



**Nominee: Michelle Sleiter, Humboldt 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>		



**Michelle Sleiter, RN, CEO, Humboldt County Memorial Hospital**

- Years of service at the hospital/organization: 8.5
- Total years of service in health care: 15+

**NOMINATION**

*Victor Bycroft, RN, BSN, Chief Nurse Executive*

*Mary Moritz, Director of Organizational Development*

We write to nominate Michelle Sleiter, CEO at Humboldt County Memorial Hospital for the Excellence in Leadership Award.

Michelle began her tenure as CEO at HCMH in January of 2015. She arrived at a hospital that seemed to be unsure of their place in the healthcare game. The CEO office seemingly contained a revolving door that moved the person in the big chair on to other endeavors every two years or so. As a hometown girl, born and raised in Humboldt, Michelle made it clear from the outset that she intended to change that scenario.

From the beginning of her tenure, Michelle has taken charge of the direction and future of HCMH. Annual review and evaluation of the Strategic Plan is a priority to ensure the HCMH remains a viable force in healthcare in our region for years to come. She took on the task of developing high morale at the hospital by better defining the direction we would take, then communicating that direction and vision to all staff. She made, and continues to make, it clear that the strength of the facility is its staff, and the better informed they are, the better they can help to achieve the organization's goals.

She continued to improve the morale of the hospital in that same year by undertaking a transformation of the organizational culture. With a strict adherence to a "me first" philosophy, she led by example in adopting and demonstrating Key Service Behaviors and an "Always" attitude with HCMH's Promise to our patients. Through the good times and the bad, she continued to lead by example while continually giving the credit for success to the staff and leaders. "Does this meet our Culture" became a common question and the community took notice by increasing their utilization of hospital services and we saw an upward trend in market share.

Her background in outpatient clinical leadership has proved invaluable as Michelle has been instrumental in the recruitment of physicians and mid-level providers to our community. In a time when it is difficult to entice providers to a small rural environment, Michelle is able to connect with them and show the benefits of the rural lifestyle. She demonstrates an outstanding ability to build relationships with providers at all levels and make them feel like part of the healthcare team, regardless of what role they play.

Michelle takes her role in the community very seriously as both a parent and the hospital CEO. She lends her leadership and experience to many community related endeavors, most notably Humboldt Economic Development and the continuing involvement as a Board member of the Kiddie Kats Daycare Center. She can be found at many community events and sporting activities, often as a volunteer. She always has time to discuss any concerns and answer questions that are brought to her regarding hospital activities and continually looks for ways that the hospital can be more involved in the community. Of special note is the consideration she gives to students interested in careers in the healthcare field and her work to assist them in finding mentoring opportunities, whether at HCMH or other facilities as appropriate.

Under Michelle's leadership, the hospital has seen growth far beyond what was anticipated in 2015. The three to five-year strategic plan done in 2015 was effectively complete within the first year. Subsequent strategic planning continues to center around growth and maintains a pace that is unprecedented in a Critical Access Hospital. When growth of service utilization began to outpace available space, Michelle became instrumental in implementing a strategy to expand that space through a \$19 million-dollar building project, completed in 2019. Seeing the need for increasing access to mental health care, Michelle pushed for and established a Mental Health and Wellness department within the hospital, which opened for business in 2023.

During the Covid pandemic, Michelle was in a unique position to establish herself as the authority on evolving regulations. She provided leadership to the trifecta of the hospital, an attached Long-Term Care and Senior living community, as well as the Public Health department. This provided the opportunity to bring all these entities together, synthesize the rapidly changing regulations, and establish a core approach to navigate the turbulent environment.

She further demonstrates leadership through her participation in numerous community, regional, and state committees. She is an active member of the IHA Council on Education and Members Services, and the UnityPoint Rural Strategy committee. She also chairs the UPHCN CEO group meetings and is an active member of the ServiShare Board of Directors. She has cultivated relationships with the State and Federal Representatives and Senators and works to assist in educating them on the needs and concerns of the rural hospital. Most recently, she has been an advocate for Senior Living in Iowa, working closely with State and Federal government to educate them on the on-going nursing home crisis.

Above all, Michelle has been a fantastic mentor and role-model to the administrative team at HCMH. She provides a constant example of meeting the needs of the patients, the visitors, and the staff by exceeding expectations and living up to our Promise. It is with great pride that we submit this nomination for Michelle Sleiter for the Excellence in Leadership Award.

Sincerely,  
The HCMH Admin Team  
Victor Bycroft, Mary Moritz, Brienne Berte, AJ Mason, Megan Vote

## **Summary**

Michelle Sleiter has been the CEO of Humboldt County Memorial Hospital since 2015. Under her leadership and personal commitment to excellence, HCMH has continued to grow and thrive in a difficult healthcare environment. She led the organization through a culture transformation in 2016 that continues to inspire staff to this day. Her dedication has earned her the respect of her peers and the community as she keeps what is best for HCMH as the basis of her decisions. As the leader of the trifecta of Hospital, Long-Term Care, and Public Health, Michelle was able to establish herself as an authority of Covid regulations. Whether working with staff, community leaders, or State and Federal legislatures, Michelle exemplifies Excellence in Leadership.

**IHA involvement**

- ServiShare Board of Directors, Director, Current since 2016.
- Council on Representation and Advocacy, Member, Current since 2019.
- Attends IHERF Swinging for Scholars, IHA Tee Off Classic, All District Meeting, Summer Leadership Forum, Hospital Day on the Hill, Critical Access Forum, Governance Forum, Women's CEO Retreat and Annual Meeting.
- Attends IHA educational webinars and events.
- IHA PAC - Chairman's Circle (\$500-\$999), Capitol Club (\$350-\$499).



Corn Belt  
Power Cooperative

June 7, 2023

Excellence in Leadership Award Iowa Hospital Association  
100 East Grand, Suite 100  
Des Moines, IA 50309-1835

RE: Michelle Sleiter/Humboldt County Memorial Hospital CEO

Dear Ladies and Gentlemen:

This is a letter in support of Michelle Sleiter's nomination for the Excellence in Leadership Award for a hospital CEO. I was elected to the Humboldt County Memorial Hospital Board of Trustees in November of 2016 and have been extremely impressed with Michelle's leadership skills. Her dedication and commitment to our hospital and community is obvious in all her interactions with the staff and Board. I believe many of the positive advancements taking place at our hospital are due to her guidance. We recently completed a \$19 million expansion and renovation project. Our therapy and nutritional services departments have experienced tremendous growth. The long-term care unit has received a five-star rating multiple times in recent years. Michelle's commitment to our community led to the opening of an after-hours walk-in clinic at our hospital. Through her leadership, we just completed a \$2 million addition to provide space for our mental health service line.

These are just a few of the reasons why I support Michelle Sleiter to be chosen as the recipient of the Excellence in Leadership Award CEO award. Thank you for considering Michelle.

Sincerely,

A handwritten signature in blue ink that reads "Kevin Bornhoft".

Kevin Bornhoft  
V.P. Engineering & System Operations



June 9, 2023

Excellence in Leadership Award Iowa Hospital Association  
100 East Grand, Suite 100  
Des Moines, IA 50309-1835

RE: Michelle Sleiter/Humboldt County Memorial Hospital CEO

Dear Ladies & Gentlemen:

Please accept this letter as formal support for the nomination of Michelle Sleiter for the IHA Excellence in Leadership Award. Michelle has served on the Humboldt County Development Association Board of Directors for eight years and has consistent dedication to our mission of growing and retaining the business industry in Humboldt County.

Economic development is the cornerstone for a growing community and Michelle has exemplified that perspective through her dedication to numerous economic development projects including the creation, construction, financing, and operations of our community daycare facility Kiddie Cats Child Care and Learning Center. In addition, throughout Michelle's tenure on the board, has been actively supportive of workforce development programming, housing development, business retention efforts, and most importantly, quality of life projects. Michelle's dedication to Humboldt County is undeniably a passion she carries with her in each and every project she is involved in. Her leadership and commitment to advancing the healthcare and quality of life in Humboldt County is exceptional. She is driven to succeed and willing to find creative solutions to the economic development challenges we face.

I strongly support your nomination of Michelle Sleiter for the IHA Excellence in Leadership Award. If you have any questions, or would like additional information, please don't hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "Alissa O'Connor".

Alissa O'Connor  
Director



**Arends, Lee,  
Emick, Legvold  
& Myott, PLC**  
ATTORNEYS AT LAW

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June 15, 2023

Excellence in Leadership Award Iowa Hospital Association  
100 East Grand, Suite 100  
Des Moines, IA 50309-1835

**RE: Michelle Sleiter/Humboldt County Memorial Hospital CEO**


Dear Ladies and Gentlemen:

I am writing this letter in support of Michelle Sleiter's nomination for the Excellence in Leadership Award for a young hospital CEO. Mrs. Sleiter has been the Humboldt County Memorial Hospital CEO for the past several years. I have the opportunity to serve on the Humboldt County Memorial Hospital Board of Trustees as well as the Humboldt County Memorial Hospital Foundation Board. Mrs. Sleiter's dedication to our hospital and the community is self-evident in all that she does. Through Mrs. Sleiter's leadership, she has helped propel the vision and mission of our hospital. There have been numerous advancements since her time as a CEO, including a multi-million dollar hospital renovation and new mental health addition that would not have been possible without her vision and guidance. She has also furthered our goals of providing the highest quality of service to our local community by opening an after-hours walk-in clinic at the hospital. She remains dedicated to ensuring that the patients receive the highest level of care by actively recruiting and retaining qualified medical professionals. Through her leadership, she has helped develop several new programs to serve our residents, including a corporate wellness program; furthered the technological and equipment needs to meet patients' expectations; and expanded our therapeutic and nutritional services offered to patients to keep up with the growing demands. This is all while keeping our county tax at one of the lowest in the state. Not only this, but our hospital includes a long-term care unit comprised of approximately 28 beds. Since her time as CEO, Mrs. Sleiter has helped increase this unit to a five-star rating. She ably navigated our hospital and community during the unknown territory of the Covid-19 pandemic. This included the additional demands of public health being under the umbrella of our hospital. Throughout this she continues to remain an advocate for our hospital. Her positivity and leadership spills over to a dedicated administrative team and staff. In addition, Mrs. Sleiter demonstrates a high level of commitment to community, not only as CEO, but through various local volunteer efforts.

It is for these reasons I give my support to Mrs. Sleiter being chosen as the recipient of the IHA

Excellence in Leadership Award. I cannot imagine a more deserving, well-qualified and dedicated nominee. Thank you for your consideration in this matter.

Very truly yours,  
ARENDS, LEE, EMICK, LEGVOLD & MYOTT, PLC

By:   
Ashley M. Emick

AME:kw