

Stoughton Hospital Association Audit Compliance/Risk Management Committee

Friday, April 18, 2025 | 8:30 a.m. – 9:30 a.m.

MS Teams: [Join the meeting now](#) | Meeting ID: 214 729 259 186 | Passcode: BU9B3Ag9

Committee Function and Members

Committee Function: Establish and maintain internal systems, controls and procedures to safeguard the corporation's assets, ensure compliance, avoid fraud and accurately report financial information. Serve as the liaison, and ensure adequate communication between the Board of Directors, management and internal and external auditors. Select and determine the compensation of external auditor.

* Directors may not service on Finance and Audit Committees simultaneously.

* 100% independent directors per IRS 990 definition.

Committee Members: Kris Krentz (Chair) | Donna Olson (Vice Chair) | Nick Probst | Sue Vanderbilt | Tim Rusch (Ex Officio)

	Item	Discussion	Presenter
	1.	Call to Order	Kris Krentz
A	2.	Review and Approval of February 28, 2025 Audit Compliance/Risk Management Committee Meeting Minutes (<i>See Attached, Pg. 3-6</i>)	Kris Krentz
	3.	Discussion of Process Selection (<i>See Attached, Pg. 7-9</i>)	Michelle Abey
	4.	FY2025 Audit, Tax & Cost Report Preparation Request for Proposal Process (RFP) Presentations (10-15 minutes each plus 10 minutes for questions) <ul style="list-style-type: none">a. Eide Bailly LLP (<i>See Attached, Pg. 10-45</i>)b. Wipfli LLP (<i>See Attached, Pg. 46-86</i>)	
A	5.	Discussion/Evaluation of Presentations/Selection of Audit Firm	All
	6.	Open Discussion	
	7.	Adjournment	Kris Krentz

Upcoming Meetings:

- Quality Committee Meeting: Tuesday, April 22, 2025 at 9:00 a.m.

- Executive Committee Meeting: Wednesday, April 23, 2025 at 7:15 a.m.
- Governing Board Meeting: Wednesday, May 28, 2025 at 7:15 a.m.

Note:

- A = Item requiring a Board/Committee Action, Approval, Recommendation or Acceptance
- R = Item requiring a formal Board Resolution

MISSION

The mission of Stoughton Hospital is to provide safe, quality health care with exceptional personalized service.

VISION

We grow to meet the changing needs of the communities we serve and become their health partner of choice.

VALUES

Our patients and community are our number one priority.

Stoughton Hospital Association Audit Compliance/Risk Management Committee

Friday, February 28, 2025 | 8:30 a.m. – 9:30 a.m.

MS Teams: [Join the meeting now](#) | Meeting ID: 285 166 933 574 | Passcode: dk3WJ67o

Committee Function and Members

Committee Function: Establish and maintain internal systems, controls and procedures to safeguard the corporation's assets, ensure compliance, avoid fraud and accurately report financial information. Serve as the liaison, and ensure adequate communication between the Board of Directors, management and internal and external auditors. Select and determine the compensation of external auditor.

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* 100% independent directors per IRS 990 definition.

Meeting Attendees: Kris Krentz | Donna Olson | Nick Probst (virtual) | Sue Vanderbilt (virtual) | Tim Rusch | Glenn Kruser (virtual) | Matt Kinsella (virtual) | Dacia Brunner | Chris Brabant | Dr. Schwaab

Item	Discussion	Presenter
1.	Call to Order	Kris Krentz
	Mr. Krentz called the February 28, 2025 Audit Compliance/Risk Management Committee meeting to order at 8:32 a.m.	
	2. Review and Approval of November 22, 2024 Audit Compliance/Risk Management Committee Meeting Minutes	Kris Krentz
A	<i>Action: Ms. Vanderbilt made a motion to approve November 22, 2024 Audit Compliance/Risk Management Committee meeting minutes. Ms. Olson seconded the motion. Motion carried.</i>	
A	3. Stoughton Hospital Association Tax Deferred Annuity 403(B) Plan FY2024 Audit Statement of Work Approval	Michelle Abey
	Ms. Abey provided a summary of the Stoughton Hospital Association Tax Deferred Annuity 403(B) plan FY2024 Audit Statement of Work. She noted CliftonLarsonAllen has been our auditor since 2018, and the report would require approval at the August Audit Committee meeting. Given this work needs to be done before the RFP process, Ms. Abey recommended continuing with CliftonLarsonAllen for the plan audit in 2024. Finally, Ms. Abey shared the statement work is standard, and the increase in fees was	

Item Discussion
Presenter

less than \$1,000 which was still significant, but not out of the realm of reasonableness.

Action: Mr. Probst made a motion to approve Stoughton Hospital Association Tax Deferred Annuity 403(B) Plan FY2024 Audit Statement of Work. Ms. Vanderbilt seconded the motion. Motion carried.

- | | |
|---|---------------|
| 4. FY2025 Audit, Tax & Cost Report Preparation Request for Proposal Process (RFP) <ul style="list-style-type: none"> a. Timeline b. Request for Proposal Document c. Audit Firms Solicited | Michelle Abey |
|---|---------------|

Ms. Abey shared the request for proposal (RFP) for the selection of the FY2025 Audit, Tax & Cost Report firm will be issued Monday, March 3, 2025, and proposals will be due April 1, 2025. This will allow Ms. Abey and Ms. Brunner one- and one-half weeks to review the proposals. She stated the RFP will be issued to the five firms included in the packet. Ms. Abey shared a scoring sheet will be used to score each firm, and the top two firms would be asked to present at the Audit Committee meeting in April.

Ms. Abey provided a brief overview of some of these firms:

- Forvis Mazars has a large healthcare practice.
- CliftonLarsonAllen audits the 403b benefit plan and they facilitated value-based purchasing discussions in the past for the Board. Ms. Boese and Mr. Bjerke also presented at our Governing Board retreat.
- RSM (formerly McGladrey & Pullen LLP) was Stoughton Hospital's auditor before the change to Eide Bailly LLP.

Ms. Vanderbilt commented she thought the RFP was well done and feels this is a solid list of firms. She noted she has worked with a couple of these firms in the past, and she feels they are all very capable. Ms. Vanderbilt noted her only recommendation was that once the firms are narrowed down to two, if Ms. Abey could provide the scoring tool to committee members to assist in reviewing the finalists. Ms. Abey stated she will send the scoring tool to committee members prior to the committee meeting.

- | | |
|---|---------------------------------|
| 5. Internal Control Review <ul style="list-style-type: none"> a. Cash and Accounts Receivable Controls | Michelle Abey/
Dacia Brunner |
|---|---------------------------------|

Item Discussion
Presenter

Ms. Brunner provided a summary of Stoughton Health's internal controls from a cash and patient receivables aspect. She showed a summary of the cash accounts and balances, noting there is diversification of functions provided by each bank. Ms. Abey commented that the largest balance is maintained at Wells Fargo since they are the highest paying sweep at 4.25% right now. She added prior to the rate drops, when sweeps came back into paying for themselves Wells Fargo was at 5.25%.

Ms. Brunner provided a summary of the five main cash controls:

1. Cash Bank Account Reconciliations are prepared by the Accountant and reviewed by Accounting Manager and CFO
2. CFO and CEO have ability to approve outgoing non-Paymerang Wires.
3. Check payments require positive pay submissions with the bank. The bank detects fraud by matching the company's issued check list with the check presented for payment before processing.
4. The entire accounting team and CFO can review all activity in the Bank accounts.
5. Paymerang, a contracted service, is responsible for verifying all change of vendor information requests.

Ms. Brunner provided an overview of accounts receivable controls:

1. Monthly Review of Accounts Receivable for Uncollectible Accounts and Contractual Adjustments
2. Monthly Account Reconciliation of Patient Accounts Receivable between EPIC and the General Ledger
3. Completed by Financial Analyst and Reviewed by Accounting/Materials Manager and CFO

Ms. Abey asked whether there were any questions related to internal controls and there were none. The committee members noted they appreciated the high-level overview.

b. Information Systems: Review of SynerComm Results

Ms. Abey provided a summary of the SynerComm blind external/internal penetration test result. She stated there were no critical, five high, twelve moderate, and one low finding. Ms. Abey stated this is the first testing that Stoughton Health has paid for in the

Item Discussion**Presenter**

past six years, and we plan to do more of this on the Stoughton Health network. The SSM information and cybersecurity teams do extensive testing on the SSM network functions and EPIC. Ms. Abey stated SynerComm also conducted a small social engineering test. They obtained email addresses to phish by scanning websites to pick up Stoughton Health email addresses. Finally, Ms. Abey stated the action plan to mitigate findings can be found in the February 28, 2025 Audit Compliance/Risk Management Committee meeting packet. Ms. Vanderbilt noted they used SynerComm for a short time in the past, and inevitably went in another direction.

6. Open Discussion

Action: Mr. Rusch made a motion at 9:03 a.m. to adjourn the Audit Compliance/Risk Management Committee meeting. Ms. Vanderbilt seconded the motion. Motion carried.

7. Adjournment

Kris Krentz

Respectfully submitted,

Mr. Glenn Kruser
Secretary/Treasurer

Audit, Tax & Cost Report Preparation Request for Proposal (RFP)

Process Selection Recap

Stoughton Health received proposals from the five firms that requests were sent to: Wipfli, RSM, Forvis Mazars, EideBailly and CliftonLarsonAllen (CLA). Michelle Abey, CFO & Dacia Brunner, Accounting & Material Services Manager, had a virtual visit with each firm where they were able to ask questions about the work required and Stoughton Health. Several asked for the prior year's audit report and other information which was supplied to them if requested. Each provided a three-year fee proposal – a table of the year one fees for each is as follows:

	Wipfli	RSM	Forvis Mazars	EideBailly	CLA
One Year Total Fees:					
Hospital audit	26,500	63,000	45,000	38,500	32,000
Foundation audit	4,800	12,000	22,500	5,000	12,000
Travel/out-of-pocket costs/Technology Fee	-	-	-	3,235	5,413
Hospital, Foundation & Auxiliary Form 990	8,500	18,500	16,500	9,200	12,250
Medicare Cost Report Preparation	10,700	14,000	13,000	12,000	12,000
Total fees	\$ 50,500	\$ 107,500	\$ 97,000	\$ 67,935	\$ 73,663

Two of the five firms' fees were significantly higher than the other three and after review of the proposals didn't appear to be providing any additional services to justify the higher fees, thus were eliminated from consideration. The final three firms were rated by both Michelle & Dacia separately and then scores on the following scoresheet were combined and EideBailly & Wipfli had the highest scores so were selected to present at the Audit Committee.

CRITERIA
Firm Qualifications
Experienced at auditing NFP hospitals
Has Medicare/Medicaid reimbursement experience with CAH's
Firm size is appropriate in relation to audits to be performed
Firm appears to understand nature of audit work to be performed
Audit firm's description of work to be performed demonstrates understanding of organization
Proposed Team Qualifications
Personnel are experienced with NFP Hospitals
Personnel are experienced with CAH Hospitals
Number of auditors that will be assigned to our audit is appropriate
The outlined audit team is appropriate (ie Partner, manager etc)
Impact on Hospital Personnel
Minimal or no change in Hospital personnel efforts expected
Firm will be able to meet timeframes outlined
Firm has consulting capabilities appropriate to Hospital needs
Has appropriate technology for transmitting information and make requests
Suggested In person versus remote time allocation is appropriate
Fees

To make it easier for the Audit Committee to make a decision, Michelle identified 6 key areas for the committee to rate the presentations/firms. For each firm, a ranking of either “1” or “2” will be applied and the firm with the highest score will be the highest-ranking proposal.

AUDIT FIRM PROPOSAL EVALUATION CRITERIA		
	Wipfli	EideBailly
	Firm 1	Firm 2
CRITERIA		
SCORING KEY:		
HIGH = 2		
LOW = 1		
Technical experience: Assess the vendor's technical skills and experience, particularly in areas relevant to the audit.		
Relevant experience: Determine if the vendor has history of successful engagements for CAHs		
Independence: Ensure that the vendor will maintain independence & objectivity in their role as auditor		
Communication: Evaluate the vendor's communication style and ability to communicate with the audit committee & other stakeholders.		
Flexibility: Assess vendor's ability to adapt to changing circumstances and provide additional services as needed.		
Pricing: Evaluate the proposed fees & their reasonableness within the market considering scope of work		
SCORE	0	0
One Year Total Fees:		
Hospital audit	\$ 26,500	\$ 38,500
Foundation audit	4,800	5,000
Travel/out-of-pocket costs/Technology Fee	-	3,235
Hospital, Foundation & Auxiliary Form 990	8,500	9,200
Medicare Cost Report Preparation	10,700	12,000
Total fees	\$ 50,500	\$ 67,935

AUDIT FIRM PROPOSAL EVALUATION CRITERIA

	Wipfli Firm 1	EideBailly Firm 2
CRITERIA		
SCORING KEY:		
HIGH = 2		
LOW = 1		
Technical experience: Assess the vendor's technical skills and experience, particularly in areas relevant to the audit.		
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Flexibility: Assess vendor's ability to adapt to changing circumstances and provide additional services as needed.		
Pricing: Evaluate the proposed fees & their reasonableness within the market considering scope of work		
SCORE	0	0
One Year Total Fees:		
Hospital audit	\$ 26,500	\$ 38,500
Foundation audit	4,800	5,000
Travel/out-of-pocket costs/Technology Fee	-	3,235
Hospital, Foundation & Auxiliary Form 990	8,500	9,200
Medicare Cost Report Preparation	10,700	12,000
Total fees	\$ 50,500	\$ 67,935



April 1, 2025

Proposal for Audit, Tax and Cost Report Services

STOUGHTON HOSPITAL ASSOCIATION

Submitted By:

Eide Bailly LLP
Jared Heim, CPA
Partner

Joe Splinter, CPA
Partner



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Cover Letter

Stoughton Hospital Association Audit Committee
C/o Michelle Abey
VP Financial Services/CFO
Stoughton Hospital Association, Inc.
900 Ridge Street
Stoughton, Wisconsin 53589

Dear Ms. Abey:

Thank you for giving Eide Bailly the opportunity to propose on audit, tax and cost report services for Stoughton Hospital Association (Hospital). We're confident the Hospital will continue to benefit from the experience we can provide. Eide Bailly has the qualifications to remain the firm of choice for the following reasons:


 **Extensive Healthcare and Nonprofit Industry Experience:** Business is about more than numbers, and we are active in the industries we serve. We stay abreast of current issues impacting the healthcare industry and grow our knowledge by attending workshops and trainings. We'll continue to work closely with your management team to identify issues and provide responsive solutions tailored to your organization.

Healthcare Experience: Healthcare is one of Eide Bailly's largest industry groups, and we serve over 3,500 healthcare organizations throughout the nation. More than 400 professionals are dedicated to serving the healthcare industry, including specialists in assurance, third-party reimbursement, tax, financing, operational improvement, revenue cycle, compliance, medical record support, strategic reimbursement, information technology and many more.

Nonprofit Experience: Eide Bailly currently serves over 3,600 nonprofit organizations throughout the nation. Our nonprofit team members have made a career commitment to working with nonprofits and, therefore, they focus their training and education around this sector. These members and partners understand the issues faced by nonprofits and are in better position to provide solutions to your issues and needs that may affect your organization.

As a valued client, you'll also experience:

- **Exceptional Service, National Resources:** While you'll continue to be served by professionals in our Dubuque, Iowa office, the Hospital will also continue to have access to our national resources, including more than 3,500 professionals with diverse skill sets and experiences across the firm.
- **Proactive Communication:** Your Eide Bailly service team will continue to keep you informed of changes affecting your organization.
- **Partner Involvement:** You will continue to experience partner and senior staff involvement not only during the audit, tax and cost report engagements, but also throughout the year as issues, questions and opportunities arise.

 **Timeliness:** We'll continue to meet your deadlines. Our professionals are trained to anticipate, identify and respond to your needs in a timely manner. We'll work closely with your management team to customize our services to your needs. We believe in clear, up-front and open communication with no surprises. As we have demonstrated previously, we understand and will comply with the schedules and scope for the audit, tax and cost report, as outlined in your request and will perform all work within the timeframes outlined.

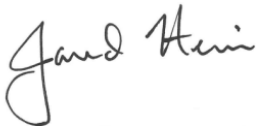
▶▶▶ **Unmatched Client Service is Our Passion:** As you have experienced, we have a high staff continuity – significantly higher than most firms – which means you’ll work consistently with the same team, all of whom have been chosen because of their experience serving and advising the Hospital over the past several years. Working with Eide Bailly means all your service needs will be addressed within a single, core team, resulting in greater efficiency and scale.

▶▶▶ **Thought Leadership:** We are leaders in the healthcare industry, offering valuable perspectives beyond our core strength of accounting and tax compliance. We’re business advisors who want to help guide the strategy and operations of your organization, and we’ll make sure you feel connected and understand the process. Our professionals work closely together so you receive valuable service from people who understand your needs and know your business.

▶▶▶ **We Want to Continue to Work with You:** We’ve developed the following proposal with Stoughton Hospital Association in mind, and we have a strong desire to continue our relationship. We have always delivered honest and insightful advice, beyond what is normally experienced in the public accounting industry. Our tagline, **what inspires you, inspires us**, is more than words to add to marketing materials. We gain energy from those we serve, which turns into a passionate interest in our clients’ success.

The following pages highlight our firm’s strengths and solutions we can provide for the Hospital. You have always been a highly valued client, and we would be proud to continue to work with Stoughton Hospital Association, building on our already trusting relationship with your team. Please contact us if you would like to discuss any aspect of this proposal.

Sincerely,



Jared Heim, CPA
Partner
563.557.6169
jheim@eidebailly.com



Joe Splinter, CPA
Partner
563.557.6170
jsplinter@eidebailly.com

Prior Auditing Experience

CLIENT REFERENCES

As a top 20 CPA firm, we've built our business on relationships and believe our clients to be the best critics of our service.

The clients below have similarities to your organization, and we encourage you to contact them to learn about their Eide Bailly experiences. Additional references are available upon request.

Similar Clients

Crossing Rivers Health

Geoff Mandala

Chief Financial Officer
608.357.2405

15+ years providing audit, tax and cost report services to hospital and foundation.

Iowa Specialty Hospital-Belmond and Clarion

Greg Polzin

Chief Financial Officer
641.444.5623

15+ years providing audit, tax and cost report services to hospital and foundation.

St. Anthony's Regional Hospital

Eric Salmonson

Chief Financial Officer
712.794.5424
esalmonson@stanthonyhospital.org

3 years providing audit, tax and cost report services to hospital and foundation.



SERVICES EXPERIENCE

Audit and Assurance Experience

Since 1917, we've provided assurance services to clients across all industries, including healthcare and nonprofits and foundations. These services account for approximately **32% of our work**, and include audits, compilations, reviews and financial statement forecasts and projections, as well as assistance in understanding financial statements, conducting internal audits and evaluation and testing of internal controls. Our clients experience regular contact with senior-level staff, as well as work with a consistent team from year to year, with appropriate rotation.

Usually, an audit is required for industry compliance, or at the request from a lender, inactive or absent owner, vendor or other party in need of verifying your financial statements. At Eide Bailly, however, we view an audit as a valuable management tool — the opportunity to help you improve profitability and strengthen your business and administrative practices. Our clients appreciate this viewpoint and the opportunity to work with auditors who share their vast knowledge throughout the process, as well as throughout the year.

We focus on providing value beyond traditional assurance services. Clients tell us they appreciate our timeliness, attention to detail, industry expertise and peer-to-peer approach. As you have experienced, we're accessible and maintain client contact with frequent phone calls, emails and meetings to discuss what is going on in your organization.

National Assurance Office

Eide Bailly's National Assurance Office (NAO) oversees the quality and compliance of the audit practice. This group of assurance partners and senior managers performs a variety of quality control functions, such as:

- **Consults** with engagement teams, financial statement reviews and engagement quality control reviews.
- **Monitors** new accounting and auditing standards and assists in the development of related internal communications and training materials.
- **Develops and delivers** internal continuing professional education (CPE).
- **Assists** with the performance of the firm's internal inspection processes and formal root cause and action plan development for both internal inspection and peer review findings.

Your audit team has access to this group on an as-needed basis to help research and consult on any unique auditing or compliance issues that may arise. The NAO is a firm resource to support the audit team; therefore, we do not charge our clients for time spent by this group supporting the audit team.

Tax Experience

We provide tax services to clients across all industries, accounting for **43% of our work** and encompassing tax returns, tax planning, business advice, tax research and IRS audit support. We help our clients manage their tax planning, compliance and reporting needs through proactive planning, sound advice and research. Our focused knowledge and understanding of the tax laws and regulations is fundamental to minimizing our clients' tax liability and providing the solid guidance clients trust.

Nonprofit Tax Expertise

Our exempt organization tax practice helps clients maintain their most valuable asset — their tax-exempt status. Eide Bailly recognizes the complexity of the tax issues for nonprofit organizations, and we've developed a specialized team of over 80 professionals dedicated to serving the compliance and consulting needs of our nonprofit clients. Within the nonprofit group, our Exempt Organization Tax team is comprised of 25 individuals representing all staff levels. The Exempt Organization Tax team is devoted to nonprofit tax matters and spend 100% of their time working in this area. Our consulting services include such things as assisting clients with identifying and reporting unrelated business income tax; securing public charity status; fundraising reporting and disclosures; 501(r) compliance; intermediate sanctions planning and documentation; IRS examinations and appeals; compensation and benefits issues; and entity structuring and restructuring. In addition, our Exempt Organization Tax Practice prepares more than 3,400 federal and state information, income tax and charitable organization registration returns and filings for nonprofit organizations nationwide.

Energy Efficiency Incentives

Eide Bailly's unique approach in implementing Energy Efficiency Credits, including Clean Energy Investment Tax Credit (Section 48) and Commercial Buildings Energy Efficiency Tax Deduction (Section 179D), offers flexibility and customization to make the study a success. Eide Bailly is the number one accounting firm offering 179D and 48 services with Professional Engineers, energy modelers and Home Energy Rating System (HERS) raters, all in-house and ready to help you maximize your energy credits and deductions. Our energy efficient credits and deductions team understands all facets of the 179D energy efficient tax deduction and the Section 48 energy investment tax credit. They'll help you assess your eligibility and then work with you to maximize the potential benefit of energy efficient incentives, reducing confusion and complexities. Eide Bailly's Energy Incentives team is dedicated to helping you achieve your tax-saving strategy while complementing your organization's energy recognition goals.

National Tax Office

Eide Bailly's National Tax Office (NTO) serves as a resource for clients to help analyze complex tax issues related to business decisions. These professionals are committed to helping clients stay informed about tax news, developments and trends through various specialty areas, including accounting methods and periods, cost segregation studies, wealth transfer, state and local taxation, international tax, tax exempt organizations, tax controversy, research and development tax incentives and tax legislation.

We draw on the expertise of professionals who specialize in keeping abreast of legislative actions, share updates regarding tax news, developments and trends, and have the vision to continually develop and offer services that bring value and meet our clients' changing needs.

The NTO regularly publishes tax update e-newsletters, insights and hosts relevant workshops and webinars to keep our clients aware of emerging issues.



HEALTHCARE EXPERIENCE

INSPIRED TO HANDLE THE BUSINESS OF HEALTHCARE

We are leaders in the industries we serve, offering valuable perspectives beyond our core strength of accounting and tax compliance. We're here to help guide the strategy and operations of your organization, and we aim to make sure our clients feel connected and understand the process.

We've significantly developed and expanded our healthcare practice to meet the changing needs of the industry. We've grown our practice to be one of the top industry groups of the firm and top healthcare practices within CPA firms nationwide. Our client base includes organizations such as hospitals and health systems, rural community and critical access hospitals (CAH) and clinics, medical, dental, and ancillary practices, skilled nursing and senior living facilities, home health agencies and more.

Healthcare is one of Eide Bailly's largest industry groups, as we serve over 3,500 healthcare organizations throughout the nation. More than 400 professionals are dedicated to serving the healthcare industry, including specialists in assurance, tax, third-party reimbursement, transaction services, outsourced and managed services, strategy and financial planning, operational improvement, revenue cycle, compliance, technology and analytics, and other services.

Our services include a variety of healthcare consulting activities that focus on billing and revenue cycle activities, business office operations, organizational strategy, operations improvement, transaction services, medical record support, strategic reimbursement, information technology (IT) and other business activities.

At a Glance
HEALTHCARE


100+
YEARS OF EXPERIENCE


3,500
HEALTHCARE CLIENTS


400+
DEDICATED STAFF

As a result, we've welcomed a significant number of experienced professionals such as former chief financial officers, business office managers, registered nurses, pharmacists and others with functional experience to work directly with operational areas within our healthcare clients to improve overall efficiencies and profitability.

In order to most effectively deliver quality service to our healthcare clients, Eide Bailly has built its healthcare practice to function on a firmwide level rather than office by office. As a result, our clients are not bound by geographic locations. While we may bring in individuals from various Eide Bailly offices to provide you with appropriate expertise, we plan to primarily utilize staff from our Dubuque office to manage the work. Our firm has made significant investments to integrate the most effective communication technology, enabling us to work with our clients more efficiently across the country. These initiatives will reduce travel and other costs and provide direct access, if needed, to professionals regardless of your needs.

With healthcare being such a significant part of our firm's practice, we're able to invest extensively in internal and external education via internal webinars and annual summits that discuss industry specific issues, and we make other investments in education via direct involvement in various healthcare related organizations. This dedication to the industry helps our clients in practical ways every day. We stay current on regulatory and operational issues affecting our clients and deliver pertinent information to our clients on a timely basis. This enables our clients to focus more of their time on their mission rather than spending all their time navigating the waters of regulatory compliance.

With our focus on innovation and ensuring our clients' success, we continually invest in our firm's resources to provide our clients with strategic solutions. Specific services we're working on with our clients focus on COVID-related funding compliance, revenue cycle, reimbursement, compliance and governance. Our clients are given information key to stakeholders so they can make changes when the issue is at hand.

National Perspective

We will bring a valuable perspective to the Hospital by bringing best practices to bear on the ever-changing environment you face in running your organization. The broader the foundation of knowledge you have to base your decisions on, the better those decisions will be. In addition, we'll continue to keep in touch with you through a variety of means, including our quarterly healthcare newsletter, as well as single-issue e-blasts and webinars to communicate timely information on late-breaking industry developments.

Additionally, one of our partners, **Renee Gravalin**, was recently re-elected to serve on the AICPA Healthcare Expert Panel, where she is one of 12 members reviewing accounting and auditing guidance and their specific impacts to the healthcare industry. Eide Bailly professionals are also frequent speakers across the nation at local, regional, and national meetings for such organizations as state hospital and long-term care associations, Healthcare Financial Management Association (HFMA), National Rural Health Association (NRHA), American College of Healthcare Executives (ACHE), Offices of Rural Health, etc. We believe our background and expertise put us in a strong position to provide reliable information for consideration to aid in the Hospital's success.

The Advisory Board Company

The Advisory Board Company is an excellent resource for healthcare entities looking for ideas and benchmarks to help improve their operations. Eide Bailly is a member of and sponsors this important thought leadership organization and works with and utilizes the Advisory Board Company's expert researchers and seasoned consultants to help identify cutting-edge solutions to the toughest challenges your facility faces. We're one of the few accounting firms with this level of involvement with this important resource, providing for leading-edge thought leadership.

Critical Access Hospital Experience

Since our involvement with many of the first CAH conversions in the nation, Eide Bailly has assisted more than 500 CAHs with a wide array of services beyond the traditional core services of audit and cost reports, including financial feasibility studies, market analysis, Accountable Care Organizations (ACO) development, chargemaster reviews, revenue cycle and compliance reviews, and a variety of other operational and performance improvement issues. Eide Bailly has worked alongside CAHs nationwide to improve the quality of healthcare in their community.

Eide Bailly believes that serving CAHs means a lot more than just completing the audit and preparing the cost reports. Our CAH clients range in size from \$5 million to more than \$125 million in net patient revenue. This broad range of CAH experience provides our professionals with a well-rounded understanding of the varying issues CAHs face. Our industry volume provides our staff members with significant experience working with CAHs. Our staff members also work closely with our industry specialists on projects, enabling them to receive training that helps them identify your needs during the engagement.

Providing these services are part of the comprehensive approach we take to help our CAH clients fulfill their missions. We leverage our consulting and reimbursement experience to our clients' benefit during these services in a number of ways, including identifying reimbursement improvement opportunities.

We invite CAH providers from across the country to our annual **Critical Access Hospital Conference**, dedicated to the unique issues and needs of these hospitals and the communities they serve. From general sessions to breakout topics, this conference is designed to take clients deeper into the issues that CAHs struggle with every day. Our speakers have real-world experience and will explore opportunities that can make an impactful change at your facility. What started as an educational experience that goes beyond the surface has turned into a comprehensive event with tangible, actionable takeaways.

At a Glance

HEALTHCARE | CAH



YEARS OF EXPERIENCE:
SINCE 1997



500+
INDUSTRY CLIENTS



400+
DEDICATED STAFF

Eide Bailly 2025 CAH Conference

Date:	<u>April 2-4, 2025</u>
Where:	Omaha Marriott Downtown at the Capitol District 222 N. 10 th Street Omaha, NE 68102
Register:	More information and registration can be found <u>here</u> .

This year's conference speaker topics include:

- Revenue Cycle Hot Topics
- CDM and Pricing
- Cost Report Detail and Strategy (including a pre-session beginner course)
- A Financial Tool Kit for CAHs
- Collaborations between CAHs
- Adding New Systems and Best Practices for System Conversions

Listen to what attendees have to say and watch the 2024 CAH Conference Recap [here](#).

Rural Healthcare Experience

As a firm, we are Gold Sponsors of the NRHA and are active participants at the local and national level, as well as various state hospital associations.

At the national level, we're one of two accounting firms in the country that actively participates in the National Rural Policy Institute sponsored by the NRHA at the beginning of each calendar year. We take advantage of this opportunity to work with various state delegations and meet with their congressional representatives to discuss rural health concerns and to provide recommendations and needs for consideration by Congress in addressing the health needs in rural America.

Jared Heim, your audit engagement partner, serves on the Policy Congress for NRHA, which is the body that determines the lobbying positions NRHA will take before the administration and members of Congress. As a part of this process, our team member works with committees to advise Congress on the rural payment mechanisms and how they can change to include rural hospitals in the changing healthcare landscape under the Affordable Care Act. **Brian Bertsch**, the cost report principal, is also a member of the NRHA Rural Hospital's Issues Group.

The United States Department of Agriculture (USDA) and NRHA have partnered together with the Rural Hospital Technical Assistance (TA) program to provide selected rural hospitals with TA services to identify and address health care needs and strengthen the local health care system. The goal is to enhance hospital systems for improved efficiency and financial performance, bolster quality of care, and support the community. Eide Bailly is proud to have been selected as a contractor that specializes in these services. In the three years of the program, Eide Bailly has worked with 26 facilities helping them improve their overall financial health.

As a national leader in new rural healthcare payment models, we were involved in providing guidance to the Health Resources and Services Administration (HRSA) and other entities on the initial establishment of rules and regulations related to the newly established Rural Emergency Hospital program. Our team has been actively engaged by a variety of providers exploring the potential risks and opportunities this program may provide for their organization.



Eide Bailly is one of only two CPA firms in the nation that is a corporate sponsor of the National Rural Health Association. We are truly committed to Rural Health and provide educational sessions on assurance, reimbursement and tax issues affecting rural hospitals through the NRHA as well as state hospital associations, state HFMA chapters and national HFMA and ACHE, and state rural health associations.

Cost Reporting/Reimbursement Experience

Eide Bailly has an entire department dedicated to the preparation of Medicare and Medicaid Cost Reports and operates as a national practice. This team of professional staff is dedicated solely to the preparation of more than 675 Medicare and Medicaid Cost Reports on an annual basis. Furthermore, the team is supported by our Healthcare Payment Strategies Group, whose focus is to enhance and optimize reimbursement.

Our team provides consultation and experience regarding reimbursement issues that the Hospital may encounter. Items such as allied education reimbursement, home office costs, disproportionate share/uncompensated care, claiming of Medicare bad debts, impacts regarding changes to provider-based reimbursement, and recent legislation impacting rural health clinics to name a few. The reimbursement department reviews changes in Medicare rules to determine what, if any, impact they may have on your business.

The reimbursement department also includes individuals with prior experience as CFOs, Reimbursement Directors and Billing and Coding Personnel. These professionals serve as resources for Medicare and Medicaid cost reporting and related consulting opportunities to enhance reimbursement.

Eide Bailly has an excellent reputation working with several Medicare contractors. A former Vice President and a Director of the Medicare Audit and Reimbursement department for Medicare Administrative Contractor (MAC) Noridian are part of the Eide Bailly team. Their experience from their previous positions, and in having served on several Centers for Medicare and Medicaid Services (CMS) committees, brings a wealth of knowledge to Eide Bailly. We leverage their contacts and connections with CMS and various Medicare contractors.

While focusing on the accuracy and compliance issues surrounding reimbursement, we emphasize the forward-looking aspects of reimbursement from cost report planning to revenue enhancement, rate analysis and financial planning. Our understanding of the reimbursement mechanisms of the various payors, including managed care companies, plays a key role in ensuring management receives the proper information essential to their decision-making process. Our approach emphasizes the assurance of appropriate reimbursement for our clients.

WHAT OUR CLIENTS SAY



"For the past 10 years, Eide Bailly has helped us in every aspect of our healthcare business — from auditing, cost reporting and now IT. They truly understand the entire healthcare system.

Eide Bailly's knowledgeable staff is invaluable to us. No matter what the issues are, they are ahead of the game and ready for the next step."

Karla Dunker, CFO
Sedgwick County Health Center

Communication and Thought Leadership

The healthcare industry is a complex business with a variety of rules and regulations unlike any other industry. Your Medicare cost report is your voice to policy makers and impacts current and future payment policies. To better understand our clients, members of Eide Bailly's healthcare team are regularly involved with the national standard-setting organizations, which set the tone for government regulations. As a client, your organization will continue to have access to updates on important regulation changes and issues facing the healthcare industry, and we'll help you give a voice to your Medicare cost report. The leaders of our healthcare practices are also regularly involved in speaking to groups on issues of importance to the related communities. Additionally, Eide Bailly is a member on the AICPA's Nonprofit Expert Panel. Not only do we look at today's issues, but we also proactively address issues that may affect the Hospital in the future.

As part of our engagement, you will continue to receive feedback on best practices, regulations and initiatives, and industry trends from the staff you interact with. We also monitor emerging accounting guidance, regulatory trends, reimbursement changes, etc. We publish Healthcare Network News (HCNN) e-newsletter and other insights on an as-needed basis to keep our clients and staff informed. These publications are provided free of charge.

As a firm, we attend local and national training to keep up to date on all healthcare changes. We regularly present healthcare updates and provide numerous trainings throughout the year related to many topics, including alternative payment methods, clinics, rural health clinics (RHC), wage index, disproportionate share hospitals (DSH) and bad debts, to name a few.

NONPROFIT EXPERIENCE

Eide Bailly's strong financial foundation, continued growth and commitment to the nonprofit industry ensures our clients we'll maintain a long-term relationship with them. Clients will work with a team of professionals who are highly qualified, experienced and truly understand the nonprofit industry, as they serve a full spectrum of nonprofit organizations.

Nonprofit Services Group

Our firm has set up industry groups to focus on the needs of each industry we serve — with one group dedicated to nonprofit organizations. Our nonprofit team members have made a career commitment to working with nonprofits and therefore, focus their training and education to align with this sector.

These staff members and partners understand the matters faced by nonprofits and are able to provide solutions to any issues and needs affecting your organization. This focus also ensures our staff members stay abreast of current regulations and issues. Through our nonprofit industry group, we have established relationships within the community of nonprofit organizations, including attorneys, financial advisors and industry associations. Such relationships enable us to work together effectively as a team to our clients' benefit.

Firmwide, over 350 staff are part of the nonprofit audit and tax teams. This size and depth of resources ensures management and the Board of Directors that as your organization grows and your needs change, we'll have the knowledge and resources to support your growth.

Nonprofit Industry Involvement

To further their expertise and knowledge within the nonprofit industry, members of Eide Bailly's nonprofit team are regularly involved with the national standard-setting organizations which set the tone for nonprofit regulations.

An example of our national involvement is Eide Bailly partner, **Ksenia Popke**, who was named to the Financial Accounting Standards Board (FASB) Not-for-Profit Advisory Committee (NAC). As part of NAC, she'll provide input and feedback relating to any newly proposed financial accounting and reporting matters. She is also part of the AICPA Not-for-Profit Advisory Council, which launched the AICPA's Not-for-Profit Section. The mission of the Not-for-Profit section is to deliver information, tools, and resources to professionals helping them facilitate

At a Glance

NONPROFIT



100
YEARS EXPERIENCE



3,600
INDUSTRY CLIENTS



350
DEDICATED STAFF

timely compliance with standards and regulations, promote the excellence of members as leaders in the sector, and serve as a connector for peer-to-peer learning and information sharing. Membership in the section is inexpensive, however many of the aids available on the site are accessible without membership. Eide Bailly's nonprofit team prepared the model financial statements and footnotes template appearing in the tools and resources on the Section's website. Created for a fictional entity, Save Our Charities, this comprehensive template is the only model chosen by the AICPA for distribution on the membership section of the website.

Pam Eggert, nonprofit audit partner, is a member of the AICPA Nonprofit Expert Panel. The Nonprofit Expert Panel serves the needs of AICPA members serving the nonprofit community in the areas of financial and business reporting and audit and attest matters. The expert panel protects the public interest by bringing together knowledgeable parties in the nonprofit industry to deliberate and come to agreement on key issues. She is part of an elite group of professionals from major firms and significant organizations brought together to shape the future of accounting for the nonprofit sector. Her participation helps ensure Eide Bailly and our clients benefit from having a voice, and an ear, at the table.

Our involvement in key nonprofit organizations means your engagement team will have access to important regulation changes and issues facing the nonprofit industry. When working with The Hospital, we'll not only look at today's issues, but we'll also proactively address issues that may affect The Hospital in the future. We do this by developing deep relationships with our clients, other professionals that serve these clients and the trade organizations that provide a vital education component to nonprofits.

As leaders within the firm and active industry participants, our nonprofit team members are regularly involved in speaking to groups on issues of importance to the nonprofit community. Examples of recently presented topics include:

- Accounting for endowments
- Auditing and accounting updates on leases
- Contributed nonfinancial assets
- Cybersecurity
- Financial and governance concerns for board members
- Detecting and addressing fraud
- Subjects specific to private foundations
- Lessons learned from revenue recognition
- Reporting of charitable contributions

Bridging the Gap Between Industries

A portion of the healthcare clients we serve have a nonprofit component as part of its overall activities. Eide Bailly has an industry group dedicated to true nonprofits and a group dedicated to healthcare entities, with team members with experience in both industries. One of our strong points is our ability to answer operational and advisory questions. Our clients feel comfortable calling us for input and advice on their ideas. Eide Bailly has developed an extensive understanding of the issues affecting tax-exempt organizations and will provide depth and expertise as you develop and maintain strategies to maximize the benefits of tax-exempt status. This focus ensures we have the resources to assist with any activities or potential issues the Hospital faces and that our staff members and your organization stay abreast of current regulations and similar matters.



PUTTING THE PIECES TOGETHER

Keeping Clients Informed

Because we're committed to the healthcare industry, we provide our professionals with specific, ongoing training related to relevant issues. This investment ensures our people stay current on the unique challenges and opportunities within the healthcare industry so they're in the best position to help clients address these issues.

Eide Bailly offers a variety of healthcare related educational opportunities, including periodic email updates on emerging issues through our industry groups on topics such as regulatory changes, reimbursement, industry trends, etc. Additionally, we provide numerous webinars specific to CAHs, rural health clinics, accounting updates, compliance matters and general business issues.

Eide Bailly Insights

Another source of added value Eide Bailly brings to its clients is industry thought leadership communication. The Insights are a forum for ideas, a place to share leading best practices and a source of thought leadership as a catalyst to help our clients address difficult challenges and emerging issues. This thought leadership includes white papers, articles and other publications and webcasts focusing on financial reporting, audit and operational topics that are on demand for viewing at your convenience.

Medicare Provider Enrollment Compliance Conference

Each year, our team hosts a national three-and-a-half day Medicare Provider Enrollment Compliance Conference (MPECC). This conference features special guest speakers from CMS and offers the opportunity to meet with each MAC. This year's conference was held on March 10, 2025 – March 13, 2025 at the Grand Hyatt in Nashville which provided a comprehensive, in-depth, valuable guidance on enrolling as a Medicare provider and/or supplier, maintaining enrollment privileges, and the compliance risks associated with it. The conference was presented by Eide Bailly partners, **Dennis Grindle** and **Gretchin Heckenlively**, along with guest speakers from the CMS Provider Enrollment and Oversight Group. A recap of the 2025 conference will be announced soon. A short recap from the 2024 MPECC can be found [here](#).

Webinars

We host frequent webinars dedicated to helping you and your organization navigate complex issues. Each webinar covers a different topic to help evaluate the steps necessary to achieve success and remain ahead of the curve.

BUSINESS OF HEALTHCARE: WHAT ARE YOUR RISKS?

In this four-part webinar series, our experienced professionals and industry leaders will discuss the significant business and compliance risks you may face and how to best manage these as part of your risk management, compliance and internal audit plan. We have linked the recorded sessions below:

Beyond Survival: Strategic Initiatives for Health Systems

We discuss the distinctive challenges faced by health systems and provide comprehensive and actionable insights into strategic initiatives that go beyond mere survival, fostering sustainable growth and excellence.

RECORDING

Green Energy NOW

This webinar explores the impact of the Inflation Reduction Act of 2022 (IRA) on the capital improvements in the healthcare space.

RECORDING

Capital Markets and Budgeting: What Does the Future Hold?

The panel discusses the challenges faced by health systems as they navigate the changing healthcare landscape and the evolution of care delivery, along with the current and potential state of capital markets and the cost of accessing capital for investments.

RECORDING

OIG Update: A Compliance “Grab Bag” of Emerging Focus Areas

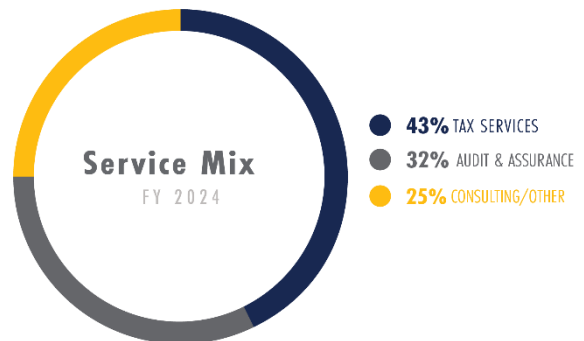
This webinar discusses operational aspects to compliance, offer practical tips for enhancing your program, and cover the latest OIG guidance in addition to their monthly workplan updates.

RECORDING

Organization

EXPERTISE THAT MATTERS

Eide Bailly has a reputation for providing quality work at a fair price. Our clients repeatedly tell us we provide a very high level of service-to-cost and they appreciate having an extensive variety of resources available to them as needs arise. When it comes to fees, we believe in clear, up front and open communication with no surprises. We'll maintain a reliable relationship with you for independence and objectivity, proactive planning and consulting, in addition to thoughtful, creative thinking on issues important to you. We'll never bill you for routine consultations; we consider this to be a further investment in our relationship with you and an encouragement for you to reach out to us regularly.



WHAT INSPIRES YOU, INSPIRES US

Your experience will be different than working with other CPA firms because we offer knowledge and skills backed by more than 100 years of service. Our professionals deliver industry and subject matter expertise resourcefully, ensuring we're providing guidance that directly reflects your needs. Our clients benefit from local, personal service and, at the same time, enjoy access to more than 3,500 professionals with diverse skill sets and experiences.

Navigating a Path to Success Together

By embracing change and focusing on innovative ideas, we've grown along with our clients to become one of the top 20 accounting firms in the nation. Accounting is about numbers, but our business is about relationships.

We'll be there for you every step of the way. Talented, down-to-earth people work at our firm, and we're inspired to deliver outstanding expertise and care. We're driven to help you take on the now and the next with inspired ideas, solutions and results.

Our work with clients is more than an engagement. It's a relationship, built on values and trust — and results. When working with Eide Bailly, you'll continue to:

- Work with professionals who truly care about your business and will take the time to get to know you and your organization.
- Gain insight from our industry and service specialists to accomplish your objectives, address challenges and leverage new opportunities.
- Make better business decisions knowing you're guided by advisors who care about your success.
- Appreciate our hands-on service style; we're always looking for new ways to solve your problems or help you embrace opportunities.

AT A GLANCE



TOP 20 CPA FIRM



50+ OFFICES IN U.S. & INDIA



425+ PARTNERS



3,500+ STAFF MEMBERS



FOUNDED IN 1917

Size and Organization Structure

Eide Bailly is domiciled in Minneapolis as a Limited Liability Partnership with more than 50 offices across the United States. The firm is led by our Board of Directors and managed by an executive leadership team. We also operated our firm upon industry lines of business, which allows us to bring greater value, as our professionals are focused on specific industry training and are highly experienced in the issues relevant to the industries we serve. We believe this is a differentiator of our firm as it brings a clear industry focus and reporting responsibility along industry lines, such as healthcare and nonprofits, and has allowed for significant growth of the firm and industry specialties.

Core Services

Eide Bailly is a full-service CPA firm performing traditional CPA firm services of attest (audits, reviews, compilations) and tax. We also focus on management advisory services including vendor added reseller (VAR) of software and many other nontraditional services. Our core services offered include the following:

Advisory	
<ul style="list-style-type: none"> • Internal Audits • Digital & Technology Services • Enterprise Risk Management • Financial Services • Fraud & Forensic Advisory 	<ul style="list-style-type: none"> • HR Consulting • Business Valuation • Transaction Advisory & Services • Outsourced & Managed Services • Risk Advisory & Cybersecurity
Audit & Assurance	Tax
<ul style="list-style-type: none"> • Audits • Reviews • Compilations • Single Audits • Employee Benefit & Retirement Plan Audits • International Financial Reporting Standards • Agreed-Upon Procedures • SEC Services • System and Organization Controls (SOC 1, 2 & 3) 	<ul style="list-style-type: none"> • Cost Segregation • Fixed Asset Services • Business Credits & Incentives • International Tax • State & Local Tax • Exempt Organization Tax • IRS Dispute Resolution & Collections • R&D Tax Credits • Tax Consulting • Tax Planning & Compliance • Wealth Transition Services

Peer Review

A copy of our firm's most recent peer review is included in **Appendix B** of this proposal. The quality review included several healthcare industry engagements.

Staff Qualifications

AN EXPERIENCED SERVICE TEAM

We're passionate about our work—and your success. We've selected professionals for your service team who are the right fit for your engagement, based on their knowledge and experience in the healthcare industry. You'll work with a team that has extensive knowledge and experience in your industry.

- **Jared Heim** will serve as the Audit Engagement Partner
- **Joe Splinter** will serve as Concurring Audit Engagement Partner
- **Brian Bertsch** will serve as the Reimbursement Partner
- **Blake Ellinor** will serve as the Audit Manager
- **Jenna Lovell** will serve as the Reimbursement Manager.

These professionals all bring strong credentials, experience with the Hospital's operations, and a desire to continue to work with the Hospital. If awarded these engagements, these individuals will serve as your primary contacts. Additional resources will support the project team as necessary.

Eide Bailly and each of the professional staff assigned to the Hospital are properly registered and licensed to practice in Wisconsin.

A majority of states, including Wisconsin, have adopted mobility legislation—a practice privilege that generally permits a licensed CPA in good standing from a substantially equivalent state to practice outside of his or her principal place of business without obtaining another license. All assigned key professional staff have complied with nonprofit and healthcare industry qualification standards, including continuing education requirements.

Profiles and continuing education for the proposed leadership team are provided in [Appendix A](#).

Senior and Staff Associates

We'll also assign a senior and staff associates to your engagement that have experience working with the Hospital in previous engagements. Our seniors are experienced in public accounting and specialize in the healthcare industry. All members of our staff are required to comply with necessary continuing professional education (CPE) requirements, and most members of our staff significantly exceed their required amount.

Continuing Education

Because we are committed to the industries we serve, we provide our professionals with specific, ongoing training. This investment ensures our people stay current on the unique challenges and opportunities within their industries so that they are in the best position to help clients address these issues.

Firmwide, our continuing professional education (CPE) program requires all professional staff obtain education that exceeds the requirements of the American Institute of Certified Public Accountants (AICPA). The firm places a strong emphasis on lifelong learning and recognizes the importance of developing our professionals to best serve our clients. We continually provide yearly CPE credits for our staff at a rate higher than the industry average. In addition, we regularly share information among the audit and tax teams in different offices to ensure we are providing clients with the latest thinking and best possible solutions. By expanding our knowledge of industry issues, we are able to provide more in-depth, knowledgeable solutions to our clients. Additional communication, webinars and training are provided throughout the year on a variety of topics important to Hospital.

Understanding of Work To Be Performed

PROFESSIONAL SERVICES REQUESTED

Based on your Request for Proposal (RFP), we understand your needs as outlined below:

- Financial Audit for the Hospital and Foundation for years ending 9/30/2025 to 9/20/2027.
- Preparation of Federal Tax Form (Form 990) for the Hospital, Foundation, and Partners of Stoughton Hospital.
- Medicare Cost Report preparation.

APPROACH TO SERVICES

Audit Approach

We take a top-down, risk-based approach to planning and performing the financial statement audit. During our planning phase, we identify/re-examine specific risks and allocate resources based on our understanding of your business and operations.

Our people are trained to focus on anticipating, identifying and responding to client needs in a timely manner, and we understand the importance of completing the audit on a timely basis. We'll work closely with your staff to develop an audit plan tailored to your needs. The value of our audit approach includes the following:

- Careful and considerate planning of our work to avoid interruption to your staff.
- Anticipate information needs so additional schedule requests during interim and final fieldwork are minimized or eliminated.
- On-time delivery of reports and management letter.
- Significant level and frequency of partner involvement with the Hospital's management team during the audit, providing a greater opportunity to better understand your organization, internal controls and processes so we can provide benefits that extend beyond the audit process.

At Eide Bailly, we tailor our approach based on the needs of each client. Our audit approach is designed to collaborate with the Hospital to achieve optimal results. The approach consists of five major components: Planning and Pre-Work, Interim Work, Fieldwork, Reporting and Ongoing Communication. The objectives and timing of each component are described in the following:

Planning and Pre-Work

- Gain knowledge of organization and environment.
- Perform analytical procedures to identify audit risk areas.
- Consider fraud through inquiry and brainstorm.
- Develop audit budget by individual areas.
- Determine audit procedures by area, based on results of audit planning.
- Determine confirmation needs.
- Prepare listing of audit information requested from organization.

Interim Work

- Review internal controls.
- Review minutes, resolutions and ordinances.
- Perform tests of legal compliance.

Fieldwork

- Audit areas based on risk assessment.
- Obtain and prepare schedule and analyses supporting the financial information.
- Discuss findings with management, if applicable.
- Discuss proposed journal entries with management, if applicable.

Reporting

- Prepare draft of financial report and management letter.
- Provide report to management for review and comment.
- Present final report to designated representatives.

Ongoing Communication

- Obtain interim financial statements throughout the year for review.
- Analyze significant changes and identify areas to further tailor our audit plans and to keep us up to date with continuing changes.
- Compare the interim results to year-end results for the past few years to identify potential issues in the financial reporting process.
- Participate periodically at your Board meetings, and any other meetings, at the Board's request.

Throughout the audit process, your service team will provide you with detailed requests with timelines established to meet your goals. These requests provide an outline of the working papers and information needed to complete the audit process. We'll hold periodic meetings with accounting personnel throughout the audit process to identify open items and the plan to finalize those items.

We will utilize Hospital personnel to answer questions, update schedules, address issues identified, and obtain supporting documentation. Our processes focus on performing the audit efficiently, and based on our previous relationship, we will have a strong understanding of existing account balances and the related reconciliation processes, that will keep your staff involvement as low as possible.

During planning, we will request board minutes, interim financial statements, interim patient statistics, and completion of audit confirmations to be sent out for testing year-end balances. During fieldwork, we will primarily be asking for account reconciliations that are already prepared by accounting staff, along with any supporting documentation to assist in audited the final trial balance. We have historically drafted the financial statements and related notes to the financial statements, including note disclosures, so during the final draft stage, we will ask management to review the financial statements and notes for their approval. This process has worked very well over the past several years, and we expect it to continue to work into the future.

Tax Approach

When preparing and reviewing the Form 990 for our clients, we do so in light of the fact that these records are available to the public—including the media. Our approach to providing value regarding the preparation of the tax return includes several areas. We review the information being accumulated, as well as the theory behind how the information is included in the tax return. The tax team works closely with the accounting team to understand your objectives and would use this information in the preparation of the income tax returns. We work closely with the audit team to use the information they've collected in the audit process in our preparation of the tax returns. We'll also communicate with the audit team to understand any financial or operational changes affecting preparation of the Form 990. As part of our information-gathering process, we'll conduct an interview with the Hospital's staff, management and appropriate Board members to accumulate much of the information needed for the tax return and discuss the questions on the return. We believe this will result in less time needed from you in gathering information and interpreting the questions on the Form. In addition, we'll provide management and Board members with insight on IRS best practices and help you develop responses to narrative information required on the Form 990 in light of the increased scrutiny by the IRS. We'll be available to present the Form 990 to the Board to provide an overview of the areas of significance prior to filing the tax returns.

The tax team will work with the audit team to avoid duplicate requests for information. We also include a member of the tax team as part of our audit planning meeting at the beginning of the engagement to share information related to changes in your organization or the environment.



Cost Report Approach

The importance of the Medicare and Medicaid Cost Report in the financial success of your organization cannot be overstated. Too often, the only consideration many providers give the Medicare Cost Report is an update of items included on the prior year's filing. The preparation of the cost report should involve more than just a reiteration of the previous filings and updating data; it should also provide insight on potential opportunities for improvement or the reduction of risks.

This includes identifying areas of improved compliance and opportunities for increased Medicare reimbursement. In order to identify areas of concern or opportunity in a Medicare Cost Report, each cost report receives two reviews completed by your Eide Bailly engagement team.

- **FIRST** review is more detailed in nature to ensure both the completeness and accuracy of the report.
- **SECOND** review is performed by a reviewer at the Senior Manager, Director or Partner level who is independent of the preparation and first review. This independent review not only helps to confirm the accuracy of the report, but also enables the second reviewer to look for opportunities to enhance reimbursement and provide suggestions for improving the process.

We contract with Health Financial Systems (HFS) for the software used in the preparation of Medicare Cost Report. The HFS software is approved by the Centers for Medicare and Medicaid Services and is used by healthcare providers, CPA firms and Medicare Administrative Contractors nationwide.

Upon completion of the cost reports, we'll provide you with a management letter outlining any opportunities that would come to our attention. We welcome any further discussions so the Hospital can take advantage of potential opportunities. Additionally, our Excel-based CAH Model is then rolled forward and updated based on the most recent submitted cost report, as well as any known changes for the upcoming fiscal year. As you have experienced, this CAH Model combines ease of input with the complexity of the computation to produce accurate interim results for the Hospital's management and Board to rely on throughout the year.

Use of Technology

Eide Bailly staff utilizes progressive and effective software to streamline processes and make them as efficient as possible. These technologies include:

EB Bridge: Our New Client Portal

We are pleased to announce the launch of EB Bridge, our new client portal that will replace My Eide Bailly in December. EB Bridge is designed to strengthen the connection between Eide Bailly and our clients, enhancing the way we interact and collaborate with our clients.

This marks the beginning of an ongoing evolution, as EB Bridge will incorporate future integrations to provide a more cohesive experience across all Eide Bailly systems. We are working to improve user experience and streamline processes, including enhanced document management and a smoother annual client access review. By making it easier for clients to access what they need, we are reinforcing the relationships that drive our success.



Suralink

Suralink is an interactive Provided by Client (PBC) software solution which improves the client experience for document exchange. This addition to our suite of tools saves a substantial amount of time managing PBC documents, creating increased efficiencies during your engagement.

Data Extraction Software

TeamMate Analytics: Eide Bailly designs our approach to incorporate the use of TeamMate Analytics to maximize efficiency while conducting a very effective audit. Through TeamMate Analytics, we can extract information from related databases and create databases that check for duplicate payments, summarize payments, extract journal entries from specific accounts, develop expectations for analytical procedures and recalculate system calculations, among a host of other procedures developed by our audit team.

DataSnippet: Eide Bailly's audit approach is enhanced by the use of DataSnippet, a powerful Excel add-in that improves efficiency and fosters effective auditing practices. This innovative tool allows us to leverage artificial intelligence (AI) for automated document matching. With configurable templates for standardized audit procedures, DataSnippet streamlines workpaper preparation and review while enhancing collaboration within our audit practice.

CCH ProSystem fx Engagement by Wolters Kluwer

This software is used to perform the audit, retains the electronic workpapers and supporting documentation, performs project tracking and facilitates quality engagement review.

Flexibility to Meet Your Needs

Eide Bailly performs all engagements in a paperless environment. As a technology-driven firm, we've seen no issues in performing engagement procedures off-site from our clients. We utilize tools, such as using Microsoft Teams, which allows us to communicate with our clients face to face, while sharing screens, to make the process as seamless as possible. We host webinars to educate our clients on changing circumstances and how to successfully navigate those changes. We have no concerns completing this engagement remotely should the Hospital desire it. We'll discuss with management which approach, remote versus on-site, works best for you.

ENGAGEMENT HOURS AND TIMING

We understand your requested timeline and are committed to meeting your deadlines. We know that your team is prepared for the audit, which allows us to meet your deadlines. We will work closely with your team through the planning stages to clearly define expectations and the items required from your team in order to facilitate an efficient audit to enable us to meet your deadline. The following table identifies the structure of our audit for the Hospital and Foundation reports and the timing of each section, all of which is consistent with our previous experience working with the Hospital staff:

Audit Timeline

Activity	Hospital	Foundation
Preliminary audit planning & fieldwork > Timing to be coordinated with Dacia Brunner, Accounting & Material Services Manager	Timing 9/10/25-9/19/25 (40 hours)	Timing 9/10/25-9/19/25 (16 hours)
Year-end fieldwork > PBC list to Dacia Brunner, Accounting & Material Services Manager (no later than two weeks prior to start of year-end fieldwork).	Timing 10/23/25-10/31/25 (120 hours)	Timing 10/23/25-10/31/25 (32 hours)
Preliminary drafts of financial statements and management letter > Delivery to CFO, including supporting grouping schedules	Timing 11/1/25-11/10/25 (40 hours)	Timing 11/1/25-11/10/25 (8 hours)
Presentation of final audit reports to Governing Board Audit committee/Foundation Board of Directors	Timing 11/21/25 (1 hour)	Timing 11/17/25 (1 hour)
Ongoing Communication		Throughout the Year

Cost Report Timelines

The cost report team works with the audit team to identify information that is contained in the audit file to reduce duplicate requests for information from your team. In addition, there will be a “prepared by client” list of information that will need to be provided as often the amount of detail needed to the cost reports is different than what is needed for the audit. Our reimbursement team will meet with you during the planning process to identify the information that will be needed and determine the deadlines for reviews to ensure that the Hospital management is given sufficient time to review the information before it is filed.

Tax Timelines

The tax timeline would be based on when you want to file the federal Form 990. Some clients prefer to use all extensions available, and others prefer to file within four and a half months of year-end. Based on our discussion, we anticipate that you will use all extensions available so we’ll develop a timeline for delivery that includes time for management and the Board of Directors to review the tax return prior to filing based on that assumption. We anticipate beginning the work on the Form 990s in February for filing on or before the May 15 deadline each year.

We will strive to continue to meet your deadlines. By engaging in thorough audit, tax and cost report planning and communications with management, we begin each engagement with a strong understanding of the various deadlines and the steps involved along the way to meet those deadlines. We believe in clear, up-front and open communication with no surprises.

Cost Proposal

Our fees are based on the complexity of the issue and the experience level of the staff members necessary to address it. If you request additional services, we'll obtain your agreement on fees before commencing work, so there are no surprises or hidden fees. We propose the following fees based on our understanding of the scope of work and the level of involvement of the Hospital's staff:

Engagement Services and Fees

Professional Services	FY 2025	FY 2026	FY2027
STOUGHTON HOSPITAL ASSOCIATION			
Audited Financial Statements	\$38,500	\$39,700	\$40,900
Preparation of Form 990 and Charitable Organization Report for State of Wisconsin	5,000	5,200	5,400
Bond Compliance Letter (Included)	0	0	0
Medicare Cost Report	13,000	13,400	13,800
PARTNERS OF STOUGHTON HOSPITAL			
Preparation of IRS Form 990	1,400	1,450	1,500
STOUGHTON HOSPITAL FOUNDATION			
Audited Financial Statements	5,000	5,200	5,400
IRS Form 990 and Charitable Organization Report Filing for the State of Wisconsin	1,800	1,875	1,950
Total Fixed Fees	64,700	66,825	68,950

Out-of-Pocket Fees

The professional fees listed above are inclusive of all out-of-pocket expenses and you'll not be billed for expenses such as travel time, mileage and meals.

Technology Fee

A 5% technology fee will also be applied to all professional service fees. These fees support our ongoing investment in technology, which allows Eide Bailly to continue to provide secure, high-quality services to our clients.

Billing Policy Regarding Inquiries

We know clients appreciate access to all their service team members. We embrace this opportunity for constant communication and will ensure our team members are available when you have questions and issues. This service is included in the scope of the engagement. If a particular issue surfaces that falls outside the scope of this engagement, we'll bring it to your attention and obtain approval before proceeding.

Future Year Pricing Guarantees

Our fee increases for future years are consistent with inflationary increases in the industry. They are contingent upon no major changes to the Hospital, and that significant accounting and auditing rule changes and procedures remain consistent with current requirements. Fees don't include additional time that could be incurred due to changes to the scope of the engagement.



The Right Choice for Stoughton Hospital Association

EXCEEDING EXPECTATIONS AND ACHIEVING GOALS

To us, work isn't just work; we see it as a chance to help you solve problems, achieve goals and pursue passions. After thoughtfully reviewing your needs and taking the time to understand your business, we think we remain the best fit for this opportunity.

We can connect you with the knowledge, resources and solutions that help bring confidence to your business decisions.

If you have questions or would like additional information, don't hesitate to contact us. We want to make sure you have everything you need to make your decision.



Jared Heim, CPA

Partner

563.557.6169

jheim@eidebailly.com



Joe Splinter, CPA

Partner

563.557.6170

jsplinter@eidebailly.com

We Want to Continue Working Work with You

We're driven to help clients take on the now and the next with inspired ideas, solutions and results. We look forward to working with you.

Appendix A: Team Profiles

**KNOWLEDGEABLE AND
EXPERIENCED TEAM**

JARED R. HEIM, CPA

Partner

INSPIRATION: What I love about working at Eide Bailly is the variety and challenge that I experience on a daily basis. In the healthcare industry, every day brings new challenges and new opportunities to help our clients. Serving clients is my passion, and seeing them succeed truly provides the greatest satisfaction.

563.557.6169 | jheim@eidebailly.com

Jared joined Eide Bailly in 2004 and excels in serving the needs of clients in the healthcare industry. He is the firm's Strategic Financing Director, which includes overseeing all financial forecasts, debt capacity studies, market demand analysis and other financial pro-forma work. He also leads and supervises financial audits and reviews Medicare, Medicaid and other third-party reimbursement reports for hospitals and senior living organizations.

When you work with Jared, he will focus on establishing an open and honest relationship. He understands that the services and solutions he provides all boil down to trust. Jared makes sure that clients can trust the advice and strategies he offers, so they can make the best business decisions possible.

Away from the office, Jared enjoys spending time with friends and family. When he's not wearing wingtips, he's lacing up his running shoes for a quick run or slipping on a pair of spikes for a not-so-quick round of golf. He's also a sports fan, traveling to different sports venues across the country to cheer on his favorite teams (or against his favorite foes).

Client Work

Reviews financial forecasts and projections for various healthcare organizations.

Reviews debt capacity studies and provides general financial consulting.

Partners financial statement audits.

Reviews Medicare, Medicaid, and other third-party payor cost reports.

Continuing Education Credits completed last two calendar years – 99.



Memberships

Eide Bailly Strategic Financing Director and Eide Bailly Forecast Committee Member

National Rural Health Association, Policy Congress

American Institute of Certified Public Accountants

Iowa Society of Certified Public Accountants

Healthcare Financial Management Association

Designation/Licensures

Certified Public Accountant

Education

Bachelor of Arts, Accounting - Loras College, Dubuque, Iowa

Community

NICC Business Advisory Council

Board Member and Past President of Greater Illinois HFMA Chapter

BRIAN F. BERTSCH

Principal

INSPIRATION: It's very rewarding to help clients find solutions to their issues. I know the expertise I provide benefits the financial health of their organization.

605.977.2722 | bbertsch@eidebailly.com

Brian has been with Eide Bailly since 1997 and provides consulting services for hospitals, long-term care facilities and other healthcare entities. He's an experienced professional when it comes to the complexities of preparing and reviewing Medicare, Medicaid and other third-party reimbursement reports for hospitals and nursing homes. He also helps Critical Access Hospitals (CAHs) and Prospective Payment System (PPS) hospitals navigate the complex Medicare rules and regulations.

Brian values each client relationship, so he will ensure your needs are met in every way, from timing to accuracy to quality. When you work with him, he will also provide education surrounding the service he is delivering to ensure you and your team fully understand the benefits and risks of the solutions offered.

When he's not working on consulting projects, Brian enjoys spending time with his family. He keeps quite busy showing his kids the finer things the great outdoors have to offer, such as camping, hunting and fishing (including a substantial amount of time untangling fishing line). He also enjoys attending his sons' various sporting events.

Client Work

Provided consulting services to clients in the healthcare industry.

Provided CDM reviews, clinic reimbursement analysis, strategic pricing analysis and financial feasibility studies.

Prepared and reviewed reports for Medicare, Medicaid and third-party reimbursement programs.



Memberships

South Dakota Healthcare
Financial Management
Association

Education

Bachelor of Science,
Accounting - University of
South Dakota, Vermillion

Community

Brandon Valley Baseball
Association Volunteer

Risen Savior Parish - Finance
Council (Past Member)

JOE SPLINTER, CPA
Partner/Market Leader

INSPIRATION: My favorite part of my job is the interaction I have with clients. I am passionate about helping them improve their business, not only to increase their bottom line but to find ways to operate more efficiently and effectively.

563.557.6170 | jsplinter@eidebailly.com

Since 2000, Joe has been providing audit and consulting services with an emphasis on serving the healthcare and nonprofit industries. In his job, he consults on various operational, accounting and reporting issues for his clients.

When working with Joe, clients can expect a dedicated partner who takes his work seriously, doing everything in his power to help his clients achieve their goals. Joe strives to be a trusted advisor for his clients, getting to know the organizations, meeting the staff, management and boards, and building a relationship with each entity as a whole.

In his free time, Joe enjoys attending his children's activities and events, which range from golf tournaments to basketball games. He also enjoys spending time with family and friends, including grilling out on a nice day. His family regularly golfs together, and they can always be found cheering on the Iowa Hawkeyes. When he can, Joe makes time for hunting, fishing and generally spending time in the great outdoors.

Client Work

Consults on reimbursement implications for various healthcare and entities.

Prepares and/or reviews Medicare, Medicaid and other third-party reimbursement reports for healthcare entities.

Continuing Education Credits completed last two calendar years – 98.



Memberships

Iowa Healthcare Financial Management Association, Past President

Iowa Society of Certified Public Accountants, Member

American Institute of Certified Public Accountants, Member

HFMA Certified Healthcare Financial Professional (CHFP)

Designation/Licensures

Certified Public Accountant

Education

Bachelor of Arts, Accounting - Loras College, Dubuque, Iowa

Community

Past President of the board for Iowa Healthcare Financial Management Association.

Volunteers to assist with various events within the community.

Member of the finance committee for Holy Family Catholic Schools in Dubuque.

BLAKE ELLINOR, CPA
Manager

INSPIRATION: I like knowing I've provided a great service to our clients and simply knowing I've been able to help them.

563.557.6161 | bellinor@eidebailly.com

Blake has nearly 10 years of public accounting experience. He has worked in a variety of industries during his time at Eide Bailly, with most of his experience working with clients in healthcare and nonprofit industries. Blake has been focused on building client relationships through audit and review engagements.

When you work with Blake, you get an extremely helpful and motivated individual looking to provide the best possible service.

Blake enjoys traveling and spending time with his wife, golf and attending concerts and various sporting events.

Client Work

Facilitated audit engagement workflow for healthcare and nonprofit clients.

Continuing Education Credits completed last two calendar years – 97.



Memberships

American Institute of
Certified Public Accountants

Iowa Society of Certified
Public Accountants

Designation/Licensures

Certified Public Accountant

Education

Bachelor of Arts - Loras
College, Dubuque, Iowa

JENNA LOVELL, CPA
Manager

563.557.6146 | jlovell@eidebailly.com



Jenna joined Eide Bailly in 2019 and works with audit teams to provide accurately reported financial statements for our clients. She also prepares and reviews Medicare and Medicaid cost reports, helping clients maximize reimbursement rates.

Working with Jenna, you can expect a great working relationship. When facing challenges, she is motivated to work through them to provide clients their deliverables in a timely manner.

Outside of work, Jenna enjoys spending time with her family and friends.

Client Work

Prepares and reviews Medicare and Medicaid cost reports.

Works with audit teams to prepare for and complete financial statement audits.

Continuing Education Credits completed last two calendar years – 98.

Memberships

American Institute of
Certified Public Accountants

Designation/Licensures

Certified Public Accountant

Education

Bachelor of Science in
Accounting and Business
Administration - University of
Wisconsin, Platteville

Appendix B: Peer Review

PEER REVIEW



Report on the Firm's System of Quality Control

To the Partners of Eide Bailly LLP
and the National Peer Review Committee

We have reviewed the system of quality control for the accounting and auditing practice of Eide Bailly LLP (the "Firm") applicable to engagements not subject to Public Company Accounting Oversight Board ("PCAOB") permanent inspection in effect for the year ended April 30, 2023. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants ("Standards").

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a system review as described in the Standards may be found at www.aicpa.org/prsummary. The summary also includes an explanation of how engagements identified as not performed or reported on in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

Firm's Responsibility

The Firm is responsible for designing and complying with a system of quality control to provide the Firm with reasonable assurance of performing and reporting in conformity with the requirements of applicable professional standards in all material respects. The Firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported on in conformity with the requirements of applicable professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design of and compliance with the Firm's system of quality control based on our review.

Required Selections and Considerations

Engagements selected for review included engagements performed under *Government Auditing Standards*, including compliance audits under the Single Audit Act; audits of employee benefit plans; audits performed under FDICIA; and examinations of service organizations (SOC 1® and SOC 2® engagements).

As a part of our peer review, we considered reviews by regulatory entities as communicated by the Firm, if applicable, in determining the nature and extent of our procedures.

Opinion

In our opinion, the system of quality control for the accounting and auditing practice of Eide Bailly LLP applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended April 30, 2023, has been suitably designed and complied with to provide the Firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)*, or *fail*. Eide Bailly LLP has received a peer review rating of *pass*.

Cherry Bekaert LLP

Atlanta, Georgia
January 9, 2024



Caring for our external and internal clients with a passion to go the extra mile.

Respecting our peers and their individual contributions.

Conducting ourselves with the highest level of integrity at all times.

Trusting and supporting one another.

Being accountable for the overall success of the firm,
not just individual or office success.

Stretching ourselves to be innovative and creative, while managing the related risks.

Recognizing the importance of maintaining a balance between work and home life.

Promoting positive working relationships.

And, most of all, enjoying our jobs ... and having fun!



What inspires you, inspires us.
eidebailly.com

March 13, 2025

Ms. Michelle Abbey, VP Financial Services/CFO
Stoughton Hospital
900 Ridge Street
Stoughton, WI 53589

Dear Michelle:

Wipfli LLP ("Wipfli") is truly excited to present this proposal for professional services for Stoughton Hospital Association ("Stoughton Health"). First, a thank you for allowing Wipfli the opportunity to be considered to assist the Hospital, and its affiliates, with its financial statement audit, cost reporting, and tax service needs, and for you and Dacia for taking time meet with me to catch-up on the current happenings at Stoughton as well as to discuss your accounting, reimbursement, and tax needs.

As we discussed, Wipfli would really enjoy the opportunity to work with you and the team at Stoughton Health, in the future and very much value building long-standing relationships with our clients. Based on our discussion, we wanted to note that although audit services would be a key component of this proposal, it is really the strategic and value-add discussions and services which we believe can help an organization, both reassure itself of a good financial game plan, but also to provide opportunities to discuss new ways of doing things from a reimbursement, tax, accounting, or operational standpoint. We feel that this approach and our background in healthcare, especially healthcare operations, tax, and reimbursement would provide great benefit to you and the Hospital.

With items like the above in mind, we are proposing to introduce a service team from Wipfli's healthcare practice to Stoughton Health who specialize in audits of hospitals and healthcare systems of various sizes, along with Medicare and Medicaid reimbursement and non-profit tax backgrounds. In our initial review of the information provided, and as we discussed on the phone, there may be continued reimbursement opportunities in the future. Some of these items could be small and some could potentially lead to additional reimbursement optimization in both the hospital and clinics, as well as other areas. Areas of potential opportunity noted in our discussion and preliminary/high-level review of the last two filed Medicare cost reports included but were not limited to the following:

- Consider options for governor's shortage designation criteria, for potential Rural Health Clinic designation based on other approvals in sections of Dane County that have been approved for other clinics in recent years. (This may be most applicable to Stoughton and/or Oregon and depends upon types of visits being performed.)

- Consider options for reporting the hospital inpatient and ICU units together on the cost report if this would result in higher Medicare utilization, and ultimately cost reimbursement, if management of both areas is the same and many resources between the units are shared.
- Consider review of emergency room time study methods to see if there are any other methods of capturing additional provider down-time or time not providing medical care rather than true ER idle time as currently the hospital is well below the CAH average for provider time on the last few filed Medicare cost reports.

Our goal is to continue to provide Stoughton Health with exceptional timely service and valuable advice at reasonable rates. Our fee estimate is based on our preliminary understanding of your operations, our experience working with you as well as organizations of a similar size, and our hourly rates for the various levels of personnel involved in the engagement.

Our service delivery model will assure the resources of our entire firm-wide healthcare practice group (servicing more than 4,000 healthcare clients in 47 states, including more than 800+ hospitals (300+ CAHs), 1,500+ physician practices, and 1,300+ senior facilities) are at your disposal as your needs might arise. Across the firm, we have 38 partners and principals dedicated to the needs of our healthcare clients, and a fact that we are particularly proud of is currently our Eau Claire, Wisconsin office works on a routine basis with over 70% of the CAHs in Wisconsin and Wipfli in total, for all offices, works on a routine basis with over 80% of the Wisconsin CAHs.

One of our keys to success is open, ongoing communication with our clients. We enjoy talking with you throughout the year to keep us up-to-date of your operations and business plans. Furthermore, we encourage you to call us when questions or issues arise without fear of the “meter running.” These routine calls are included in our fee arrangement.

This proposal is a firm and irrevocable offer to perform the services described above for the years ended September 30, 2025 through September 30, 2027. All accounting pronouncements through March 1, 2025, have been considered within the audit fee estimate. Any additional pronouncements issued after the date of March 1, 2025, will need to be considered and addressed based on their respective relevance and materiality.

All the information included in the proposal is intended solely for the use of the Board of Directors and management and is not intended to be and should not be used by anyone other than these specified parties. All the information contained in the proposal is considered proprietary by Wipfli LLP and, therefore, should not be distributed in any manner to any outside organization.

We appreciate the opportunity to present our proposal to you. We believe the Wipfli culture of providing exceptional service and our expertise in the healthcare industry, as well as our past working relationship together, are well suited to Stoughton Health, and our hope is to continue a long-term, mutually beneficial relationship. If you have questions regarding this proposal or would like further information, please contact Paul Traczek at 715.858.6619.

Sincerely,

A handwritten signature in black ink, appearing to read "Paul Traczek", with a stylized flourish at the end.

Paul Traczek
Certified Public Accountant



Proposal for

Professional Services

For: Stoughton Hospital Association

Presented: March 13, 2025

WIPFLI

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Executive

Summary

When You Really Care, It Shows

Stoughton Hospital Association (“Stoughton Health”) understands the importance of personal, quality care. That is why your organization has built its fine reputation on the efforts of its physicians, nurses, aides, technicians, support staff, and management, as well as its efforts in your community. The same can be said about Wipfli LLP (“Wipfli”). We, too, are dedicated to caring for our clients, and we believe this philosophy shows. It can be seen in the approach we take in working with our clients, the people we hire, our expertise in the healthcare industry, and the results we deliver.

We believe the working relationship which Wipfli has developed with Stoughton Health will aid in moving your organization through the continually changing healthcare environment. Therefore, we would like to outline how the Wipfli team of professionals will work with Stoughton Health as you undertake the challenges of 2023 and the years to follow.

Effective Communication

We will update our understanding of your organization and focus on collaboration with your management team. We will communicate current healthcare regulations, trends, and opportunities that may directly impact Stoughton Health so you can make informed decisions for the organization. We will ask for your candid feedback on our performance; we want to know you are getting the attention and service you deserve.

The Right Tools and Processes

Wipfli uses the latest technology to enhance our services. Combined with proper planning and processes we have developed through decades of serving clients, we provide efficiency without sacrificing quality.

Partnering for Success

We want to be more than your public accounting firm; we want to be your trusted business partner. We will show you the difference this can make by assisting you in finding opportunities to increase revenue and decrease costs and by proactively supporting your goals and objectives.

When You Know the Industry, It Shows

Stoughton Health is a community hospital designated as a critical access hospital (CAH) with provider-based rural health clinics (RHCs) for Medicare reimbursement. We have identified the following key areas we believe are critical to your selection of an accounting firm:

- A firm that has personnel dedicated to the healthcare industry with the expertise that comes with serving healthcare clients full-time.
- A firm that will be a resource throughout the year for honest, practical advice on audit, accounting, reimbursement, and tax matters, including non-profit taxation issues.
- A firm that will be proactive in monitoring industry developments, identifying key issues, and communicating those key items to you as they develop.
- A firm that has a proven history and an established record of leadership within the healthcare industry, with a strong emphasis on working with CAHs, clinics, and other healthcare organizations and provider types.

Your Wipfli team of professionals is dedicated to healthcare organizations. Our relationship goes beyond the audit to continually look for opportunities and efficiencies that could enhance your operations, strengthen internal controls, and contribute to your success.

Key ways that we demonstrate that we know healthcare include:

- Leveraging our firm's experience with more than 4,000 healthcare clients including:
 - 800+ hospitals and health systems (330+ CAHs)
 - 1,600+ physician practices (including rural health clinics)
 - 1,300+ senior facilities
 - 500+ foundations
- Offering a full range of healthcare, reimbursement, billing and coding education, information technology (IT), human resources, senior services consulting, retirement planning, and other services to handle your organization's diverse needs.
- Training our people and sharing resources throughout our healthcare offices to offer the expertise and experience to meet Stoughton Health' ongoing and special needs.
- Using a proven audit approach for planning and executing the engagement. Our approach ensures you receive a high-quality audit at reasonable fees and minimal disruption to your staff.
- Staying in touch with you throughout the year—in person, by telephone, and by e-mail. This means your management team will always be kept informed of current developments, and last-minute surprises will be avoided.

We are pleased to present the following in response to your request for services for Stoughton Health. We look forward to the opportunity to serve your organization and hope you will find the following information of value.

When You Are Part of the Team, It Shows

Our goal is to be valued members of your management team, working in concert with your internal accountants, lawyers, and other advisors to bring complete professional support to a project. We will create a productive relationship with you by providing information, advice, and innovative solutions.

We have identified the following key attributes that we feel are critical to your selection of an accounting firm, an important team member, and for which we believe Wipfli is uniquely qualified:

- In a recent issue of Accounting Today Wipfli was rated as one of the best firms to work for with a retention rate of 89%. Staff continuity minimizes disruption to your organizations, saves you time and money, and helps provide consistent service.
- Wipfli has personnel dedicated to the healthcare industry with the expertise that comes with serving healthcare clients full-time, including critical access hospitals, medical practices, home health providers, skilled nursing facilities, and foundations.
- Wipfli has a national presence serving more than 4,000 healthcare clients in 47 states.
- Wipfli provides annual ongoing audit and/or cost reporting services to over 80% of the Wisconsin Critical Access Hospitals, and our Eau Claire, Wisconsin office makes up over 70% of this total. We are honored to partner with many Wisconsin healthcare organizations.
- Wipfli commits significant partner and senior manager time to the audit engagement. Our partners and senior managers work closely with the governing body and management to help them fulfill their responsibilities to the board of directors.
- Wipfli is respected in the investment community with the name recognition that will offer peace of mind and confidence to the rating agencies, lenders, regulators, and others that are critical to your success.
- Stoughton Health will be a significant client for Wipfli and will be accorded the attention and level of service commensurate with that status.
- Wipfli will be a resource throughout the year for proactive, honest, practical advice on audit, accounting, tax, and reimbursement matters.
- Wipfli has a proven history and an established record of leadership within the healthcare industry.
- Wipfli has devoted considerable time to monitoring developments in the healthcare industry. We identify key issues for our clients, and ensure they are aware of those issues and their impact. Our professionals are recognized for their expertise, speaking at regional and national conferences, and publishing informative articles in a variety of publications.

Background

Our Experience

The Wipfli professionals who will be working with Stoughton Health know CAHs, hospitals, clinics, and senior living organizations of all types. They have years of experience working with healthcare entities of all sizes and types. They are professionals who understand your operations and add value to the audit process by offering proactive advice on Medicare and Medicaid reimbursement, physician issues, compliance, tax-exempt financing, personnel issues, and information systems consulting and implementation.

We constantly monitor industry developments through our access to the latest industry news and regulatory authorities and share this knowledge internally within our healthcare group. We then keep you updated on the latest reimbursement and compliance issues and information on regional and national healthcare trends through our publications, our Web-based communications, and our training seminars. Furthermore, you can continue to count on our expertise when you need advice on financial reporting, internal controls, enterprise risk assessment, new accounting pronouncements, the latest reimbursement and compliance issues, and information on regional and national healthcare trends.

Our Expertise

We believe public accounting will continue to change, with new regulations and guidelines that will govern how audits are performed, how financial results are reported, and how auditors are perceived by those charged with governance.

Just as the accounting industry is changing, so too is the healthcare industry. Consumer-driven healthcare, Medicare and Medicaid reform(s), rising healthcare costs, nursing wage pressures, workforce challenges, increased competition among providers, rapidly changing technology, and ever-changing physician practice models are all issues Stoughton Health is or will be facing in the future.

We believe Stoughton Health will be best served to deal with these issues by partnering with Wipfli. In this healthcare environment of rapid change, having a business partner who already knows your industry is invaluable.

Our Dedication

Our size has enabled us to develop an exceptional professional staff dedicated exclusively to our healthcare clients. A team of 300+ professionals located in our healthcare offices in Wisconsin, Illinois, Minnesota, Montana, California, and Washington are all available to serve Stoughton Health. Wipfli healthcare professionals receive a significant amount of training, both internally and externally, on issues specific to healthcare. Examples of internal training include audit and accounting, reimbursement for all provider types, cost reporting, debt financing, audit efficiency, and leadership training. While we have training throughout the year, our entire healthcare team comes together annually for firm wide internal training. Because of our expertise and training, we are also often asked to lead training and educational sessions for industry groups at both regional and national conferences.

Our Satisfied Clients

Wipfli provides audit and consulting work for a large number of healthcare clients, including over 330 CAHs throughout the country with a large concentration of CAHs in the Midwest, including a significant number of hospitals, particularly CAHs, in Wisconsin. What sets our healthcare practice apart from other firms is our client service.

Our People

Wipfli professionals are more than certified public accountants and specialists. They are people who joined Wipfli because they enjoy the personal relationships they can develop working with our clients' management and staff. Those Wipfli professionals include registered nurses, certified coders, former health provider administrators, etc. Our healthcare team is keenly in tune with what matters most to our clients—an understanding of their industry, the ability to deliver quality work on time, a positive working relationship, and an impact on their bottom line. Attention to these areas is what sets Wipfli's people apart from the rest. To measure and improve employee satisfaction, we also conduct an annual associate survey and develop action plans to address areas to improve associate engagement. We clearly understand the importance of our associates and recognize the value satisfied associates deliver to our clients.

Our healthcare group includes professionals who want to serve healthcare clients and who spend the majority of their time in this industry. The quality of our people and their commitment to your industry are evident in the attention and dedication they demonstrate during the audit process. We strive to maintain continuity for the benefit of our clients and our firm, so as not to incur time by either party in ramping up engagement personnel about your business, operations, and other aspects that may be unique to properly serving you. However, our healthcare practice is large enough to introduce additional resources to the engagement team as part of our continuous process improvement philosophy.

Collectively, our healthcare professionals and/or the firm maintain memberships in a variety of professional associations designed to keep Wipfli on the leading edge of healthcare consulting services. Some of these associations include the American Institute of Certified Public Accountants (AICPA), Healthcare Financial Management Association, The National CPA Health Care Advisors Association, Medical Group Management Association, National Rural Health Association, National Association of Rural Health Clinics, Wisconsin Institute of Certified Public Accountants, Rural Wisconsin Health Cooperative, Wisconsin Hospital Association, and other healthcare associations.

Our Newsletters, Publications, and Training

Our healthcare practice also publishes a monthly newsletter, Wipfli Healthcare Perspective, which consists of in-depth articles on current important topics in the healthcare industry. In addition to Wipfli Healthcare Perspective, our healthcare professionals author articles and post them to Wipfli's website at www.wipfli.com.

For the past 20 years, the healthcare professionals at Wipfli have delivered a Critical Access Hospital Knowledge Workshop in Minnesota, Nevada, and Missouri. Many of the individuals included in this proposal, along with other Wipfli professionals, presented at some of the more recent workshops on the following topics (the past couple of years' conferences were paused in in person format due to the COVID-19 pandemic, but is planned again to return in the fall of 2025 with more information being released early in the next year, which we are excited about):

- Medicare Reimbursement Principles
- 340B Drug Pricing Program Participation and Compliance: Don't Become an HRSA Statistic
- Advanced Strategies for Medicare Reimbursement
- You Get What You Pay For: How to Create Effective Incentives within a Physician Compensation Plan
- Evaluating Strategic Opportunities Using Data From the Medicare Cost Report
- HIPAA Risk Management: Leveraging the Benefits of Health Information Trust Alliance (HITRUST)
- Strategic Pricing
- Post-Acute Strategies for Successful Care Transitions and End-of-Life Care
- Patient Care Redesign: A Journey
- Key Strategies for Meeting the Challenges of New Healthcare Business Models
- Executive Dashboard Concepts
- Prioritizing Your IT Investments
- Things That Can Go Wrong With Physician Compensation

For over the past 20 years, the healthcare professionals at Wipfli have conducted a Rural Health Clinic Forum at various locations. Some of the topics at previous forums were as follows:

- Legislative Update: The National Rural Health Perspective
- Understanding Your Medicare Cost Report
- Billing for Rural Health Clinics
- Uncovering Opportunities for Improvement Through Data Analysis: How an RHC Can Find Hidden Treasures Buried in Its Own Data

In addition to internal resources focused on the healthcare industry, our healthcare accounting and consulting professionals are actively involved in numerous professional and business associations that shape or affect your industry. We capitalize on alliances to bring a national “best practices” approach to our clients.

Wipfli is frequently asked by various professional associations to present at their conferences. Examples of presentations given by Wipfli professionals over the past few years are:

- Wisconsin Office of Rural Health – Rural Health Finance Day (various presentations)
- Iowa Office of Rural Health: “Capital Financing/Strategic Capital Planning”
- Minnesota Health Information Management Association (MHIMA): “E&M Coding and Documentation”
- Minnesota Hospital Association (MHA) Trustees Conference: “Employed Physician Compensation: Trends and Formulas That Work”
- Minnesota Medical Association: “Coding, Billing, & Reimbursement: What Every Medical Practice Should Know”
- MHA: “Effective Governance: Improving Board Performance”
- National Association of Rural Health Clinics: “Provider-Based Rural Health Clinic Reimbursement and Billing Workshop”
- National Resource Center, Duluth, MN: “CAH Finance 101: Understanding the Medicare Cost Report” – An orientation to State Offices of Rural Health Flex Coordinators
- National Resource Center: “Physician Integration Strategies for Rural Providers”
- Wisconsin HFMA: “Lean Business Processes in Health Care” and “Physician Integration and Compensation Strategies” (two separate presentations)
- Rural Wisconsin Health Cooperative: “RHC Nuts & Bolts, RHC Billing”
- Wisconsin Office of Nurse Executives: “Finance for the Non-Financial Managers in CAHs”
- HFMA Southern Illinois Chapter: “Integrating a Financial Plan Into Your Organization’s Strategic Roadmap: Developing a Cohesive “Strategic Financial Plan”
- Illinois Critical Access Hospital Network: “Effective Post-Acute Care Financial Strategies”
- HFMA Region 7: “Cost Reporting 101: Your Medicare Cost Report From A-M”

Expertise

and Approach

Our Audit Approach

The Wipfli audit approach emphasizes frequent communications throughout the year, planning well in advance of year-end, and a commitment to providing deliverables in advance of deadlines. Our goal is to have a “no surprises” audit.

Our practice is to allocate appropriate time to planning our audit engagements, which includes discussing your expected role in the audit. Planning conferences are held to establish time lines, discuss risk areas, and obtain a deeper understanding of your operations in order to have an effective and efficient audit. We will work closely with your staff throughout the process, so they will know what we plan to do, why we are doing it, the timing of our work, and the role they will play.

The staffing of our audit includes a significant portion of on-site, day-to-day involvement of our partners and managers. This allows us to address questions as they arise, resulting in a more effective and efficient audit process.

A well-planned audit approach provides Stoughton Health with an efficient and effective experience.

Our overall audit approach is driven by a top-down risk assessment process, which analyzes the business issues faced, how those issues influence financial statement items, and how risks are managed in each of those areas. We do not spend significant time on insignificant account balances or on nonessential audit procedures.

We tailor our approach to meet your needs and address the identified risks specific to Stoughton Health. Our audit will:

- Be a productive and cost-effective audit, minimizing your time commitment to the audit process.
- Reduce disruptions to your staff because we will spend a significant amount of time in planning and gaining an understanding of your organization.
- Use readily available schedules and other data prepared by your staff.
- Focus on continuous improvement.

Proposed Timeline

The following represents an approximate timeline for servicing your needs based on your fiscal year end and the assumption that the results of the annual audit would be presented at a board meeting following the completion of the audit.

Estimated Timeline for Year Ended September 30, 2025 (as an example):

July/August/September (Preliminary work):

- Client and service team call
- First-year audit procedures including correspondence with predecessor auditor
- Preliminary audit procedures including documenting/updating and testing of internal controls (risk-based auditing (RBA) procedures) including meeting with available Board of Directors members
- Preliminary review of critical estimates and key issues, including internally prepared interim Medicare cost report
- Send preliminary requests and engagement letters prior to September 30th to allow time for planning for items requested for audit fieldwork, cost reports, and tax return preparation

October/November (Fieldwork can be chosen by Stoughton Health based on desired timing):

- Substantive audit tests and procedures
- Financial reporting procedures including legal review, representation letters, etc.
- Prepare preliminary Medicare CAH cost report for estimates in financial statements (this can be done in multiple methods but often we will try to do as much as we can from the audit files before the draft financials are completed to cut down on additional work needed from you)
- Prepare and review draft of financial statements

November/December:

- Prepare and issue draft management letters and Board of Directors presentation
- Release final financial statements and management reports
- Board of Directors/Audit committee presentation

December/January/February:

- Complete/update final Medicare cost report for submission
- Complete IRS Form 990s and 990-Ts for submission to the IRS, as well as other tax returns for the state of Wisconsin (these can also be extended depending upon your preference)

February:

- Conduct post-cost reporting filing meeting/opportunity meeting with Stoughton Health to discuss changes in reimbursement or other elections/cost report changes for the next year

The above timetables are estimates and will be finalized after discussion with management in order to make sure we are meeting your needs. Although the above schedules identify just a few months out of the year that we are the most visible, we strive to maintain communication throughout the year through a variety of touch points.

We will provide a detailed listing of the assistance we expect and will use Stoughton Health' account reconciliations and analyses wherever possible rather than duplicating the work already done in the year-end closing process. We will utilize electronic file downloads from your system and electronic workpapers wherever possible. This efficient process enhances the information we receive from you and reduces the amount of time your staff spends producing information for our audit procedures.

Technology

CaseWare is our electronic workpaper and work flow software that allows us to perform paperless audits, thereby reducing the amount of paperwork historically required in the audit process and making the lives of both our clients and our auditors easier. This technology saves the time of preparing similar workpapers year after year. We have created an entire collection of engagement tools and processes that allow us to work and collaborate efficiently at all times. Our tools also help us decrease our turnaround time by minimizing delays in preparation and review. In addition, CaseWare, as well as other organizational tools, data analysis software programs, and various other technology tools and programs assist us throughout the engagement to contribute to our efficient audit model. CaseWare also allows us the ability to review the file off site and keep current with staff progress and answer questions timely.

We also utilize an electronic secure client portal on our website developed internally at Wipfli known as the "HUB" to allow ease of file and information transfer between you and your client service team. We also utilize "Teams" or other virtual meeting options to share screens or during conference calls with you during the year. Often this visualization assists with learning on both ends during meetings.

Management Report

We place a significant priority on providing management and the Board of Directors with key information. Timely and effective communication of the results of our efforts is key to our effectiveness as a business advisor. Any suggestions we have, including those relating to financial operations and internal control, will be communicated to management as soon as they are identified. Significant suggestions will then be summarized in the management report. At the conclusion of our audit, we will report to your Board of Directors and management team. Our presentation will communicate to you items regarding the audit that are required by our professional standards to be communicated to you and management comments related to significant accounting, operational, or internal control issues identified during the audit engagement.

Our management report also includes a summary of key issues affecting your organization, benchmarks and trends comparing your organization to comparable organizations or data, and updates on the healthcare industry, including reimbursement and regulatory issues.

The management report can be delivered in person or utilizing a live meeting concept with either video or teleconferencing capabilities depending upon the preference of delivery or the presentation by Stoughton Health.

Quality Assurance

In order to maintain a high level of quality and fulfill the trust our clients place in us, Wipfli conducts an in-house inspection of sample assurance engagements for each partner to ensure that the firm's quality control standards are being met. We update our internal quality control guidance whenever new auditing requirements are enacted. Wipfli is also subject to an independent peer review every three years under AICPA standards. In our last peer review, Wipfli received an unqualified opinion (see Appendix D for latest peer review report.) Wipfli is also registered with the Public Company Accounting Oversight Board and, accordingly, Wipfli is subject to triennial reviews related to the work we do for public companies.

Wipfli's healthcare practice also maintains a standing Healthcare Audit and Accounting Technical Issues Committee to analyze and ensure compliance with new and/or changing audit, accounting, and financial statement presentation requirements affecting our healthcare clients as they are issued.

Independence

There are no relationships between Wipfli LLP and Stoughton Health that, in our professional judgment, would reasonably be thought to impair our independence. Annually Wipfli does a review of independence with each client prior to beginning the audit planning.

Conflicts of Interest

There are no known conflicts of interest between Wipfli LLP and Stoughton Health. If at any time a conflict of interest was identified, it would be immediately brought to the attention of management.

Our Reimbursement Expertise

Unique to Wipfli is our approach to reimbursement. We believe that the key to assuring proper reimbursement is to have a strong understanding of Medicare, Medicaid, and other payors reimbursement principles and to have a high level of knowledge of an organization. As a result, your audit team is also your reimbursement team. This gives Wipfli the advantage of identifying reimbursement opportunities during all stages of the audit process. Items that may not be material to your financial statements may have a significant impact on your cost reimbursement. For example, we may read about a reimbursement opportunity during our review of your board minutes, we may see salary expense in the wrong department during our review of accruals, or we may find a depreciable asset that can be expensed during our audit of fixed assets. The knowledge we gain during your annual audit will be directly applied to your cost report preparation.

Wipfli completes in excess of 500 cost reports annually and provides strategic reimbursement planning for our healthcare clients. We also consult with the management of our clients on reimbursement issues, including provider-based clinic evaluations and integration consulting and assistance.

Our approach to reviewing the cost reports includes:

- Conducting an initial interview with management to identify significant changes in operations affecting the cost reports.
- Identifying reimbursement opportunities available to Stoughton Health and determining whether it qualifies for additional reimbursement.
- Reviewing all cost center groupings of revenue and expenses to ensure proper matching.
- Reviewing all statistics used in cost allocation to ensure proper allocation of costs is being achieved and identifying alternatives that may be available.
- Holding a discussion with management regarding the preliminary cost report settlement results and noting possible alternatives to enhance reimbursement.

We also spend significant time during the audit evaluating the cost report settlement account for all outstanding cost reports. This is part of our normal procedures each year of the audit.

As part of the cost report finalization and filing process, Wipfli has extensive experience working with many Medicare and Medicaid fiscal intermediaries, including National Government Services and the State of Wisconsin Department of Health Services, who we often reach out to with unique reimbursement research questions. This close working relationship also assists your team in providing assistance with a cost report if it is audited or reviewed.

Value Added Services

Preparation and Resolution of Medicare Cost Reports - Included in the Medicare cost report preparation fee is the first hour to review adjustments proposed by the Medicare Administrative Contractor (MAC). We believe this review is an important piece of the overall cost report preparation process. The most significant number of adjustments to cost reports in a desk review or audit are the MACs updating information to more current paid claims and tentative settlement data that typically do not result in any matters needing further investigation or protest. These adjustments typically can be reviewed in an hour or less.

However, on occasion this review discovers adjustments may have been proposed by the MAC to change or disallow costs that could have lasting impacts if not challenged, updates to claims information has been input by the MAC using outdated crosswalks that can have a significant one time effects, or new information has become known subsequent to the submission of the cost report and can be provided to the MAC during the desk review or audit (if an amended cost report was not able to be filed).

Depending on the nature and significance of proposed MAC adjustments, additional support services to help resolve Medicare and Medicaid cost reporting matters can range from 1 to 30 or more hours. These additional matters requiring assistance will be billed at our usual and customary rates based on the time needed to resolve and the experience level of the associate providing the assistance.

Wisconsin Medicaid DSH and CCS Payment Resources – Wisconsin’s healthcare practice also includes team members with extensive experience in Wisconsin Medicaid Disproportionate Share Hospital (“DSH”) and Critical Care Supplemental (“CCS”) Payment programs, and is available for consultation during these survey submissions, as well as during audits conducted by the state of Wisconsin and their contracted firm, Mayers & Stauffer, to assist our partner hospitals with maintaining of these funds and elections/data submissions required annually.

Wipfli has a long history of serving healthcare organizations. Below is a list of Wisconsin hospitals our Eau Claire, Wisconsin office currently provides ongoing audit, tax, or reimbursement consulting services to (excluding any special project only clients):

	Hospital Name	City
	Aspirus Divine Savior Hospital & Clinics	Portage, Wisconsin
*	Aspirus Eagle River Hospital	Eagle River, Michigan
*	Aspirus Ironwood Hospital	Ironwood, Michigan
*	Aspirus Iron River Hospital	Iron River, Michigan
*	Aspirus Keweenaw Hospital	Larium, Michigan
*	Aspirus Langlade Hospital	Antigo, Wisconsin
*	Aspirus Medford Hospital and Clinics	Medford, Wisconsin
*	Aspirus Merrill Hospital and Clinics	Merrill, Wisconsin
*	Aspirus Ontonagon Hospital	Ontonagan, Michigan
*	Aspirus Rhinelander and Tomahawk Hospitals & Clinics	Rhinelander, Wisconsin
	Aspirus Riverview Hospital and Clinics	Wisconsin Rapids, Wisconsin
*	Aspirus Stanley Hospital & Clinics	Stanley, Wisconsin
	Aspirus Stevens Point Hospital & Clinics	Stevens Point, Wisconsin
	Aspirus Wausau Hospital	Wausau, Wisconsin
	Bellin Memorial Hospital	Green Bay, Wisconsin
*	Bellin Oconto Memorial Hospital & Medical Center	Oconto, Wisconsin
	Bellin Psychiatric Hospital	Green Bay, Wisconsin
*	Black River Health	Black River Falls, Wisconsin
*	Burnett Medical Center	Grantsburg, Wisconsin
*	Crossing Rivers Health	Prairie du Chien, Wisconsin
*	Cumberland Memorial Hospital, Inc.	Cumberland, Wisconsin
*	Grant Regional Health Center	Lancaster, Wisconsin
*	Gundersen Boscobel Area Hospital & Clinics	Boscobel, Wisconsin
	Gundersen Lutheran Medical Center	La Crosse, Wisconsin
*	Gundersen Moundview Hospital & Clinics	Friendship, Wisconsin
*	Gundersen St. Joseph's Hospital & Clinics	Hillsboro, Wisconsin
*	Gundersen Tri-County Hospital & Clinics	Whitehall, Wisconsin
	Howard Young Medical Center	Woodruff, Wisconsin
*	Indianhead Medical Center	Shell Lake, Wisconsin
*	Mayo Clinic Health System - Northwest Wisconsin (including CAHs)	Eau Claire, Wisconsin
	Marshfield Medical Center - Beaver Dam	Beaver Dam, Wisconsin
	Marshfield Medical Center - Eau Claire	Eau Claire, Wisconsin
*	Marshfield Medical Center - Ladysmith	Ladysmith, Wisconsin
	Marshfield Medical Center - Marshfield	Marshfield, Wisconsin

Hospital Name		City
	Marshfield Medical Center - Minocqua	Minocqua, Wisconsin
*	Marshfield Medical Center - Neillsville	Neillsville, Wisconsin
*	Marshfield Medical Center - Park Falls	Park Falls, Wisconsin
	Marshfield Medical Center - Rice Lake	Rice Lake, Wisconsin
	Marshfield Medical Center - River Region	Stevens Point, Wisconsin
	Marshfield Medical Center - Weston	Weston, Wisconsin
*	Memorial Hospital of Lafayette County	Darlington, Wisconsin
	Mile Bluff Medical Center	Mauston, Wisconsin
	Mental Health Emergency Center	Milwaukee, Wisconsin
	Oakleaf Surgical Hospital	Eau Claire, Wisconsin
*	Osceola Medical Center	Osceola, Wisconsin
*	Prairie Ridge Health	Columbus, Wisconsin
*	The Richland Hospital, Inc.	Richland Center, Wisconsin
*	Southwest Health Center	Platteville, Wisconsin
*	St. Croix Regional Medical Center	St. Croix Falls, Wisconsin
*	Tamarack Health - Ashland Medical Center	Ashland, Wisconsin
*	Tamarack Health - Hayward Medical Center	Hayward, Wisconsin
*	Tomah Memorial Hospital	Tomah, Wisconsin
*	Upland Hills Health, Inc.	Dodgeville, Wisconsin
*	Vernon Memorial Hospital	Viroqua, Wisconsin
*	Western Wisconsin Health	Baldwin, Wisconsin
* Critical Access Hospitals		

The above listing is just a representative sample of the healthcare clients served regularly from our Eau Claire, Wisconsin office. The Eau Claire office also provides a significant amount of ongoing audit, reimbursement, and tax services to other healthcare organizations including nursing homes, home health agencies, clinics, and other non-profit healthcare clients, as well as many hospital and healthcare organizations outside of Wisconsin. In total the Eau Claire, Wisconsin office currently conducts 58 hospital organization financial statement audits and prepares over 80 hospital Medicare cost reports, in addition to other Medicaid and program cost reporting, retirement plan audits, and audit/cost report services for other than hospital organizations. The total of the Wisconsin CAH's which the Eau Claire, Wisconsin office currently provides services on a routine basis to is over 70% of the CAHs in Wisconsin. We would be happy to provide other references or lists of clients if this would help in review of the proposal.

Your proposed service team is also the auditors of the Rural Wisconsin Health Cooperative and RWHC Information Technology Network, and facilitates a number of educational roundtables for the RWHC including the CFO and Accounting Manager roundtables.

Other Wipfli offices also provide services to a number of Wisconsin hospitals and other healthcare organizations, and would be available for consultation as needed as well.

Team Members

Wipfli uses an industry/niche staffing model whereby individuals are selected, trained, and focused in the healthcare industry. We have staffed our healthcare team with experienced professionals and have aggressively trained our entry-level staff on serving the unique needs of our healthcare clients.

Paul Traczek will be responsible for overseeing the day-to-day services provided to Stoughton Health. He will be assisted by over Wipfli professionals who have years of experience working with CAHs, RHCs, clinics, and other healthcare organizations.

Core Engagement Team

The primary service team to Stoughton Health will include:



Paul Traczek, CPA
Engagement Partner

Paul Traczek, CPA, is a partner with over 25 years of experience in the healthcare industry including over twenty years in public accounting. Prior to his tenure with Wipfli, Paul worked as an accountant in the fiscal department at a rural CAH in Wisconsin. Paul's audit experience includes hospitals, clinics, nursing homes, dialysis centers, home health, retail pharmacies, and other nonprofit organizations. His audit clients range in size from small rural healthcare facilities to large organizations. Paul also devotes a significant amount of time to hospital reimbursement, operational improvement, IRS Form 990 compilation, and retirement plan audit services, and serves on Wipfli's healthcare technical committee with a focus on reimbursement issues.

Paul also serves as the facilitator for the Rural Wisconsin Health Cooperative CFO roundtable, as well as sits on the Wisconsin Hospital Association Councils on Payment and Rural Health. This helps Paul stay informed of currently healthcare events and reimbursement issues as well as to help his clients and partner organizations bring reimbursement issues forward at a State level. Paul is also the partner for two other SSM Wisconsin affiliated hospitals which Wipfli provides services to.



Josh Boyle, CPA

Quality Concurring Partner

Josh Boyle, CPA, provides audit, accounting and consulting services to health systems, hospitals and independent physician practice clients. With a continuing commitment to understanding the unique issues affecting the healthcare industry, he strives to offer clients assistance designed to meet their specialized business needs. Josh's commonsense approach and ability to problem-solve allow him to analyze situations from multiple angles. He is able to focus 100% of his energy and professional skills exclusively on the healthcare industry. As a result, Josh's knowledge and strong attention to detail enable him to provide high-quality service to clients. His audit clients range in size from critical-access hospitals to large health systems. Josh is a member of the healthcare technical audit and accounting committee. Josh would serve and be available as the quality concurring partner for the Hospital.



David Goodman, CPA

Audit Senior Manager

David Goodman, CPA, is a senior manager in Wipfli's healthcare practice. David focuses exclusively on providing audit, accounting, and reimbursement services for health care clients. The organizations he serves primarily include hospitals, health systems, and other healthcare related non-profit organizations, including foundations. David leverages his professional education, industry knowledge, and technical skill to offer value and positive impact to each client engagement. David will be the primary manager contact for the Hospital and service as the manager for the audit and cost report services.



Ashley Berens, CPA

Manager

Ashley Berens, CPA, is a manager in Wipfli's healthcare practice. Ashley focuses exclusively on providing audit and accounting services for health care clients. The organizations she serves primarily include hospitals, critical access hospitals, rural health clinics, and skilled nursing facilities. Ashley leverages her professional education, industry knowledge, and technical skill to offer value and positive impact to each client engagement.

Detailed profiles of these key team members are included in Appendix A.

These key engagement team members would be assisted by other staff professionals with healthcare industry expertise and experience.

Partner Rotation

Although partner rotation is not mandatory for many of our clients, we respect the desire of any client to request a partner rotation and can offer partner rotation within our same office, or there are also several additional dedicated healthcare audit and reimbursement partners which can be requested to select from at any time. We would be happy to provide you with additional resumes of other partners capable of serving Stoughton Health if you would like to review options for partner rotation at any time in the future.

Staff Turnover

As previously stated, our healthcare group includes professionals who want to serve healthcare clients and who spend the majority of their time in this industry. The quality of our people and their commitment to your industry is evident in the attention and dedication they demonstrate during the audit process. We strive to maintain continuity for the benefit of our clients and our firm, so as not to incur time by either party in ramping up engagement personnel about your business, operations, and other aspects that may be unique to properly serving you. However, our healthcare practice is large enough to introduce additional resources to the engagement team as part of our continuous process improvement philosophy.

See Appendix B for a listing of references.

We encourage you to call the references noted in the Appendix and ask those individuals how value is provided by your proposed service team. Your team members have made it their goal to be in contact with their clients throughout the year, providing thoughtful and meaningful advice.

Compensation/Fees

Our goal is to provide Stoughton Health with exceptional timely service and valuable advice at reasonable rates. Our fee estimate for 2025 to 2027 is based on the expectation that your staff will assist in the preparation of audit workpapers and provide assistance during the audit fieldwork. Should unexpected changes or circumstances arise, we will discuss any changes in the scope of the engagement and obtain your approval before proceeding.

The following proposed fees are based on the expectation that there are no significant differences in Stoughton Health' operations and financial statements from what has been previously communicated to us.

Professional Fees - Audit, Reimbursement, and Tax Services			
	2025	2026	2027
Audit of financial statements for Stoughton Hospital Association (including travel time and bond covenant compliance letter) for the year ended September 30 ⁽¹⁾⁽²⁾ :	\$ 26,500	\$ 27,500	\$ 28,000
Audit of financial statements for Stoughton Hospital Foundation (including travel time) for the year ended September 30 ⁽¹⁾ :	4,800	4,900	5,000
Annual Cost Report Preparation:			
Medicare CAH Cost Report	10,700	11,000	11,300
Annual Tax Return Preparation:			
Stoughton Hospital Association (990 and state of Wisconsin return)	4,800	5,000	5,200
Partners of Stoughton Hospital (990)	1,700	1,800	1,800
Stoughton Hospital Foundation (990 and state of Wisconsin return)	2,000	2,100	2,200
Preparation of management letter, including benchmark and industry comparisons as well as debt covenant compliance letter as required	Included	Included	Included
Board of Directors' or Audit Committee presentation (one pre- and one post-audit presentation plus one additional presentation for preliminary meeting in transition year, if requested)	Included	Included	Included
Out-of-pocket expenses estimated (if onsite travel is required or requested, we would discuss as fee arrangement, but generally since we are all located in Wisconsin, only mileage may apply, and we may absorb that amount as our discount to you if small in dollar value)	-	-	-
Routine telephone calls throughout the year	Included	Included	Included
Totals - Annual Services	\$ 50,500	\$ 52,300	\$ 53,500
Approximate number of days onsite for audits (including preliminary and interim fieldwork)	2 - 3 (more potential onsite time in first year)	1 - 2 (if necessary)	1 - 2 (if necessary)

- (1) The fee estimate for the audit of the September financial statements for years 2025 to 2027 is based on Auditing and Accounting Standards currently in effect. Any standards becoming effective after the date of this proposal that would have a significant impact on the audits will be addressed with management as they are released.
- (2) The fee estimate assumes that a Uniform Guidance audit and related reporting will not be required in any of the years presented above. If additional grants are received in future years which would require a Uniform Guidance audit to be completed (generally federal grants which are collectively in excess of \$1 million in a given year), we will discuss the best approach and provide you with a fee quote in that year prior to starting work on audits of the new grant's compliance requirements.

All estimated costs included in this proposal are considered proprietary by Wipfli LLP and, therefore, should not be distributed in any manner to any other organization.

Our fees are billed as work progresses, and progress billings may be submitted, typically on a monthly basis. We expect payment of our billings within 30 days after submission. Interest at the lesser of 1% per month or the maximum rate permitted by law, except where prohibited by law, will be charged on the portion of your balance that is over 30 days.

Standard Hourly Rates

As previously stated above, routine telephone calls throughout the year are included in the proposed fees. However, from time to time, requests for services such as research and/or correspondence between Wipfli and third parties (i.e., Medicare fiscal intermediaries) that may involve more than a ten-minute telephone call may result in additional fees being charged. Fees for other accounting (including account reconciliations prepared by us) and consulting services are based upon the staff level of our professionals providing such services. Currently, our approximate hourly billing rates are:

Partner	\$400 - \$600
Manager/Director	\$250 - \$400
Senior	\$150 - \$250
Staff	\$90 - \$150

Approval to Proceed Together

If the services and information contained in this proposal are acceptable and you wish to proceed, we will contact your current auditor as required by AICPA guidelines. Pending successful communications with your current audit firm, we will prepare a formal engagement letter for you to sign, which will address the specific scope, responsibilities, and criteria relative to our engagement.

The information contained in this proposal document is for discussion purposes only and does not constitute a binding contract between you or your organization and Wipfli LLP. If the above services and information are acceptable and you wish to proceed, we will prepare a formal engagement letter for you to sign, which will address the specific scope, responsibilities, and criteria relative to our engagement. The engagement letter will constitute the entirety of the terms and conditions of our arrangement with you.

Appendices

Core Engagement Team Profiles

Professional Profiles



Paul Traczek, CPA

Partner

ptraczek@wipfli.com

Specializations

Financial statement audits and reviews for health care and nonprofit clients

Federal and state program audits

Retirement plan audits

Medicare and Medicaid cost report preparation and review

Medicare and Medicaid reimbursement optimization

IRS Form 990 preparation and review

Bond financing assistance

Past Experience

Accountant at a critical access hospital, which also operated a nursing home, ambulance service, rural health clinic, and assisted living facility

Professional Memberships and Activities

American Institute of Certified Public Accountants (AICPA) – Member

Wisconsin Institute of Certified Public Accountants (WICPA) – Member

Current Position and Responsibilities

Paul Traczek is a certified public accountant who provides high-quality service to health care organizations including hospitals, nursing homes, clinics, foundations, and other health-related, not-for-profit organizations. He spends 100% of his time in the health care industry, which allows him to clearly focus his energies, professional education, and skill development for the direct benefit of his clients.

Paul's primary focus is planning, conducting, and overseeing financial statement audits of health care organizations. In addition, he provides reimbursement and operational assistance, including preparation of Medicare and Medicaid cost reports and optimization of reimbursement, to health care clients of all sizes. His clients range in size from small rural health care facilities to large organizations with annual net patient service revenue in excess of \$2 billion.

Paul also serves as the facilitator for the Rural Wisconsin Health Cooperative CFO roundtable, as well as sits on the Wisconsin Hospital Association Councils on Payment and Rural Health. This helps Paul stay informed of currently healthcare events and reimbursement issues as well as to help his clients and partner organizations bring reimbursement issues forward at a State level.

Education

University of Wisconsin-Eau Claire
Bachelor degree in accounting and finance



Josh J. Boyle, CPA

Partner

jboyle@wipfli.com

Specializations

Audit, review and compilation services

Medicare and Medicaid reimbursement analysis

Cost report preparation

Independent physician practice business advisory

Financial modeling and budgeting

Federal and state program audits

Monthly financial assistance

Current Position and Responsibilities

Holly Pokrandt is a partner in the Eau Claire office. A healthcare industry expert, she has more than 30 years of in-depth experience in the field. Holly has dedicated her career to serving clients in the healthcare industry. Holly's health care practice includes hospitals (critical access hospitals [CAH] and prospective payment system), nursing homes, elderly housing developments, home health agencies and provider-based clinics.

Professional Memberships and Activities

American Institute of Certified Public Accountants (AICPA) – Member

Wisconsin Institute of Certified Public Accountants (WICPA) – Member

Healthcare Financial Management Association (HFMA) – Member

Education

Marquette University – Milwaukee, Wisconsin
Bachelor of science degree in accounting



David Goodman, CPA

Senior Manager

dgoodman@wipfli.com

Specializations

Audit, review, and compilation services for health care and nonprofit organizations

Medicare and Medicaid reimbursement analysis

Medicare and Medicaid cost report preparation and review

IRS Form 990 preparation and review

Strategic financial planning for hospitals

Current Position and Responsibilities

David Goodman is a certified public accountant in Wipfli's health care practice. As a senior manager, he focuses exclusively on providing audit and accounting services for health care clients. The organizations he serves primarily include hospitals, critical access hospitals, rural health clinics, and skilled nursing facilities. David leverages his professional education, industry knowledge, and technical skill to offer value and positive impact to each client engagement.

Professional Memberships and Activities

American Institute of Certified Public Accountants (AICPA) – Member

Wisconsin Institute of Certified Public Accountants (WICPA) – Member

Education

University of Wisconsin-Eau Claire

Bachelor of business administration degree in accounting and finance



Ashley Berens, CPA

Manager

ashley.berens@wipfli.com

Specializations

Audit, review, and compilation services for health care and nonprofit organizations

Medicare and Medicaid reimbursement analysis

Medicare and Medicaid cost report preparation and review

IRS Form 990 preparation and review

Retirement plan audits

Current Position and Responsibilities

Ashley Berens is a certified public accountant in Wipfli's health care practice. As a manager, she focuses exclusively on providing audit and accounting services for health care clients. The organizations she serves primarily include hospitals, critical access hospitals, rural health clinics, and skilled nursing facilities. Ashley leverages her professional education, industry knowledge, and technical skill to offer value and positive impact to each client engagement.

Ashley also devotes a significant amount of time to Medicare and Medicaid cost report preparation, and assistance with audits of cost reports by the MACs and state government Medicaid agencies. Ashley finds great joy in helping her clients through this required annual reporting, optimization of results, and assistance with the demands of a government audit of the cost reports.

Professional Memberships and Activities

American Institute of Certified Public Accountants (AICPA) – Member

Wisconsin Institute of Certified Public Accountants (WICPA) – Member

Education

University of Wisconsin-Eau Claire
Bachelor of business administration degree in accounting and finance

Partial List of Our CAH

Client References

Our goal is to provide our clients with exceptional timely service and valuable advice. The client references below will tell you about our proactive advice, communication, and healthcare industry expertise. They can show you the difference we have made for them and that we can make for you.

Client References Audit and Cost Reporting

Black River Health
Black River Falls, Wisconsin
Holly Winn, COO/CFO
715.284.1354

Grant Regional Health Center
Lancaster, Wisconsin
Joel Gehling, CFO
608.723.3202

The Richland Hospital, Inc.
Richland Center, Wisconsin
Sherry Giddings, Accounting Manager
608.647.6321, Ext. 2218

Upland Hills Health
Dodgeville, Wisconsin
Karl Pustina, COO
608.930.7116

Other Services

Wipfli's Comprehensive Approach

Partial list of other services often requested by our clients. (At your request, these services can be provided by a variety of other Wipfli professionals. We have included some additional profiles for your review.):

- **Cost Reporting and Reimbursement Consulting.** Wipfli professionals have been able to increase clients' reimbursement significantly by finding, for instance, errors resulting from the fiscal intermediaries' incorrect interpretation of Medicare regulations. Often, even a simple review of fiscal intermediary adjustment reports has resulted in our clients recovering thousands of dollars.
- **Board Education.** We educate the Board of Directors on the state of the healthcare industry. For example, we can provide regular updates on rural healthcare issues, industry trends, government regulations, and information technology. With this knowledge, the Board can make informed and strategic decisions for the future of your campus.
- **Strategic Planning Services.** Industry consolidation has forced healthcare organizations to become more competitive. Expanding services and market share calls for the right strategy. Wipfli professionals have experience in helping our clients develop and implement sound strategic plans. Our proven approach starts with an assessment of the current environment by analyzing market share, service lines, historical growth, and identifying current issues. From this process, we can help our clients either validate or redefine their mission and vision, leading to development of new service line strategies and practical implementation plans to meet their strategic objectives. Our planning process includes strategic financial planning that provides achievable targets based on organizational needs to achieve desired results.
- **Debt-Financing/Feasibility Study Services.** The Wipfli healthcare group has assisted a significant number of clients with issuing both tax-exempt and taxable bonds. Services include preparation of feasibility studies, debt coverage analysis, and knowledgeable advice regarding financing alternatives and requirements. Wipfli works closely with various health and educational facilities authorities, law firms specializing in bonding, USDA, HUD, and various investment banking firms.
- **Physician/Hospital Integration Assistance.** This assistance includes assessing and evaluating opportunities for a hospital and a clinic to work more collaboratively to create efficiencies and take advantage of opportunities to increase reimbursement from the Medicare and Medicaid programs. This would include analyzing the financial impact of provider-based physicians and facilitating discussions. This analysis could also include an analysis of provider-based rural health clinic options for existing or new clinical practices to a hospital's operations.

- **Medical Practice Assessment.** Wipfli has provided numerous medical practice assessments reviewing the operations of medical practices affiliates with hospitals and healthcare systems. The assessments have included reviewing the billing and collections process, human resources (staffing), fee schedule analysis, and other areas of importance to organizations such as yours. These projects resulted in improved third-party payor reimbursement increases and cost-saving measures for our clients' operations.
- **Charge Master Evaluation.** An accurate hospital chargemaster is the foundation to a well-functioning hospital revenue cycle. Incorrect payments and/or the rejection of claims are often the result of inappropriate CPT/HCPCS and/or revenue code utilization and reporting. In addition, system issues often result in less than optimal coding or billing of services provided. Wipfli will review Stoughton Health' chargemaster on a line-by-line basis and analyze the CPT/HCPCS codes, UB-04 revenue coding, and service line-item charging protocols relative to Medicare regulations for all hospital service departments. We will determine CPT/HCPCS and UB-04 revenue code relationships according to Centers for Medicare & Medicaid Services (CMS) guidelines recommending the following:
 - CPT/HCPCS codes that accurately describe services rendered
 - UB-04 revenue codes per CMS requirements
 - Service descriptions that match the service rendered and the CPT/HCPCS code utilized
- Using the results from the chargemaster review process, Wipfli will provide Stoughton Health with a detailed analysis of our findings and recommendations in the form of a detailed spreadsheet with a PowerPoint summary report of findings and recommendations supported by CMS citations where applicable. An electronic version of these reports will also be made available for easy implementation
- **Community Health Needs Assessment (CHNA) Review and Evaluation.** Wipfli will provide a review of Stoughton Health community health needs assessment and related implementation plan. The review will compare key elements of the CHNA and implementation plan relative to the IRS requirements. We will identify and summarize weaknesses relative to the IRS requirements or missing elements, and provide any necessary suggested changes or additions to the CHNA and implementation plan to bring the documents into compliance with IRS requirements.
- **Revenue Cycle Evaluation and Coding Education.** As costs continue to escalate in excess of reimbursement increases allowed by governmental and other payors, you may find Stoughton Health' bottom line eroding with each successive year. Wipfli can show you how to make the most of your bottom line by enhancing your revenue while managing costs, thus maximizing the contribution margin. This can be accomplished by reviewing chargemaster data, conducting inpatient and outpatient data integrity services, or simply reviewing your business processes. Coding review and education of staff and providers, including ICD-10 preparedness training and education, is often another area of reimbursement opportunity and compliance review services which are provided and can assist organizations in reimbursement and process improvement.

- Cost Sensitivity Analysis Services (CAHs). This service provides an assessment of the Medicare reimbursement impact of interdepartmental cost shifting, changes in statistics, changes in Medicare utilization, and modeling of reimbursement impact of facilities planning initiatives.
- Price Sensitivity Analysis Services (CAHs). This analysis is an assessment of net revenue, including Medicare reimbursement and impact of pricing increases, and should be conducted at both the department level and the individual charge element level. In the latter case, the shift in departmental Medicare utilization resulting from changes in pricing at the charge level will also affect cost reimbursement.
- Price Transparency Services. Wipfli has a team of specialized healthcare and technology consultants to deliver a solution to help hospitals comply with the mandate. Our team provides your organization with the necessary data files and web interface, so your team can easily display the information on your website.
- 340B Assessment and Compliance Services. The federal 340B Drug Pricing Program enables critical access hospitals, disproportionate share hospitals, and other covered entities to stretch scarce resources as far as possible, reaching more eligible patients and providing more comprehensive services. Like most federal programs, it comes with stringent regulations. Wipfli can assess your organization's compliance and offer valuable insights for ensuring a well-run program. Through our efficient, concise, and practical approach, we:
 - Review tracking: Support your ability to prove that 340B drugs are administered or dispensed to eligible patients in eligible points of service.
 - Review database: Ensure complete and accurate active provider listings.
 - Evaluate pharmacy and third-party administrator oversight practices: Ensure proper policies and procedures are in place and observed.
 - Examine auditable records: Confirm a clear audit trail, crucial for maintaining compliance.
 - Identify “child”: Ensure all required sites are registered.
 - Identify additional 340B opportunities: Many savings opportunities are often overlooked.
- Wipfli's comprehensive compliance report provides practical recommendations for pursuing improvements and obtaining 340B compliance peace of mind. You can rely on our concentrated healthcare industry expertise and knowledgeable professionals to guide you in creating and sustaining an effective program, one that can then be easily integrated into your business processes for efficient, ongoing program maintenance.

Other Professional Services

- Financial Wellness for Medical Professionals. Many medical professionals do not feel confident they will reach their retirement goals. Wipfli Hewins Investment Advisors LLC (“Wipfli Hewins”), a Wipfli affiliate, offers a full array of training to assist professionals on the road to financial wellness. Our training sessions include a four-pronged approach: retirement planning, education funding, estate planning, and investment planning. The tools provided in these training sessions help medical professionals take a close look at their current situation and develop a plan to help them realize their future goals.
- Human Resource and Benefits Services. Wipfli’s human resource consultants are experienced in the “people” issues of healthcare organizations. In fact, Wipfli’s human resource professionals have been popular presenters for various healthcare organizations, including HFMA, MGMA, Care Providers of Minnesota, and Wisconsin Association of Homes and Services for the Aging. Wipfli’s human resource experts can show you how to attract, retain, and motivate the most valuable employees with the right mix of compensation, benefits, and human resource programs.
- Wipfli uses the Predictive Index® and the Predictive Leadership Series™ as the foundations for improving the effectiveness of people at all levels of an organization. We help clients align their workforces with their goals, using our results-driven consulting process, tools, and programs, with services such as:
 - Strategic planning and visioning
 - Organizational development
 - Growth and change implementation
 - Succession planning
 - Professional coaching
 - Employee handbooks
 - Compensation design and benchmarking
- Information Technology. Wipfli’s information technology professionals have led many of our healthcare clients through the processes of systems selection, including certified staff that can assist in electronic medical record selections, infrastructure design and implementation, HIPAA security compliance, strategic information technology planning, electronic risk assessment, business needs analysis, and project management support. Wipfli also provides Great Plains, Sage Intact, and NetSuite financial systems support and training and is a licensed reseller of these products.
- Retirement Plan Services. Wipfli and our affiliate, Creative Planning, offer benefit plan design and administration, including daily valuation services and investment advisory services for many of our clients. Our investment advisory services are offered through Creative Planning, which provides an independent advisory service that is fee-for-service only—no commissions, brokerage fees, or “soft dollar” payments are made to Wipfli or Creative Planning. By maintaining independence, we can assist our clients in selecting the most appropriate investment choices based on risk/return analysis, investment styles, and cost analysis.

Peer Review



Report on the Firm's System of Quality Control

November 18, 2022

To the Partners of Wipfli, LLP and the National Peer Review Committee:

We have reviewed the system of quality control for the accounting and auditing practice of Wipfli, LLP (the firm) applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended June 30, 2022. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants (Standards).

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a system review as described in the Standards may be found at www.aicpa.org/prsummary. The summary also includes an explanation of how engagements identified as not performed or reported on in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

Firm's Responsibility

The firm is responsible for designing and complying with a system of quality control to provide the firm with reasonable assurance of performing and reporting in conformity with the requirements of applicable professional standards in all material respects. The firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported on in conformity with the requirements of applicable professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design of and compliance with the firm's system of quality control based on our review.

Required Selections and Considerations

Engagements selected for review included engagements performed under Government Auditing Standards, including compliance audits under the Single Audit Act; audits of employee benefit plans; an audit performed under FDICIA; and examinations of service organizations (SOC 1® and SOC 2® engagements).

As a part of our peer review, we considered reviews by regulatory entities as communicated by the firm, if applicable, in determining the nature and extent of our procedures.

Weaver and Tidwell, LLP.
9311 San Pedro Avenue, Suite 1400 | San Antonio, Texas 78216
Main: 210.737.1042

CPAs AND ADVISORS | WEAVER.COM

The Partners of Wipfli, LLP and the National Peer Review Committee

Opinion

In our opinion, the system of quality control for the accounting and auditing practice of Wipfli, LLP applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended June 30, 2022, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of pass, pass with deficiency(ies), or fail. Wipfli, LLP has received a peer review rating of pass.

Weaver and Tidwell, L.L.P.

WEAVER AND TIDWELL, L.L.P.

San Antonio, Texas
November 18, 2022

Client Testimonials

Denise Mattison
Director of Accounting
Mayo Clinic Health System – Northwest Wisconsin, Inc.

"We have had nothing but positive experiences with Paul Traczek over the past 6 years. Not only have our audits been timely and efficient but Paul is very congenial and professional. In addition to Wipfli's in-depth knowledge of the healthcare industry, the partners and manager spend time onsite during the fieldwork which makes it more personal and efficient. I also appreciate the proactive communication from Paul throughout the year to minimize audit issues; truly outstanding customer service."

Karl Pustina
Assistant Administrator – Finance/Chief Operating Officer
Upland Hills Health, Inc. and Affiliates

"We operate a critical access hospital, skilled nursing facility, home health agency, hospice, Foundation, and in recent years have added new services such as dialysis, clinics, and employed physicians. In my opinion, an accounting firm is only as good as the people that staff it, and our audit manager, Paul Traczek, has done an excellent job. In addition to his in-depth knowledge of the healthcare industry, Paul is onsite or available to be onsite for a significant portion of our audit (this is more efficient and very respectful of our time and staff).

During the year we consult with Paul on a variety of issues. During those times, and during the audit, he helps to point out things that assist us both from a reimbursement standpoint as well as operationally. As an example, this year through Paul's review of our preliminary Medicare cost report, Paul made suggestions that saved us more than their audit fees for the last two years. The communication between both parties has been a key to the success of our audits and working relationship. Our audit planning communication starts well in advance of the audit. Paul also ensures that we are prepared in advance for the preparation of our tax returns and our Form 990s; I really appreciate having him oversee and add integrity to the process. Paul does an incredible job serving us and I have no doubt will serve you well."

Bob Daley
Vice President of Finance
Black River Memorial Hospital

“Wipfli provides our annual audit. I found the Wipfli audit team to be very efficient and professional in their dealings with our team. Additionally, they were respectful of our staff’s need to accomplish their daily tasks while assisting the auditors in completing a timely audit. Paul Traczek has most recently been the in-charge of our audit. Paul is a very well-rounded individual with great technical skills. He is people oriented and extremely accommodating in delivering the audit on a timely basis. Not only is Paul hard working, honest, and responsive to our needs, but he always maintains a fine disposition as he relates well with all members of our organization. Paul is always available for consultation. He is alert for opportunities to improve our reimbursement or control our costs. Paul and his team have identified opportunities that have helped improve our bottom line. To sum up my feelings concerning our affiliation with Paul Traczek and the Wipfli team, they are a high quality team that demonstrates integrity, dedication, and depth with a focus on producing quality results for their clients.”