



## **BOARD OF TRUSTEES MEETING AGENDA**

5:30 p.m., Monday, January 30, 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 2458 817 5835**

---

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

### **II. APPROVAL OF PREVIOUS MONTH'S MINUTES**

### **III. QUALITY CARE AND SERVICES**

- A. Quality Committee Report
- B. Medical Staff Report
- C. Conflict of Interest Statement Resolution - Recommendation / Action

### **IV. PATIENT EXPERIENCE**

- A. 5 Star Journey Update
- B. OASIS Team Update – EMR Selection

### **V. PEOPLE**

- A. Credentialing
  - i. Appointments & Reappointments – Discussion / Action
- B. Mission Committee Report

### **VI. GROWTH**

- A. Department Reports
  - i. Surgery
  - ii. Rev Cycle & Registration
- B. CEO Report

### **VII. FINANCIAL STABILITY**

- A. Tax Budget – Recommendation / Action
  - i. Tax Rate
  - ii. Set Hearing Date
- B. Finance Committee Report
  - i. Approval of Payroll & AP

### **VIII. COMMUNITY**

- A. Board Chair Comments

### **IX. 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

### **X. ADJOURNMENT**

## Crawford County Memorial Hospital

### Board of Trustees

December 19, 2022

A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, December 19, 2022, in Hospital Board Room D at Crawford County Memorial Hospital, Denison, Iowa, and via WebEx.

Present on site during the meeting were Jay Mendlik, Tom Gustafson, David Reisz, Sid Leise, Kevin Fineran, Greg Kehl, Amy Schultz, Heather Rasmussen (Chief Quality & Ancillary Services Officer), Jason Franklin (CNO), Rachel Melby (CFO), Erin Muck (CEO) and Heather Wight (Recorder). In addition, Terry Welker (HR left at 6:54), Don Luensmann (Director of Marketing), Kelby Eck (Nurse Director of Emergency Services), Dustin Durbin (Volunteer Services & Community Outreach Coordinator), Macy Waldemar (HR Generalist left at 6:54), Ana Zarazua (Medical Interpreter left at 6:54), Irajai Corona (Medical Interpreter left at 6:54) and Brandi Mefferd (Marketing & Development Coordinator). Not in attendance was Dr. David Wright (Chief of Staff).

Present via WebEx were Jay Horn (Denman & Co.), 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 November 21, 2022, minutes as presented. Motion carried unanimously.

### Recognition

Recognition of Kevin Fineran and Greg Kehl on their retirement from the Crawford County Memorial Hospital Board of Trustees.

### FINANCIAL STABILITY

#### Cost Report

Melby and Jay Horn gave a summary of the cost report.

#### Finance Committee Report

1. Total Payroll & Accounts Payable of \$3,518,491.31 for payment.

A motion was made by Kehl, second by Schultz, to approve the financial report, total payroll, and accounts payables in the amount of \$3,518,491.31. Motion carried unanimously.

#### Capital Purchase Water Heater

Melby gave an update on the need for a new water heater, associated costs and price quotes.

A motion was made by David, second by Kevin, to approve the capital purchase of a new water heater not to exceed \$30,000. Motion carried unanimously.

### QUALITY CARE AND SERVICES

#### Annual Review & Quality Review Plan

Rasmussen gave a summary of the hospital Annual Review and Quality Improvement Plan.

A motion was made by Gustafson, second by Kehl, to approve the Annual Review and Quality Improvement Plan. Motion carried unanimously.

Crawford County Memorial Hospital

**Board of Trustees**

December 19, 2022

**Infection Preventionist Authorization**

Muck gave a summary of the role of Infection Preventionist Authorization and nomination of Heather Rasmussen by the Medical Staff.

A motion was made by Leise, second by Schultz, to approve the Infection Preventionist Authorization and nomination of Rasmussen as Infection Preventionist. Motion carried unanimously.

**Medical Staff Report**

Muck gave a summary of the recent Medical Staff meeting.

**PATIENT EXPERIENCE**

**5-Star Journey Update**

Franklin gave an update on the 5-Star Journey including the plan going forward into Year IV.

**OASIS Team Update**

Eck gave an update on the Nurse Retention and Recruitment project.

**PEOPLE**

**Credentialing**

A motion was made by Gustafson, second by Fineran, to approve Medical Staff privileges of providers Scott Akin, Heather Schultz, Leah Eck, Jerold Erlandson and Nicole Shea and appointment application as presented. Motion carried unanimously.

**GROWTH**

**Department Reports**

**Interpreters**

Corona and Zarazua gave a summary of the interpretation services and the breakdowns that are available of those services.

**HR**

Waldemar gave a summary of the services and processes that human resources tracks and corresponding statistics.

**RFP Programming & CM@R Update**

Muck gave an update on the adjusted timeline with Graham Construction and INVISON.

**CEO Report**

Muck gave a summary of her CEO report.

**COMMUNITY**

2023 Board Meeting / Committee Schedule – Election of Officers – Assignment of Committees

A motion was made by Schultz, second by Reisz, to approve the 2023 Board Meeting / Committee Schedule as presented. Motion carried unanimously.

**Election of Officers**

Board Chairperson – Gustafson nominated Mendlik, second by Schultz. Hearing no discussion – Nomination voted and passed.

Crawford County Memorial Hospital

**Board of Trustees**

December 19, 2022

Vice Chair / Secretary – Gustafson nominated Leise, second by Kehl. Hearing no discussion – Nomination voted and passed.

Treasurer – Gustafson nominated Schultz, second by Kehl. Hearing no discussion – Nomination voted and passed.

The committees were structured as follows:

**GOVERNANCE/EXECUTIVE**

Jay Mendlik – Chairperson  
Sid Leise

**FINANCE**

Amy Schultz - Chairperson  
Jay Mendlik  
Erin Muck  
Rachel Melby  
Dr. Elizabeth Ranniger (Jan-June)/Dr. John Lothrop (July- Dec)

**MISSION**

Jay Mendlik – Chairperson  
Tom Gustafson  
Erin Muck  
Ed Cutler

**QUALITY**

Sid Leise - Chairperson  
David Reisz  
Erin Muck  
Jason Franklin  
Heather Rasmussen  
Dr. Michael Luft

**FOUNDATION REPRESENTATIVE**

Tom Gustafson

**Community Health Needs Assessment**

Luensmann gave a summary of the 2022 Community Health Needs Assessment.

A motion was made by Gustafson, second by Schultz, to approve the Community Health Needs Assessment. Motion carried unanimously.

**Board Chair Comments**

A lot of good things going on and everyone is working hard but make sure to take some time to slow down and enjoy the holiday season.

**ADJOURNMENT**

A motion was made by Kehl, second by Fineran, that the meeting be adjourned at 7:28 p.m. Motion carried unanimously.

**Crawford County Memorial Hospital**  
**QUALITY COMMITTEE OF THE BOARD OF TRUSTEES**  
**January 24, 2023 Meeting Minutes**

A meeting of the Quality Committee of the Board of Trustees was held on Tuesday, January 24, 2023. Present: Sid Leise, David Reisz, Erin Muck CEO, Jason Franklin CNO, Dana Neemann Director of Nurse Education (exit at 4:42pm), Don Luensmann Director of Marketing & Development (exit at 6:01pm), and Heather Rasmussen Chief Quality & Ancillary Services Officer.

Not in attendance was Michael Luft, DO.

Sid Leise called the meeting to order at 4:31 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 presented and reviewed the updated scorecard for reporting HCAHPS.

**II. Statistics**

December 2022 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 minutes from the Medical Staff meeting held on December 13, 2022.
- ii. **Quality Committee:** Rasmussen reviewed the process, focus areas, and priorities for the 2023 Quality Work Plan.
- iii. **Infection Prevention Committee:** Rasmussen reviewed the minutes from the Infection Prevention meeting held on October 11, 2022.
- iv. **Utilization Review Committee:** Franklin reviewed the minutes from the Utilization Review meeting held on December 13, 2022.
- v. **Medication Safety Committee:** Rasmussen reviewed the minutes from the Medication Safety meeting held on December 20, 2022.
- vi. **Accountability Dashboard:** Rasmussen, Muck, and Luensmann reviewed the Accountability Dashboard.
- vii. **5 Star Journey Review:** Franklin shared activity updates for the start of Year IV.
- viii. **Master Facility Planning:** Muck reviewed the programming and CMAR timeline updates.

**V. New Business**

- i. **Board of Trustee Education:** Luensmann provided education on the fiduciary responsibilities of the Board of Trustees. Muck shared three articles on the 2023 financial outlook in healthcare.
- ii. **Mammography Survey:** Rasmussen shared the results of the recent Mammography Survey.
- iii. **RHC Survey:** Rasmussen shared the results of the recent RHC Survey.
- iv. **Trauma Survey:** Franklin shared the results of the recent Trauma Survey.
- v. **Communication Center:** Franklin shared an update regarding the Communication Center project.
- vi. **Iowa Lions Eye Bank:** Rasmussen shared the 2022 Ocular Donor referrals and Donors.

**VI. Adjournment** Heather Rasmussen, Recorder. 6:23pm

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

## Crawford County Memorial Hospital

### Medical Staff Meeting Minutes

January 10, 2023

A meeting of the Medical Staff of Crawford County Memorial Hospital was held on Tuesday, January 10<sup>th</sup>, 2023 in the hospital's Meeting Rooms C-D. Present were David Wright, DO, John Ingram, MD, Erin Schechinger, DNP Elizabeth Ranniger, MD, Kyle Brown, MD, Patrick Luft, MD, Michael Luft, MD, Leah Eck, DNP, Ed Cutler, CRNA, Julie Graeve, ARNP, Jill Kierscht, ARNP, Erin Muck, CEO, Jason Franklin, CNO, Heather Rasmussen, Chief Quality & Ancillary Services Officer. Andrew Segebart, Pharm-D, Director of Pharmacy, Angie Andersen, IT Director, Amber Young, Care Coordinator. Recorder: Marcy Fink

Absent were John Lothrop MD, Sara Luft, ARNP, Lori Johannsen, PA-C,

The meeting was called to order by David Wright, DO @ 8:02 am.

#### APPROVAL OF PREVIOUS MONTH'S MINUTES

The voting members of the medical staff approved the minutes of the December 13, 2022, meeting.

#### CLINICAL UPDATE

Jason Franklin

- Clinical Update from Jason was tabled.
- Erin Muck and Andy Segebart discussed grant money that is available in regard to opioid use disorder training. If any provider is interested in this, they were asked to contact Erin.

#### BUSINESS

##### A. IT Update

Angie Andersen

- Representatives from Cerner will be here March 28-30 to discuss their EMR.
- We are still looking at Epic and Medi-Tech. Will compare them all and hopefully have a decision this Spring on which EMR to use.

##### B. Surveys

Heather Rasmussen

###### 1. Mammography

- All areas reviewed were in compliance with no deficiencies.

###### 2. RHC

- There was one deficiency with the RHC survey. A single dose vial of Lidocaine with the top off was being stored for future use. A plan of correction was presented and accepted.

###### 3. Trauma

- Deficiency – We have not provided a written transfer agreement with the referral burn center. A plan of correction was presented and accepted.

The Sleep Study survey was also discussed. We have not gotten results back. It was mentioned by the surveyor that we need to have at least 1 fire drill done during a sleep study.

#### ADJOURNMENT

The meeting was adjourned to the Executive Committee at 8:18 am

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

**PROCEDURE FOR DISCLOSING &  
RESOLVING CONFLICTS OF INTEREST**

**January 30, 2023**

WHEREAS, The proper governance of the nation's health care institutions depends on governing board members who give of their time for the benefit of their health communities; and,

WHEREAS, The giving of this service, because of the varied interests and backgrounds of the governing board members, may result in situations involving a dual interest that might be interpreted as conflict of interest; and,

WHEREAS, This service should not be rendered impossible solely by reason of duality of interest or possible conflict of interest; and,

WHEREAS, This service nevertheless carries with it a requirement of loyalty and fidelity to the institution served, it being the responsibility of the members of the board to govern the institution's affairs honestly and economically, exercising their best care, skill, and judgment for the benefit of the institution; and,

WHEREAS, The matter of any duality of interest or possible conflict of interest can best be handled through full disclosure of any such interest, together with non-involvement in any vote wherein the interest is involved;

NOW, THEREFORE, BE IT RESOLVED: That the following policy of duality and conflict of interest is hereby adopted:

1. Any duality of interest or possible conflict of interest on the part of any governing board member should be disclosed to the other members of the board and made a matter of record, either through an annual procedure or when the interest becomes a matter of board action.
2. Any governing board member having a duality of interest or possible conflict of interest on any matter should not vote or use his personal influence on the matter, and he should not be counted in determining the quorum for the meeting, even where permitted by law. The minutes of the meeting should reflect that a disclosure was made, the abstention from voting, and the quorum situation.
3. The foregoing requirements should not be construed as preventing the governing board member from briefly stating his position in the matter, nor from answering pertinent questions of other board members since his knowledge may be of great assistance.

BE IT FURTHER RESOLVED: That this policy be reviewed annually, for the information and guidance of governing board members, and that any new member be advised of the policy upon entering on the duties of his office.



Agreed to by the following in January 2023:

---

<b>Jason R. Mendlik</b>	<b>Date</b>
-------------------------	-------------

---

<b>Sid Leise</b>	<b>Date</b>
------------------	-------------

---

<b>Amy Schultz</b>	<b>Date</b>
--------------------	-------------

---

<b>David Reisz</b>	<b>Date</b>
--------------------	-------------

---

<b>Thomas Gustafson</b>	<b>Date</b>
-------------------------	-------------

## **Credentialing**

### **New Appointments**

Colin Thompson, MD

**Crawford County Memorial Hospital**  
**Mission Committee**  
**January 19, 2023 4:30 PM**

A meeting of the Mission Committee of the Board of Trustees was held on Thursday, January 19, 2023. Present on site were Erin Muck (CEO), Jason Franklin (CNO), Heather Rasmussen (Chief Quality & Ancillary Services Officer), Don Luensmann (Executive Director of Marketing and Development), Ed Cutler (CRNA Director of Anesthesia), Jay Mendlik (arrival at 5:04) and Heather Wight (recorder). Present via phone conference was Tom Gustafson.

The meeting was called to order at 4:35 p.m.

**QUALITY CARE AND SERVICES**

**Accountability Dashboard**

- Rasmussen, Muck and Luensmann reviewed of the Accountability Dashboard.

**PATIENT EXPERIENCE**

**5-Star Journey Update**

- Franklin gave an update on the start of Year IV with CLS.

**PFAC Update**

- Muck gave an update on the Patient Family Advisory Committee that held the first meeting on January 9th.

**HCAHPS Reporting and Process**

- Franklin gave an update on the HCAHPS reporting and process.

**PEOPLE**

**Recruitment**

- Muck gave an update on recruiting an OBGYN, general surgeon, orthopedic coverage and possible walk-in clinic/same day visit coverage.

**Board Education**

- Muck shared articles on 2023 financial outlook in healthcare.
- Luensmann provided education on the fiduciary responsibility of the Board of Trustees.

**GROWTH**

**Statistics**

- December 2022 statistics were shared with the committee.

**MFP Programming/CM@R Update**

- Muck shared programing and CM@R timeline updates.

**Strategic Planning**

- Luensmann provided information on the plan for FY 2023.

**COMMUNITY**

**Comm Center**

- Franklin and Mendlik shared an update about the comm center project.

**The meeting adjourned at 5:41 p.m.** Heather Wight, Recorder

## CEO Report

January 27, 2023

Good Morning,

December 2023 statistics were down almost 14% overall compared to December 2022. Outpatient volumes were affected by weather closures, visiting provider vacations, illnesses, and the timing of the holidays. Inpatient volumes saw a 52% decrease from last December. Total outpatient visits were down almost 10%.

Revenue cycle did an excellent job of decreasing the days un-coded by 7 days, which prevented a significant revenue decline to match the volume decline. Revenue was under budget by only \$112,176. Expenses were slightly over budget by \$59,079 resulting in December having a small net loss of \$5,941. Year-to-date net income is \$37,777.

Considering there were three pay periods and the payment of our annual bonds in December, there was a minimal decrease in cash of just \$65,591. Days cash on hand remained at 195. The ending cash balance remained strong at \$20,895,189.

Each January, all Board Members are required to sign a Conflict of Interest Statement. This will require the approval of a resolution at the Board meeting. Also this month, the Board will need to set the property tax levy rate for FY2024, along with setting a date for the public hearing as per normal standard business in January.

Next week, staff will begin Year IV trainings for our 5-Star Journey. We have two new OASIS teams and one LEAD team. Ten new Service Excellence Advisors (SEAs) have graciously stepped up to learn and provide this year's customer service training. We are excited to get this year started and gain further momentum with our patient experience scores.

On Thursday, February 16 from 2:00 to 3:00 pm, the Iowa Hospital Association's will present a webinar entitled, "Welcome to the Hospital Board." This on-line presentation will cover Board member's fiduciary duties of governance, and outlines the necessary knowledge, skills, and attitudes of successful Board members. Please let me know if you are interest in seeing it "live." We will receive a recording of the webinar following its conclusion. If you cannot attend the live webinar on February 16, all Board members are asked to set aside time to watch the webinar recording.

I look forward to seeing you Monday night at 5:30 pm. Please let me know if you are unable to attend the Board Meeting.

Erin



CRAWFORD COUNTY  
MEMORIAL HOSPITAL

# FY2024 COUNTY BUDGET



## DISCUSSION ITEMS

- Taxing Authority
- Property Valuations
- Tax Rate Comparison
- Levy Categories
- Healthcare Outlook

*We care for life™*



CRAWFORD COUNTY  
MEMORIAL HOSPITAL

## LEGAL STRUCTURE



*Did you know?*

- As a County Public Hospital, CCMH is not controlled or governed by Crawford County or any local political division.
- CCMH is a separate political subdivision of the State, but is **NOT 100% tax funded.**

*We care for life™*



CRAWFORD COUNTY  
MEMORIAL HOSPITAL

## REVENUE SOURCES



- Approximately 95% of the hospital's receipts come from 3<sup>rd</sup> party payers, patients, investment income, and grants.
- Only 5% of the hospital's income comes from tax proceeds.

*We care for life™*



## PROPERTY VALUATIONS



- Since 2012, total property valuations have increased **63%**.  
(note: compounded increase is significantly more)

	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>TOTAL</u>
Total Valuation Increase	4.69%	11.51%	6.03%	8.06%	2.73%	2.80%	4.05%	2.19%	3.59%	4.40%	2.70%	8.38%	1.89%	63.02%

*We care for life™*





**CRAWFORD COUNTY**  
MEMORIAL HOSPITAL

## CCMH TAX RATE HISTORY



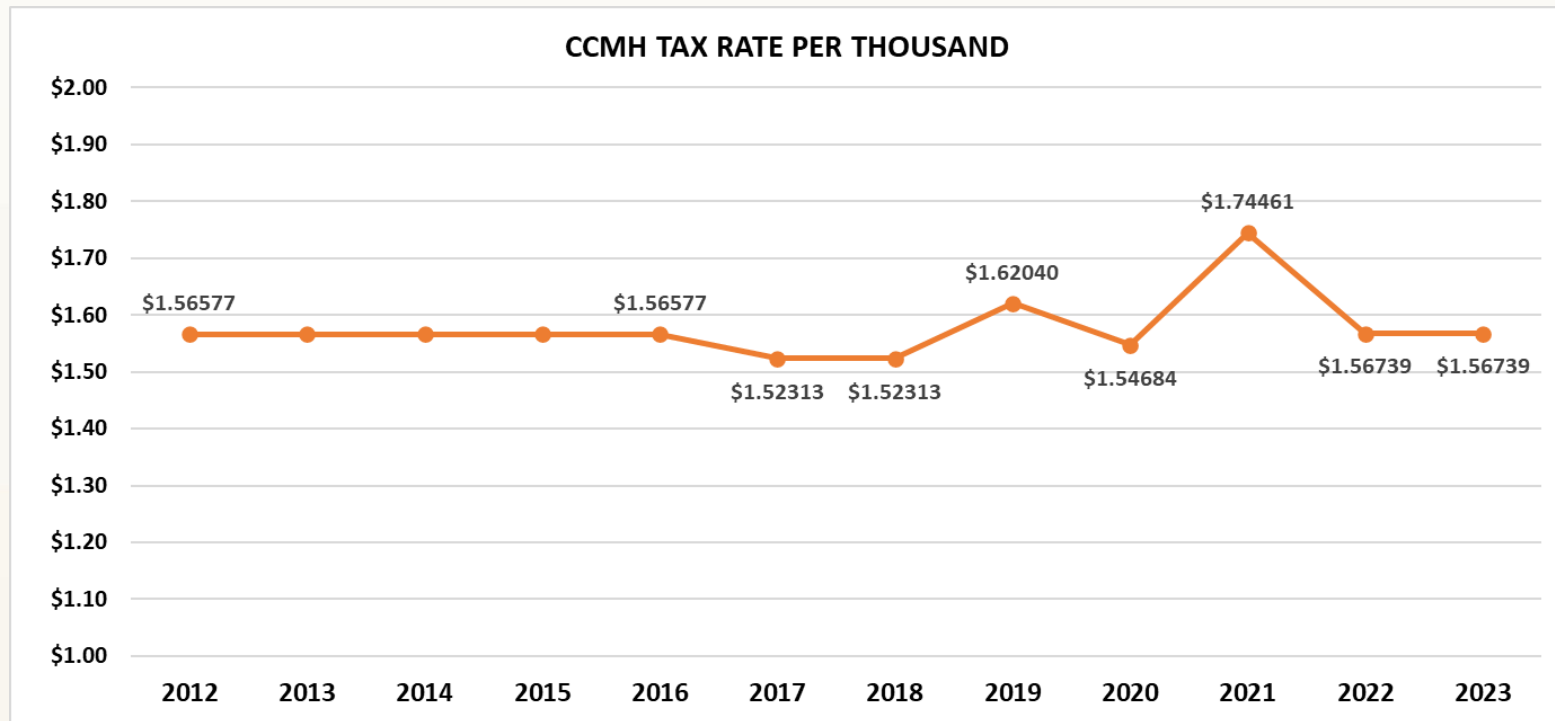
- Since 2012, the CCMH tax rate levy has increased only .79%

	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>TOTAL</u>
<b>Tax Rate increase</b>	0.00%	0.00%	0.00%	0.00%	0.00%	-2.72%	0.00%	5.20%	-3.47%	12.79%	-2.63%	-8.38%	<b>0.79%</b>

*We care for life™*



## CCMH TAX RATE HISTORY



*We care for life™*

	SUMMARY OF HOSPITAL TAX RATES AND TOTAL DOLLARS LEVIED											
	2022/2023 BUDGETS--JANUARY 1, 2021 TAXABLE VALUATIONS											
								DEBT	TORT	TOTAL	TOTAL	
	HOSPITAL NAME	GENERAL	FICA	IPERS	EMERG	AMBULANCE	UNEMPL	SERVICE	LIAB	RATE	DOLLARS LEVIED	PROPERTY TAX ONLY
1	DAVIS COUNTY HOSPITAL	0.27000	1.36633	1.51244	0.00000	0.27000	0.00000	0.00000	0.24946	3.66823	1,674,674	1,599,440
2	WAYNE COUNTY HOSPITAL	0.27000	1.55646	1.19975	0.00000	0.27000	0.00000	0.00000	0.33640	3.63261	1,527,480	1,499,107
3	RINGGOLD COUNTY HOSPITAL	0.27000	1.22568	1.76653	0.00000	0.27000	0.00000	0.00000	0.09507	3.62728	1,500,000	1,473,805
4	LUCAS COUNTY HOSPITAL	0.27000	1.35576	1.35576	0.00000	0.27000	0.00000	0.00000	0.36077	3.61229	1,447,080	1,405,968
5	DECATUR COUNTY HOSPITAL	0.27000	1.13778	1.38166	0.00000	0.27000	0.00000	0.00000	0.29029	3.34973	1,074,391	1,050,526
6	GREENE COUNTY HOSPITAL	0.27000	0.98000	1.23000	0.00000	0.00000	0.00000	0.00000	0.66572	3.14572	2,573,299	2,501,030
7	MONTGOMERY COUNTY MEMORIAL HOSPITAL	0.27000	1.28552	1.50908	0.00000	0.00000	0.00000	0.00000	0.06460	3.06460	1,970,664	1,906,330
8	ADAIR COUNTY MEMORIAL HOSPITAL	0.27000	0.50386	0.66931	0.00000	0.27000	0.00000	0.00000	1.31606	3.02923	2,014,024	1,909,401
9	MONROE COUNTY HOSPITAL	0.27000	0.79579	0.79579	0.00000	0.27000	0.00000	0.00000	0.86842	3.00000	1,696,428	1,670,665
10	VAN BUREN COUNTY HOSPITAL	0.27000	0.82003	1.02486	0.00000	0.27000	0.00158	0.00000	0.35136	2.73783	1,241,941	1,227,307
11	MADISON COUNTY MEMORIAL HOSPITAL	0.27000	0.46224	1.01692	0.00000	0.00000	0.00000	0.00000	0.89148	2.64064	2,856,365	2,721,613
12	CLARKE COUNTY HOSPITAL	0.27000	0.90206	0.90206	0.00000	0.08018	0.00000	0.00000	0.46488	2.61918	1,306,600	1,276,838
13	BROADLAWNS MEDICAL CENTER	2.05000	0.00000	0.23744	0.00000	0.00000	0.00000	0.00000	0.28978	2.57722	74,351,700	72,491,311
14	AUDUBON COUNTY HOSPITAL	0.27000	0.73876	1.05537	0.00000	0.00000	0.00000	0.00000	0.43587	2.50000	1,302,859	1,272,679
15	MAHASKA COUNTY HOSPITAL	0.27000	0.79709	0.72441	0.00000	0.10000	0.01250	0.00000	0.59600	2.50000	3,229,580	3,071,121
16	GUTHRIE COUNTY HOSPITAL	0.27000	0.61144	0.67172	0.00000	0.00000	0.00000	0.00000	0.91400	2.46716	2,263,872	2,184,650
17	HENRY COUNTY SOLDIERS AND SAILORS MEMORI	0.27000	0.43395	1.35651	0.00000	0.27000	0.00000	0.00000	0.00000	2.33046	2,229,843	2,207,471
18	CASS COUNTY HOSPITAL	0.27000	0.96500	0.96500	0.00000	0.00000	0.00000	0.00000	0.00000	2.20000	2,488,711	2,425,136
19	HAMILTON COUNTY HOSPITAL	0.27000	0.57409	0.74501	0.00000	0.27000	0.00000	0.00000	0.24090	2.10000	2,407,572	2,370,901
20	UNION COUNTY GREATER COMMUNITY HOSP	0.27000	0.74988	0.74988	0.00000	0.27000	0.00000	0.00000	0.00000	2.03976	1,149,223	1,096,356
21	PALO ALTO COUNTY HOSPITAL	0.27000	0.54000	0.54000	0.00000	0.27000	0.00000	0.00000	0.36000	1.98000	1,587,170	1,511,940
22	KEOKUK COUNTY HOSPITAL	0.27000	0.42537	0.61332	0.00000	0.27000	0.00000	0.00000	0.32645	1.90514	1,396,821	1,366,132
23	BOONE COUNTY HOSPITAL	0.27000	0.69867	0.79007	0.00000	0.00000	0.00000	0.00000	0.10903	1.86777	3,361,727	3,303,206
24	DELAWARE COUNTY HOSPITAL	0.27000	0.38930	0.38930	0.00000	0.27000	0.00000	0.00000	0.36483	1.68343	2,378,345	2,337,789
25	HANCOCK COUNTY HOSPITAL	0.27000	0.87448	0.21015	0.00000	0.23248	0.00000	0.00000	0.00000	1.58711	1,638,470	1,613,099
26	CRAWFORD COUNTY MEMORIAL HOSPITAL	0.27000	0.00000	1.02739	0.00000	0.27000	0.00000	0.00000	0.00000	1.56739	1,990,750	1,972,119
27	FRANKLIN GENERAL HOSPITAL	0.27000	0.53070	0.65060	0.00000	0.08290	0.00000	0.00000	0.00000	1.53420	1,555,729	1,482,661
28	JEFFERSON COUNTY HOSPITAL	0.27000	0.38327	0.26472	0.00000	0.27000	0.00000	0.00000	0.00000	1.18799	1,148,872	1,133,883
29	MITCHELL COUNTY HOSPITAL	0.27000	0.58816	0.00000	0.00000	0.27000	0.00000	0.00000	0.00000	1.12816	890,222	878,113
30	SHELBY COUNTY MYRTUE MEMORIAL HOSP	0.27000	0.71917	0.00000	0.00000	0.11677	0.00000	0.00000	0.00000	1.10594	1,062,650	1,048,251
31	HOWARD COUNTY HOSPITAL	1.08000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	1.08000	774,649	768,595
32	KOSSUTH COUNTY HOSPITAL	1.08000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	1.08000	1,719,750	1,632,226
33	BUCHANAN PEOPLE'S MEMORIAL HOSPITAL	1.06150	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	1.06150	1,367,469	1,339,271
34	WASHINGTON COUNTY HOSPITAL	0.27000	0.14365	0.10774	0.00000	0.00000	0.00000	0.00000	0.47861	1.00000	1,392,264	1,363,455
35	JACKSON COUNTY HOSPITAL	0.27000	0.11154	0.13763	0.00000	0.27000	0.00000	0.00000	0.16471	0.95388	1,139,874	1,121,392
36	STORY COUNTY HOSPITAL	0.27000	0.22180	0.25160	0.00000	0.12800	0.00000	0.00000	0.06210	0.93350	5,150,790	5,116,169
37	HUMBOLDT COUNTY MEMORIAL HOSPITAL	0.27000	0.20740	0.11855	0.00000	0.27000	0.00000	0.00000	0.00000	0.86595	727,296	696,154
38	WINNESHIEK MEDICAL CENTER	0.77238	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.77238	1,058,121	1,047,855
39	DALLAS COUNTY HOSPITAL	0.27000	0.06666	0.08118	0.00000	0.00000	0.00000	0.00000	0.12698	0.54482	4,049,568	3,975,201
40	FLOYD COUNTY HOSPITAL	0.27000	0.24402	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.51402	500,000	484,409
41	BUENA VISTA REGIONAL MEDICAL CENTER	0.27000	0.00000	0.00000	0.00000	0.12805	0.00000	0.00000	0.00000	0.39805	546,570	533,691
42	DICKINSON COUNTY HOSPITAL	0.04907	0.00000	0.00000	0.00000	0.26974	0.00000	0.00000	0.00000	0.31881	1,020,000	1,011,481
43	SUNNYCREST MANOR COUNTY HOSPITAL	0.27000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.27000	1,440,599	1,413,865

SUMMARY OF HOSPITAL TAX RATES AND TOTAL DOLLARS LEVIED												
2022/2023 BUDGETS--JANUARY 1, 2021 TAXABLE VALUATIONS												
IOWA DEPARTMENT OF MANAGEMENT												
											TOTAL	
								DEBT	TORT	TOTAL	TOTAL	PROPERTY
	HOSPITAL NAME	GENERAL	FICA	IPERS	EMERG	AMBULANCE	UNEMPL	SERVICE	LIAB	RATE	DOLLARS	TAX ONLY
1	BROADLAWNS MEDICAL CENTER	2.05000	0.00000	0.23744	0.00000	0.00000	0.00000	0.00000	0.28978	2.57722	74,351,700	72,491,311
2	STORY COUNTY HOSPITAL	0.27000	0.22180	0.25160	0.00000	0.12800	0.00000	0.00000	0.06210	0.93350	5,150,790	5,116,169
3	DALLAS COUNTY HOSPITAL	0.27000	0.06666	0.08118	0.00000	0.00000	0.00000	0.00000	0.12698	0.54482	4,049,568	3,975,201
4	BOONE COUNTY HOSPITAL	0.27000	0.69867	0.79007	0.00000	0.00000	0.00000	0.00000	0.10903	1.86777	3,361,727	3,303,206
5	MAHASKA COUNTY HOSPITAL	0.27000	0.79709	0.72441	0.00000	0.10000	0.01250	0.00000	0.59600	2.50000	3,229,580	3,071,121
6	MADISON COUNTY MEMORIAL HOSPITAL	0.27000	0.46224	1.01692	0.00000	0.00000	0.00000	0.00000	0.89148	2.64064	2,856,365	2,721,613
7	GREENE COUNTY HOSPITAL	0.27000	0.98000	1.23000	0.00000	0.00000	0.00000	0.00000	0.66572	3.14572	2,573,299	2,501,030
8	CASS COUNTY HOSPITAL	0.27000	0.96500	0.96500	0.00000	0.00000	0.00000	0.00000	0.00000	2.20000	2,488,711	2,425,136
9	HAMILTON COUNTY HOSPITAL	0.27000	0.57409	0.74501	0.00000	0.27000	0.00000	0.00000	0.24090	2.10000	2,407,572	2,370,901
10	DELAWARE COUNTY HOSPITAL	0.27000	0.38930	0.38930	0.00000	0.27000	0.00000	0.00000	0.36483	1.68343	2,378,345	2,337,789
11	GUTHRIE COUNTY HOSPITAL	0.27000	0.61144	0.67172	0.00000	0.00000	0.00000	0.00000	0.91400	2.46716	2,263,872	2,184,650
12	HENRY COUNTY SOLDIERS AND SAILORS MEMORIAL HOSPITAL	0.27000	0.43395	1.35651	0.00000	0.27000	0.00000	0.00000	0.00000	2.33046	2,229,843	2,207,471
13	ADAIR COUNTY MEMORIAL HOSPITAL	0.27000	0.50386	0.66931	0.00000	0.27000	0.00000	0.00000	1.31606	3.02923	2,014,024	1,909,401
14	CRAWFORD COUNTY MEMORIAL HOSPITAL	0.27000	0.00000	1.02739	0.00000	0.27000	0.00000	0.00000	0.00000	1.56739	1,990,750	1,972,119
15	MONTGOMERY COUNTY MEMORIAL HOSPITAL	0.27000	1.28552	1.50908	0.00000	0.00000	0.00000	0.00000	0.00000	3.06460	1,970,664	1,906,330
16	KOSSUTH COUNTY HOSPITAL	1.08000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	1.08000	1,719,750	1,632,226
17	MONROE COUNTY HOSPITAL	0.27000	0.79579	0.79579	0.00000	0.27000	0.00000	0.00000	0.86842	3.00000	1,696,428	1,670,665
18	DAVIS COUNTY HOSPITAL	0.27000	1.36633	1.51244	0.00000	0.27000	0.00000	0.00000	0.24946	3.66823	1,674,674	1,599,440
19	HANCOCK COUNTY HOSPITAL	0.27000	0.87448	0.21015	0.00000	0.23248	0.00000	0.00000	0.00000	1.58711	1,638,470	1,613,099
20	PALO ALTO COUNTY HOSPITAL	0.27000	0.54000	0.54000	0.00000	0.27000	0.00000	0.00000	0.36000	1.98000	1,587,170	1,511,940
21	FRANKLIN GENERAL HOSPITAL	0.27000	0.53070	0.65060	0.00000	0.08290	0.00000	0.00000	0.00000	1.53420	1,555,729	1,482,661
22	WAYNE COUNTY HOSPITAL	0.27000	1.55646	1.19975	0.00000	0.27000	0.00000	0.00000	0.33640	3.63261	1,527,480	1,499,107
23	RINGGOLD COUNTY HOSPITAL	0.27000	1.22568	1.76653	0.00000	0.27000	0.00000	0.00000	0.09507	3.62728	1,500,000	1,473,805
24	LUCAS COUNTY HOSPITAL	0.27000	1.35576	1.35576	0.00000	0.27000	0.00000	0.00000	0.36077	3.61229	1,447,080	1,405,968
25	SUNNYCREST MANOR COUNTY HOSPITAL	0.27000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.27000	1,440,599	1,413,865
26	KEOKUK COUNTY HOSPITAL	0.27000	0.42537	0.61332	0.00000	0.27000	0.00000	0.00000	0.32645	1.90514	1,396,821	1,366,132
27	WASHINGTON COUNTY HOSPITAL	0.27000	0.14365	0.10774	0.00000	0.00000	0.00000	0.00000	0.47861	1.00000	1,392,264	1,363,455
28	BUCHANAN PEOPLE'S MEMORIAL HOSPITAL	1.06150	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	1.06150	1,367,469	1,339,271
29	CLARKE COUNTY HOSPITAL	0.27000	0.90206	0.90206	0.00000	0.08018	0.00000	0.00000	0.46488	2.61918	1,306,600	1,276,838
30	AUDUBON COUNTY HOSPITAL	0.27000	0.73876	1.05537	0.00000	0.00000	0.00000	0.00000	0.43587	2.50000	1,302,859	1,272,679
31	VAN BUREN COUNTY HOSPITAL	0.27000	0.82003	1.02486	0.00000	0.27000	0.00158	0.00000	0.35136	2.73783	1,241,941	1,227,307
32	UNION COUNTY GREATER COMMUNITY HOSP	0.27000	0.74988	0.74988	0.00000	0.27000	0.00000	0.00000	0.00000	2.03976	1,149,223	1,096,356
33	JEFFERSON COUNTY HOSPITAL	0.27000	0.38327	0.26472	0.00000	0.27000	0.00000	0.00000	0.00000	1.18799	1,148,872	1,133,883
34	JACKSON COUNTY HOSPITAL	0.27000	0.11154	0.13763	0.00000	0.27000	0.00000	0.00000	0.16471	0.95388	1,139,874	1,121,392
35	DECATUR COUNTY HOSPITAL	0.27000	1.13778	1.38166	0.00000	0.27000	0.00000	0.00000	0.29029	3.34973	1,074,391	1,050,526
36	SHELBY COUNTY MYRTUE MEMORIAL HOSP	0.27000	0.71917	0.00000	0.00000	0.11677	0.00000	0.00000	0.00000	1.10594	1,062,650	1,048,251
37	WINNESHIEK MEDICAL CENTER	0.77238	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.77238	1,058,121	1,047,855
38	DICKINSON COUNTY HOSPITAL	0.04907	0.00000	0.00000	0.00000	0.26974	0.00000	0.00000	0.00000	0.31881	1,020,000	1,011,481
39	MITCHELL COUNTY HOSPITAL	0.27000	0.58816	0.00000	0.00000	0.27000	0.00000	0.00000	0.00000	1.12816	890,222	878,113
40	HOWARD COUNTY HOSPITAL	1.08000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	1.08000	774,649	768,595
41	HUMBOLDT COUNTY MEMORIAL HOSPITAL	0.27000	0.20740	0.11855	0.00000	0.27000	0.00000	0.00000	0.00000	0.86595	727,296	696,154
42	BUENA VISTA REGIONAL MEDICAL CENTER	0.27000	0.00000	0.00000	0.00000	0.12805	0.00000	0.00000	0.00000	0.39805	546,570	533,691
43	FLOYD COUNTY HOSPITAL	0.27000	0.24402	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.51402	500,000	484,409



**CRAWFORD COUNTY**  
MEMORIAL HOSPITAL

## 2023 PROPERTY TAX DISTRIBUTION



- In Crawford County, more than **85%** of property tax is allocated to the schools and the county.

### 2023

<u>Taxing Authority</u>	<u>% Total</u>
Denison Comm School	49.68
County Rural	37.59
Hospital	6.26
WITCC	3.67
Goodrich Township	2.00
Ag Extension	0.79
State TB & Bangs LE	0.01
	<u>100%</u>

\* Tax % allocation will vary by location

*We care for life™*



## 2023 PROPERTY TAX DISTRIBUTION



- Currently, the CCMH tax allocation on a single-family dwelling assessed at \$219,360 is approximately \$186.11 per year.

Levy Rate	\$1.56739									
Property Tax Examples	2022 Total Value	Rollback	2022 Taxable Value	CCMH Levy Rate	CCMH FY2024 Taxes	Cost Per Day		2021 Taxable Value	CCMH FY2023 Taxes	2022 Increase
Single Family Dwelling	\$ 219,360.00	54.13%	\$ 118,740.01	\$ 1.56739	\$ 186.11	\$ 0.51		\$ 117,633.66	\$ 184.38	\$ 1.73
Single Family Dwelling	\$ 158,160.00	54.13%	\$ 85,612.32	\$ 1.56739	\$ 134.19	\$ 0.37		\$ 84,814.64	\$ 132.94	\$ 1.25
Commercial Building	\$ 97,719.05	90.00%	\$ 87,947.15	\$ 1.56739	\$ 137.85	\$ 0.38		\$ 84,077.47	\$ 131.78	\$ 6.07
Vacant Lot	\$ 10,372.70	54.13%	\$ 5,614.76	\$ 1.56739	\$ 8.80	\$ 0.02		\$ 5,562.45	\$ 8.72	\$ 0.08
Ag Land (per acre)	\$ 10,835.00	89.04%	\$ 9,647.61	\$ 1.56739	\$ 15.12	\$ 0.04		\$ 8,596.49	\$ 13.47	\$ 1.65

*We care for life™*



## COUNTY HOSPITAL LEVY CATEGORIES

Iowa Code Authorizations - 347.7, 97B.9(3), 24.6, 75, & 670



- CCMH can levy up to approximately 7.5 million.
- Historically, CCMH levies less than **30%** of the maximum assessable tax.

Authorized Levy Categories	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
General - Fixed Levy Amount	\$250,192	\$257,213	\$264,487	\$275,575	\$284,887	\$295,120	\$308,094	\$316,417	\$342,928	\$349,416
Ambulance - Fixed Levy Amount	\$250,192	\$257,213	\$264,487	\$275,575	\$284,887	\$295,120	\$308,094	\$316,417	\$342,928	\$349,416
IPERS - Actual	\$1,169,062	\$1,191,460	\$1,289,474	\$1,334,144	\$1,482,148	\$1,462,906	\$1,359,330	\$1,528,262	\$1,516,413	\$1,592,234
FICA - Actual	\$871,891	\$898,847	\$947,125	\$1,000,361	\$1,050,707	\$1,064,725	\$1,017,070	\$1,113,491	\$1,092,163	\$1,146,771
Tort Liability Package	\$2,042,518	\$2,527,684	\$2,574,847	\$3,170,649	\$2,778,630	\$3,461,758	\$3,530,055	\$3,670,025	\$3,809,693	\$4,023,749
Unemployment	\$13,443	\$20,000	\$26,045	\$28,665	\$0	\$0	\$6,035	\$0	\$25,000	\$25,000
Total	\$4,597,298	\$5,152,417	\$5,366,465	\$6,084,969	\$5,881,259	\$6,579,629	\$6,528,678	\$6,944,612	\$7,129,125	\$7,486,586
Percent Funded Via Property Tax	32%	29%	28%	26%	29%	26%	30%	29%	28%	27%
Additional Funded From Operations	(\$3,125,994)	(\$3,640,933)	(\$3,854,981)	(\$4,512,343)	(\$4,190,506)	(\$4,888,876)	(\$4,537,921)	(\$4,953,855)	(\$5,138,375)	(\$5,458,178)

*We care for life™*



## CCMH TAXATION STATISTICS



									Assessed Value		Assessed Value	
									\$1,270,105		\$1,294,131	
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Projected		Projected	Projected
Fiscal Year	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023		FY2024	FY2024
											No Rate Increase	Cost Approach
Tax Rate	1.56577	1.56577	1.52313	1.52313	1.6024	1.54684	1.74461	1.69872	1.56739		1.56739	1.73122
Increase Percentage	0.00%	0.00%	-2.72%	0.00%	5.20%	-3.47%	12.79%	-2.63%	-8.38%		0.00%	9.46%
Total Dollars	\$1,471,304	\$1,511,484	\$1,511,484	\$1,572,626	\$1,690,753	\$1,690,753	\$1,990,757	\$1,990,757	\$1,990,750		\$2,028,408	\$2,240,422
Published Valuation Increase	8.06%	2.73%	2.80%	4.05%	2.19%	3.59%	4.40%	2.70%	8.38%		1.89%	

*We care for life™*





CRAWFORD COUNTY  
MEMORIAL HOSPITAL

## 2023 NATIONWIDE HEALTHCARE OUTLOOK



- Moody's: 2023 Outlook remains negative, as inflation and labor drive higher expenses. Cessation of CARES funding, net Medicare cuts will negatively impact hospital revenues.
- S&P: Nonprofit healthcare will likely take years to recover. The main obstacle facing healthcare will be sustained labor costs.
- KPMB: Declining margins, decreasing patient volumes and strained payer relationships are among core challenges facing hospitals as labor crisis exacerbates operational issues and inflation drives up cost of drugs, equipment and supplies.

*We care for life™*

Valuation Type	2021/2022	2022/2023	Increase
Residential	323,934,484	348,079,162	7.45%
Ag Land	514,944,583	563,773,090	9.48%
Ag Buildings	30,349,945	41,412,490	36.45%
Commercial	96,172,538	104,265,494	8.42%
Industrial	120,483,646	124,247,934	3.12%
Multiresidential	19,135,913	19,662,938	2.75%
Railroads	49,419,941	52,241,454	5.71%
Utilities	7,409,902	5,639,394	-23.89%
Military Exempt	(1,181,576)	(1,103,792)	-6.58%
Gas & Electrivy Utility	11,246,163	11,886,788	5.70%
	1,171,915,539	1,270,104,952	8.38%

Valuation Type	2022/2023	2023/2024	Increase
Residential	348,079,162	395,699,213	13.68%
Ag Land	563,773,090	580,178,357	2.91%
Ag Buildings	41,412,490	42,906,752	3.61%
Commercial	104,265,494	91,573,762	-12.17%
Industrial	124,247,934	114,420,756	-7.91%
Multiresidential	19,662,938	-	-100.00%
Railroads	52,241,454	56,259,742	7.69%
Utilities	5,639,394	2,590,105	-54.07%
Military Exempt	(1,103,792)	(1,029,712)	-6.71%
Gas & Electrivy Utility	11,886,788	11,532,513	-2.98%
	1,270,104,952	1,294,131,488	1.89%

## TAXATION STATISTICS

	Assessed Value \$1,270,105									Assessed Value \$1,294,131	
Fiscal Year	Actual FY2015	Actual FY2016	Actual FY2017	Actual FY2018	Actual FY2019	Actual FY2020	Actual FY2021	Actual FY2022	Projected FY2023	Projected FY2024	Projected FY2024
<b>Tax Rate</b>	1.56577	1.56577	1.52313	1.52313	1.6024	1.54684	1.74461	1.69872	1.56739	<b>No Rate Increase</b> 1.56739	<b>Cost Approach</b> 1.73122
<b>Increase Percentage</b>	0.00%	0.00%	-2.72%	0.00%	5.20%	-3.47%	12.79%	-2.63%	-8.38%	0.00%	9.46%
<b>Total Dollars</b>	\$1,471,304	\$1,511,484	\$1,511,484	\$1,572,626	\$1,690,753	\$1,690,753	\$1,990,757	\$1,990,757	\$1,990,750	<b>\$2,028,408</b>	<b>\$2,240,422</b>
<b>Published Valuation Increase</b>	8.06%	2.73%	2.80%	4.05%	2.19%	3.59%	4.40%	2.70%	8.38%	1.89%	
<b>Amount From Tax</b>	<b>\$1,471,304</b>	<b>\$1,511,484</b>	<b>\$1,511,484</b>	<b>\$1,572,626</b>	<b>\$1,690,753</b>	<b>\$1,690,753</b>	<b>\$1,990,757</b>	<b>\$1,990,757</b>	<b>\$1,990,750</b>	<b>\$2,028,408</b>	<b>\$2,240,422</b>
<b>Authorized Levy Catagories</b>											
General - Fixed Levy Amount	\$250,192	\$257,213	\$264,487	\$275,575	\$284,887	\$295,120	\$308,094	\$316,417	\$342,928	\$349,416	\$349,416
Ambulance - Fixed Levy Amount	\$250,192	\$257,213	\$264,487	\$275,575	\$284,887	\$295,120	\$308,094	\$316,417	\$342,928	\$349,416	\$349,416
IPERS - Actual	\$1,169,062	\$1,191,460	\$1,289,474	\$1,334,144	\$1,482,148	\$1,462,906	\$1,359,330	\$1,528,262	\$1,516,413	\$1,592,234	\$1,592,234
FICA - Actual	\$871,891	\$898,847	\$947,125	\$1,000,361	\$1,050,707	\$1,064,725	\$1,017,070	\$1,113,491	\$1,092,163	\$1,146,771	\$1,146,771
Tort Liability Package	\$2,042,518	\$2,527,684	\$2,574,847	\$3,170,649	\$2,778,630	\$3,461,758	\$3,530,055	\$3,670,025	\$3,809,693	\$4,023,749	\$4,023,749
Unemployment	\$13,443	\$20,000	\$26,045	\$28,665	\$0	\$0	\$6,035	\$0	\$25,000	\$25,000	\$25,000
<b>Total</b>	<b>\$4,597,298</b>	<b>\$5,152,417</b>	<b>\$5,366,465</b>	<b>\$6,084,969</b>	<b>\$5,881,259</b>	<b>\$6,579,629</b>	<b>\$6,528,678</b>	<b>\$6,944,612</b>	<b>\$7,129,125</b>	<b>\$7,486,586</b>	<b>\$7,486,586</b>
Percent Funded Via Property Tax	32%	29%	28%	26%	29%	26%	30%	29%	28%	27%	30%
Additional Funded From Operations	(\$3,125,994)	(\$3,640,933)	(\$3,854,981)	(\$4,512,343)	(\$4,190,506)	(\$4,888,876)	(\$4,537,921)	(\$4,953,855)	(\$5,138,375)	(\$5,458,178)	(\$5,246,164)

**NOTICE OF PUBLIC HEARING --- PROPOSED BUDGET Fiscal Year July 1, 2023 - June 30, 2024 CRAWFORD COUNTY MEMORIAL HOSPITAL**

The Board of Hospital Trustees of this County will conduct a public hearing on the proposed fiscal year budget as follows:

**Meeting Date: (entered upon publish)    Meeting Time: (entered upon publish)    Meeting Location:(entered upon publish)**

At the public hearing any resident or taxpayer may present objections to, or arguments in favor of, any part of the proposed budget.This notice represents a summary of the supporting detail of receipts and expenditures on file with the secretary.

**Contact Name: (entered upon publish)    Contact Telephone Number: (entered upon publish)**

FUND	A Expenditure June 30, 2022 Actual	B Expenditure June 30, 2023 Re- estimated	C Expenditure June 30, 2024 Proposed	D Transfers Out	E Estimated Ending Fund Balance FY 2024	F Estimated Beginning Fund Balance FY 2024	G Estimated Other Receipts	H Transfers In	I Estimated Amount To Be Raised By Taxation
1. General	35,793,597	42,623,882	46,204,991	0	9,141,122	10,111,910	43,208,909	1,678,992	346,302
2. FICA				0	0	0	0	0	0
3. IPERS				1,329,576	0	0	11,847	0	1,317,729
4. Emergency				0	0	0	0	0	0
5. Ambulance	0	0	0	349,416	0	0	3,114	0	346,302
6. Unemployment Comp.	0	0	0	0	0	0	0	0	0
7. Debt Service	0	0	0	0	0	0	0	0	0
8. Tort Liability/Ins.	0	0	0	0	0	0	0	0	0
9. Restricted Funds	0	0	0	0	0	0	0	0	
10. Board Designated	0	0	0	0	0	0	0	0	
11. Total	35,793,597	42,623,882	46,204,991	1,678,992	9,141,122	10,111,910	43,223,870	1,678,992	2,010,333

Proposed taxation rate per \$1,000 valuation: 1.56739

Virtual Meeting Information:

-

ADOPTED BUDGET AND CERTIFICATE OF TAXES Fiscal Year July 1, 2023 - June 30, 2024

CRAWFORD COUNTY MEMORIAL HOSPITAL

File one copy of the Adopted Budget Summary, one copy of the Supplemental Detail, and Proof of Publication with the County Auditor immediately following the budget adoption and by March 15.

County Name: CRAWFORD COUNTY Adopted Date: (entered upon adoption) Secretary's Name: (entered upon publish)

ADOPTED BUDGET SUMMARY

FUND	A Expenditures June 30, 2022 Actual	B Expenditures June 30, 2023 Re- estimated	C Expenditures June 30, 2024 Proposed	D Transfers Out	E Estimated Ending Fund Balance FY 2024	F Estimated Beginning Fund Balance FY 2024	G Estimated Other Receipts	H Transfers In	I Amount To Be Raised By Taxation
1. General	35,793,597	42,623,882	46,204,991	0	9,141,122	10,111,910	43,208,909	1,678,992	346,302
2. FICA				0	0	0	0	0	0
3. IPERS				1,329,576	0	0	11,847	0	1,317,729
4. Emergency				0	0	0	0	0	0
5. Ambulance	0	0	0	349,416	0	0	3,114	0	346,302
6. Unemployment Comp.	0	0	0	0	0	0	0	0	0
7. Debt Service	0	0	0	0	0	0	0	0	0
8. Tort Liability/Ins.	0	0	0	0	0	0	0	0	0
9. Restricted Funds	0	0	0	0	0	0	0	0	
10. Board Designated	0	0	0	0	0	0	0	0	
11. Total	35,793,597	42,623,882	46,204,991	1,678,992	9,141,122	10,111,910	43,223,870	1,678,992	2,010,333

PROPERTY TAX/UTILITY TAX REPLACEMENT EXCISE TAX COMPUTATION

This section must be completed in order to compute the budget-year property taxes and utility excise tax estimate:

FUND	AW Utility Tax Replacement and Property Tax Dollars	BW Taxable Valuation With Gas & Electric Utilities	CW Tax Rate	DW Taxable Valuation Without Gas & Electric Utilities	EW Property Taxes Levied	FW Estimated Utility Tax Replacement Excise Taxes
1. General	349,416	1,294,131,488	0.27000	1,282,598,975	346,302	3,114
2. FICA	0	1,294,131,488	0.00000	1,282,598,975	0	0
3. IPERS	1,329,576	1,294,131,488	1.02739	1,282,598,975	1,317,729	11,847
4. Emergency		1,294,131,488		1,282,598,975	0	
5. Ambulance	349,416	1,294,131,488	0.27000	1,282,598,975	346,302	3,114
6. Unemployment Comp.		1,294,131,488		1,282,598,975	0	
7. Debt Service	0	1,303,688,801	0.00000	1,292,156,288	0	0
8. Tort Liability/Ins.		1,294,131,488		1,282,598,975	0	
9. Total	2,028,408		1.56739		2,010,333	18,075

Indicate the type of hospital and Code Authority

To the County Auditor and Board of Supervisors of the above-named County, in the State of Iowa: At a lawful meeting of the above-named Board of Hospital Trustees, on the date indicated, the budget for fiscal year stated above was adopted as summarized. In addition, tax levies were voted on all taxable property of this County.

Board President's Signature of Certification

Board Secretary's Signature of Certification

COUNTY AUDITOR'S CERTIFICATION

By Electronically Certifying, I certify the budget meets all statutory obligations.

County Auditor's Signature of Certification

**CRAWFORD COUNTY MEMORIAL HOSPITAL  
FINANCE COMMITTEE MEETING  
January 26, 2023 12:00 P.M.**

A meeting of the Finance Committee of the Board of Trustees was held on Thursday, January 26, 2023, in the Administrative Conference Room. Present on site were Erin Muck, CEO; Rachel Melby, CFO; Dr. Elizabeth Ranniger, Amy Schultz, Jay Mendlik, Don Luensmann (Director of Marketing & Development) and Heather Wight (rcdr).

The meeting was called to order at 12:06 pm.

**Committee Recommendations:**

1. Total Payroll & Accounts Payable of \$3,700,988.18 for approval of payment.
2. Recommend the Board review and publish the proposed County Budget for FY2024 with a property tax rate of \$1.56739 per \$1,000 of assessed value.
3. Recommend the Board set the FY2024 County Budget Hearing to be held on February 27, 2023 at 5:30 pm.

**Approval of Minutes**

The November 2022 minutes were reviewed and approved.

**CFO Report**

The CFO Report was reviewed.

**Financial Reports**

**Statistical, Income and Cash Flow Report**

In December, weather related closures had a noticeable impact on volumes, particularly outpatient. Overall, hospital procedures were down almost 14% in December compared to the previous year. The biggest decrease occurred with inpatient volumes, down 52%, while total outpatient visits were down almost 10%.

Despite the significant volume decreases, revenue was under budget by only \$112,176. Days uncoded improved by 7 days, with the coders achieving their calendar year-end goal after being short-staffed for several months, which helped ease the decreased volume impact on revenue. Year-to-date, and halfway through the fiscal year, revenue is under budget by just over 1 million, but up almost 2 million compared to the previous year.

Bad Debt continues to be a concern as the net provision for uncollectible accounts is just under \$900,000 halfway through the year, which is almost \$300,000 more than the same time last year. The biggest disadvantage we have compared to other Iowa hospitals is the uninsured rate in Crawford County. Crawford County has one of the highest uninsured rates in the State, at 11%, and our bad debt expense percentage is double compared to our peers.

From an operating expense perspective, we are experiencing the significant impact of inflation, with

**CRAWFORD COUNTY MEMORIAL HOSPITAL  
FINANCE COMMITTEE MEETING  
January 26, 2023 12:00 P.M.**

higher supply costs and labor costs. Year-to-date, operating expenses are over budget by 2.3%, but are up almost 12% compared to last year.

The net loss for the month was \$5,941, bringing year-to-date net income to \$37,777, which is about \$73,000 better than budget. Cash also decreased minimally, by only \$65,591, which is much better than anticipated for a month with 3 pay periods and the semi-annual bond interest payments. Total cash balances at the end of December are \$20,895,189 with total cash days at 195 days.

**Balance Sheet**

The Balance Sheet as of 12/31/22 reflects Total Assets of \$48,577,436.

**Payroll & Accounts Payable**

The committee reviewed and recommends total Payroll & Accounts Payable of \$3,700,988.18 to the Board for approval. This amount includes \$2,462,142.67 in salaries.

**Accounts Receivable**

Patient Accounts Receivable as of 12/31/2022, totaled \$9,389,740 which is a decrease of \$193,207 from last month.

**Board Education**

Luensmann gave a summary of the Board of Trustees fiduciary responsibilities.

**New Business**

**Articles on Outlook in Healthcare**

Melby shared articles on the 2023 financial outlook in healthcare.

**2024 County Budget**

Melby summarized the 2024 county budget and tax asking.

**Denison Comm Center**

Muck shared information about the comm center project.

**Adjourn** - The meeting was adjourned at 1:39 pm. Heather Wight, Recorder

# Crawford County Memorial Hospital

## Comparative Statistical Report

December 2022

	Month to Date			Fiscal Year to Date		
	FY 2023	FY 2022	Variance	FY 2023	FY 2022	Variance
<b>Total Admissions</b>	49	79	-37.97%	323	341	-5.28%
Acute/OB	39	66	-40.91%	247	287	-13.94%
Skilled	1	1	0.00%	13	8	62.50%
ICF	1	0	100.00%	5	3	66.67%
Respite	1	0	100.00%	1	0	100.00%
Newborns	7	12	-41.67%	57	43	32.56%
Observation Admissions	16	13	23.08%	108	72	50.00%
<b>Total Adjusted Admits</b>	65	92	-29.35%	431	413	4.36%
<b>Total Patient Days*</b>	184	276	-33.33%	1,248	1,322	-5.60%
Acute/OB	112	209	-46.41%	707	947	-25.34%
Nursery	10	21	-52.38%	97	70	38.57%
Skilled	7	9	-22.22%	100	58	72.41%
ICF	5	0	100.00%	20	9	122.22%
Respite	2	0	100.00%	2	0	100.00%
Observation	48	37	29.73%	322	238	35.29%
*Includes Observation						
<b>Average LOS (Acute/OB)</b>	3.07	2.94	4.37%	2.98	3.32	-10.20%
<b>Hospital Procedures</b>						
Inpatient	764	1,601	-52.28%	5,590	6,578	-15.02%
Outpatient	13,578	15,040	-9.72%	85,693	87,112	-1.63%
<b>Total</b>	14,342	16,641	-13.82%	91,283	93,690	-2.57%
Surgical Procedures	106	112	-5.36%	635	653	-2.76%
Anesthesia Procedures	92	125	-26.40%	571	637	-10.36%
ER Visits	453	534	-15.17%	2,686	2,902	-7.44%
Admits from ER	28	43	-34.88%	201	216	-6.94%
Scheduled Outpatient Visits	69	109	-36.70%	511	707	-27.72%
Ambulance Trips	114	123	-7.32%	691	590	17.12%
Xray Procedures	525	742	-29.25%	3,814	4,167	-8.47%
Mammography Procedures	145	140	3.57%	855	764	11.91%
Flouro Procedures	3	5	-40.00%	16	75	-78.67%
Ultrasound Dept Procedures	168	207	-18.84%	1180	1137	3.78%
Echo Procedures	33	50	-34.00%	249	234	6.41%
CT Dept Procedures	166	200	-17.00%	1192	1125	5.96%
MRI Dept Procedures	59	86	-31.40%	374	414	-9.66%
Nuc Med Procedures	8	10	-20.00%	30	36	-16.67%
Total Radiology Procedures	1,107	1,440	-23.13%	7,710	7,952	-3.04%
Respiratory Tx Procedures	156	509	-69.35%	1,102	1,769	-37.70%
EKG Procedures	153	159	-3.77%	940	1038	-9.44%
Sleep Studies	14	20	-30.00%	89	91	-2.20%
Lab Procedures	6,557	7,663	-14.43%	41,256	41,504	-0.60%
Physical Tx Procedures	1,607	1,743	-7.80%	9,958	11,415	-12.76%
Speech Procedures	23	40	-42.50%	168	199	-15.58%
OT Procedures	163	0	100.00%	987	503	96.22%
Cardiac Rehab Procedures	96	136	-29.41%	660	644	2.48%
Pulmonary Rehab Procedures	4	6	-33.33%	113	112	0.89%
Specialty Clinic Visits	481	640	-24.84%	3,490	3,894	-10.37%
Total Medical Clinic Visits	3,261	3,405	-4.23%	20,407	19,670	3.75%



**CRAWFORD COUNTY MEMORIAL HOSPITAL  
OPERATING/INCOME STATEMENT  
FOR THE MONTH ENDING DECEMBER 31, 2022**

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	
<b><u>PATIENT SERVICE REVENUES</u></b>								
INPATIENT SERVICES	556,253	9.8%	718,599	12.4%	(162,346)	-22.6%	846,509	14.8%
	3,561,590	10.7%	4,259,257	12.4%	(697,667)	-16.4%	4,005,418	12.7%
OUTPATIENT SERVICES	5,131,860	90.0%	5,070,488	87.2%	61,373	1.2%	4,837,314	84.8%
	29,581,040	88.8%	30,053,630	87.2%	(472,590)	-1.6%	27,318,156	86.9%
SWING BED SERVICES	13,526	0.2%	24,728	0.4%	(11,202)	-45.3%	17,957	0.3%
	187,899	0.6%	146,567	0.4%	41,332	28.2%	109,024	0.3%
<b>TOTAL GROSS PATIENT REVENUE</b>	<b>5,701,639</b>	<b>100.0%</b>	<b>5,813,815</b>	<b>100.0%</b>	<b>(112,176)</b>	<b>-1.9%</b>	<b>5,701,780</b>	<b>100.0%</b>
	33,330,530	100.0%	34,459,454	100.0%	(1,128,924)	-3.3%	31,432,598	100.0%
<b><u>DEDUCTIONS FROM REVENUE</u></b>								
MEDICARE ADJUSTMENTS	(909,286)	-15.9%	(1,158,881)	-19.9%	249,595	-21.5%	(1,183,587)	-20.8%
	(6,175,966)	-18.5%	(6,868,882)	-19.9%	692,916	-10.1%	(5,906,786)	-18.8%
TITLE XIX ADJUSTMENTS	(425,030)	-7.5%	(363,857)	-6.3%	(61,173)	16.8%	(371,854)	-6.5%
	(2,016,685)	-6.1%	(2,156,644)	-6.3%	139,959	-6.5%	(1,890,362)	-6.0%
BLUE CROSS ADJUSTMENTS	(587,356)	-10.3%	(676,197)	-11.6%	88,841	-13.1%	(695,836)	-12.2%
	(3,309,812)	-9.9%	(4,007,935)	-11.6%	698,123	-17.4%	(4,343,416)	-13.8%
OTHER ADJUSTMENTS	(371,831)	-6.5%	(229,360)	-3.9%	(142,471)	62.1%	(120,885)	-2.1%
	(1,939,532)	-5.8%	(1,359,454)	-3.9%	(580,078)	42.7%	(743,040)	-2.4%
PROVISION FOR UNCOLLECTIBLE	(172,147)	-3.0%	(169,917)	-2.9%	(2,230)	1.3%	(116,418)	-2.0%
	(890,981)	-2.7%	(1,007,126)	-2.9%	116,145	-11.5%	(596,191)	-1.9%
CHARITY CARE	(17,945)	-0.3%	(20,964)	-0.4%	3,020	-14.4%	(3,984)	-0.1%
	(121,096)	-0.4%	(124,258)	-0.4%	3,162	-2.5%	(96,900)	-0.3%
TOTAL DEDUCTIONS FROM REVENUE	(2,483,595)	-43.6%	(2,619,177)	-45.1%	135,582	-5.2%	(2,492,563)	-43.7%
	(14,454,071)	-43.4%	(15,524,299)	-45.1%	1,070,228	-6.9%	(13,576,695)	-43.2%
<b>NET PATIENT REVENUE</b>	<b>3,218,044</b>	<b>56.4%</b>	<b>3,194,638</b>	<b>54.9%</b>	<b>23,406</b>	<b>0.7%</b>	<b>3,209,216</b>	<b>56.3%</b>
<i>(as % of Gross Patient Revenue)</i>	18,876,459	56.6%	18,935,155	54.9%	(58,696)	-0.3%	17,855,903	56.8%
<b>NET PATIENT REVENUE</b>	<b>3,218,044</b>	<b>95.8%</b>	<b>3,194,638</b>	<b>95.4%</b>	<b>23,406</b>	<b>0.7%</b>	<b>3,209,216</b>	<b>95.8%</b>
<i>(as % of Total Operating Revenue)</i>	18,876,459	94.0%	18,935,155	95.3%	(58,696)	-0.3%	17,855,903	95.4%
<b>OTHER REVENUE</b>								
DIETARY/MEALS INCOME	6,065	0.2%	6,917	0.2%	(852)	-12.3%	6,635	0.2%
	41,076	0.2%	41,500	0.2%	(424)	-1.0%	43,116	0.2%
OTHER INCOME	135,714	4.0%	148,767	4.4%	(13,053)	-8.8%	135,021	4.0%
	1,165,374	5.8%	892,600	4.5%	272,774	30.6%	825,155	4.4%
TOTAL OTHER REVENUE	141,778	4.2%	155,683	4.6%	(13,905)	-8.9%	141,655	4.2%
	1,206,449	6.0%	934,100	4.7%	272,349	29.2%	868,271	4.6%
<b>TOTAL OPERATING REVENUE</b>	<b>3,359,823</b>	<b>100.0%</b>	<b>3,350,321</b>	<b>100.0%</b>	<b>9,501</b>	<b>0.3%</b>	<b>3,350,872</b>	<b>100.0%</b>
	20,082,908	100.0%	19,869,255	100.0%	213,653	1.1%	18,724,173	100.0%
<b><u>OPERATING EXPENSES</u></b>								
SALARIES	1,687,995	50.2%	1,785,661	53.3%	(97,666)	-5.5%	1,658,643	49.5%
	9,946,229	49.5%	10,589,957	53.3%	(643,727)	-6.1%	9,321,141	49.8%
BENEFITS	539,044	16.0%	551,856	16.5%	(12,812)	-2.3%	506,408	15.1%
	3,246,168	16.2%	3,293,381	16.6%	(47,213)	-1.4%	3,105,752	16.6%
PROFESSIONAL FEES	231,330	6.9%	94,816	2.8%	136,514	144.0%	101,223	3.0%
	1,553,323	7.7%	562,312	2.8%	991,012	176.2%	881,699	4.7%
SUPPLIES & EXPENSES	717,522	21.4%	670,042	20.0%	47,480	7.1%	615,320	18.4%
	4,206,300	20.9%	3,989,474	20.1%	216,826	5.4%	3,504,954	18.7%
OCCUPANCY	117,345	3.5%	119,655	3.6%	(2,310)	-1.9%	130,725	3.9%
	747,520	3.7%	717,929	3.6%	29,591	4.1%	670,738	3.6%
DEPRECIATION	210,000	6.3%	222,132	6.6%	(12,132)	-5.5%	213,000	6.4%
	1,260,000	6.3%	1,332,790	6.7%	(72,790)	-5.5%	1,278,000	6.8%
<b>TOTAL OPERATING EXPENSE</b>	<b>3,503,237</b>	<b>104.3%</b>	<b>3,444,162</b>	<b>102.8%</b>	<b>59,075</b>	<b>1.7%</b>	<b>3,225,320</b>	<b>96.3%</b>
	20,959,540	104.4%	20,485,842	103.1%	473,698	2.3%	18,762,284	100.2%
<b>NET OPERATING INCOME (LOSS)</b>	<b>(143,414)</b>	<b>-4.3%</b>	<b>(93,840)</b>	<b>-2.8%</b>	<b>(49,574)</b>	<b>52.8%</b>	<b>125,552</b>	<b>3.7%</b>
	(876,632)	-4.4%	(616,587)	-3.1%	(260,045)	42.2%	(38,110)	-0.2%
<b><u>NONOPERATING REV/EXP</u></b>								
TAXES	165,896	4.9%	165,896	5.0%	-	0.0%	165,896	5.0%
	995,379	5.0%	995,379	5.0%	-	0.0%	995,379	5.3%
GENERAL CONTRIBUTIONS	100	0.0%	500	0.0%	(400)	0.0%	30	0.0%
	156	0.0%	500	0.0%	(344)	0.0%	406	0.0%
COVID/PRF FUNDING	-	0.0%	-	0.0%	-	#DIV/0!	19,350	13.7%
	192,799	16.0%	-	0.0%	192,799	#DIV/0!	40,448	4.7%
INTEREST INCOME	23,477	0.7%	2,250	0.1%	21,227	943.4%	668	0.0%
	40,976	0.2%	13,500	0.1%	27,476	203.5%	11,282	0.1%
INTEREST EXPENSE	(52,001)	-1.5%	(71,321)	-12.8%	19,321	-27.1%	(55,028)	-1.6%
	(314,901)	-1.6%	(427,928)	-2.2%	113,026	-26.4%	(390,800)	0.7%
<b>TOTAL NONOPERATING INCOME (LOSS)</b>	<b>137,473</b>	<b>4.1%</b>	<b>97,325</b>	<b>2.9%</b>	<b>40,148</b>	<b>41.3%</b>	<b>130,917</b>	<b>3.9%</b>
	914,409	4.6%	581,451	2.9%	332,958	57.3%	656,714	3.5%
<b>NET INCOME (LOSS)</b>	<b>(5,941)</b>	<b>-0.2%</b>	<b>3,485</b>	<b>0.1%</b>	<b>(9,426)</b>	<b>-270.5%</b>	<b>256,469</b>	<b>7.7%</b>
<i>Year to Date</i>	37,777	0.2%	(35,136)	-0.2%	72,913	-207.5%	618,604	3.3%

**CRAWFORD COUNTY MEMORIAL HOSPITAL  
STATEMENT OF CASH FLOWS  
FOR THE MONTH ENDING DECEMBER 31, 2022**

	<u>THIS MONTH</u>	<u>YTD</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
CASH RECEIVED FROM PATIENTS AND THIRD -PARTY PAYORS	3,826,670	19,616,758
CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES	(1,572,451)	(9,410,601)
CASH PAID TO EMPLOYEES FOR SERVICES	(2,300,914)	(11,663,430)
OTHER OPERATING REVENUE RECEIVED	141,778	1,206,449
NET CASH PROVIDED BY OPERATING ACTIVITIES	95,083	(250,824)
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES</b>		
COUNTY TAXES	44,291	1,164,427
<b>CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>		
PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT	-	-
PRINCIPAL PAYMENTS ON LONG-TERM DEBT	(68,736)	(409,525)
INTEREST PAID ON LONG-TERM DEBT	(149,414)	(315,641)
ACQUISITION OF PROPERTY AND EQUIPMENT	(14,434)	(395,507)
NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES	(232,585)	(1,120,673)
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>		
INTEREST RECEIVED	27,620	16,852
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	27,620	16,852
<b>NET INCREASE (DECREASE) IN CASH</b>	(65,591)	(190,217)
<b>CASH</b>		
BEGINNING	20,960,780	21,085,406
ENDING	20,895,189	20,895,189
<b>DAYS CASH ON HAND</b>		195

<u>OPERATING INDICATORS:</u>	<u>JUL</u>	<u>AUG</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>Target</u>	<u>Desirable Trend</u>	<u>Actual Trend</u>
Total Margin:	0.90%	2.61%	4.52%	5.58%	-15.34%	-0.17%	2.00%	Increasing	Decreasing
Total Margin ytd:	0.90%	1.78%	2.76%	3.50%	0.25%	0.18%	2.00%	Increasing	Decreasing
Debt Service Coverage Ratio:	2.76	3.20	2.74	2.77	2.51	2.38	1.60	Increasing	Decreasing
Days Revenue in Patient A/R:	55	50	54	52	53	52	50	Decreasing	Decreasing
Days Cash on Hand:	204	201	194	200	195	195	180	Increasing	Decreasing



**TO BE PAID THIS MONTH - December 2022**

Abbott Laboratories - Supplies	\$484.72
Advance Medical Designs - Supplies	\$175.95
Alcon Vision, LLC - Supplies	\$12,962.72
ALK-Abello, Inc. - Supplies	\$933.36
Allergen USA, Inc. - Supplies	\$1,902.00
Ameritex Services - Fees	\$5,335.37
Anderson Erickson Dairy - Supplies	\$667.90
Applied Medical - Supplies	\$732.00
Arthrex - Supplies	\$3,540.00
Aspen Surgical Products, Inc. - Supplies	\$260.37
Avidex Industries, LLC - Supplies	\$3,627.20
Bayer Healthcare - Supplies	\$1,692.12
Bio-Rad Laboratories - Supplies	\$1,868.02
Bluespace Creative - Fees	\$3,060.24
Bomgaars - Supplies	\$9.94
Bound Tree Medical LLC - Supplies	\$283.70
Briggs Healthcare - Supplies	\$159.30
C.R. Bard, Inc. - Supplies	\$1,159.67
Carefusion - Supplies	\$353.44
Caresfield, LLC - Supplies	\$330.23
Carroll Broadcasting, Co. - Advertising	\$300.00
CDW Government, Inc. - Supplies	\$2,427.26
Cisco Systems Capital Corp. - Supplies	\$73.94
CMS Communications, Inc. - Supplies	\$952.41
Cook Medical Inc. - Supplies	\$301.06
Cooper Surgical, Inc. - Supplies	\$406.52
Counsel - Fees	\$946.36
CPSI - Fees	\$20,330.00
Denison Bulletin & Review - Advertising	\$3,111.13
DFI-Solutions in Print - Supplies	\$520.17
E-A-B Medical - Supplies	\$207.00
Ecolab - Supplies	\$212.33
Fareway Stores - Supplies	\$855.04
Farmer Bros. Co. - Supplies	\$375.80
Federal Express Corp. - Fees	\$37.67
GE Healthcare - Fees	\$20,032.97
Grainger - Supplies	\$934.71
GRP & Associates Inc. - Fees	\$893.53
Health Care Logistics, Inc. - Supplies	\$131.78
Hill-Rom - Supplies	\$791.96
Hologic, Inc. - Supplies	\$594.00
Hupp Electric Motors - Supplies	\$4,255.67
HyVee, Inc. - Fees	\$271.49
ICP Medical, LLC - Fees	\$968.15
Injoy Productions - Supplies	\$363.13
Joe's Welding - Supplies	\$517.50
JP Gasway Co. - Supplies	\$1,640.00
KDSN FM - Advertising	\$3,327.85

Kreisers, LLC - Supplies	\$831.60
La Prensa - Advertising	\$1,420.00
Lifeserve Blood Center - Supplies	\$3,482.00
Macro Helix, LLC - Fees	\$10,648.79
Manilla Times - Advertising	\$643.84
Mapleton Press - Advertising	\$287.00
Marco, Inc. - Fees	\$15,400.58
Martin Bros Dist. Co., Inc - Supplies	\$3,507.67
Masimo Corporation - Supplies	\$741.00
Medibadge, Inc. - Supplies	\$22.40
Medimizer, Inc. - Supplies	\$2,080.00
Medivators, Inc. - Supplies	\$826.58
Mercy College Training Center - Fees	\$45.00
Mindray DS USA, Inc. - Supplies	\$963.75
Nurse Choice - Supplies	\$111.25
O'Reilly Auto Parts - Supplies	\$57.42
Observer - Advertising	\$532.00
Onmedia - Advertising	\$491.00
Optum - Fees	\$204.40
Ortho Clinical Diagnostics - Supplies	\$3,181.66
Performance Health - Supplies	\$405.77
Pfizer, Inc. - Supplies	\$111.26
Philips Healthcare - Supplies	\$5,438.00
Plunkett's Pest Control - Fees	\$189.25
Precision Dynamics Corp. - Supplies	\$1,367.49
Priority Healthcare Dist. - Supplies	\$4,369.92
Professional Computer Solutions - Fees	\$1,308.00
Professional Medical Mgmt. - Fees	\$7,111.50
Secure Shred Solutions - Fees	\$304.00
Shared Medical Service, Inc. - Fees	\$1,075.00
Sherwin Williams - Supplies	\$1,091.80
Siemens Healthcare Diagnostics - Supplies	\$2,256.05
Smart Shopper - Advertising	\$4,592.00
Standard Textile Co., Inc. - Fees	\$635.76
Steris Corporation - Supplies	\$99.77
Stone Printing - Supplies	\$410.59
Stryker Endoscopy - Supplies	\$2,721.50
Stryker Sales Corp. - Supplies	\$375.34
Team Ford Lincoln - Fees	\$35.99
Teleflex Medical - Supplies	\$343.65
The Rhino Group - Fees	\$266.53
Uline - Supplies	\$144.10
Ultra-Chem, Inc. - Supplies	\$293.60
Van Meter - Supplies	\$230.85
VVC Holding LLC - Fees	\$5,539.27
Vyaire - Supplies	\$218.88
Young, Fran - Advertising	\$99.50

**December Check Run**

**\$191,830.99**

AAHAM - Fees	\$209.00
Jerry Ahlberg - Scholarship	\$326.95
Airgas USA, LLC - Supplies	\$1,911.14
American Messaging - Fees	\$138.14
Ameritex Services - Fees	\$2,517.86
Ampride Truck Plaza - Supplies	\$11.97
Angel + Earth Candle Co. - Fees	\$118.00
Avant Healthcare Professionals, LLC - Fees	\$27,225.35
Beckman Coulter, Inc. - Fees	\$74.25
Black Hills Energy - Utilities	\$1,334.83
Boxout, LLC - Supplies	\$3,878.00
Bracco Diagnostics, Inc. - Supplies	\$957.90
Dr. Kyle Brown - Expenses	\$500.00
Cable Channel 13 - Advertising	\$276.00
Caravan Health - Fees	\$8,705.00
Cardinal Health - Supplies	\$28,326.86
Cardinal Supplies and Fresheners - Supplies	\$612.00
Nancy Carlson - Expenses	\$80.93
Cassling - Fees	\$34,064.33
CDW Government, Inc. - Supplies	\$2,377.04
CenturyLink - Telephone	\$887.74
Cepheid - Supplies	\$3,421.73
Change Healthcare - Fees	\$6,778.63
Charter Oak Commercial Club - Sponsorship	\$25.00
CHI Health - Fees	\$2,964.79
Chubb & Son - Premium	\$434.00
Cisco Systems Capital Corporation - Fees	\$62,496.05
City of Dow City - Utilities	\$69.14
Cobblestone Inn & Suites - Fees	\$1,089.00
College of American Pathologists - Fees	\$9,672.31
Colonial Life - Premiums	\$649.20
Comphealth - Fees	\$5,062.50
Compliance Resource Center - Fees	\$2,000.00
Compliance Team - Fees	\$1,500.00
Counsel - Fees	\$1,129.32
Erika Coyne - Expenses	\$34.78
Crawford County Engineers - Supplies	\$471.20
Crawford County Treasurer - Fees	\$200.00
Crystal Clear of SW Iowa - Supplies	\$207.00
Custom Learning Systems - Fees	\$41,222.50
Database Solutions, Inc. - Fees	\$3,920.00
Dearborn National - Premiums	\$21,468.97
Nicole Dehner - Expenses	\$419.69
Denison Drywall & Supply - Fees	\$99.84
Denison Municipal Utilities - Utilities	\$14,277.29
Denman & Company - Fees	\$9,140.00
Dish - Fees	\$739.60
DMS Health Technologies - Supplies	\$3,575.00
Do It Best Hardware - Supplies	\$201.62
Kayla Donscheski - Expenses	\$161.57
Dorsey & Whitney - Fees	\$27,258.50
EBSCO Information Service - Fees	\$10,890.00
Kelby Eck - Expenses	\$196.35
Eide Bailly LLP - Fees	\$1,395.00
Ace Ettleman - Fees	\$550.00
Marilyn Ettleman - Fees	\$200.00
Eventide Lutheran Home - Fees	\$168.75
Fareway Stores - Supplies	\$137.03
FDA-MQSA Program - Fees	\$548.00
First National Bank - Expenses	\$9,415.51
Jason Franklin - Expenses	\$6,383.04
Melissa Frazier - Expenses	\$34.78
Frontier Telephone Co. - Telephone	\$268.64
Greatamerican Financial SE - Fees	\$230.00
Growmark FS - Fees	\$3,251.21
Health Partners of SW IA - Fees	\$2,519.00
IA Dept of Public Health - Fees	\$105.00
ICP Medical, LLC - Fees	\$640.00
ICU Medical, Inc. - Supplies	\$5,993.80
ID Apparel, LLC - Supplies	\$182.00
IDPH Bureau of Radiologic - Fees	\$2,220.00
Dr. John Ingram - Expense	\$1,664.31
Integrated Telehealth Partners - Fees	\$300.00

Iowa Hospital Association - Fees	\$225.00
Iowa Poison Control Center - Fees	\$1,250.00
Angela James - Expenses	\$253.10
Kasee Kavas - Expenses	\$148.31
Keast Auto Center - Fees	\$1,311.15
Jill Kierscht - Expenses	\$950.50
Krucial Staffing, LLC - Fees	\$15,532.50
Landauer, Inc. - Fees	\$407.13
Language Line Services - Fees	\$885.69
Dr. John Lothrop - Expenses	\$1,300.00
Don Luensmann - Expenses	\$1,090.03
Dr. Michael Luft - Expenses	\$820.00
Sara Luft - Expenses	\$272.00
McKesson Medical Surgical - Supplies	\$20,857.98
Medical Solutions, LLC - Fees	\$105,402.72
Medi - Dose Inc. - Supplies	\$366.03
Medline Industries, Inc. - Supplies	\$2,026.77
Julie Meseck - Expenses	\$200.00
Michael & Sara Luft - Expenses	\$300.00
Maria Morales - Expenses	\$3,200.00
Erin Muck - Expenses	\$557.68
Dana Neemann - Expenses	\$364.53
Network Services Company - Supplies	\$2,799.60
New York Life - Premiums	\$3,753.80
NW Iowa Yes Center - Fees	\$322.75
GeeCee Odera - Expenses	\$3,200.00
Owens & Minor - Supplies	\$18,404.67
Oxen Technology - Fees	\$10.00
Lana Peterson - Expenses	\$34.78
Pfizer, Inc. - Supplies	\$545.80
Pharmacy OneSource - Fees	\$512.97
Physicians Lab Services - Fees	\$25,768.50
Practical Sleep Services - Fees	\$8,940.00
Press Ganey Assoc., Inc. - Fees	\$3,449.99
QuVa Pharma, Inc. - Supplies	\$489.37
R&S Waste Disposal - Fees	\$1,369.85
Rasmussen Lumber Co. - Supplies	\$23.92
Redsail Technologies - Fees	\$203.29
Relias, LLC - Fees	\$35,731.82
Elizabeth Rothe - Expenses	\$34.78
Lisa Sample - Expenses	\$22.63
Brooke Schwery - Expenses	\$359.28
Scribe EMR - Fees	\$22,248.00
Siemens Industry, Inc. - Fees	\$675.00
Singlehop, LLC - Fees	\$225.00
Spendmend, LLC - Fees	\$850.00
St. Anthony Regional Hospital - Fees	\$4,684.40
Staples Advantage - Supplies	\$1,458.25
State Hygienic Laboratory - Fees	\$1,098.00
Stryker Medical - Fees	\$19,948.00
Stryker Rental Service - Fees	\$582.20
Natya Sturm - Expenses	\$50.02
T.A. Penke & Associates - Fees	\$32.00
The Rhino Group - Fees	\$6,969.67
Janet Theulen - Expenses	\$45.00
Dr. Michael Thorstenson - Expenses	\$1,590.72
Tri-Anim Health Services - Fees	\$229.15
Turnkey Pharmacy Solutions - Fees	\$2,251.65
UKG, Inc. - Fees	\$21,710.00
Unitimed Recruiting Resources - Fees	\$15,541.17
United States Pharmacopeial - Supplies	\$250.00
UnityPoint Health - Fees	\$883.00
UNMC Center for Continuing Education - Fees	\$550.00
US Foods - Supplies	\$7,472.61
Hannah Vary - Expenses	\$366.60
Verizon Wireless - Telephone	\$273.41
Vision Service Plan - Premiums	\$3,714.92
Wells Fargo Financial Leasing - Fees	\$1,182.55
West Bend Mutual Ins. Co. - Premiums	\$18,867.40
Western Iowa Networks - Telephone	\$1,318.33
Kelly Wieman - Expenses	\$490.00
Dr. David Wright - Expenses	\$58.85
Patient Account Refunds	\$6,936.52
<b>Manual Check &amp; ACH Total</b>	<b>\$788,766.28</b>

<b>DEPRECIATION FUND:</b>		
Avidex Industries, LLC - TV Upgrades	\$35,037.00	
GE Medical Systems - Stress Treadmill	\$5,999.92	
Hologic, Inc. - Bone Density Scanner	\$61,195.50	
Insight Public Sector, Inc. - Phone Upgrades	\$32,467.32	
Invision Architecture - Facility Planning Fees	\$26,400.00	
Owens & Minor - Warming Cabinet	\$7,683.00	
Stryker Medical - Medical Beds	\$21,122.86	
Stryker Sales Corp. - Supplies	\$68,342.64	

<b>Depreciation Total</b>	<b>\$258,248.24</b>
<b>Salaries</b>	<b>\$2,462,142.67</b>
<b>GRAND TOTAL</b>	<b>\$3,700,988.18</b>