



BOARD OF TRUSTEES MEETING AGENDA

5:30 p.m., Monday, April 24, 2023
Hospital Meeting Rooms C-D
100 Medical Parkway, Denison, IA

Public participants are welcome to join the meeting in-person or listen to the conversation at:

Call in Number TOLL FREE +1-844-621-3956

Meeting number 2633 913 7223

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. Credentialing

i. Appointments & Reappointments – Discussion / Action

B. Mission Committee Report

VI. GROWTH

A. Department Reports

i. Rehab Services

ii. IT

iii. Emergency Services

B. CEO Report

VII. FINANCIAL STABILITY

A. Finance Committee Report - Approval of Payroll & AP

B. FY23 County Budget Review; set hearing date – Discussion / Action

VIII. COMMUNITY

A. Board Chair Comments

B. Policy 105.00 Board of Trustee Public Access Policy

C. Public Comments

i. Rich Knowles

IX. ADJOURNMENT

Crawford County Memorial Hospital

Board of Trustees

March 27, 2023

A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, March 27, 2023, in Hospital Board Room D at Crawford County Memorial Hospital, Denison, Iowa, and via WebEx.

Present on site during the meeting were David Reisz, Sid Leise, Jay Mendlik, Amy Schultz, Heather Rasmussen (Chief Quality & Ancillary Services Officer), Jason Franklin (CNO), Rachel Melby (CFO), Erin Muck (CEO), Dr. David Wright (Chief of Staff), and Heather Wight (Recorder). In addition, Carmen Swertzic, Dr. John Lothrop, Dr. John Ingram, Patrick Stevens (Director of Cardiopulmonary) and Sue Mohr (Director of Materials Management).

Present via WebEx were Tom Gustafson, Seth Englin (Graham Construction), Mark Hasek (Graham Construction), Heidi Willis (INVISION joined at 5:56), Matt Cromer (INVISION joined at 5:59), Becky Hansel (INVISION joined at 6:12), Dan Mundt (Denison Bulletin & Review) and Rich Knowles.

CALL TO ORDER: The Board of Trustees meeting was called to order at 5:31 p.m. by Mendlik.

APPROVAL OF PREVIOUS MONTH'S MINUTES

A motion was made by Gustafson, second by Reisz, to approve the February 27, 2023, minutes as presented. Motion carried unanimously.

APPROVAL OF PREVIOUS MONTH'S SPECIAL MEETING

A motion was made by Schultz, second by Gustafson, to approve the March 20, 2023, minutes as presented. Motion carried unanimously.

QUALITY CARE AND SERVICES

Quality Committee Report

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

Medical Staff Report

Dr. Wright gave a summary of the recent Medical Staff meeting.

PATIENT EXPERIENCE

5-Star Journey Update

Franklin gave an update on the 5-Star Journey.

PEOPLE

Credentialing

A motion was made by Reisz, second by Leise, to approve Medical Staff appointments of Thornberry and Reber and reappointments of Luebbert and Samuelson as presented. Motion carried unanimously.

Mission Committee Report

Muck shared a recap of the Mission Committee Report.

Board of Trustees

March 27, 2023

GROWTH

Department Reports

- **Respiratory Therapy**

Stevens shared the progress of quality improvement projects that he is working on.

- **Rehab Services**

Tabled until next month.

CEO Report

Muck gave a summary of her CEO report.

FINANCIAL STABILITY

Finance Committee Report

1. Total Payroll & Accounts Payable of \$2,691,516.88 for payment.

A motion was made by Leise, second by Reisz, to approve the financial report, total payroll, and accounts payables in the amount of \$2,691,516.88. Motion carried unanimously.

COMMUNITY

Board Chair Comments

Mendlik shared that we have some work to do but our progress is looking good. Mendlik instructed administration to review policy 105.00 and revise per governance regulations and present to Mission Committee next month.

Public Comments

The board heard comments from Rich Knowles.

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. Open Session – Possible Action

The Board went into Closed Session at 6:02 p.m. with a motion made by Gustafson, second by Schultz. Motion carried unanimously. Members present during the closed session were David Reisz, Sid Leise, Jay Mendlik, Amy Schultz, Heather Rasmussen (Chief Quality & Ancillary Services Officer), Jason Franklin (CNO), Rachel Melby (CFO), Erin Muck (CEO), Dr. David Wright (Chief of Staff), and Heather Wight (Recorder). In addition, Tom Gustafson, Seth Englin (Graham Construction), Mark Hasek (Graham Construction), Heidi Willis (INVISION), Matt Cromer (INVISION), Becky Hansel (INVISION joined at 6:12) attended via Webex.

A motion was made at 7:32 pm by Gustafson, second by Schultz, to return the Board to Open Session. Motion carried unanimously.

A motion was made by Reisz, second by Leise, to approve the schematic design phase with INVISION and Graham Construction and grant Erin Muck permission to sign appropriate contracts contingent upon USDA approval. Motion carried unanimously.

ADJOURNMENT

A motion was made by Schultz, second by Reisz, that the meeting be adjourned at 7:34 p.m. Motion carried unanimously.

Crawford County Memorial Hospital
QUALITY COMMITTEE OF THE BOARD OF TRUSTEES
April 18, 2023 Meeting Minutes

A meeting of the Quality Committee of the Board of Trustees was held on Tuesday, April 18, 2023. Present: Sid Leise; David Reisz; Michael Luft, DO (arrival 4:36pm, exit 5:15pm); Erin Muck, CEO; Jason Franklin, CNO (exit 5:45pm); Dana Neemann Director of Nurse Education (exit at 4:40pm); and Heather Rasmussen Chief Quality & Ancillary Services Officer.

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

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

I. Patient Experience

Neemann reviewed the updated scorecard for HCAHPS.

II. Statistics

March 2023 statistics were shared with the Committee.

III. Medical Staff Credentialing

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

IV. Committee Reports/Minutes

- i. **Medical Staff Meeting:** The Committee reviewed the minutes from the Medical Staff meeting held on April 11, 2023.
- ii. **Utilization Review Committee:** The Committee reviewed the minutes from the Utilization Review Committee meeting held on April 11, 2023.
- iii. **PFAC:** Neemann gave an update on the PFAC meeting held on April 12, 2023.
- iv. **5 Star Journey Review:** Franklin shared Kevin with CLS is here this week for training.

V. Peer Review

The Committee reviewed five Peer Reviews.

VI. New Business

- i. **Active Shooter Exercise:** Franklin reviewed the recent Active Shooter drill conducted on April 11, 2023.
- ii. **Accountability Dashboard:** The Committee reviewed the updated Accountability Dashboard.
- iii. **EMR Update:** Muck gave an update on the EMR demos from Cerner.
- iv. **MFP Update:** Muck gave an update on the MFP timeline.
- v. **EMS Update:** Muck shared with the Committee that the new ambulance has arrived. She also gave an update on the EMS Service Leaders meeting held on April 12, 2023.
- vi. **Provider Updates:** Muck gave a Provider Update to the Committee.
- vii. **Policy 105.00 Board of Trustee Public Access Policy:** Muck shared the updated policy with the Committee for presentation to the Board of Trustees on April 24, 2023.

VII. Adjournment Heather Rasmussen, Recorder. 6:01pm

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

Medical Staff Meeting Minutes

April 11, 2023

A meeting of the Medical Staff of Crawford County Memorial Hospital was held on Tuesday, April 11th, 2023, in the hospital's Meeting Rooms C-D. Present were David Wright, DO, John Lothrop MD, John Ingram, MD, Elizabeth Ranniger, MD, Kyle Brown, MD, Jill Kierscht, ARNP, Sara Luft, ARNP, Patrick Luft, MD, Michael Luft, DO, Ed Cutler, CRNA, Julie Graeve, ARNP, Erin Muck, CEO, Jason Franklin, CNO, Heather Rasmussen, Chief Quality & Ancillary Services Officer, Angie Andersen, IT Director. Recorder: Marcy Fink

Absent were Erin Schechinger, DNP, Leah Eck, DNP, Lori Johannsen, PA-C,

The meeting was called to order by David Wright, DO @ 8:01 am.

APPROVAL OF PREVIOUS MONTH'S MINUTES

The voting members of the medical staff approved the minutes of the March 14th, 2023, meeting.

CLINICAL UPDATE

Jason Franklin

- Interpreter Documentation – Angie will look into adding a drop-down box that lists all the interpreters so it can be documented which interpreter was present with the Provider and patient.
- Second ambulance has arrived and getting ready for use.
- Two new nurses have joined the Medical Unit staff.
- A question was raised on interpreter work hours. The clinic sometimes has difficulty finding an interpreter early and late in the day. Jason will follow up. Angie will get the clinic another iPad which can be used to video chat with an interpreter.

BUSINESS

A. IT Update

Angie Andersen

- A form was given to each Provider present asking them to fill it out and give feedback regarding the Cerner demonstration. Could possibly go live with a new EMR by July, 2024 if decision is made soon.
- Angie will look into any updates on the Dragon software as there have been some issues according to the Providers.

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

David Wright, DO President, Medical Staff

APRIL 2023 CREDENTIALING

NEW APPOINTMENTS

Tara Kane, PMHNP

Jason Cook, MD, PhD

Patrick Harty, MD

REAPPOINTMENTS

Jane West, MD

Marty Kelley, DPM

Erin Linde, MD

David Wright, DO

Crawford County Memorial Hospital
Mission Committee
April 13, 2023 4:30 PM

A meeting of the Mission Committee of the Board of Trustees was held on Thursday, April 13, 2023. Present on site were Erin Muck (CEO), Heather Rasmussen (Chief Quality & Ancillary Services Officer), Ed Cutler (CRNA Director of Anesthesia), Jason Franklin (CNO), Don Luensmann (Director of Marketing and Development) and Heather Wight (recorder). Present via phone conference was Jay Mendlik. Unable to attend was Tom Gustafson.

The meeting was called to order at 4:33 p.m.

Committee Recommendations/Actions:

1. A recommendation was made to bring Board of Trustees Public Access Policy 105.00 to the Board for approval of recommended changes.

QUALITY CARE AND SERVICES

Active Shooter Drill

- Franklin gave a summary of the successful April active shooter exercise.

Accountability Dashboard

- Rasmussen gave a brief update of the Quality portion of the Accountability Dashboard.

PATIENT EXPERIENCE

5-Star Journey Update

- Franklin shared upcoming leadership training and customer service training.

Accountability Dashboard

- Franklin discussed the Patient Experience portion of the Accountability Dashboard.

PEOPLE

Recruitment

- Muck gave an update on provider recruiting efforts.

Provider Updates

- Muck gave a summary of the last meeting with the providers.

Leadership Empowerment Survey

- Luensmann shared the results of the recent Leadership Empowerment Survey with a response rate of 80% which is the highest CCMH has had.

Accountability Dashboard

- Muck discussed the People portion of the Accountability Dashboard.

GROWTH

Statistics

- March 2023 statistics were shared with the committee.

MFP Update

- Muck shared programing and CM@R timeline updates.

Accountability Dashboard

- Don discussed the Growth portion of the Accountability Dashboard.

FINANCE

EMR Update

- Tabled until next month.

COMMUNITY

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

PFAC Update

- Franklin shared the progress of the Patient Family Advisory Committee.

EMS Update

- Franklin the CCMH & community EMS update. The new ambulance has arrived and awaiting finalization before being put into service .

Policy 105.00 Board of Trustees Public Access Policy

- Policy review and recommended changes to be brought to the Board.

Accountability Dashboard

- Muck discussed the Community portion of the Accountability Dashboard.

The meeting adjourned at 5:04 p.m. Heather Wight, Recorder

CEO Report

April 21, 2023

Good Morning,

March 2023 was a very good month for CCMH. Just a few examples include patient volumes up almost 14% when compared to last fiscal year; observation admissions up over 200%; and total patient days increased over 30%. In addition, outpatient procedures were up in almost every department. Notably, physical therapy had an increase of 20%, lab 12%, and total medical visits were up almost 19%.

The increase in observation admissions had a significant effect to gross patient revenue for the month which was \$880,385 over budget. This increase offset the rise in operation expenses. March ended with a net profit of \$214,804. Year-to-date net profit is \$204,756, which is better than budget by \$313,058. Cash increased by \$444,689 in March bringing the year-to-date total cash balance to \$21,341,219. Days of cash on hand increased to 199.

In other financial news, we received word on the year-end "GASB 68 IPERS fund accrual". This adjustment for this fiscal year will reduce our IPERS expense accrual by more than \$1.6 million. This accrual entry will significantly improve CCMH's net profit this fiscal year.

As you will note on the agenda, there is a review of the County Budget and setting of a hearing date. The expenses we posted on the county budget will likely exceed what was originally approved and will require a budget amendment. This is a relatively normal procedure which most recently occurred in 2016. This formality will require a public hearing at the May board meeting. More information is in the finance report and will be shared Monday night.

There are three departments attending the board meeting to give a report and education on their current and future activities. Please take some time to review the changes to policy 100.50 per the request from last month's board meeting.

Please let Heather or me know if you are unable to make it to the meeting.

Respectfully,
Erin

**CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
April 20, 2023 12:00 P.M.**

A meeting of the Finance Committee of the Board of Trustees was held on Thursday, April 23, 2023, in the Administrative Conference Room. Present on site were Rachel Melby, CFO; Erin Muck, CEO (left at 12:53); Jay Mendlik, Dr. Elizabeth Ranniger and Heather Wight (rcdr). Present via telephone was Amy Schultz.

The meeting was called to order at 12:01 pm.

Committee Recommendations:

1. Total Payroll & Accounts Payable of \$2,830,658.19 for approval of payment.
2. Recommend the Board amend the County Budget for Fiscal Year End June 30th, 2023 and set the hearing date with the May 24 Board meeting.

Approval of Minutes

The March 2023 minutes were reviewed and approved.

CFO Report

The CFO Report was reviewed.

Financial Reports

Statistical, Income and Cash Flow Report

We had an exceptionally positive financial report for the month. March was the highest grossing revenue month of the current fiscal year, with Gross Patient Revenue peaking at 6.6 million. The substantial increase in Observation admissions and patient days drove the revenue increases and subsequent profit for the month.

The additional \$880,000 revenue surplus over budget helped offset higher revenue deductions and expenses; and produced a net profit of \$214,804 for the month and brought year-to-date net profit to \$204,756.

Cash flow was also positive, with a monthly increase of \$444,689, bringing year-to-date cash balances to \$21,341.219 and Days Cash on Hand to 199 days. Although accounts receivable increased \$269,580, cash receipts were up compared to previous months and days in A/R remained flat due to the significant increase in revenue.

Balance Sheet

The Balance Sheet as of 03/31/23 reflects Total Assets of \$49,109,360.

**CRAWFORD COUNTY MEMORIAL HOSPITAL
FINANCE COMMITTEE MEETING
April 20, 2023 12:00 P.M.**

Payroll & Accounts Payable

The committee reviewed and recommends total Payroll & Accounts Payable of \$2,830,658.19 to the Board for approval. This amount includes \$1,694,159.91 in salaries.

Accounts Receivable

Patient Accounts Receivable as of 03/31/2023, totaled \$ 9,958,346 which is an increase of \$269,580 from last month.

Other Business

Review Current Year County Budget to Actual/Projected

The FY2023 County Budget expenditures were compared to actual expenditures through March 31, 2023 and also to projected expenditures through June 30, 2023. Due to inflation and increased cost of supplies and contract labor, the recommendation was made to amend the FY2023 County Budget. The amendment increases expenditures an additional \$833,677 or 2%, which would bring total expenditures to \$42,517,515.

Budget amendments require the same notice and hearing procedures as required for the adoption of the original budget, so a public hearing will need to be added to the May 22nd Board meeting agenda. It was noted this will not have any impact on our property tax asking and is being done to remain in compliance with the Iowa Code regarding county budgets for county public hospitals. There is no penalty for expenses exceeding the original budget, however, if the budget is not formally amended the variance will be noted in the annual audit.

IPERS Actuarial Adjustment

Melby updated the committee on the impact of the year-end GASB 68 entries, better known as the IPERS fund actuarial adjustments. This year's impact will be favorable and will reduce our IPERS expense accrual by more than 1.6 million. Since this is an accrual entry, it has no impact to cash, but does reduce expenses and improve net profit.

Adjourn - The meeting was adjourned at 1:13 pm. Heather Wight, Recorder

Crawford County Memorial Hospital

Comparative Statistical Report

March 2023

	Month to Date			Fiscal Year to Date		
	FY 2023	FY 2022	Variance	FY 2023	FY 2022	Variance
Total Admissions	37	62	-40.32%	452	494	-8.50%
Acute/OB	28	47	-40.43%	345	402	-14.18%
Skilled	4	4	0.00%	23	17	35.29%
ICF	0	1	-100.00%	8	7	14.29%
Respite	0	0	0.00%	1	0	100.00%
Newborns	5	10	-50.00%	75	68	10.29%
Observation Admissions	39	13	206.60%	199	99	101.01%
Total Adjusted Admits	76	75	1.71%	651	593	9.78%
Total Patient Days*	249	190	31.05%	1,905	1,848	3.08%
Acute/OB	80	122	-34.43%	982	1,294	-24.11%
Nursery	9	12	-25.00%	127	108	17.59%
Skilled	56	20	180.00%	183	103	77.67%
ICF	1	1	0.00%	25	15	66.67%
Respite	0	0	0.00%	2	0	100.00%
Observation	103	35	194.29%	586	328	78.66%
*Includes Observation						
Average LOS (Acute/OB)	2.67	2.75	-2.95%	2.95	3.30	-10.57%
Hospital Procedures						
Inpatient	867	715	21.26%	7,816	9,022	-13.37%
Outpatient	16,253	14,339	13.35%	130,769	128,439	1.81%
Total	17,120	15,054	13.72%	138,585	137,461	0.82%
Surgical Procedures	115	110	4.55%	965	933	3.43%
Anesthesia Procedures	112	90	24.44%	862	883	-2.38%
ER Visits	427	341	25.22%	3,929	3,999	-1.75%
Admits from ER	47	23	104.35%	322	281	14.59%
Scheduled Outpatient Visits	107	68	57.35%	810	935	-13.37%
Ambulance Trips	113	92	22.83%	1,044	850	22.82%
Xray Procedures	827	647	27.82%	6,084	5,974	1.84%
Mammography Procedures	97	92	5.43%	1,143	1,024	11.62%
Flouro Procedures	3	8	-62.50%	25	93	-73.12%
Ultrasound Dept Procedures	228	241	-5.39%	1,741	1,727	0.81%
Echo Procedures	44	46	-4.35%	387	358	8.10%
CT Dept Procedures	214	201	6.47%	1,835	1,684	8.97%
MRI Dept Procedures	80	88	-9.09%	588	604	-2.65%
Nuc Med Procedures	4	9	-55.56%	50	64	-21.88%
Total Radiology Procedures	1,497	1,332	12.39%	11,853	11,528	2.82%
Respiratory Tx Procedures	103	186	-44.62%	1,624	2,491	-34.81%
EKG Procedures	197	184	7.07%	1,432	1,518	-5.67%
Sleep Studies	11	7	57.14%	118	120	-1.67%
Lab Procedures	7,439	6,637	12.08%	62,059	61,142	1.50%
Physical Tx Procedures	2,339	1,947	20.13%	16,167	16,648	-2.89%
Speech Procedures	32	19	68.42%	235	242	-2.89%
OT Procedures	139	132	5.30%	1,423	674	111.13%
Cardiac Rehab Procedures	118	122	-3.28%	969	1,010	-4.06%
Pulmonary Rehab Procedures	13	0	100.00%	144	117	23.08%
Specialty Clinic Visits	621	635	-2.20%	5,235	5,694	-8.06%
Total Medical Clinic Visits	3,850	3,244	18.68%	30,760	29,527	4.18%

CRAWFORD COUNTY MEMORIAL HOSPITAL
OPERATING/INCOME STATEMENT
FOR THE MONTH ENDING MARCH 31, 2023

Gray lines are YTD. All %'s are based on net revenue except for the variance column and gross revenue.							
	CURRENT MONTH ACTUAL		CURRENT MONTH BUDGET		CURRENT MONTH VARIANCE		PRIOR YEAR ACTUAL
<u>PATIENT SERVICE REVENUES</u>							
INPATIENT SERVICES	458,211	6.9%	706,969	12.4%	(248,758)	-35.2%	455,909 8.8%
	4,969,599	9.8%	6,362,717	12.4%	(1,393,118)	-21.9%	5,678,852 12.3%
OUTPATIENT SERVICES	6,083,947	92.2%	4,988,422	87.2%	1,095,526	22.0%	4,669,932 90.5%
	45,320,725	89.6%	44,895,797	87.2%	424,927	0.9%	40,315,351 87.3%
SWING BED SERVICES	57,945	0.9%	24,328	0.4%	33,618	138.2%	35,865 0.7%
	284,884	0.6%	218,950	0.4%	65,934	30.1%	188,858 0.4%
TOTAL GROSS PATIENT REVENUE	6,600,103	100.0%	5,719,718	100.0%	880,385	15.4%	5,161,706 100.0%
	50,575,207	100.0%	51,477,464	100.0%	(902,257)	-1.8%	46,183,062 100.0%
<u>DEDUCTIONS FROM REVENUE</u>							
MEDICARE ADJUSTMENTS	(1,735,251)	-26.3%	(1,140,125)	-19.9%	(595,127)	52.2%	(982,459) -19.0%
	(9,935,190)	-19.6%	(10,261,121)	-19.9%	325,931	-3.2%	(8,703,440) -18.8%
TITLE XIX ADJUSTMENTS	(420,218)	-6.4%	(357,968)	-6.3%	(62,249)	17.4%	(63,760) -1.2%
	(3,040,628)	-6.0%	(3,221,715)	-6.3%	181,088	-5.6%	(2,291,895) -5.0%
BLUE CROSS ADJUSTMENTS	(601,618)	-9.1%	(665,253)	-11.6%	63,635	-9.6%	(591,370) -11.5%
	(4,986,149)	-9.9%	(5,987,279)	-11.6%	1,001,129	-16.7%	(5,906,844) -12.8%
OTHER ADJUSTMENTS	(401,304)	-6.1%	(225,648)	-3.9%	(175,657)	77.8%	(314,266) -6.1%
	(3,010,260)	-6.0%	(2,030,828)	-3.9%	(979,432)	48.2%	(1,266,386) -2.7%
PROVISION FOR UNCOLLECTIBLE	(149,091)	-2.3%	(167,167)	-2.9%	18,076	-10.8%	(104,107) -2.0%
	(1,172,705)	-2.3%	(1,504,501)	-2.9%	331,796	-22.1%	(960,760) -2.1%
CHARITY CARE	(37,232)	-0.6%	(20,625)	-0.4%	(16,607)	80.5%	(3,920) -0.1%
	(214,502)	-0.4%	(185,624)	-0.4%	(28,878)	15.6%	(156,104) -0.3%
TOTAL DEDUCTIONS FROM REVENUE	(3,344,715)	-50.7%	(2,576,785)	-45.1%	(767,930)	29.8%	(2,059,882) -39.9%
	(22,359,434)	-44.2%	(23,191,068)	-45.1%	831,634	-3.6%	(19,285,430) -41.8%
NET PATIENT REVENUE	3,255,388	49.3%	3,142,933	54.9%	112,456	3.6%	3,101,824 60.1%
<i>(as % of Gross Patient Revenue)</i>	28,215,773	55.8%	28,286,396	54.9%	(70,623)	-0.2%	26,897,632 58.2%
NET PATIENT REVENUE	3,255,388	89.9%	3,142,933	95.3%	112,456	3.6%	3,101,824 95.7%
<i>(as % of Total Operating Revenue)</i>	28,215,773	93.4%	28,286,396	95.3%	(70,623)	-0.2%	26,897,632 95.6%
OTHER REVENUE							
DIETARY/MEALS INCOME	7,846	0.2%	6,917	0.2%	930	13.4%	7,074 0.2%
	59,897	0.2%	62,250	0.2%	(2,353)	-3.8%	61,837 0.2%
OTHER INCOME	356,976	9.9%	148,767	4.5%	208,210	140.0%	131,681 4.1%
	1,928,939	6.4%	1,338,900	4.5%	590,039	44.1%	1,177,300 4.2%
TOTAL OTHER REVENUE	364,823	10.1%	155,683	4.7%	209,139	134.3%	138,755 4.3%
	1,988,836	6.6%	1,401,150	4.7%	587,686	41.9%	1,239,136 4.4%
TOTAL OPERATING REVENUE	3,620,211	100.0%	3,298,616	100.0%	321,595	9.7%	3,240,579 100.0%
	30,204,609	100.0%	29,687,546	100.0%	517,063	1.7%	28,136,768 100.0%
<u>OPERATING EXPENSES</u>							
SALARIES	1,756,392	48.5%	1,758,103	53.3%	(1,711)	-0.1%	1,607,609 49.6%
	14,875,133	49.2%	15,822,930	53.3%	(947,797)	-6.0%	14,011,464 49.8%
BENEFITS	510,318	14.1%	557,436	16.9%	(47,118)	-8.5%	516,039 15.9%
	4,944,611	16.4%	4,959,772	16.7%	(15,161)	-0.3%	4,714,687 16.8%
PROFESSIONAL FEES	237,378	6.6%	93,353	2.8%	144,025	154.3%	264,546 8.2%
	2,287,779	7.6%	840,175	2.8%	1,447,604	172.3%	1,404,413 5.0%
SUPPLIES & EXPENSES	685,291	18.9%	663,202	20.1%	22,088	3.3%	615,036 19.0%
	6,124,446	20.3%	5,968,820	20.1%	155,625	2.6%	5,289,361 18.8%
OCCUPANCY	142,937	3.9%	119,655	3.6%	23,282	19.5%	120,124 3.7%
	1,193,687	4.0%	1,076,894	3.6%	116,793	10.8%	1,044,963 3.7%
DEPRECIATION	210,000	5.8%	222,132	6.7%	(12,132)	-5.5%	213,000 6.6%
	1,890,000	6.3%	1,999,185	6.7%	(109,185)	-5.5%	1,917,000 6.8%
TOTAL OPERATING EXPENSE	3,542,316	97.8%	3,413,881	103.5%	128,435	3.8%	3,336,353 103.0%
	31,315,654	103.7%	30,667,775	103.3%	647,880	2.1%	28,381,887 100.9%
NET OPERATING INCOME (LOSS)	77,896	2.2%	(115,264)	-3.5%	193,160	-167.6%	(95,774) -3.0%
	(1,111,045)	-3.7%	(980,229)	-3.3%	(130,816)	13.3%	(245,119) -0.9%
<u>NONOPERATING REV/EXP</u>							
TAXES	165,896	4.6%	165,896	5.0%	-	0.0%	165,896 5.1%
	1,493,068	4.9%	1,493,068	5.0%	-	0.0%	1,493,068 5.3%
GENERAL CONTRIBUTIONS	105	0.0%	-	0.0%	105	0.0%	245 0.0%
	2,609	0.0%	500	0.0%	2,109	0.0%	78,617 0.3%
COVID/PRF FUNDING	-	0.0%	-	0.0%	-	#DIV/0!	- 0.0%
	192,799	9.7%	-	0.0%	192,799	#DIV/0!	89,270 7.2%
INTEREST INCOME	22,352	0.6%	2,250	0.1%	20,102	893.4%	947 0.0%
	97,059	0.3%	20,250	0.1%	76,809	379.3%	14,615 0.1%
INTEREST EXPENSE	(51,445)	-1.4%	(71,321)	-19.5%	19,877	-27.9%	(54,664) -1.7%
	(469,733)	-1.6%	(641,891)	-2.2%	172,158	-26.8%	(554,756) 0.4%
TOTAL NONOPERATING INCOME (LOSS)	136,909	3.8%	96,825	2.9%	40,083	41.4%	112,424 3.5%
	1,315,801	4.4%	871,927	2.9%	443,874	50.9%	1,120,813 4.0%
NET INCOME (LOSS)	214,804	5.9%	(18,439)	-0.6%	233,243	-1264.9%	16,651 0.5%
<i>Year to Date</i>	204,756	0.7%	(108,302)	-0.4%	313,058	-289.1%	875,694 3.1%

**CRAWFORD COUNTY MEMORIAL HOSPITAL
STATEMENT OF CASH FLOWS
FOR THE MONTH ENDING MARCH 31, 2023**

	<u>THIS MONTH</u>	<u>YTD</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
CASH RECEIVED FROM PATIENTS AND THIRD -PARTY PAYORS	3,517,883	29,523,681
CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES	(1,640,135)	(13,787,560)
CASH PAID TO EMPLOYEES FOR SERVICES	(1,657,191)	(16,894,488)
OTHER OPERATING REVENUE RECEIVED	364,823	1,988,836
NET CASH PROVIDED BY OPERATING ACTIVITIES	585,379	830,470
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
COUNTY TAXES	34,691	1,236,531
CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT	-	-
PRINCIPAL PAYMENTS ON LONG-TERM DEBT	(72,972)	(616,902)
INTEREST PAID ON LONG-TERM DEBT	(32,112)	(412,473)
ACQUISITION OF PROPERTY AND EQUIPMENT	(87,772)	(834,327)
NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES	(192,856)	(1,863,702)
CASH FLOW FROM INVESTING ACTIVITIES		
INTEREST RECEIVED	17,475	52,515
PROCEEDS FROM MATURITIES OF CERTIFICATES OF DEPOSIT	-	-
PURCHASE OF CERTIFICATE OF DEPOSIT	-	-
PROCEEDS OF MATURITIES OF U.S. GOVERNMENT AGENCY SECURITIES	-	-
PURCHASE OF GOVERNMENT AGENCY SECURITIES	-	-
NET CASH PROVIDED BY INVESTING ACTIVITIES	17,475	52,515
NET INCREASE (DECREASE) IN CASH	444,689	255,813
CASH		
BEGINNING	20,896,529	21,085,406
ENDING	21,341,219	21,341,219
DAYS CASH ON HAND		199

<u>OPERATING INDICATORS:</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>MAR</u>	<u>Target</u>	<u>Desirable Trend</u>	<u>Actual Trend</u>
Total Margin:	5.58%	-15.34%	-0.17%	-0.27%	-1.15%	5.64%	2.00%	Increasing	Increasing
Total Margin ytd:	3.50%	0.25%	0.18%	0.11%	-0.01%	0.64%	2.00%	Increasing	Increasing
Debt Service Coverage Ratio:	2.77	2.51	2.38	2.34	2.21	2.31	1.60	Increasing	Decreasing
Days Revenue in Patient A/R:	52	53	52	52	54	54	50	Decreasing	Increasing
Days Cash on Hand:	200	195	195	195	195	199	180	Increasing	Decreasing

CRAWFORD COUNTY MEMORIAL HOSPITAL
BALANCE SHEET
AS OF: 3/31/23

	Current Month		Prior Month		1-Month Net Change		1 Year Ago Month	
ASSETS								
CURRENT ASSETS								
Total Cash	14,255,640	29.03%	13,875,020	28.53%	380,620	2.74%	15,084,680	28.98%
Patient Receivables	9,958,346	20.28%	9,688,766	19.92%	269,580	2.78%	9,983,326	19.18%
Allowance for Uncollectibles	(598,000)	-1.22%	(697,000)	-1.43%	99,000	-14.20%	(674,000)	-1.30%
Allowance for Contractuals	(3,070,000)	-6.25%	(2,930,000)	-6.03%	(140,000)	4.78%	(2,620,000)	-5.03%
Net Accounts Receivable	6,290,346	12.81%	6,061,766	12.47%	228,580	3.77%	6,689,326	12.85%
Other Receivables								
Est. Third Party Settlement	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Taxes Receivable	771,898	1.57%	806,589	1.66%	(34,691)	-4.3%	769,938	1.48%
Other	572,118	1.16%	560,413	1.15%	11,705	2.09%	670,458	1.29%
Inventory	1,166,829	2.38%	1,168,780	2.40%	(1,951)	-0.17%	875,420	1.68%
Prepaid Expenses & Other	760,876	1.55%	852,633	1.75%	(91,756)	-10.76%	716,764	1.38%
TOTAL CURRENT ASSETS	23,817,708	48.50%	23,325,202	47.97%	492,507	2.11%	24,806,586	47.67%
ASSETS LIMITED AS TO USE								
Investments								
Cash & CD's	6,575,890	13.39%	6,561,654	13.49%	14,236	0.22%	6,117,536	11.75%
Bond/Project Funds	509,689	1.04%	459,856	0.95%	49,833	10.84%	575,548	1.11%
Interest Receivable	51,452	0.10%	46,575	0.10%	4,877	10.47%	2,979	0.01%
TOTAL ASSETS LIMITED AS TO USE	7,137,032	14.53%	7,068,085	14.54%	68,946	0.98%	6,696,064	12.87%
OTHER ASSETS								
Physician Practice Intangibles	815,000	1.66%	815,000	1.68%	-	100.00%	815,000	1.57%
TOTAL OTHER ASSETS	815,000	1.66%	815,000	1.68%	-	0.00%	815,000	1.57%
PROPERTY & EQUIPMENT, NET								
Land	314,500	0.64%	314,500	0.65%	-	0.00%	314,500	0.60%
Land held for Future Dev	120,400	0.25%	120,400	0.25%	-	0.00%	120,400	0.23%
Land Improvements	2,511,827	5.11%	2,511,827	5.17%	-	0.00%	2,511,827	4.83%
Building	8,670,091	17.65%	8,670,091	17.83%	-	0.00%	9,048,224	17.39%
Fixed Equipment	17,858,709	36.37%	17,827,254	36.66%	31,455	0.18%	17,660,315	33.93%
Major Moveable Equipment	18,999,622	38.69%	18,899,504	38.87%	100,118	0.53%	17,621,747	33.86%
Leased Equipment	1,491,468	3.04%	1,491,468	3.07%	-	0.00%	1,640,977	3.15%
Deferred Costs	132,112	0.27%	132,112	0.27%	-	0.00%	-	0.00%
Allowance for Depreciation	(36,044,027)	-73.40%	(35,834,027)	-73.69%	(210,000)	0.59%	(33,784,835)	-64.92%
TOTAL PROPERTY & EQUIP, NET	14,054,702	28.62%	14,133,128	29.06%	(78,427)	-0.55%	15,133,154	29.08%
DEFERRED OUTFLOWS OF RESOURCES								
Pension Related Deferred Outflows	2,385,266	4.86%	2,385,266	4.91%	-	0.00%	3,623,425	6.96%
Deferred Loss on Refunding	899,653	1.83%	899,653	1.85%	-	0.00%	968,858	1.86%
TOTAL DEFERRED OUTFLOWS	3,284,919	6.69%	3,284,919	6.76%	-	0.00%	4,592,283	8.82%
TOTAL ASSETS	49,109,360	98.34%	48,626,334	98.32%	483,026	0.99%	52,043,087	96.57%
LIABILITIES & NET ASSETS								
CURRENT LIABILITIES								
Accounts Payable	483,254	0.98%	594,531	1.22%	(111,277)	-18.72%	386,666	0.74%
Accrued Payroll & Payroll Taxes	2,186,180	4.45%	1,851,012	3.81%	335,168	18.11%	2,392,959	4.60%
Accrued Health Ins & Flex	1,754,567	3.57%	1,812,145	3.73%	(57,578)	-3.18%	2,005,112	3.85%
Deferred Pro Tax Receivable	497,682	1.01%	663,579	1.36%	(165,896)	-25.00%	497,689	0.96%
Due to Third Parties - Other	403	0.00%	33,550	0.07%	(33,147)	-98.80%	1,131,277	2.17%
Lease Payable - Short Term	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Est. Third Party Settlements	921,092	1.88%	566,500	1.17%	354,592	62.59%	804,607	1.55%
TOTAL CURRENT LIABILITIES	5,843,178	11.90%	5,521,317	11.35%	321,861	5.83%	7,218,311	13.87%
OTHER LIABILITIES								
Lease Payable - Long Term	167,316	0.34%	188,601	0.39%	(21,285)	-11.29%	376,211	0.72%
Bonds Payable - Long Term	19,841,734	40.40%	19,893,422	40.91%	(51,687)	-0.26%	20,838,824	40.04%
Interest Payable	108,975	0.22%	89,642	0.18%	19,333	21.57%	113,405	0.22%
Net Pension Liability	852,586	1.74%	852,586	1.75%	-	0.00%	14,407,177	27.68%
TOTAL LONG-TERM LIABILITIES	20,970,611	42.70%	21,024,250	43.24%	(53,639)	-0.26%	35,735,617	68.67%
TOTAL LIABILITIES	26,813,789	54.60%	26,545,567	54.59%	268,222	1.01%	42,953,928	82.54%
DEFERRED INFLOWS OF RESOURCES								
Pension Related Deferred Inflows	10,629,374	21.64%	10,629,374	21.86%	-	0.00%	784,324	1.51%
OPEB Related Deferred Inflows	205,039	0.42%	205,039	0.42%	-	0.00%	4,600	0.01%
TOTAL DEFERRED INFLOWS	10,834,413	22.06%	10,834,413	22.28%	-	0.00%	788,924	1.52%
NET ASSETS								
General Fund	11,256,402	22.92%	11,256,402	23.15%	-	0.00%	7,424,540	14.27%
Net Revenue (Loss)	204,756	0.42%	(10,048)	-0.02%	214,804	-2137.70%	875,694	1.68%
TOTAL NET ASSETS	11,461,158	23.34%	11,246,354	23.13%	214,804	1.91%	8,300,235	15.95%
TOTAL LIABILITIES & NET ASSETS	49,109,360	100.00%	48,626,334	100.00%	483,026	0.99%	52,043,087	100.00%

TO BE PAID THIS MONTH - March 2023

Abbott Laboratories - Supplies	\$484.72	Karl Storz Endoscopy - Supplies	\$243.46
Advanced Medical Designs - Supplies	\$175.95	KCI USA, Inc. - Supplies	\$673.58
Advanced Sterilization Pro - Supplies	\$774.90	La Prensa - Advertising	\$1,420.00
Alcon Vision, LLC - Supplies	\$10,256.68	Laborie Medical Technology - Supplies	\$615.00
ALK-Abello, Inc. - Supplies	\$1,458.40	Lifeserve Blood Center - Supplies	\$7,613.22
Ameritex Services - Fees	\$6,387.62	Mapleton Press - Advertising	\$288.00
Anderson Erickson Dairy - Supplies	\$669.05	Marco, Inc. - Fees	\$15.00
Applied Medical - Supplies	\$798.00	Martin Bros Dist. Co., Inc - Supplies	\$3,701.05
ASD Healthcare - Supplies	\$745.92	Medivators, Inc. - Supplies	\$908.16
Bell Medical, Inc. - Supplies	\$87.91	Mohr, Matthew - Supplies	\$150.00
Bluespace Creative - Fees	\$156.25	Nuaire, Inc. - Supplies	\$601.24
Bomgaars - Supplies	\$354.64	Nuance Communications, Inc. - Supplies	\$1,351.36
Boss Instruments, LTD Inc. - Supplies	\$622.50	Observer - Advertising	\$579.88
Bound Tree Medical LLC - Supplies	\$304.27	Onmedia - Advertising	\$591.00
C.R. Bard, Inc. - Supplies	\$313.21	Ortho Clinical Diagnostics - Supplies	\$3,181.66
Caresfield, LLC - Supplies	\$158.79	Pentax Medical - Supplies	\$190.00
Carroll Broadcasting, Co. - Advertising	\$601.50	Performance Health - Supplies	\$103.80
CDW Government - Supplies	\$48.18	Philips Healthcare - Supplies	\$5,438.00
Cephied - Supplies	\$2,738.87	Pipeline Health Holdings - Fees	\$3,198.03
Cisco Systems Capital Corp - Fees	\$73.94	Plunkett's Pest Control - Fees	\$187.25
Control Masters - Supplies	\$795.16	Precision Dynamics Corp. - Supplies	\$1,215.70
Counsel - Fees	\$998.50	Primitives by Kathy - Supplies	\$124.20
CPSI - Fees	\$16,480.00	Professional Computer Solutions - Fees	\$240.00
Denison Bulletin & Review - Advertising	\$2,468.42	Professional Medical Management - Supplies	\$6,605.50
DFI-Solutions in Print - Supplies	\$881.60	Secure Shred Solutions - Fees	\$274.00
DMS Health Technologies - Supplies	\$152.00	Shared Medical Services, Inc. - Fees	\$2,435.00
Echo Group, Inc. - Supplies	\$471.36	Sherwin Williams - Supplies	\$150.68
Fareway Stores - Supplies	\$964.46	Siemens Healthcare Diagnostics - Supplies	\$568.24
Farmer Bros. Co. - Supplies	\$868.51	Smart Shopper - Advertising	\$1,504.00
Frehse Manufacturing - Supplies	\$65.00	Steris Corporation - Supplies	\$271.42
Getinge USA - Supplies	\$5,945.83	Stonhard - Supplies	\$4,985.00
Grainger - Supplies	\$384.71	Stryker Endoscopy - Supplies	\$2,721.50
GRP & Associates, Inc. - Fees	\$1,049.57	Stryker Sales Corporation - Supplies	\$839.38
Hobart Sales & Service - Supplies	\$550.64	Teleflex LLC - Supplies	\$862.50
Home Depot Pro - Supplies	\$745.16	The Rhino Group - Fees	\$50.00
Hy-Vee - Supplies	\$278.82	TZ Medical, Inc. - Supplies	\$1,700.00
ICP Medical, LLC - Supplies	\$640.00	Uline - Supplies	\$216.59
Industrial Bearing Supply - Supplies	\$226.39	VVC Holding LLC - Fees	\$4,039.27
Insight Public Sector, Inc. - Supplies	\$29,977.36	WIN - Fees	\$1,500.00
J&J Health Care Systems - Supplies	\$18,993.05	Zimmer US, Inc. - Supplies	\$93.10
JP Gasway Co. - Supplies	\$1,640.00		
		March Check Run	\$173,233.61

DEPRECIATION FUND:		
Echo Group, Inc. - LED Lighting Replacements	\$31,455.49	
Getinge USA - Surgery Washer	\$5,538.00	
Omnicell, Inc. - Anesthesia Workstations	\$94,579.96	
Depreciation Total		\$131,573.45
Salaries		\$1,694,159.91
GRAND TOTAL		\$2,830,658.19

**CRAWFORD COUNTY MEMORIAL HOSPITAL
2023 COUNTY BUDGET COMPARISON
BUDGET EXPENDITURES**

	YTD <u>03/31/23</u>	PROJECTED <u>2023</u>	COUNTY BUDGET <u>2023</u>	VARIANCE <u>2023</u>
<u>OPERATING EXPENSES</u>				
SALARIES	14,875,133	20,075,133	20,506,510	(431,377) -2.1%
BENEFITS	4,944,611	5,894,611	6,646,309	(751,698) -11.3%
PROFESSIONAL FEES	2,287,779	3,037,779	2,004,262	1,033,517 51.6%
SUPPLIES & EXPENSES	6,124,446	8,224,446	7,500,602	723,844 9.7%
DEPRECIATION	1,890,000	2,631,500	2,734,920	(103,420) -3.8%
INTEREST	469,733	634,733	855,856	(221,123) -25.8%
OCCUPANCY	1,193,687	1,643,687	1,435,379	208,308 14.5%
TOTAL EXPENDITURES	31,785,388	42,141,888	41,683,838	458,050 1.1%

Over Budget Projection

* Includes reversal of additional IPERS accrual of 625K YTD, but not the estimated Year-End GASB 68 adjustments.

*** Recommend increasing County Budget expenditures to \$42,517,515 (a 2% increase) to account for any potential year end adjustments.**

Rights of the Public

1. **Addressing the Board of Trustees by Appointment:** The Board of Trustees welcomes feedback and comments relevant to its oversight of the operation of the hospital. The Board of Trustees has made and will enforce the reasonable rules described in this policy "for the conduct of its meetings to assure those meetings are orderly, and free from interference or interruption by spectators." Iowa Code § 21.7. Any person desiring to address the Board of Trustees by oral communication shall first secure the permission of the presiding officer. This request to address the Board must be made to the hospital's Administrator by 3:00 p.m. on the Wednesday immediately preceding the regular Board of Trustees meeting of their desire to speak. This request needs to include specifically what will be addressed. Only three (3) items will be accepted when addressing the board each month. Topics to be addressed must be a specific to the current month's agenda regardless if the agenda has been posted prior to the request to speak. No open-ended topics will be accepted. The determination of whether a topic is relevant to the Board of Trustees' oversight of the operation of the hospital shall be solely in the discretion of the presiding officer.
2. **Manner of Addressing the Board of Trustees:**
 - a. Time Limit. Each person addressing the Board of Trustees shall stand, give their name and address, and if representing an organization or another person, shall so state, in an audible tone of voice for the records, and, unless further time is granted by the presiding officer, shall limit their address to five (5) minutes.
 - b. All remarks shall be addressed to the Board of Trustees as a body, not to any hospital officer or employee. No person, other than members of the Board of Trustees and the person having the floor, shall be permitted to enter any discussion, either directly or through the members of the Board of Trustees.
 - c. No questions shall be asked of individual Board Members nor of any hospital officer or employee, except through the presiding officer.
3. **Conduct when Addressing the Board of Trustees:**
 - a. Any person addressing the Board of Trustees will do so in an acceptable manner. The determination of whether a person addressing the Board of Trustees is doing so in an acceptable manner shall be in the discretion of the presiding officer, but a majority of the Board of Trustees may overrule the presiding officer's determination. The following is a non-exclusive list of unacceptable practices:
 - i. Directly or indirectly making personal or slanderous remarks about any community member, CCMH employee, or Board Member as such remarks are not relevant to the Board of Trustees' oversight of the operation of the hospital.
 - ii. Yelling and / or raising one's voice in anger, swearing or the use of profanity, and use of intimidation toward any community member, CCMH employee, or Board Member.
 - iii. Any patient who has received care at CCMH may address the Board of Trustees regarding her or his own care. However, it is unacceptable for an individual who is not the patient to talk about a patient's care unless the patient has provided written consent to the Board of Trustees permitting the speaker to talk about the patient's care.
 - iv. Addressing items not approved by the presiding officer.
 - v. Not yielding to the Board when directed to do so.
 - b. Anyone attending the meeting will immediately excuse themselves when the Board goes into any closed session. This includes in person and online attendance.
4. **Addressing inappropriate conduct:**
 - a. Any person(s) who does not address the Board of Trustees in an acceptable manner shall be removed from the meeting. Any additional occurrence of unacceptable conduct will result in removal from the meeting and may result in a six (6) month ban from orally addressing the Board of Trustees at a meeting. Written Communication can be conducted per below.
 - b. Any aggressive or threatening behavior from anyone attending the meeting will result in a permanent ban from attending Board of Trustees meetings.

- c. The Board of Trustees reserves the right to involve law enforcement in any circumstance related to this policy, including to address circumstances in which it is believed an individual is willfully disturbing the Board of Trustees "with the purpose of disrupting the functioning" of the Board of Trustees "by tumultuous behavior, or coercing by force or the threat of force any official conduct or proceeding." Iowa Code § 718.3.
5. **Reading of Protests:** Interested persons, or their authorized representatives, may address the Board of Trustees for the reading of protests, petitions, or communications relating to any matter over which the Board of Trustees has control when the item is under consideration by the Board of Trustees, if a majority of the Board Members present agrees to let them be heard. This Provision will not impair the right of any citizen to present a petition to the Board.
6. **Written Communications:** Interested parties, or their authorized representatives, may address the Board of Trustees by written communication regarding any matter concerning the hospital's business or over which the hospital has control at any time by direct mail or by addressing the hospital Administrator in writing. All such written communications must be received by the Administrator by 3:00 p.m. on the Wednesday immediately preceding the regular Board of Trustees meeting regarding their desire to be heard.

Suspension of Rules

Any provision of these rules not otherwise governed by this policy or the Code of Iowa, may be temporarily suspended by a vote of the majority of the Board Members present.

From: [Erin C. Muck](#)
To: [Heather Wight](#)
Subject: FW: Request permission to Speak in April Public Forum
Date: Wednesday, April 19, 2023 4:59:25 PM

From: Jason Mendlik [REDACTED]
Sent: Wednesday, April 19, 2023 3:49 PM
To: Deb Knowles [REDACTED]
Cc: Erin C. Muck [REDACTED]
Subject: Re: Request permission to Speak in April Public Forum

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

Rich,

I approve your request to speak at the April public forum of the CCMH board meeting. The meeting will start at 5:30 p.m. on Monday April 24th with the agenda to be uploaded as normal.

Thanks and have a great day!

Jay Mendlik
[REDACTED]
[REDACTED]

On Apr 19, 2023, at 1:49 PM, Deb Knowles [REDACTED] wrote:

I hereby request the
opportunity to speak in
the April`
Public Forum. Proposed
topics 141, 144, 146
below:

141. November 8, 2022,
Board Election

**144. Jackson Capital
Campaign**

**146. A visit to Iowa
Heart. Conversation RE:
Bonding for Expansion /
Renovation
Rich Knowles**

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