 49 Days, DSR – 4.19, and Days Cash on Hand excluding project funds – 204 days. The Days in AR celebration was a huge hit, and the employees were very appreciative of acknowledgement of their hard work.

Balance Sheet

The Balance Sheet as of 08/31/25 reflects Total Assets of \$81,817,991.

Payroll & Accounts Payable

The committee reviewed and recommends total Payroll & Accounts Payable of \$2,874,668.63 to the Board for approval. This amount includes \$1,633,524.21 in salaries.

Accounts Receivable

Patient Accounts Receivable as of 08/31/2025 totaled \$9,813,686 which is an increase of \$87,394 from July.

**CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
September 25, 2025, 11:00 A.M.**

New Business

Aetna Payment Policy

The committee reviewed changes to AETNA's payment policy that will go into effect November 15th.

Other Business

Closed Session Preparation

The committee was given a brief summary in preparation for the Board meeting.

FY2025 Audit Report

Deferred to October.

Adjourn - The meeting was adjourned at 12:00 p.m.

Crawford County Memorial Hospital

Comparative Statistical Report

August 2025

	Month to Date			Fiscal Year to Date		
	FY 2026	FY 2025	Variance	FY 2026	FY 2025	Variance
Total Admissions	31	32	-3.13%	64	72	-11.11%
Acute/OB	25	26	-3.85%	53	55	-3.64%
Skilled	5	3	66.67%	9	9	0.00%
ICF	1	3	-66.67%	2	4	-50.00%
Respite	0	0	0.00%	0	0	0.00%
Newborns	0	0	0.00%	0	4	-100.00%
Total Patient Days*	215	219	-1.83%	465	392	18.62%
Acute/OB	92	120	-23.33%	181	193	-6.22%
Nursery	0	0	0.00%	0	4	-100.00%
Skilled	46	59	-22.03%	132	106	24.53%
ICF	2	8	-75.00%	3	11	-72.73%
Respite	0	0	0.00%	0	0	0.00%
Observation	75	32	134.38%	149	78	91.03%
*Includes Observation						
Average LOS (Acute/OB)	3.38	3.63	-7.00%	3.41	3.16	7.99%
Hospital Procedures						
Inpatient	876	1,051	-16.65%	1,692	1,887	-10.33%
Outpatient	13,899	13,717	1.33%	27,588	26,477	4.20%
Total	14,775	14,768	0.05%	29,280	28,364	3.23%
Surgical Procedures	91	87	4.60%	178	195	-8.72%
Anesthesia Procedures	74	81	-8.64%	149	160	-6.88%
ER Visits	435	467	-6.85%	884	940	-5.96%
Admits from ER	26	28	-7.14%	44	76	-42.11%
Scheduled Outpatient Visits	97	90	7.78%	221	287	-23.00%
Ambulance Trips	119	111	7.21%	238	251	-5.18%
Xray Procedures	607	669	-9.27%	1,232	1,287	-4.27%
Mammography Procedures	97	78	24.36%	209	166	25.90%
Flouro Procedures	6	5	20.00%	6	9	-33.33%
Ultrasound Dept Procedures	136	120	13.33%	308	266	15.79%
Echo Procedures	44	15	193.33%	101	42	140.48%
CT Dept Procedures	246	210	17.14%	485	438	10.73%
MRI Dept Procedures	83	77	7.79%	168	150	12.00%
Nuc Med Procedures	8	4	100.00%	12	10	20.00%
Total Radiology Procedures	1,227	1,178	4.16%	2,521	2,368	6.46%
Respiratory Tx Procedures	71	83	-14.46%	157	144	9.03%
EKG Procedures	109	134	-18.66%	177	296	-40.20%
Sleep Studies	16	23	-30.43%	37	30	23.33%
Lab Procedures	6,963	6,499	7.14%	13,600	12,588	8.04%
Physical Tx Procedures	1,850	1,804	2.55%	3,747	3,085	21.46%
Speech Procedures	49	18	172.22%	134	35	282.86%
OT Procedures	92	161	-42.86%	250	293	-14.68%
Cardiac Rehab Procedures	159	123	29.27%	341	217	57.14%
Pulmonary Rehab Procedures	19	6	216.67%	31	18	72.22%
Specialty Clinic Visits	468	525	-10.86%	952	993	-4.13%
Total Medical Clinic Visits	3,055	3,489	-12.44%	5,901	6,715	-12.12%

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

Gray lines are YTD. All %'s are based on net revenue except for the variance column and gross revenue.								
	CURRENT MONTH ACTUAL		CURRENT MONTH BUDGET		CURRENT MONTH VARIANCE		PRIOR YEAR ACTUAL	
<u>PATIENT SERVICE REVENUES</u>								
INPATIENT SERVICES	601,940	9.5%	645,759	9.4%	(43,819)	-6.8%	765,931	12.6%
	928,768	7.5%	1,232,468	9.4%	(303,700)	-24.6%	1,358,397	11.6%
OUTPATIENT SERVICES	5,669,628	89.2%	6,115,674	88.6%	(446,046)	-7.3%	5,275,031	86.7%
	11,291,573	90.8%	11,672,119	88.6%	(380,546)	-3.3%	10,258,141	87.7%
SWING BED SERVICES	81,863	1.3%	139,301	2.0%	(57,438)	-41.2%	44,296	0.7%
	208,905	1.7%	265,864	2.0%	(56,958)	-21.4%	78,995	0.7%
TOTAL GROSS PATIENT REVENUE	6,353,431	100.0%	6,900,734	100.0%	(547,302)	-7.9%	6,085,258	100.0%
	12,429,246	100.0%	13,170,451	100.0%	(741,204)	-5.6%	11,695,532	100.0%
<u>DEDUCTIONS FROM REVENUE</u>								
MEDICARE ADJUSTMENTS	(1,386,397)	-21.8%	(1,529,851)	-22.2%	143,453	-9.4%	(1,367,559)	-22.5%
	(2,915,660)	-23.5%	(2,919,808)	-22.2%	4,148	-0.1%	(2,601,434)	-22.2%
TITLE XIX ADJUSTMENTS	(323,221)	-5.1%	(62,151)	-0.9%	(261,070)	420.1%	(228,717)	-3.8%
	(636,334)	-5.1%	(118,620)	-0.9%	(517,715)	436.4%	(585,816)	-5.0%
BLUE CROSS ADJUSTMENTS	(648,173)	-10.2%	(699,978)	-10.1%	51,805	-7.4%	(558,385)	-9.2%
	(1,042,161)	-8.4%	(1,335,949)	-10.1%	293,787	-22.0%	(1,193,283)	-10.2%
OTHER ADJUSTMENTS	(384,952)	-6.1%	(359,687)	-5.2%	(25,265)	7.0%	(345,151)	-5.7%
	(753,851)	-6.1%	(686,484)	-5.2%	(67,367)	9.8%	(525,823)	-4.5%
PROVISION FOR UNCOLLECTIBLE	(209,776)	-3.3%	(171,880)	-2.5%	(37,897)	22.0%	(152,351)	-2.5%
	(339,428)	-2.7%	(328,042)	-2.5%	(11,386)	3.5%	(310,925)	-2.7%
CHARITY CARE	(31,620)	-0.5%	(17,487)	-0.3%	(14,133)	80.8%	(6,023)	-0.1%
	(37,558)	-0.3%	(33,374)	-0.3%	(4,184)	12.5%	(20,269)	-0.2%
TOTAL DEDUCTIONS FROM REVENUE	(2,984,140)	-47.0%	(2,841,033)	-41.2%	(143,107)	5.0%	(2,658,185)	-43.7%
	(5,724,992)	-46.1%	(5,422,276)	-41.2%	(302,716)	5.6%	(5,237,550)	-44.8%
NET PATIENT REVENUE	3,369,291	53.0%	4,059,701	58.8%	(690,410)	-17.0%	3,427,073	56.3%
<i>(as % of Gross Patient Revenue)</i>	6,704,254	53.9%	7,748,175	58.8%	(1,043,920)	-13.5%	6,457,982	55.2%
NET PATIENT REVENUE	3,369,291	96.9%	4,059,701	97.2%	(690,410)	-17.0%	3,427,073	94.0%
<i>(as % of Total Operating Revenue)</i>	6,704,254	95.9%	7,748,175	97.1%	(1,043,920)	-13.5%	6,457,982	93.6%
OTHER REVENUE								
DIETARY/MEALS INCOME	7,396	0.2%	7,042	0.2%	355	5.0%	6,323	0.2%
	14,158	0.2%	14,083	0.2%	75	0.5%	12,667	0.2%
OTHER INCOME	102,168	2.9%	110,200	2.6%	(8,032)	-7.3%	213,609	5.9%
	271,339	3.9%	220,400	2.8%	50,939	23.1%	429,730	6.2%
TOTAL OTHER REVENUE	109,565	3.1%	117,242	2.8%	(7,677)	-6.5%	219,932	6.0%
	285,497	4.1%	234,483	2.9%	51,014	21.8%	442,397	6.4%
TOTAL OPERATING REVENUE	3,478,856	100.0%	4,176,943	100.0%	(698,086)	-16.7%	3,647,005	100.0%
	6,989,751	100.0%	7,982,658	100.0%	(992,907)	-12.4%	6,900,379	100.0%
<u>OPERATING EXPENSES</u>								
SALARIES	1,936,062	55.7%	2,096,128	50.2%	(160,067)	-7.6%	1,871,871	51.3%
	3,771,748	54.0%	4,000,583	50.1%	(228,835)	-5.7%	3,552,696	51.5%
BENEFITS	563,667	16.2%	686,508	16.4%	(122,841)	-17.9%	589,105	16.2%
	1,145,698	16.4%	1,315,190	16.5%	(169,491)	-12.9%	1,111,656	16.1%
PROFESSIONAL FEES	362,365	10.4%	271,955	6.5%	90,410	33.2%	249,658	6.8%
	752,492	10.8%	519,042	6.5%	233,450	45.0%	536,181	7.8%
SUPPLIES & EXPENSES	805,744	23.2%	820,854	19.7%	(15,110)	-1.8%	755,522	20.7%
	1,478,908	21.2%	1,606,098	20.1%	(127,190)	-7.9%	1,339,188	19.4%
OCCUPANCY	130,522	3.8%	148,603	3.6%	(18,081)	-12.2%	148,576	4.1%
	270,325	3.9%	297,207	3.7%	(26,882)	-9.0%	280,445	4.1%
DEPRECIATION	203,792	5.9%	223,750	5.4%	(19,958)	-8.9%	193,792	5.3%
	407,583	5.8%	447,500	5.6%	(39,917)	-8.9%	387,583	5.6%
TOTAL OPERATING EXPENSE	4,002,151	115.0%	4,247,798	101.7%	(245,648)	-5.8%	3,808,524	104.4%
	7,826,755	112.0%	8,185,619	102.5%	(358,865)	-4.4%	7,207,749	104.5%
NET OPERATING INCOME (LOSS)	(523,295)	-15.0%	(70,856)	-1.7%	(452,439)	638.5%	(161,519)	-4.4%
	(837,004)	-12.0%	(202,961)	-2.5%	(634,042)	312.4%	(307,370)	-4.5%
<u>NONOPERATING REV/EXP</u>								
TAXES	165,896	4.8%	165,896	4.0%	-	0.0%	181,742	5.0%
	331,793	4.7%	331,793	4.2%	-	0.0%	363,485	5.3%
GENERAL CONTRIBUTIONS	-	0.0%	1,000	0.0%	(1,000)	0.0%	250	0.0%
	10	0.0%	2,000	0.0%	(1,990)	0.0%	365	0.0%
INTEREST INCOME	127,260	3.7%	116,667	2.8%	10,593	9.1%	128,734	3.5%
	263,096	3.8%	233,333	2.9%	29,763	12.8%	180,365	2.6%
INTEREST EXPENSE	(136,547)	-3.9%	(164,667)	-7.9%	28,120	-17.1%	(70,985)	-1.9%
	(273,244)	-3.9%	(329,333)	-4.1%	56,090	-17.0%	(117,917)	-1.7%
TOTAL NONOPERATING INCOME (LOSS)	156,609	4.5%	118,896	2.8%	37,713	31.7%	239,742	6.6%
	321,655	4.6%	237,793	3.0%	83,862	35.3%	426,297	6.2%
NET INCOME (LOSS)	(366,686)	-10.5%	48,040	1.2%	(414,726)	-863.3%	78,223	2.1%
<i>Year to Date</i>	(515,348)	-7.4%	34,831	0.4%	(550,180)	-1579.6%	118,927	1.7%

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

	<u>THIS MONTH</u>	<u>YTD</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
CASH RECEIVED FROM PATIENTS AND THIRD-PARTY PAYORS	3,438,885	7,540,692
CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES	(1,718,882)	(3,718,505)
CASH PAID TO EMPLOYEES FOR SERVICES	(1,774,383)	(3,754,390)
OTHER OPERATING REVENUE RECEIVED	109,565	285,497
NET CASH PROVIDED BY OPERATING ACTIVITIES	55,184	353,293
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
COUNTY TAXES	-	20,055
CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT	(86,425)	(86,425)
PRINCIPAL PAYMENTS ON LONG-TERM DEBT	-	(58,882)
INTEREST PAID ON LONG-TERM DEBT	-	(27,504)
ACQUISITION OF PROPERTY AND EQUIPMENT	(69,194)	(293,000)
CONSTRUCTION PROJECT FUNDS	(724,746)	(3,054,557)
NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES	(880,365)	(3,520,368)
CASH FLOW FROM INVESTING ACTIVITIES		
INTEREST RECEIVED	144,656	183,020
PROCEEDS FROM MATURITIES OF CERTIFICATES OF DEPOSIT	-	91,881
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	144,656	274,901
NET INCREASE (DECREASE) IN CASH	(680,524)	(2,872,118)
CASH		
BEGINNING	40,051,240	42,242,834
ENDING	39,370,716	39,370,716

<u>OPERATING INDICATORS:</u>	<u>MAR</u>	<u>APR</u>	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>Target</u>	<u>Desirable Trend</u>
Total Margin:	3.88%	-3.97%	25.89%	6.88%	-3.90%	-9.72%	2.00%	Increasing
Debt Service Coverage Ratio:	8.76	8.13	9.03	4.36	4.33	4.19	1.60	Increasing
Days Revenue in Patient A/R:	68	63	57	55	50	49	50	Increasing
Days Cash on Hand:	423	420	417	377	343	329	180	Increasing
(w/o Project funds)	(241)	(245)	(211)	(219)	(210)	(204)		

CRAWFORD COUNTY MEMORIAL HOSPITAL
BALANCE SHEET
AS OF: 8/31/25

	Current Month		Prior Month		1-Month Net Change		1 Year Ago Month	
ASSETS								
CURRENT ASSETS								
Total Cash	12,594,058	15.39%	12,494,549	15.27%	99,508	0.80%	9,447,030	11.18%
Patient Receivables	9,813,686	11.99%	9,726,292	11.88%	87,394	0.90%	12,952,850	15.32%
Allowance for Uncollectibles	(558,000)	-0.68%	(773,000)	-0.94%	215,000	-27.81%	(740,000)	-0.88%
Allowance for Contractuals	(3,110,000)	-3.80%	(2,940,000)	-3.59%	(170,000)	5.78%	(4,400,000)	-5.21%
Net Accounts Receivable	6,145,686	7.51%	6,013,292	7.35%	132,394	2.20%	7,812,850	9.24%
Other Receivables								
Est. Third Party Settlement	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Taxes Receivable	1,990,757	2.43%	1,990,757	2.43%	-	0.0%	2,180,864	2.58%
Other	238,272	0.29%	275,922	0.34%	(37,650)	-13.65%	437,301	0.52%
Inventory	1,523,669	1.86%	1,509,401	1.84%	14,269	0.95%	1,433,229	1.70%
Prepaid Expenses & Other	768,893	0.94%	802,132	0.98%	(33,239)	-4.14%	724,619	0.86%
TOTAL CURRENT ASSETS	23,261,334	28.43%	23,086,052	28.21%	175,282	0.76%	22,035,892	26.07%
ASSETS LIMITED AS TO USE								
Investments								
Cash & CD's	11,832,505	14.46%	12,028,896	14.70%	(196,391)	-1.63%	13,374,900	15.82%
Bond/Project Funds	14,944,154	18.27%	15,527,794	18.97%	(583,641)	-3.76%	26,991,949	31.93%
Interest Receivable	55,561	0.07%	72,966	0.09%	(17,406)	-23.85%	105,727	0.13%
TOTAL ASSETS LIMITED AS TO USE	26,832,219	32.80%	27,629,657	33.76%	(797,437)	-2.89%	40,472,577	47.88%
OTHER ASSETS								
Physician Practice Intangibles	815,000	1.00%	815,000	1.00%	-	100.00%	815,000	0.96%
TOTAL OTHER ASSETS	815,000	1.00%	815,000	1.00%	-	0.00%	815,000	0.96%
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	3.21%	2,623,208	3.20%	-	0.00%	2,609,208	3.09%
Building	8,817,829	10.78%	8,817,829	10.77%	-	0.00%	8,670,091	10.26%
Fixed Equipment	18,110,326	22.13%	18,110,326	22.13%	-	0.00%	18,179,834	21.51%
Major Moveable Equipment	22,790,754	27.86%	22,747,072	27.79%	43,682	0.19%	21,436,388	25.36%
Leased Equipment	1,439,076	1.76%	1,439,076	1.76%	-	0.00%	1,439,076	1.70%
Deferred Costs	13,917,919	17.01%	13,165,515	16.09%	752,403	5.71%	1,874,165	2.22%
Right of Use Subscriptions	201,265	0.25%	201,265	0.25%	-	0.00%	201,265	0.24%
Allowance for Depreciation	(41,001,249)	-50.11%	(40,797,458)	-49.85%	(203,792)	0.50%	(38,536,520)	-45.59%
TOTAL PROPERTY & EQUIP, NET	27,334,027	33.41%	26,741,734	32.67%	592,294	2.21%	16,308,407	19.29%
DEFERRED OUTFLOWS OF RESOURCES								
Pension Related Deferred Outflows	2,883,373	3.52%	2,883,373	3.52%	-	0.00%	4,134,804	4.89%
Deferred Loss on Refunding	692,038	0.85%	692,038	0.85%	-	0.00%	761,243	0.90%
TOTAL DEFERRED OUTFLOWS	3,575,411	4.37%	3,575,411	4.37%	-	0.00%	4,896,047	5.79%
TOTAL ASSETS	81,817,991	100.00%	81,847,853	100.00%	(29,862)	-0.04%	84,527,922	100.00%
LIABILITIES & NET ASSETS								
CURRENT LIABILITIES								
Accounts Payable	366,220	0.45%	392,485	0.48%	(26,265)	-6.69%	421,073	0.50%
Accrued Payroll & Payroll Taxes	2,213,098	2.70%	1,837,358	2.24%	375,740	20.45%	2,077,576	2.46%
Accrued Health Insurance	2,218,426	2.71%	2,163,933	2.64%	54,493	2.52%	2,015,571	2.38%
Deferred Pro Tax Receivable	1,658,964	2.03%	1,824,861	2.23%	(165,896)	-9.09%	1,817,423	2.15%
Due to Third Parties - Other	2,441	0.00%	3,803	0.00%	(1,362)	-35.81%	503,759	0.60%
Lease Payable - Short Term	61,722	0.08%	61,722	0.08%	-	0.00%	61,722	0.07%
Est. Third Party Settlements	1,737,575	2.12%	1,737,575	2.12%	-	0.00%	1,797,452	2.13%
TOTAL CURRENT LIABILITIES	8,258,447	10.09%	8,021,736	9.80%	236,711	2.95%	8,694,576	10.29%
OTHER LIABILITIES								
Lease Payable - Long Term	58,544	0.07%	62,007	0.08%	(3,463)	-5.59%	924,101	1.09%
Bonds Payable - Long Term	37,401,680	45.71%	37,457,249	45.76%	(55,569)	-0.15%	43,729,213	51.73%
Interest Payable	355,089	0.43%	245,944	0.30%	109,145	44.38%	105,773	0.13%
Net Pension Liability	6,769,543	8.27%	6,719,543	8.21%	50,000	0.74%	9,323,976	11.03%
TOTAL LONG-TERM LIABILITIES	44,584,856	54.49%	44,484,744	54.35%	100,113	0.23%	54,083,063	63.98%
TOTAL LIABILITIES	52,843,303	64.59%	52,506,480	64.15%	336,823	0.64%	62,777,639	74.27%
DEFERRED INFLOWS OF RESOURCES								
Pension Related Deferred Inflows	1,036,251	1.27%	1,036,251	1.27%	-	0.00%	774,116	0.92%
OPEB Related Deferred Inflows	251,200	0.31%	251,200	0.31%	-	0.00%	300,736	0.36%
TOTAL DEFERRED INFLOWS	1,287,451	1.57%	1,287,451	1.57%	-	0.00%	1,074,852	1.27%
NET ASSETS								
General Fund	28,202,585	34.47%	28,202,585	34.46%	0	0.00%	20,556,504	24.32%
Net Revenue (Loss)	(515,348)	-0.63%	(148,663)	-0.18%	(366,686)	246.66%	118,927	0.14%
TOTAL NET ASSETS	27,687,237	33.84%	28,053,922	34.28%	(366,685)	-1.31%	20,675,431	24.46%
TOTAL LIABILITIES & NET ASSETS	81,817,991	100.00%	81,847,853	100.00%	(29,862)	-0.04%	84,527,922	100.00%

CCMH Expenses Paid for the Month of August 2025

IVizion Productions - Fees	\$2,200.00	GE Healthcare Precision Healthcare, LLC - Fees	\$597.20
AbbVie US, LLC - Supplies	\$1,968.00	GQR Recruiting Resources LLC - Fees	\$26,572.20
Access Technologies - Fees	\$1,117.48	Grainger - Supplies	\$4,814.50
Advanced Medical Designs, Inc. - Supplies	\$300.00	GRP & Associates Inc. - Fees	\$777.43
Advanced Sterilization Products Services - Fees	\$360.08	H&R Accounts - Fees	\$6,245.05
Agiliti Health, Inc. - Fees	\$9,417.00	Kendra Hartwig - Expenses	\$2,539.59
Airgas USA - Supplies	\$2,197.11	Health Partners of Southwest Iowa - Fees	\$985.00
Alcon Vision, LLC - Supplies	\$10,587.50	Healthmark Industries Co, Inc. - Supplies	\$294.80
Align Ophthalmics, LLC - Supplies	\$8,576.76	Heartland Business Systems, LLC - Fees	\$37,384.73
Alzheimer's Association Iowa - Sponsorship	\$1,000.00	Highland Medical Staffing - Fees	\$1,938.09
American Messaging - Fees	\$46.38	Hologic, Inc. - Supplies	\$666.00
American Society for Healthcare Engineer - Fees	\$150.00	Home Depot - Supplies	\$431.30
American Surgical Specialties Co. - Supplies	\$274.04	Tammy Hulsing - Expenses	\$2,500.00
Ameritex Services - Fees	\$4,427.09	HyVee, Inc. - Fees	\$115.38
Ampride Tire & Auto Center - Fees	\$640.14	ICP Medical, LLC. - Supplies	\$745.54
Anderson Erickson Dairy - Supplies	\$700.82	ICU Medical, Inc. - Supplies	\$5,943.30
Applied Medical - Supplies	\$389.00	ID Apparel LLC - Supplies	\$285.00
Aspen Surgical Products, Inc. - Supplies	\$288.79	IDEXX Distribution, Inc. - Supplies	\$463.24
Azara Healthcare, LLC - Supplies	\$8,000.00	Imprivata, Inc. - Fees	\$2,266.44
Bake Shop on 30 - Fees	\$1,011.50	Iowa Dept of Human & Health Services - Fees	\$895.00
Bayer Healthcare - Supplies	\$12,287.20	Iowa Department of Revenue - Fees	\$492.72
Beckman Coulter, Inc. - Supplies	\$712.07	Iowa Dept. of Inspections Appeals - Fees	\$320.00
Bio-Rad Laboratories, Inc. - Supplies	\$1,973.90	J&J Health Care Systems, Inc. - Supplies	\$102,900.40
Biovigil Technologies, LLC - Fees	\$2,198.49	Jackson Physician Search, LLC - Fees	\$3,300.00
Bluespace Creative, Inc. - Fees	\$884.05	Lori Johannsen - Expenses	\$538.59
Bomgaars - Supplies	\$575.60	John Deere Financial - Supplies	\$1,184.66
Bound Tree Medical, LLC - Supplies	\$220.12	Johnstone Supply - Supplies	\$1,541.85
Bracco Diagnostics, Inc. - Supplies	\$1,017.00	JP Gasway Co. - Supplies	\$1,580.00
Dr. Benjamin Burkett - Expenses	\$314.19	JP Turf and Pest, LLC - Fees	\$64.00
Cable Channel 13 - Fees	\$480.92	Tracy Kastner - Expenses	\$222.00
Cardinal Health - Supplies	\$53,869.14	KCI USA, Inc. - Supplies	\$110.96
Cardinal Supplies and Fresheners - Supplies	\$52.80	KDSN FM - Advertising	\$3,851.68
Caresfield, LLC - Supplies	\$468.15	Camille Keller - Expenses	\$695.00
CDW Government, Inc. - Supplies	\$241.22	Kicktech, LLC - Fees	\$9,098.30
CenturyLink - Telephone	\$997.77	Makayla Kintner - Expenses	\$6.86
Cerner Corporation - Fees	\$35,884.00	Knowles Publishing Corp. - Advertising	\$665.00
Change Healthcare - Fees	\$5,646.84	La Prensa - Advertising	\$1,280.20
CHI / Alegent - Fees	\$8,028.68	Landauer, Inc. - Supplies	\$446.02
CHI Health - Fees	\$1,996.33	Debra Legore - Expenses	\$224.70
Tiffany Christensen - Expenses	\$185.11	Lifeserve Blood Center - Fees	\$8,515.70
Chubb - Premiums	\$40,233.75	Lint Van Lines - Fees	\$720.00
Ciox Health - Fees	\$15.79	Macro Helix LLC - Fees	\$13,863.77
City of Dow City - Utilities	\$69.10	Craig Malone - Rent	\$1,300.00
Clean Harbors Environment Service - Supplies	\$5,053.57	Lauren Malone - Scholarship	\$1,000.00
Cobblestone Inn & Suites - Fees	\$1,683.00	Manilla Times - Advertising	\$458.36
Colonial Life - Premiums	\$1,175.08	Manning Regional Healthcare Center - Supplies	\$150.00
CompHealth - Fees	\$57,407.37	Mapleton Press - Advertising	\$148.00
Constellation Newenergy - Utilities	\$3,034.92	Marco Technologies, LLC - Fees	\$2,281.06
Continental Fire - Fees	\$1,040.00	Martin Bros Dist. Co., Inc - Supplies	\$3,072.87
Crawford County Arts Council - Sponsorship	\$500.00	Cyilee Martin - Expenses	\$288.95
Crawford County Home Health Hospice - Fees	\$62.10	Maxtown Medical Corp., LLC - Supplies	\$627.99
Cutler Anesthesia Services, PLLC - Fees	\$24,950.00	McKesson Medical Surgical - Supplies	\$7,193.21
Data Power Technology, LLC - Fees	\$3,934.90	Medbridge, Inc. - Supplies	\$2,355.20
Dearborn - Premiums	\$21,565.70	Medical Solutions - Fees	\$136,815.59
Dell Marketing - Supplies	\$8,006.60	Medline Industries LP - Supplies	\$2,791.77
Denison American Legion Post #8 - Sponsorship	\$100.00	Julie Meseck - Expenses	\$39.59
Denison Bulletin & Review -Advertising	\$200.00	MidAmerican Energy - Utilities	\$120.21
Denison Free Press - Advertising	\$2,340.00	Mindray DS USA, Inc. - Supplies	\$1,704.94
Denison Municipal Utilities - Utilities	\$24,050.68	Nasco - Supplies	\$5,646.56
Denison Music Boosters - Sponsorship	\$100.00	Nebraska Medicine - Fees	\$1,250.00
DFI-Solutions in Print - Supplies	\$4,466.17	Dana Neemann - Expenses	\$391.61
Directv - Fees	\$396.00	Network Services Company - Supplies	\$2,411.68
DNV Healthcare USA, Inc. - Fees	\$21,133.35	New Century FS - Fuel	\$2,795.28
Do It Best Hardware - Supplies	\$102.65	New York Life - Premiums	\$2,764.52
Dorsey & Whitney, LLP - Fees	\$2,105.00	NW Iowa Yes Center - Fees	\$2,971.10
Draeger, Inc. - Supplies	\$185.16	Observer - Advertising	\$675.68
Eakes, Inc. - Supplies	\$8,722.22	Omnicell, Inc. - Fees	\$80.00
Echo Group, Inc. - Supplies	\$208.04	Optimum Anesthesia, LLC - Fees	\$7,760.00
Ecolab, Inc. - Supplies	\$590.65	Optum 360 - Fees	\$191.24
Elevate Roofing - Fees	\$239.96	Overhead Door Co. - Fees	\$544.00
Ace Ettleman - Rent	\$1,100.00	Owens & Minor - Supplies	\$25,177.80
Fareway Stores - Supplies	\$871.88	Oxen Technology - Fees	\$11.00
Farmer Bros. Co. - Supplies	\$630.81	Performance Health Supply LLC - Supplies	\$565.03
Federal Express Corp. - Fees	\$53.64	Philips Healthcare - Supplies	\$36,200.00
FFF Enterprises, Inc. - Supplies	\$583.84	Samantha Pick - Expenses	\$58.29
First National Bank Omaha - Expenses	\$9,793.32	Pipeline Health Holdings, LLC - Fees	\$4,344.41
Frontier Telephone Co. - Telephone	\$522.38	Pitney Bowes Bank Inc. Reserve - Postage	\$2,274.03
Gallagher - Supplies	\$1,500.00	Plumbing & Heating Wholesale - Supplies	\$56.02
Yeseni Garcia Patino - Expenses	\$39.59	Plunkett's Pest Control - Fees	\$1,129.45

Armando Porras - Fees	\$230.00
PPP Web Design - Fees	\$190.00
Practical Sleep Services, LLC - Fees	\$8,940.00
Press Ganey Assoc., Inc. - Fees	\$4,140.77
Professional Computer Solutions - Fees	\$293.00
Professional Medical Management - Supplies	\$7,177.50
Propio Language Service - Fees	\$1,816.71
Psychiatric Medical Care, LLC - Fees	\$18,500.00
QuVa Pharma, Inc. - Supplies	\$62.30
R&S Waste Disposal - Fees	\$618.68
Dr. Elizabeth Ranniger - Expenses	\$504.00
Redsail Technologies - Supplies	\$52.58
Remel, Inc. - Supplies	\$857.35
Roo Bea Design, LLC - Fees	\$2,066.00
Sanofi Pasteur, Inc. - Supplies	\$5,719.95
Screencloud, Inc. - Supplies	\$0.00
Scribe EMR - Fees	\$13,111.90
Secure Shred Solutions - Fees	\$234.00
See The Trainer - Supplies	\$46.90
Sensoscientific - Supplies	\$8,088.60
Shared Medical Services, Inc. - Supplies	\$2,257.50
Shared Medical Technology - Fees	\$1,102.66
Sherwin Williams - Supplies	\$520.35
Siemens Healthcare Diagnostics - Fees	\$796.74
Smith & Nephew, Inc. - Supplies	\$4,401.56
SpendMend, LLC - Fees	\$10,239.95
Staples Advantage - Supplies	\$1,009.75
Steris Corporation - Supplies	\$2,177.71
Stryker Endoscopy - Supplies	\$2,886.29
Stryker Rental Services - Fees	\$1,041.12
Stryker Sale LLC - Supplies	\$6,105.40
Sweet Treats & More - Fees	\$263.00

Team Ford Lincoln - Fees	\$274.95
Teleflex LLC - Fees	\$1,495.00
Thoroughcare, Inc. - Supplies	\$250.00
Travelers - Premiums	\$24,819.00
TruBridge - Fees	\$2,600.00
Turnkey Pharmacy Solution LLC - Supplies	\$1,033.65
Tusk Enterprises, LLC - Fees	\$12,862.40
UKG, Inc. - Fees	\$3,102.59
Uline - Supplies	\$157.65
Unity Ridge Lutheran School - Sponsorship	\$250.00
UnityPoint - Fees	\$764.00
UNMC Center for Continuing Ed. - Fees	\$2,300.00
US Foods - Supplies	\$8,084.95
V&H Tire Co. Inc. - Fees	\$25.00
Verizon Wireless - Telephone	\$611.81
Trama Vetter - Expenses	\$35.00
Vision Service Plan - Premiums	\$3,852.66
Visual Edge IT, Inc. - Fees	\$1,110.45
Volkert Sales - Supplies	\$25.19
VVC Holding LLC - Supplies	\$4,386.13
Walmart / Capital One - Supplies	\$780.54
WebMD Ignite - Fees	\$775.20
Wells Fargo Financial Lease - Fees	\$935.18
Western Iowa Networks - Fees	\$1,663.63
Westside Sonography, Inc. - Fees	\$405.00
Kelly Wieman - Expenses	\$15.68
WIN - Fees	\$1,500.00
WIPFLI - Fees	\$7,886.40
Wynden Stark, LLC - Fees	\$24,686.00
Zimmer US, Inc. - Supplies	\$12,171.67
Patient Refunds	\$25,559.59

August Check Run & ACH Total	\$1,186,051.72
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DEPRECIATION FUND:	
Arjo, Inc. - Ceiling Lifts	\$1,752.44
Certified Testing Services, Inc. - Facility Project	\$3,381.00
Cornerstone Commissioning - Facility Project	\$1,482.00
Ecolab, Inc. - Facility Project	\$894.57
Heartland Business Systems, LLC - SQL Server	\$1,320.00
ICU Medical, Inc. - Medfusion Device Software	\$550.00
Invision Architecture - Facility Project	\$18,897.50
Nasco - CPR Manikin Accessories	\$3,828.52
Stryker Sale LLC - Sterishield Surgical Equipment	\$20,704.17
VOC Associates, LLC - Facility Project	\$2,282.50

Depreciation Total	\$55,092.70
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Salaries	\$1,633,524.21
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GRAND TOTAL	\$2,874,668.63
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