



## Nominee: Dawn Everding, Community Memorial Hospital

Letter of nomination and supporting materials (40 points)	Points possible	Points awarded
Consider: <ul style="list-style-type: none"> <li>Contributions to the advancement of the profession of hospital/health system administration through demonstrated effectiveness at the local, state or national level.</li> <li>Evident community contact and involvement as a leader in the broad spectrum of health care affairs (involvement in AHA activities, other national, state or local health care organizations and community organizations).</li> <li>Record of effectiveness in the management of his or her hospital/health system.</li> </ul>	<b>40</b>	
Candidate's ability to meet the intent of the award (30 points)	Points possible	Points awarded
IHA's Excellence in Leadership Award recognizes an Iowa hospital or health system executive who has demonstrated notable achievement in the management of his or her hospital/health system and has had dynamic involvement in the broad area of health affairs.  Candidates also should show effectiveness at state/national efforts, management of their organizations and effectiveness in their communities.	<b>30</b>	
Candidate's IHA participation and engagement (30 points)	Points possible	Points awarded
Consider: <ul style="list-style-type: none"> <li>Attendance and engagement at IHA conferences and signature events (Annual Meeting, Summer Forum, Hospital Day on the Hill, Governance Forum).</li> <li>Attendance at IHA district meetings.</li> <li>Contributions to the IHA PAC.</li> <li>Service on IHA, IHERF and ServiShare boards, councils or committees.</li> </ul>	<b>30</b>	
<b>TOTAL</b>		
<b>Reviewer comments:</b>	<b>Scoring guide:</b> 0-10 Very weak 11-20 Weak 21-30 Average 31-40 Strong 41-50 Very strong	
<b>Reviewer name:</b>		
<b>Date:</b>		



Dawn Everding  
Community Memorial Hospital

## **Dawn Everding, Community Memorial Hospital**

- Years of service at the hospital/organization: 10 years.
- Total years of service in health care: 32 years.

### **NOMINATION**

*Sheila Uhlenhake, RHIA*

*Manager of Community Support Services*

I write to nominate Dawn Everding for the Excellence in Leadership Award. Dawn Everding is the Chief Administrator and Chief Financial Officer for Community Memorial Hospital (CMH). She has demonstrated effective leadership at CMH for the last 10 years. She started her leadership with her role as Chief Financial Officer. She added to this role Chief Administrator in 2018. During this time, she has effectively led through financial constraints making changes to staffing to ensure financial stability into the future.

The pandemic in 2020 brought many challenges and opportunities in healthcare. Dawn was instrumental in leading staff through process changes and regulation review to ensure Community Memorial Hospital was prepared for any surges. Dawn attended numerous webinars related to COVID grants and CDC recommendations. She was part of a rural call that consisted of area critical access hospitals. Discussion related to COVID process implementation, census data and processes to complete lateral transfers were discussed to ensure patient care was done in the best possible manner. Her relationship with her fellow CEOs enabled necessary lateral transfers as the COVID surge became evident. Dawn regularly attended meetings with our senior affiliate to keep a pulse on what processes were being implemented and to know census information to better prepare staff and providers for potential transfer struggles. She partnered with larger facilities to help offload less critical patients to ensure capabilities to accept transfers from hospitals with less resources.

Dawn leads initiative education in our community and surrounding communities. Through the pandemic it was necessary to provide regular updates to the public on protective precautions. She put together resources for local businesses including masks. She encouraged businesses to reach out and provided direction as the pandemic evolved.

Our community has encountered added pressure with minimal EMS coverage. She opened dialogue with local EMS services to see how CMH could be a solution. She has met with EMS board members to try to find staffing solutions that could be utilized at CMH and local EMS. While this work has not found a resolution, these discussions continue to evolve as EMS coverage is sporadic. She has attended county coalition meetings related to EMS coverage to share the barriers this has brought to CMH and to discuss solutions at a county level to bring comprehensive coverage to the citizens needing these services. She was asked to participate in a local TV station coverage on EMS shortage and how it is affecting rural Iowa. Dawn is engaged and invested in bringing about real changes that will affect healthcare from the home through the hospital course in a positive way. Her goal is to provide the resources to providers and staff to best treat patients and provide the transfer resources so patients are cared for in the best possible location in a timely manner.

Staffing is another area that Dawn has effectively led. CMH has encountered nursing shortage and provider shortages. Dawn has implemented shifts that provide creative coverage for our hospital. The nursing shortage has brought opportunity to implement flex shifts and weekend package work that was previously unavailable. Different scopes of practice were researched and the utilization of paramedics in our emergency and inpatient departments has been implemented. This brought the ability for CMH to serve our patients with necessary clinical staff in these areas. CMH had a provider of 19 years move out of state and this brought a big deficit to the community. Dawn led through this struggle and developed a new schedule model that provides work life balance for providers. With this new model, CMH has had the opportunity to interview a wide range of doctors and hired two of three doctors within one year. A third doctor signing is anticipated within the month. They range from 10 years of experience to just completing residency. This will provide our community with continuity of care into the future.

In the last year, Dawn also signed a doctor of osteopathy in a neighboring community. He previously was self-owned. Dawn facilitated a contract with him to work in our emergency department one weekend a month. She continued to engage him on a regular basis, and this led to the desire to become wholly owned in 2022. This provider accounts for a third of our revenue in the hospital setting. Dawn's futuristic thinking has brought an added layer of stability and increased our patient panel significantly. These are common examples of effective leadership she displays.

Dawn has been a part of IHA since her employment at CMH in 2013. She has stayed current on initiatives and regularly engages staff. She encourages staff to stay current on healthcare initiatives and provides them with resources to help promote them to state representatives. Her understanding of current state of healthcare and the need for CMH to remain sustainable will move us into the future and ensure we are here to care for our communities in the years to come. Dawn's knowledge of leading fiscally and now as Chief Administrator brings a dynamic duo to successfully operating a critical access hospital in times of extreme cost and minimal reimbursement.

Dawn is deserving of this recognition due to the leadership she has shown in her tenure at Community Memorial Hospital. Dawn can be found daily assisting the many departments at CMH. During the surges she was instrumental in helping with day-to-day operations from cleaning rooms to serving meals. She works diligently to get the right people in place to care for our patients. She thinks strategically to ensure CMH is viable into the future. Dawn is quick to bring the right stakeholders to the table to discuss care opportunities. She has facilitated meetings with EMS, police, nursing homes and surrounding healthcare entities. She keeps an open dialog with all entities to ensure barriers are removed in the collaborative care of our patients. The hours Dawn has given to support and lead our facility is noteworthy. Your serious consideration of her nomination for Excellence in Leadership Award is appreciated.

## **SUMMARY**

Dawn Everding, Chief Administrator and CFO for Community Memorial Hospital (CMH) has dedicated her career to healthcare. Ten of those 32 years CMH has had the privilege to benefit from her steady

leadership. She is recognized for her effort to stand side by side staff through the pandemic and financial challenges. Her ability to think into the future and make decisions that will better position CMH to be here in the future is unparalleled. Patient care can be kept close to home in small communities due to the strategic planning she leads. She has developed nursing and provider staffing models that entice and retain staff at CMH. Her collaboration with other healthcare entities in our community and those surrounding has removed unnecessary barriers.

**IHA involvement**

- Attends several IHA events and education webinars.
- Attends Critical Access Forum, Governance Forum, All District Meeting, Women's CEO Retreat and Annual Meeting.
- IHA PAC Contributor - Chairman's Circle (\$500-\$999), Capitol Club (\$350-\$499).



# Community Memorial Hospital

## UnityPoint Health

May 30, 2023

Iowa Hospital Association  
100 E Grand Ave  
#100  
Des Moines, IA 50309

Attn: Excellence in Leadership Award Committee

Dear Committee,

I write to support the nomination of Dawn Everding for the Excellence in Leadership Award. Dawn Everding serves Community Memorial Hospital (Sumner, IA) as our Chief Financial Officer and Chief Administrator. The Board, providers, and staff of our hospital have faith in her leadership and her unrelenting work ethic to guide us through any crisis we may be faced with.

Dawn has a proven record of effectiveness and achievement as our chief executive. She guided us through the unfamiliar territory of the pandemic with patience, grace, and unending support for the wellbeing of our staff. To give crucial support to the providers and staff, Dawn expanded our Respiratory Therapy department and also acquired a full time Pharmacist to help us navigate through the countless uncertainties. Following the pandemic, she continues to lead us through the subsequent national staffing crisis. She has brought a neighboring physician and his clinic into our organization. This has proven to be a tremendous asset for both for his patient population and our provider staff. Later, when faced with a long-time physician leaving our organization, Dawn creatively pursued alternative and appealing work schedules to draw new providers to join our facility. Her efforts and initiative have helped us acquire two of three new physicians in less than a year's time. A third provider is anticipated to sign within the month. Dawn's outside the box thinking and understanding of our local capabilities have made this successful.

In addition to her efforts in the hospital, Dawn is active in service and involvement with other healthcare organizations. As one example, she is actively pursuing ways to address the EMS crisis in our communities. She works at local and county levels to identify ways we can support our EMS and rectify the shortage of paramedics. Dawn recognizes that our organization's support helps EMS to support the 911 calls and patient transfers to larger facilities with specialty support.


Dawn also invests herself – her time and her talent – in community contact and involvement for the betterment of not just Community Memorial Hospital but also the communities we serve. She is

frequently found in the communities, conversing with the residents, supporting the local businesses, and attending fundraisers. She invests in our small-town communities because she has spent a lifetime living in a small community with her husband and their family; she understands their value and promise. Dawn's presence and interaction in our community has returned support and trust for the hospital on a daily basis.

The board, providers and staff of our hospital have faith in her leadership and her unrelenting work ethic to guide us through any crisis we may face. She has an open-door policy and is frequently seen throughout the facility on a daily basis speaking with staff about their departments. She regularly e-mails updates to the entire organization keeping everyone apprised of the current administrative progress toward the variety of goals for the hospital. Additionally, she has created a Strategic Planning committee from a broad variety of hospital staff to continue to give input and ideas for new ways that the hospital can continue to grow and serve our community.

Dawn exemplifies the qualities of an excellent, efficient and effective leader for our facility and for our community. I sincerely request that you wholeheartedly support her in the nomination for the Excellence in Leadership award.

Best Regards,

A handwritten signature in cursive script that reads "Ann Reid PA-C".

Ann Reid, PA-C  
Community Memorial Hospital  
ED Provider/Trauma Coordinator  
Wound Care Provider



# Community Memorial Hospital

## UnityPoint Health

June 9, 2023

Iowa Hospital Association  
100 E Grand Ave  
#100  
Des Moines, IA 50309

Attn: Excellence in Leadership Award Committee

Dear Committee,

I write to support the nomination of Dawn Everding for the Excellence in Leadership Award. Dawn is currently the Chief Administrator and Chief Financial Officer at Community Memorial Hospital. Dawn has served in leadership at CMH for the last 10 years. She is a devoted leader, one who works with and for her team. She not only advocates for our facility healthcare needs, but also those at a community and state level. Her grit and determination have successfully led us through many unprecedented challenges, and I cannot think of anyone more deserving of this award.

Dawn advocates for CMH sustainability by being an active member of IHA. She has been a member of the association for the last 10 years as she recognizes the importance of 'having a voice' and encourages members of our executive team to do the same. Dawn contributes to the IHA-PAC and regularly writes to representatives advocating for legislation she feels will impact CMH. She provides background and encourages voluntary action to make a difference. Dawn recently began advocating locally for an enhancement in county and community EMS services.

CMH, Sumner, and surrounding communities have experienced the strain of EMS shortages. Dawn has witnessed the stress this has placed on CMH, specifically related to patient transfers. To remedy this, she has engaged with local and county EMS crews to reduce the risks associated with this deficit. She has advocated at the county level, attending coalition meetings to broaden coverage and bring about long-term changes. She recently completed an interview with a local news station to raise awareness of the negative impacts EMS shortages has had on our rural communities.

Dawn's work ethic is unmatched. She is a vital part of CMH as the Chief Financial Officer and Administrator. She is dedicated in her dual role, staying fiscally responsible as CFO while also making conscientious choices regarding facility operations as the Administrator. While her position is challenging, she's always willing and able to navigate any obstacle. Dawn embraces unconventional methods and encourages her teams to 'think outside of the box'. Her ability to push the status quo has allowed CMH the recent privilege of seeing staffing success.

Like many healthcare facilities, CMH has experienced staffing shortages. Recently, CMH had a tenured provider move out of state. This departure left many apprehensive about how long it would take our small facility to find a viable replacement. Dawn got to work and developed multiple unique staffing models to incur strong provider appeal. Dawn's work brought about numerous high-quality candidates applying for CMH providers positions. At this time, CMH has already signed 2 new providers. Dawn's determination to develop successful, unconventional methods directly contributes to sustainability of CMH.

While the previous reasons alone could warrant recognition, Dawn's selfless dedication during our recent pandemic is what truly justifies her acknowledgement. The guidance, presence, and support Dawn displayed during the COVID crisis is what truly sets her apart from other leaders. Dawn worked shoulder to shoulder, morning until night, to lead CMH staff through the most unprecedented of situations. In the hardest of days, Dawn proved to be a dependable frontline advocate. She worked with her teams, making numerous calls to find bed availability for patient transfers, cleaned inpatient rooms and passed patient trays. She encouraged patient care leaders treating the COVID population to become more robust. Dawn led the drive in purchasing much-needed critical care equipment. Under Dawn's direction, CMH acquired a new CT scanner, a portable x-ray machine, 25 bedside cardiac monitors, and 4 ventilators. CMH cared for and treated over 35 COVID patients, surging twice, in a span of 14 months. Out of the 35 patients CMH treated, 86% successfully recovered from COVID. Dawn's call to action truly helped CMH save countless lives.

Dawn Everding is the true definition of a servant leader. She works with her team, using her unique skills to creatively move CMH forward. Ensuring CMH sustainability for our patients, staff, and surrounding communities is consistently in the forefront of her mind. Dawn is an advocate for quality healthcare and leads by example in this aspect. The amount of time and dedication she has devoted to our facility and patients is admirable. Please consider Dawn Everding for the Excellence in Leadership Award.

Respectfully,

A handwritten signature in black ink that reads "Beth Hauser" followed by the credentials "RRT/RCP/PSGT". The signature is written in a cursive, flowing style.

Beth Hauser, RRT/RCP/PSGT  
Community Memorial Hospital  
Supervisor of Operations





# Community Memorial Hospital

## UnityPoint Health

June 14, 2023

Iowa Hospital Association  
100 E Grand Ave  
#100  
Des Moines, IA 50309

Attn: Excellence in Leadership Award Committee

Dear Committee,

I write to support the nomination of Dawn Everding for the Excellence in Leadership Award. Dawn is CEO/CFO for Community Memorial Hospital (CMH) and has shown tremendous leadership during her administration to include leading CMH through several challenging times. Dawn works very effectively with our providers as well as our staff to bring the best of care where care is needed. Dawn has led our Board of Directors in the hiring of providers that have been committed to long term care at CMH and has been a leader in exploring new and innovative means of staffing to encourage providers to engage in the hiring process and look to building strong and effective practices in our clinic and for the community. Dawn also demonstrated strong and effective leadership through the COVID challenges and brought a sense of calm and leadership that gave encouragement to our entire staff that, together, we would get through the toughest times.

Dawn also works closely with her colleagues in the Unity Point System and together with UnityPoint Leadership effectively developed and secured a new ten-year operating agreement. Dawn continues to gain the respect of her leadership colleagues in the UnityPoint System in many management tasks to include contracts, human resources and general health care practices. As we are a small rural facility, it is important for Dawn to take on numerous roles and she continues to impress our Board of Directors with her knowledge and ability to handle both the CEO and CFO roles. Dawn gets very high remarks from the auditors she works with in preparation of our annual financial and medical audits.

Dawn has shown a keen ability to keep our facility competitive even in challenging times. Dawn makes frequent recommendations on facility remodel projects as well as provider contract suggestions to keep us competitive and allow us to continue to deliver excellent health care for the community.

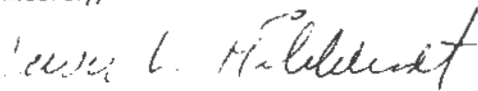
Specifically for the past year for which I am giving most consideration for this nomination, Dawn has demonstrated intuitive leadership. Our hospital/clinic had one of our long term providers leave this past year in pursuit of a relocation of his family and practice to Colorado. After some exploration and attempts to find replacements, Dawn looked into alternatives that she felt may attract candidates to our facility. Dawn first discussed her proposal to our full Board of Directors in that she proposed developing

a work schedule that could both be very effective and attractive to providers. Her proposal was to have a scheduling model for providers that will allow them to have seven days on followed by fourteen days off. Amazingly we have had several providers excited for this opportunity and have filled two of three positions to make this happen. This is both great leadership and great management to keep us strong and vibrant into the future.

Dawn is very good at making herself available to board members as well as providers and her entire staff. She has surrounded herself with trustworthy individuals and she assigns duties that she is confident her staff will be able and excited to put into practice.

In summary, I believe Dawn is deserving of this award and her skills and her work ethic along with her commitment to health care professionally makes her the perfect candidate for consideration of this Excellence in Leadership Award. I am hopeful that you give Dawn full consideration for this prestigious award, I am absolutely certain she will continue to prove moving forward that she not only deserved the award but continue to exemplify what hospital leadership should look like, especially in our rural setting.

Sincerely,

A handwritten signature in cursive script that reads "Dewey L. Hildebrandt".

Dewey L. Hildebrandt, President  
Community Memorial Hospital Board of Directors



# Community Memorial Hospital

## UnityPoint Health

June 10, 2023

Iowa Hospital Association  
100 E Grand Ave  
#100  
Des Moines, IA 50309

Attn: Excellence in Leadership Award Committee

Dear Committee,

I write to support the nomination of Dawn Everding for the Excellence in Leadership Award. Dawn is the chief executive officer (CEO) and chief financial officer (CFO) of Community Memorial Hospital (CMH) and Fredericksburg Family Health Clinic. CMH is a critical access hospital located in Sumner, Iowa with many departments including a family practice clinic, outpatient surgery, a 12-bed inpatient unit, infusion center, emergency department, and numerous ancillary departments, all of which are needed to provide care to the people living in Sumner, Fredericksburg, and the surrounding communities.

At a critical access hospital, one needs to wear multiple hats, and Dawn does just that. Dawn makes an effort to round with individuals on a regular basis to check in to see how one is doing both personally and professionally. She is also willing to help in any way possible whether that is driving a CMH float in a parade, passing patient meal trays, reviewing a contract, giving advice on a challenging work situation, or sharing a hug. Knowing that the leader of the organization cares about one's wellbeing and promotes the use of personal time off positively influences the organization as a whole as she role models the kindness that people should show to one another.

Dawn also keeps the needs of the patients in the hospital and clinics at the forefront. During budget time Dawn is quick to approve items that are needed for patient care. In the past couple years for instance, wall mounted vital sign machines have been installed in every patient room, more ventilators and vapotherms were purchased, two additional patient rooms were converted to negative pressure, a second lab draw room was constructed, etc. This equipment has significantly increased our ability to give high quality care to the patients of CMH.

Lately, Dawn has been spending quite a bit of time searching for the right provider to care for our patients in the community. With that, she has had to think outside the box to attract interest and came up with the revolutionary idea to staff providers working seven 24-hour shifts and then having the next two weeks off. During the weeklong shift the provider works in the clinic during the day seeing patients on their panel and as the hospitalist/emergency department provider at night. This exponentially increased the amount of applications received and we are now one provider away from being fully staffed at this time.

Dawn is a big promoter of the Iowa Hospital Association (IHA) as she frequently attends the educational sessions held by the IHA and encourages other leaders within the organization to do the same. When she learns information from the educational sessions that is pertinent to one's workflow, she shares that with others to keep everyone abreast of the changes that may be coming.

In January of 2023, Dawn was seen by the community and Northeast Iowans shining a light on the shortage of emergency medical services in our area and the amount of difficulty that the hospital faces at times to find an ambulance crew to transfer patients from CMH to a higher level of care. She partnered with KWWI, along with others to convey the reality of the situation to those that otherwise may not have known.

Overall, I believe that Dawn is deserving of this award due to her ability to connect with people, the fact that she keeps patient's needs at the forefront, her ability to think outside of the box to come up with solutions to keep CMH moving in a positive direction, and all of the work that she does within Sumner, Frederickburg, and the surrounding communities. Dawn is one of those people that does not expect praise for a job well done, which would make receiving this award that much more special. She is truly worthy as she puts in countless hours for the benefit of the organization, never complains, and is an inspiration to many because of her commitment and drive. Thank you for taking the time to consider awarding Dawn Everding CEO/CFO of CMH and Frederickburg Family Health Clinic for the 2023 Excellence in Leadership Award.

Sincerely,

A handwritten signature in black ink, appearing to read "Mary Winters". The signature is fluid and cursive, with a large loop at the end.

Mary Winters MSN, RN  
Director of Nursing Services  
mary.winters@unitypoint.org