Expanding & Renovating Greene County Medical Center

Investing in Tomorrow’s Care
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Investing in **Tomorrow’s Care**

Every progressive area needs medical care close by, especially when agriculture and industrial sectors are growing rapidly. Having health care nearby, especially emergency care, is important to rural residents of Greene County.

A $4 million fundraising campaign will help support Greene County Medical Center and the investment it is making in its future. Expansion and renovation of the medical center will increase patient privacy, provide easier access to health care services and create a more visible location for emergency care. It will enhance the many ways in which Greene County Medical Center is *Always Here, Always Caring*.

Your support of this campaign represents an investment in today that will position our community for the health care of tomorrow. It is part of a plan currently estimated to cost $22.5 million. The United States Department of Agriculture (USDA) Rural Development’s community facilities program awarded $18 million in direct loans to the project in the spring of 2012. An additional $2 million will come from a secured loan, guaranteed by USDA, from Home State Bank of Jefferson.

The USDA requires the medical center to invest and commit nearly $4.5 million in up-front capital and cash reserves. Your gifts through the *Investing in Tomorrow’s Care* campaign will ensure the medical center’s ability to successfully meet the financial requirements set forth by the USDA.

Funds from the campaign will replenish medical center investments made and committed to this project. They may also allow for areas not in the current project to be considered for renovation in the future. Ultimately, the goal is to have a facility that better serves people of all ages who are proud to call this area home.

An investment in *Investing in Tomorrow’s Care* ensures the medical center’s financial ability to move forward and maintain its viability in the community for generations to come.
Project Scope

A 48,376-square-foot addition on the east end of the current building will provide:

- A more visible and easily accessible emergency department, where patients and families will receive faster, more efficient service with greater privacy
- A new primary care unit with private patient rooms, equipped with individual restrooms and showers
- New obstetrics area
- New space for updated radiology, laboratory and respiratory therapy
- A new surgery area with surgical suites and private bays, which will provide patients with pre- and post-surgery privacy

Renovation to existing facilities will create:

- A more welcoming lobby area off the current main entrance, including private registration areas
- A walkway allowing for more convenient access to facilities on the west end of the building through a central corridor equipped with one elevator and one set of stairs
- Centrally located physician offices on Level A
- A new location for the Advanced Women’s Care clinic, which will move from Level B to the new Level A outpatient area
- A patient-centered outpatient waiting area on Level A
- Renovated and enlarged space for West Central Orthopedics, rehabilitation services and specialty clinics on Level A
- A new home for public health in the former Advanced Women’s Care area on Level B (the current public health building will be razed)
Investing in Innovation and Impact

- Greene County Medical Center recorded 27,214 outpatient visits and 337 inpatient admissions, while conducting 342 major surgeries and 446 minor surgeries in 2012.
- According to the latest study by the Iowa Hospital Association, Greene County Medical Center provides jobs for 275 people, or 221 full-time equivalents. These jobs translate into nearly $15 million of economic impact in Greene County, including a multiplier effect. In addition, medical center employees themselves spend approximately $2.5 million on retail sales and contribute nearly $150,000 in state sales tax revenue.
- Greene County Medical Center’s CEO Carl Behne was honored during the Iowa Hospital Association’s 2013 fall conference with the Young Executive Achievement Award, presented annually to an Iowa hospital or health system young executive whose achievements are noteworthy.
- Greene County Medical Center utilizes telehealth, a cutting-edge system allowing the patient and physician to see and talk with each other via video camera and screen, as if in the same room.
- In 1992, the medical center’s Foundation opened Ever Greene Ridge, an independent senior living community located north of the medical center.
- The Greene County Medical Center Auxiliary, established in 1961, helps recruit volunteers for medical center needs and raises funds for new equipment and improvements. The Auxiliary also staffs the Gift Garden gift shop. Since its founding, the Auxiliary has donated more than $600,000 to the medical center.

“An updated birthing unit will be a big benefit for the hospital. It will bring in new families, and with the care they’re going to receive at Greene County Medical Center, they will bring in their family members.”

Heather Wilson, Spouse of Patient, Nurse, Greene County Medical Center

“Right now, when people come to the medical center, it’s a little confusing. The newer, more modern entrance really isn’t the entrance for most of our services, which currently take place on the A level. You have to move down the hillside to find that.”

Carl Behne, CEO, Greene County Medical Center
Investing in Improved Access

Tim Christensen has nothing but praise for the emergency care he received at Greene County Medical Center in the spring of 2013. But his journey to the ER did not begin well.

“May 13 is the day that I guess I’ll never forget,” said Tim, the local superintendent of schools. After finishing a 5 a.m. workout at the rec center—part of a routine he had started in January to lose weight and get in better shape—Tim began experiencing chest pain on the drive home. When the pain didn’t go away, he woke up his wife and asked her to take him to the emergency room—a short four-block drive from their Jefferson home.

“During the daylight, it’s easy to find, but at 6 a.m. and when you’re under a little stress and pressure, it’s a challenge to find the ER and know exactly where to park,” Tim said.

“Then we had to ring a bell,” Tim continued, “and when you’re in pain waiting for somebody to come answer the door, it may have only been 30 seconds or a minute, but it seemed like it was five minutes. It would have been nice to come directly into the emergency room, where I’m talking to somebody face to face rather than waiting for somebody to come answer the door and let me in.”

Good care in the ER, an overnight stay in Ames and cardiac rehabilitation at Greene County Medical Center yielded positive results for Tim, who says he is now feeling great.

“I am very appreciative that Greene County Medical Center is located in Jefferson,” said Tim, adding that improved accessibility to both the emergency room and the cardiac services area will be a big plus in the new building plan.
Investing in Privacy for Patients, Families

Doug and Karen Lawton are Greene County natives who have spent all but one year of their married life as area farmers. Both work off the farm as well: Doug as an insurance agent and realtor and Karen as a florist. Now, as they look forward to welcoming one of their three grown children back to the area, they reflect on the importance of the local health facility.

“It has been a consistent institution in our lives,” Karen said. “They not only provide inpatient and outpatient care, but also emergency care. It’s nice to know that we only have to drive seven miles to get to an emergency facility.”

The Lawtons note that Greene County Medical Center has always provided compassionate care and excellent doctors, nurses and staff, but they recognize that the physical facility has shortcomings, including lack of privacy for patients.

“When you’re sick, you and your family need to have privacy,” Karen observed. “The double rooms at Greene County Medical Center become quite inconvenient and quite uncomfortable when you have a patient on each side, and the proximity is very close. They are not large rooms. They’re really not designed to have two people and two families in a room.”

“If we have somebody in the hospital, our whole family is there,” Doug added, noting that several family members have been in skilled care over the last few years.

“They were trying to recover from some fairly serious illnesses, and we were just hoping and praying that no one would come into the other side and be an inconvenience for both us and them,” Karen said. “Private rooms will be a very good addition to the medical center’s renovations.”

“The Board of Trustees and CEO have been working extremely hard to ensure that this project is done well and addresses all areas of need. It is a testament to the commitment and hard work of not only their efforts, but also those of every medical center employee.”

Jeffrey Wahl, DO, Orthopedic Surgeon, West Central Orthopedics
Investing in **Quality Care**

Ellen Wilson and her daughter-in-law Heather Wilson have a family relationship with Greene County Medical Center that goes back more than 70 years.

“I was born here,” Ellen said. “My children were all born here.”

And when Ellen’s son and Heather’s husband Rob was critically injured in a farm accident, Ellen spent her final hours with Rob in the Greene County emergency room. At the same time, the staff communicated by telephone with Heather, who was in Des Moines awaiting his possible transfer.

“I felt really, really good that my son had the best care possible. He passed away on the way to Des Moines in the helicopter, but I have never felt that they didn’t do everything that they could do,” Ellen said.

As a nurse, Heather appreciated the staff’s willingness to communicate with her in medical terms while also being compassionate and honest.

“It helped me prepare for what could be coming, what might be coming,” she said.
Heather, who now works at the medical center, and Ellen both support the proposed building project.

"The better facility you have, the more specialties you can have come into your facility and the more options you have for your patients," Heather observed.

“Having Greene County Medical Center as close as it is to the rural farming community is a very good thing," Ellen added. “When my son had his accident, I would say he was here from the field in less than 15 minutes, maybe 10."
Investing in the Area’s Quality of Life

“We’re very fortunate that our county seat town is centrally located within Greene County,” said Bob Allen, vice president of Home State Bank in Jefferson. “Everybody can get to our medical center within 30 minutes. That’s a great attraction for families wanting to live here.

“Location is very important, especially when it comes to accidents,” said Bob, who lives on the family farm and has his own small farming operation.

Bob has been an intermittent patient at Greene County Medical Center’s physical therapy department for nearly 15 years following sports injuries and knee surgeries. He appreciates the new AlterG anti-gravity treadmill, which allows him to jog for an extended period of time without weight or pressure on his knees.

“The staff here is very good to work with, and as a patient, I feel like my care is No. 1 on their list when I’m here,” Bob said. “It’s nice to walk in and they all know you by your first name and treat you as a neighbor. They are very passionate about what they do, and you can tell that in their work. They care about the well-being of their patients.”

From his experience in physical therapy, his visits to patients at the hospital and his work on the Greene County Medical Center finance committee, Bob knows the tight quarters hospital departments deal with and the difficulty patients and visitors have in finding their way through what he describes as “kind of a maze.”

“We’ve got some really good momentum right now in our county and our community,” Bob said. “Making improvements to the medical center sends a message to the people who live here already, and the people who may have the opportunity to move here, that we’re committed to our communities and the quality of life that we have around here.”
“Having a modern, professionally staffed hospital in Jefferson is critical to the overall quality of life for our residents and essential for the economic development of Greene County. The availability of medical services plays a very important role in maintaining our existing businesses and industry and in the recruitment of new employees.”

Sid Jones, President and CEO, Home State Bank

“The impact Greene County Medical Center has upon our region extends beyond health care. Economically, Greene County Medical Center is one of the largest employers in the county. Additionally, the continuation of excellent local health care is a vital consideration to any future economic expansions or to the attraction of new citizens and businesses to our county.”

Doug Carman, Market President, Scranton Peoples Trust & Savings Bank
“As a retired physician of this hospital and having served the community for 35 years, I can appreciate the need for modernization and updated technology. We need to continue providing facilities and space for the medical staff to provide the latest and best treatment possible.”

Robert Burke, MD, FACS, FICS

“We are very fortunate to have a Critical Access Hospital in our county seat town of Jefferson and within a few miles of the seven smaller towns in our county. With Greene County Medical Center providing a broad range of services nearby, citizens of small town communities can count on medical assistance when they need it, as they need it and for all their families’ needs.”

Chris Henning, Managing Director, Greene County Chamber & Development
Investing in Local, Compassionate Care

Todd Muir describes his decision to open Muir Embroidery in Jefferson as “an excellent move.”

“When I come back from a show in Denver or in St. Paul or wherever, we want to hug our town, because this town is absolutely awesome. We’ve got good people with good principles and good values,” Todd said.

After hernia surgery at Greene County Medical Center, he’s just as enthusiastic about local health care.

“We do not have to drive to a larger city to get our medical needs taken care of,” Todd said. “We drove 4 1/2 miles for surgery, and then we were back home in our own comfort zone within a day.”

Todd also appreciated the personal touch of local health care, not only during his hospital stay but afterward in the community.

“As I passed one of the staff members on the street, she stopped and asked if everything was OK with the surgery and if I needed anything else. That meant a lot to me.

“Whether we’re calling on the phone or whether we go there for an office visit, everybody is always so kind, even if they don’t know you.” Todd said. “And they’re so very professional.

“To have a medical center like this right here in our own backyard, where we can drive a short distance and get professional help from caring people, that is huge in our lives today. Time is short, and it’s hard to get everything done. So having something like this so close is very beneficial.”
Ways to Invest in Tomorrow’s Care

Investing in Tomorrow’s Care is a way you can ensure that you, your family and your friends and neighbors can have access to exceptional healthcare in your community for many years to come.

- Gifts may be made in cash or securities
- Gifts can include bequests, real estate, life insurance and personal property
- Matching gifts through your employer or spouse’s employer can double, even triple your gift
- Pledges are encouraged and may be extended over a period of up to five years (a reminder will be mailed to you each year)
- Your gift may be made in honor or in memory of someone (a letter recognizing your gift will be mailed to the person you are honoring or the family you are memorializing)
- Please know that your gift to the Greene County Medical Center Foundation is tax deductible to the greatest extent of the law
Recognition of **Your Generous Contribution**

All contributors to the *Investing in Tomorrow's Care* campaign will be recognized in a special honor roll of contributors to be published at the conclusion of the campaign. Contributors of $2,500 or more will be recognized for their generosity on a donor wall.

Many of the rooms and areas of the remodeled and newly built facility may be named for an individual or organization as a result of a major gift. Recognition of these gifts will appear in the designated area:

<table>
<thead>
<tr>
<th>Room/Department</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Lobby and Registration Area*/**</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Emergency Department*</td>
<td>$750,000</td>
</tr>
<tr>
<td>Primary Care Unit* (Inpatient Rooms)</td>
<td>$500,000</td>
</tr>
<tr>
<td>Outpatient Public Service Area*</td>
<td>$500,000</td>
</tr>
<tr>
<td>Obstetrics*</td>
<td>$250,000</td>
</tr>
<tr>
<td>Rehabilitation Area**</td>
<td>$250,000</td>
</tr>
<tr>
<td>Board Room**</td>
<td>$150,000</td>
</tr>
<tr>
<td>Lab &amp; Respiratory Therapy Center*</td>
<td>$150,000</td>
</tr>
<tr>
<td>Public Health Area**</td>
<td>$150,000</td>
</tr>
<tr>
<td>Education Room** (Administration)</td>
<td>$100,000</td>
</tr>
<tr>
<td>Radiology Area*</td>
<td>$100,000</td>
</tr>
<tr>
<td>Waiting Area—Clinic/Exam and Rehab**</td>
<td>$100,000</td>
</tr>
<tr>
<td>Emergency Waiting Area*</td>
<td>$75,000</td>
</tr>
<tr>
<td>Ambulance Area*</td>
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<tr>
<td>Surgical Suites* (2)</td>
<td>$75,000 ea.</td>
</tr>
<tr>
<td>Birthing Unit Suites* (2)</td>
<td>$50,000 ea.</td>
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<tr>
<td>CEO Office**</td>
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<tr>
<td>Cardiac Gym**</td>
<td>$50,000</td>
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<tr>
<td>Education Room* (Lab Area)</td>
<td>$50,000</td>
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<tr>
<td>Helipad*</td>
<td>$50,000</td>
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<tr>
<td>Nursery*</td>
<td>$50,000</td>
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<tr>
<td>Physical Therapy Gym**</td>
<td>$50,000</td>
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<tr>
<td>Activity Room in Primary Care Unit*</td>
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<tr>
<td>Administrative Conference Rooms** (3)</td>
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<tr>
<td>Bone Density Room*</td>
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<tr>
<td>CFO Office**</td>
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<td>CAT Scan Room*</td>
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<tr>
<td>Diabetes Classroom**</td>
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<tr>
<td>Emergency Department Trauma/Exam Rooms* (4)</td>
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<tr>
<td>Endoscopic/Minor Surgery Room*</td>
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<tr>
<td>Family Activity Room in Primary Care Unit*</td>
<td>$25,000</td>
</tr>
<tr>
<td>Family Lounge in Primary Care Unit*</td>
<td>$25,000</td>
</tr>
<tr>
<td>Classroom Kitchen*</td>
<td>$25,000</td>
</tr>
<tr>
<td>Mammography Room*</td>
<td>$25,000</td>
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<tr>
<td>Nurses Stations* (ER, Primary Care, Obstetrics, Surgical)</td>
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<tr>
<td>Occupational Therapy Room**</td>
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<tr>
<td>Prep Recovery Rooms* (8)</td>
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<tr>
<td>Administration Office**</td>
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<tr>
<td>Administrative Work Room**</td>
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<tr>
<td>Check-in Offices** (2)</td>
<td>$15,000 ea.</td>
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<tr>
<td>Clinic Blood Draw Area**</td>
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<tr>
<td>Exam Rooms** (6 General, 5 OB, 3 Ortho)</td>
<td>$15,000 ea.</td>
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<tr>
<td>Flag Pole (existing)</td>
<td>$15,000</td>
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<tr>
<td>Patient Rooms** (15)</td>
<td>$15,000 ea.</td>
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<tr>
<td>Pharmacy Area*</td>
<td>$15,000</td>
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<tr>
<td>Public Relations/Foundation Conference Room**</td>
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<tr>
<td>Public Health Conference Room**</td>
<td>$15,000</td>
</tr>
<tr>
<td>Public Health Family Room**</td>
<td>$15,000</td>
</tr>
<tr>
<td>Public Health Waiting Area**</td>
<td>$15,000</td>
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</tbody>
</table>

*New  **Renovation
Does the medical center receive tax funding and will it seek tax funding for the construction project?
Yes, the medical center receives tax funding annually to help offset the costs of bad debt, charity care and other expenses that it incurs on an annual basis. What is received is less than 44 percent of what the medical center is eligible to levy in tax support. Currently, the medical center accounts for 8.5 percent of the county’s annual budget, and our goal is to continue to be good stewards of the monies we receive. We do not intend to request additional tax funding for the building project. Funding will be provided mostly through the USDA.

How much will the project cost?
Approximately $22.5 million.

How will this be financed?
Funding for the project includes $18 million in direct loans from the USDA Rural Development’s community facilities program, which was awarded in the spring of 2012. An additional $2 million will come from a USDA guaranteed loan through Home State Bank of Jefferson. The remaining $2.5 million will come from the medical center’s assets.

Why do we need to expand and renovate the current building?
With its multiple additions and levels, our current building structure is neither patient friendly nor private, and it doesn’t provide an efficient workflow for staff. With aged infrastructure come limitations and challenges, so a new, modern, central mechanical plant is vital to our long-term sustainability. Ultimately, the enhanced medical center campus will provide better efficiency, privacy and accessibility to those we serve.

When will you break ground on the new addition, and where will it be located?
We anticipate breaking ground in the spring of 2014 on the east side of the existing facility. All new construction will be completed and services relocated to new areas before renovation of existing space begins. Initially, this will require a temporary location for our public health services, as this portion of the medical center will be removed to allow for the new construction. The completion date for the expansion and renovation is mid-2016.
**Is Greene County Medical Center a not-for-profit organization?**
Greene County Medical Center is organized under Chapter 347 of the Iowa Code as a county hospital, and is recognized as a government organization within the state of Iowa. As such, it is exempt from state income taxes and from federal income taxes under 501(c)(3) of the Internal Revenue Code. The Greene County Medical Center Foundation is also a 501(c)(3) nonprofit and will be the medical center’s gifting arm for the purposes of the capital campaign.

**Who has ownership in the medical center?**
Greene County Medical Center is locally governed by a publicly elected board of trustees. A management agreement with UnityPoint Health enables the medical center to retain a local governance structure while taking advantage of greater systemwide resources, clinical platforms, best practices and many other programs and offerings. In addition, this UnityPoint Health relationship affords Greene County Medical Center the management expertise and educational offerings of a larger organization that would not otherwise be readily available to a county hospital. The management agreement and Critical Access Hospital network agreement with UnityPoint Health make the medical center a vital member of Iowa’s largest health care provider network. Three key administration positions (CEO, CFO and CNE) are employed by UnityPoint Health – Des Moines.

**What is the financial condition of the medical center?**
The medical center currently has a very strong balance sheet with virtually no debt. Improvements in days with cash-on-hand and days in accounts receivable over the past two years have only worked to improve this picture. However, in recent years the medical center has experienced a loss in patient volumes, which leadership has attributed to patients seeking care in neighboring medical facilities that have already undergone building expansion and renovation. With a modernized facility, patients will not need to leave the area to seek medical care in a state-of-the-art facility. They will have one right here in Greene County. It is typical for a Critical Access Hospital to realize increased usage and revenues following capital improvements to its facilities.

**How will the medical center pay back the construction loans?**
The medical center has agreed to finance the USDA loan at a low interest rate of not greater than 3.75 percent.

**What will be the benefits to the medical center and the community when this project is complete?**
Access, privacy and efficiency have never been more important in health care as they are now. Patients and their families expect this level of care and service, and staff must be surrounded by a facility that allows them to deliver exceptional care. Our goal at Greene County Medical Center is to be patient-centric and to coordinate care while maximizing organizational sustainability.
Endorsements

Robert Burke, **MD, FACS, FICS, Retired**

Doug Carman, **Peoples Trust & Savings Bank**

Tim Christensen, **Jefferson-Scranton Community Schools/East Greene Community Schools**

Jim Daubendiek, **Jefferson Telecom**

Norm Fandel, **Greene County Development Corporation and Midland Power Cooperative**

Chris Henning, **Greene County Chamber & Development**

David G. Jaskey, **MD, FACOG, Advanced Women’s Care**

Sid Jones, **Home State Bank**

Chris Nation, **West Central Cooperative**

Jim Ober, **Scranton Manufacturing/New Way**

Guy W. Richardson, **Member—Greene County Board of Supervisors**

Jim Schleisman, **Board Chair—Greene County Medical Center**

Jeffrey Wahl, DO, **West Central Orthopedics**

Ann Wilson, **Bee and Herald**
Campaign Leadership

Fundraising Steering Committee

John Gerken, Jefferson, Co-chair
Kim Bates, Scranton
Jamie Daubendiek, Jefferson
Mary Jane Fields, Jefferson
Kevin Fitzpatrick, Churdan
Sid Jones, Jefferson

Rick Morain, Jefferson, Co-chair
Dr. Steven Karber, Jefferson
John Muir, Rippey
Bill Raney, Jefferson
Jan Scharingson, Grand Junction
Gary Von Ahsen, Jefferson

Campaign Staff
Carl Behne, MHA, Chief Executive Officer
Hollie Roberts, Director of Foundation Development
Carla Offenburger, Community Relations Director
Renee Dunne, Foundation Administrative Assistant
Emily Brewer, Community Relations Assistant

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Doyle Carlson, Vice President
Bill Raney, Secretary
Mark Parker, Treasurer
Tori Riley, Member
Cheryl Sheer, Member
Aaron Schroeder, Member
Jim Schleisman, Ex Officio

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David Hoyt, Vice Chair
Judy Sankot, Secretary
Ralph Riedesel, Treasurer
Doug Hawn, Member
Kim Bates, Member
Bill Raney, Member

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