



We care about Iowa's health

2023 Annual Meeting  
Excellence in Leadership Award  
**Scoring Guide**

## Nominee: Glenn Zevenbergen, Hegg Health Center

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>	40	
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.	30	
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>	30	
TOTAL		
Reviewer comments:	<b>Scoring guide:</b> 0-10 Very weak 11-20 Weak 21-30 Average 31-40 Strong 41-50 Very strong	
Reviewer name:	Date:	



**Glenn Zevenbergen, CEO, Hegg Health Center**

- Total years of service in health care: 30 years.

## NOMINATION

*Tammy Faber, Director of Human Resources*

*Nicolle Samuels, Director of Rehabilitation and Wellness*

Without reservation, we enthusiastically write to nominate Glenn Zevenbergen for the Excellence in Leadership Award. It is an honor and privilege to recognize Glenn for his exceptional service and dedication to the advancement of health care in the rural environment.

Glenn's distinguished career at Hegg Health Center (HHC) has spanned the gamut of service with his initial role as a laboratory technician in 1989 to current CEO. His leadership potential was identified immediately with a promotion to Lab Manager and Clinic Manager to follow. Glenn began his role as CEO in 2003 and remains committed to Hegg Health Center and rural healthcare advancement providing continuous quality improvement, innovation, leadership, and steadfast direction in challenging times.

Through the years, Glenn has transformed HHC from one of being in daily financial jeopardy, to one that provides a shining example of accomplishment as evidenced by being named a Top 100 Critical Access Hospital for five years straight by iVantage. The continual progressive successes in the areas of growth, finances, patient and employee satisfaction, and physician relations are credited to Glenn's visionary service. One of Glenn's greatest strengths is his ability to positively impact others. He truly leads by example and demonstrates to others the veritable meaning of professionalism. Glenn's decisions and actions are always guided by what he believes is best for the health center.

During his tenure at Hegg Health Center, Glenn has expanded his knowledge and experience and is viewed as an expert in his field by his peers. Many of the innovative programs, building projects, and processes developed at HHC have served as models for emulation across the region. Glenn is always challenging himself in ways to make the healthcare experience better for patients, providers and staff. He is extremely dedicated to high personal and corporate standards. He has an exemplary record of extraordinary patient satisfaction scores year after year across all care settings.

Glenn understands the deep value of mentoring and staff development. Glenn leads General Orientation twice a month to personally connect with and share Hegg's mission and vision with new staff. With Glenn's encouragement, HHC leaders and staff live and breathe our mission and vision each day focusing on philanthropy, leadership, service, and giving back. These values are encouraged throughout the

organization with a commitment to formal leadership development. He never turns down a request for assistance or advice, and many turn to him for guidance and wise counsel. HHC leadership performs their duties with the highest standards of integrity, using Glenn as their role model.

Glenn's talents and extensive knowledge have been appreciated in many community organizations throughout his career. Although he has been involved in additional organizations through devoted service, we have chosen to highlight the most impactful endeavors as the ways in which Glenn gives back to the community in both large and often unseen ways. He has served as president for the Rock Valley Economic Development Corporation, and board member for the following: Creative Living Center (mental health agency), Sioux County Health Coalition, Community Health Partners for economically disadvantaged individuals, Rock Valley Christian School, and Dordt University. He is also the past president of the Rock Valley Rotary Club. Glenn's church family also benefits from his devoted service and distinguished leadership through the roles he has held in recent years including president and current vice president of his Church Council. He is passionate about local youth and has been a volunteer coach for the Sioux County Storm Football team as well as executor for a local \$100,000 Future Health Professionals Scholarship Fund. Glenn assisted the community in securing daycare services to prevent the loss of 100+ child positions and the potential huge impact on jobs within the community. Glenn is a man of personal integrity, a "chief people advocate" of broad character, and has a hospitable personality that makes you want to work for him.

Most recently, Glenn became a member of the Board of Directors at Peoples Bank. Board Chairman, Joe D. Van Tol, shared this statement while announcing the addition of Glenn to the board in March 2023, "Selecting board members for a community-owned bank like Peoples can sometimes be challenging. We always look for someone who has the respect of their community, their industry, their worshipping community, and their peers. Glenn has all of these qualities and more..."

Glenn has a rich history of involvement with the Iowa Hospital Association. His current and past participation on IHA committees include, but are not limited to past president of the Board of Officers and Trustees, Council on Representation & Advocacy, District He attends the Legislative Days on the Hill and is an advocate for state and local governmental issues concerning healthcare. He is in constant contact with our Federal and State senators and representatives to speak to the challenges of healthcare and long-term care facilities.

During the course of Glenn's career, he has developed very effective interpersonal skills. He is aware of how sincere communication is the key to positive relationships. Glenn demonstrates respect for the individual when dealing with staff and fosters a culture that promotes quality and excellence.

Glenn has devoted his entire career to healthcare advancement. He has demonstrated a remarkable ability to touch people personally, to inspire giving, to treat our patients as if they are family, and to lead by example. Hegg Health Center is a better place because of Glenn's vision and inspiration.

We can think of no individual more deserving of the IHA Excellence in Leadership Award than Glenn Zevenbergen. Thank you for your consideration.

## **Summary**

Glenn's distinguished career at Hegg Health Center has spanned the gamut of service with his initial role as a laboratory technician in 1989, to his current role as CEO. Glenn is committed to Hegg Health Center and rural healthcare advancement providing continuous quality improvement, innovation, leadership, and steadfast direction in challenging times. His decisions and actions are always guided by what he believes is best for patients, providers and staff.

Glenn has devoted his entire career to healthcare advancement. He has demonstrated a remarkable ability to touch people personally, to lead by example, to inspire giving, and to treat patients as if they are family. Our community and Hegg Health Center is a better place because of Glenn's vision and inspiration.

#### **IHA involvement**

- IHERF Board of Directors, Director, Current since 2021.
- IHERF Board of Directors, Director, 2013-2014.
- IHA Board of Officers and Trustees, Trustee, 2014-2020.
- Council on Representation and Advocacy, Member, 2020-2021
- Attends Critical Access Forum, Hospital Day on the Hill, Swinging for Scholars, All District Meeting and Annual Meeting.
- IHA PAC - Chairman's Circle (\$500-\$999).



**HEGG**  
Health Center

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An Avera Affiliate

1202 21<sup>st</sup> Ave.  
Rock Valley, IA 51247  
712-476-8000  
Fax: 712-476-8090

June 8, 2023

Re: IHA Excellence in Leadership Award

Dear Selection Committee,

I am writing you to express my support for your consideration of Glenn Zevenbergen, CEO of Hegg Health Center for IHA Excellence in Leadership Award. Working alongside Glenn for the last 5 years as the Director of Patient Services has been my honor.

In my career, I have had the opportunity to work with and observe many leaders. Glenn's genuineness, humility, and perseverance are extremely rare. Glenn truly values everyone he has been entrusted to lead. Glenn empowers all employees and grants them the necessary autonomy to create an environment that places the needs of the community it serves above all else.

Glenn's impact extends beyond the walls of Hegg Health Center. Glenn is a leader in the community and the state. Glenn has been an active member of the IHA boards. In addition, Glenn provides leadership as an active board member for multiple community agencies and businesses. Glenn's selfless contributions are a significant reason that Hegg Health Center is a staple of the Rock Valley community.

The objective results of Glenn's effectiveness are undeniable; under Glenn's leadership, Hegg Health Center's patient satisfaction scores have consistently ranked above the 90th percentile. Even during one of the most turbulent times in the history of health care Hegg Health Center maintains a below average turnover rate and fiscal health rarely seen in the current environment.

For the reasons described above, Glenn exemplifies what excellence in leadership looks like in 2023 and beyond. Thank you for your time and consideration.

Sincerely,

  
Jeremy McClenen, MSN  
Director of Patient Services



May 25, 2023

Iowa Hospital Association  
Excellence in Leadership Award

RE: Letter of Recommendation

Dear Iowa Hospital Association,

I write to support the nomination of Mr. Glenn Zevenbergen of Hegg Health Center of Rock Valley. I have worked with Mr. Zevenbergen in his capacity as CEO for 6 years as a board member and for over 25 years in our community and my profession. Mr. Zevenbergen continues to show great leadership for the facility with his vision of having Hegg provide outstanding health care to our community. He continues to challenge and empower his leaders on the staff to want to provide outstanding health care and personal service to the Northwest Iowa area with a mission and commitment that his staff embraces, "As a progressive healthcare leader in the area, Hegg Health Center is committed to excellence while providing the citizens of Sioux County and the surrounding areas with comprehensive quality service delivered with compassionate, personal care."

His leadership has provided the platform for his managers to thrive and grow in their responsibilities. He regularly promotes from within, and I have seen the managers thrive in Hegg's culture. Mr. Zevenbergen is a constant promoter of our facility and our community as a successful recruiter of staff. Mr. Zevenbergen continues to be a health care leader for the region and state with his involvement on many boards and volunteering for various organizations.

Mr. Zevenbergen is very involved with our community as a leader in his church as a prior a Chair of the Consistory which he displayed strong leadership skills in transitioning the church through the leaving of a very well-respected Pastor and the recruitment of two new Pastor's during his tenure. His leadership is very well received by State and Federal politicians as he meets regularly with them to keep them informed of the challenges of rural health care and nursing home staffing shortages. I strongly recommend you consider Mr. Zevenbergen for your "Excellence in Leadership Award".

Best Regards,

Dale Kooima  
Peoples Bank  
Rock Valley President

**Creative Living Center, P.C.**  
1905 10th Street, P.O. Box 163, Rock Valley, Iowa 51247  
Phone (712) 476-5245 • (888) 587-2537  
Fax (712) 476-9621  
Website: [www.creativelivingcenterpc.com](http://www.creativelivingcenterpc.com)

**SATELLITE LOCATIONS**  
718 3rd Avenue, Sheldon, IA  
400 Central Ave NW, Orange City, IA  
1109 9th Street SE, Sioux Center, IA  
926 Ave F, Hawarden, IA  
315 First Ave, Ste 206, Rock Rapids, IA



June 12, 2023

Iowa Hospital Association  
Excellence in Leadership Award

RE: Letter of Recommendation

Hospital Association,

I write to support Glenn Zevenbergen for the IHA Excellence in Leadership Award. Glenn and I have served together on various boards and have had countless experiences as residents within the community.

Glenn has served on the Creative Living Center, P.C. governance board for the past four years. He has provided guidance and insights into the delivery of mental health services within our mental health region. Glenn is a trusted advisor in the management of personnel within the clinic and offers direction in the practical functioning of the clinic.

I have served with Glenn on multiple church councils, including currently. In that capacity Glenn has served as Council president and has been instrumental in writing various policies and procedures for church governance. His leadership has been accepted and greatly appreciated.

Within the community Glenn is seen as a leader that is a willing worker that leads by example. Glenn has guided Hegg Health Center through a massive building project, a pandemic and continues to lead through the ever changing challenges of health care. He continues to make our community better.

A handwritten signature in black ink, appearing to read "D. Vogel".

Dr. Dayton Vogel, LMHC, LMFT

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**ADMINISTRATION AND CLINICAL STAFF**

Dr. Shawn Scholten, LMHC, NCC  
Dr. Dayton Vogel, LMHC, LMFT

**CLINICAL STAFF**

Judith Johnson, MA, LMHC, ACHt  
Erica Wassenaar, MS, LMHC, RPT-S  
Katie Vander Zwaag, MA, LMHC, RPT

Nicky Menke, LISW

Michael Henning, LMSW  
Shannon Van Maanen, LMSW  
Lauri Wolter, CNP-MH

June 1, 2023

[Avera.org](http://Avera.org)

Re: IHA Excellence in Leadership Award

Dear Selection Committee,

I am writing in support of your consideration for Glenn Zevenbergen for the IHA Excellence in Leadership Award. I have been privileged to be a colleague of Glenn for over 20 years now, during which time he has served as the Chief Executive Officer at Hegg Health Center in Rock Valley, IA. Our relationship spans my time there as a rural family physician, community hospital board member, as well as in my current role as Chief Medical Officer of Avera Health. My experience with Glenn comes from direct observations and interactions with Glenn in both clinical and administrative settings.

Courage, perseverance and humility are the core attributes that I believe best describe Glenn. In his 25 years of leadership, he has consistently demonstrated that he lives his core values and purpose through the most difficult times. He is willing to stand up for what is best for the patients and the community as a whole, hold the course despite the difficulty, and always places the greater good of others and the organization ahead of himself.

Glenn's leadership in healthcare has been evident in the many projects and initiatives he has led in the past decades. These include expansion of the community long-term care facility, wellness site, as well as expansion of the rural hospital and clinic in the community of Rock Valley. In these efforts, Glenn has always placed the medical needs of the patients and community first, while engaging the frontline caregivers and medical experts in the decision-making process so that both patients and employees are best served.

From a community aspect, Glenn constantly gives back of his personal time and resources. This is seen in his collaborative leadership with community leaders in consolidating daycare services with the community, as well as being active on behavioral health, finance, and church boards and leadership.

I strongly believe a leader is not measured by who they are, but by those they have grown along the way. In this regard, Glenn lives a life of significance by constantly focusing on the personal and professional development of his colleagues in healthcare, as well as in the community. He has a true passion of seeing others succeed. Once again, this demonstrates his humility and selflessness in valuing others before himself. Simply stated, Glenn defines servant leadership.

Lastly, I would like to share a remark Glenn made during a recent conversation that I had with him as it so accurately reflects his key leadership traits of self-awareness and self-reflection. While working through a complicated issue with a clinician he said to me, "I always check myself that I am doing the right thing for the right reasons, and am I still the best person for the role that has been entrusted to me?" This sums up well Glenn's consistent approach to leadership and life!

*Sponsored by the Benedictine and Presentation Sisters*

Thank you for the opportunity to support Glenn's nomination for this award; I give him my highest recommendation. I appreciate your time and consideration, and for all you do to promote health and wellness to our people and populations!

Sincerely,



Kevin Post, DO  
Chief Medical Officer-Avera Health



An Avera Affiliate

June 1, 2023

Iowa Hospital Association  
Excellence in Leadership Award

RE: Letter of Recommendation

Dear IHA Excellence in Leadership Award Selection Committee,

I am writing to support the nomination of Glenn Zevenbergen, Hegg Health Center Avera CEO and Administrator, for the Iowa Hospital Association Excellence in Leadership Award.

My name is Steven Ring and I am the Director of Clinic Operations for the Family Practice at Hegg. Glenn has been my leader for nearly 10 years and a leader to our facility for over 30. He has lead our organization through tremendous growth and prosperity in terms of services, staffing, and building projects as well as provided stability and strength through uncertain times, most notably, the recent global pandemic.

An example of Glenn's leadership excellence is the way he lives and promotes a culture of safety and trust at Hegg. Glenn lives and instills that we create positive experiences for all those we serve through building vulnerable relationships by first and foremost, helping others succeed; by communicating "you matter" to everyone with every interaction; that we treat everyone's name as sacred by speaking well of people; and if we see a problem, we own the problem.

Another example of Glenn's exceptional leadership is in the way he expresses and encourages gratitude. Healthcare, like so many industries, has daily challenges and frustrations. The danger is choosing to be consumed by challenges and allow them to pull us away from our purpose of selfless service to others. Glenn leads our organization through a periodic gratitude exercise to help us be reminded of all "the good" in our work which reminds us of "why we do what we do."

Glenn introduced our team to this gratitude mindfulness exercise called 3 Good Things. The exercise increases happiness, resilience, and reduces burnout. This positive psychology tool has helped our team reflect on three good things each day or good parts of our day. By doing so, we've built a habit of looking for good and thus daily gratitude developed. Glenn helped our team to be more mindful of the good things in our lives and in our work versus focusing on frustrations. The challenges have not gone away but our focus has shifted to recognizing the good of each day and the good in the work we've been called to do. Because of Glenn's leadership, I believe this has developed our team into stronger, grateful, and more compassionate servant leaders.

Again, I wholeheartedly support Glenn Zevenbergen's nomination and I'd be honored to provide additional examples of his extraordinary leadership if needed. Please connect with me either by phone (712-476-8150) or email ([steven.ring@hegghc.org](mailto:steven.ring@hegghc.org)).

Sincerely,

A handwritten signature in blue ink, appearing to read "Steven Ring".

Steven Ring  
Director of Clinic Operations, Family Practice  
Hegg Health Center Avera