



**Nominee: Pam Delagardelle, UnityPoint Health - Allen 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.<br><br>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><br><br>   | <b>Scoring guide:</b><br>0-10 Very weak<br>11-20 Weak<br>21-30 Average<br>31-40 Strong<br>41-50 Very strong |                |
| <b>Reviewer name:</b> _____ <b>Date:</b> _____  |   |                |



**Pamela Delagardelle, President and CEO  
UnityPoint Health-Allen Hospital, Waterloo**

- Years of service at the hospital/organization - 23
- Years of service in health care - 39

**Nomination**

*David Stark, President and CEO*

*UnityPoint Health-Des Moines, Iowa Methodist Medical Center*

I write to nominate Pamela Delagardelle, President and CEO of UnityPoint Health – Waterloo as well as CEO of UnityPoint Health – Marshalltown, for the 2022 IHA Excellence in Leadership Award. Pam is deserving of this honor for her work over the past few years balancing her responsibilities as chief executive for our Waterloo and Marshalltown affiliates along with her senior vice president role within our system. A shining example of that was over a year ago when she served UnityPoint Health across our three-state enterprise as interim chief nursing officer while maintaining her CEO role!

Pam's leadership as interim CNO was during one of the most trying times in our health system's history, in which our hospitals were filled with COVID-19 patients and others with severe respiratory illnesses, Pam's steady and compassionate leadership was instrumental in supporting our care team members on the brink of burnout due to the overwhelming physical and emotional stress from the pandemic.

With nearly four decades of health care experience, including a bachelor's degree in nursing and a master's degree in nursing administration, Pam has been a familiar and steadfast presence for thousands of UnityPoint Health nurses since 2000.

That leadership Pam demonstrated during the pandemic has been in full display in our post-pandemic world. Her insights and expertise as a nurse and experienced leader served as a guiding force in showing up and lifting up our teams of nurses – we've implemented innovative incentive systems to both attract and retain nurses and other clinical staff during a time of severe shortage. In addition, Pam provided the pilot site at Allen Hospital to try a new model of collaborative care which has been successful. To help staffing concerns, Pam helped stabilize the traveling nurse program and started an internal traveler pool to find the right fit for the right people at the right time. There are now over 90 individuals in our system pool!

Her experience at the bedside of patients has allowed her to lead effectively and with a deep understanding of those she's serving. She is a respected role model and mentor for nurses and other leaders across the UnityPoint Health system, and it is often said front-line health care workers feel empowered to share their ideas and opinions with Pam, because she believes leadership is not dependent on a title, but rather, can come from every level of the organization.

Pam has a long history with UnityPoint Health. She started with the organization in 2000 as a staff nurse and quickly moved up through the ranks in the organization, previously serving as Director of Patient Care to Managed Care Facilitator, Clinical Integration Coordinator and in her current role as CEO of two of our UnityPoint Health hospitals. She's also served as assistant professor at Allen College in Waterloo, Iowa, an accredited nursing school with UnityPoint Health. Pam has a deep passion for rural health care with experience at Grundy Health Center and focus on how we serve all Iowans.

She has been president and CEO of UnityPoint Health-Waterloo since 2013 as well as the CEO of UnityPoint Health-Marshalltown since 2017. In her dual roles, she oversees two hospitals, 40 specialty clinics, an outpatient surgery center, a community mental health center, four urgent care clinics, two affiliate CAH hospitals and Allen College, which trains more than 600 students annually for health care careers

Under her leadership, the hospitals she's managed have won numerous awards for safety, patient care and patient satisfaction. Allen Hospital, a 204-bed, not-for-profit community hospital in Waterloo, has twice been named a Truven Health Analytics Top 100 Hospital and Top 50 Cardiovascular Hospital. Allen Hospital is the busiest hospital in northeast Iowa, caring for more inpatients, outpatients, emergency patients and cardiac patients than any other hospital in its 10- county service area.

UnityPoint Health-Marshalltown, the community hospital Pam oversees, recently completed a \$38.4 million expansion of its existing medical park, making it the newest hospital in Iowa. Pam was instrumental in keeping a hospital in Marshalltown, after UnityPoint Health – Waterloo purchased the bankrupt Central Iowa health care facility. The project was more than five years in the making and had support from local leaders as the community of 28,000 continues to recover and rebuild from bankruptcy, a devastating tornado in 2018 and a derecho in 2020.

Besides her leadership at UnityPoint Health, Pam has served on and helped lead many professional and community organizations. She is a past board member of the IHA from 2010- 2017, serving as secretary-treasurer during her final year. She also previously served as chairperson of the IHA District B and IHA Education and Research Foundation Board. Pam is a current board member for the Cedar Valley Alliance and Chamber, Waterloo Rotary Club and Northeast Iowa Family Practice Residency Board. Also, Pam is a previous recipient of the IHA Excellence in Leadership Award (2008).

For the reasons described here and in the following letters of recommendation, Pam is well deserving of the 2022 IHA Excellence in Leadership Award. Thank you for your consideration.

## **Summary**

Pam Delagardelle has served as President and CEO of UnityPoint Health - Waterloo since 2013 as well as the CEO of UnityPoint Health – Marshalltown since 2017. In her dual roles, she oversees two hospitals, 40 specialty clinics, an outpatient surgery center, a community mental health center, four urgent care clinics, two affiliate CAH hospitals and Allen College, which trains more than 600 students annually for health care careers. In 2021, she also stepped in to serve as UnityPoint Health's interim Chief Nursing Officer for their three-state enterprise — balancing her responsibilities as chief executive for their Waterloo affiliate along with supporting

UnityPoint Health nurses across the system during COVID-19's Delta surge amid nationwide staffing shortages felt deeply within UnityPoint Health hospitals and clinics.

**IHA involvement**

- IHA Governance Committee, Member, Current since 2022.
- IHA Governance Committee, Member. 2021-2022.
- IHERF Board of Directors, Director, 2016-2021.
- IHA PAC Committee, At-large, 2017.
- IHA PAC Committee, At-large, 2016.
- IHA Board of Officers and Trustees, Treasurer, 2015-2016.
- IHA Board of Officers and Trustees, Trustee, 2010-2015.
- IHERF Board of Directors, Chair, 2008-2010.
- Excellence in Leadership Award, 2008.
- IHERF Board of Directors, Director, 2006-2008.
- Attends Hospital Day on the Hill, Summer Leadership Forum, Governance Forum, Annual Meeting.
- IHA PAC - Ben Franklin Club (\$1,000+), Chairman's Circle (\$500-\$999).