



**THRIVING, NOT JUST SURVIVING:  
A ROUNDTABLE ON RURAL  
INNOVATION AND GROWTH**

Eric Shell, Chairman

Rural Healthcare Leader Panelists

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# OVERVIEW AND INTRODUCTIONS

# PANELISTS



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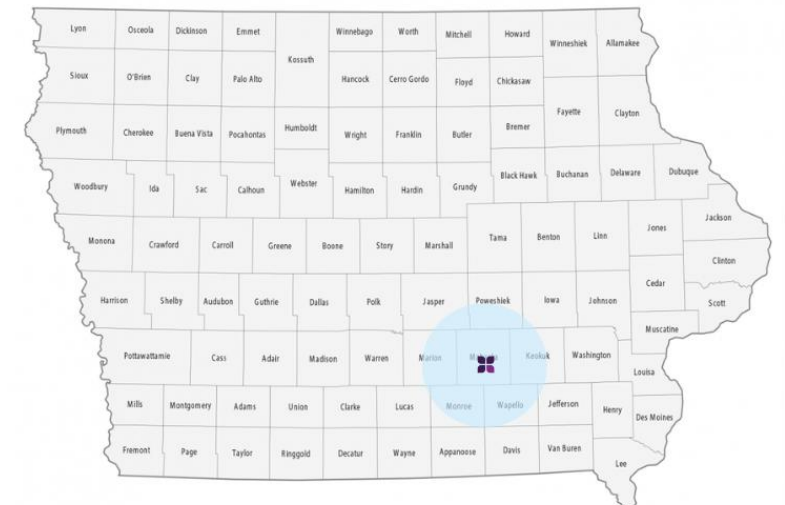
## Oskaloosa, Iowa

85+ Medical Specialties

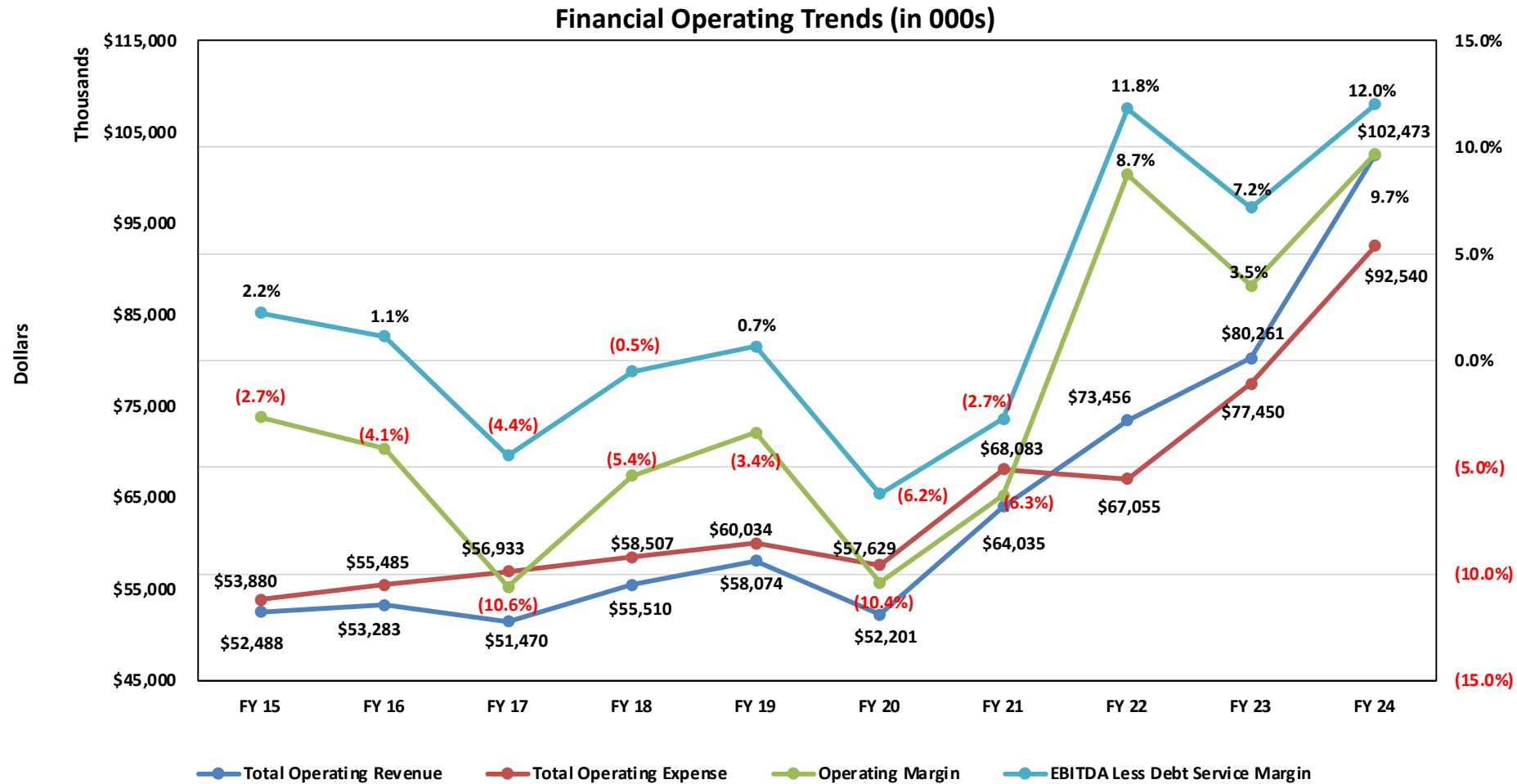
4 Iowa Centers of Excellence



- ✓ 102% increase in births since 2021, with 267 babies born in 2024, on pace to deliver nearly 400 babies in FY 2025. Opened and expanded the first-ever fertility services, providing specialized care for 50 patients. Recruited two OB/GYN specialists, caring for 888 patients from 28 counties in 2024.
- ✓ 1,655 general surgery clinic patient consultations across 26 Iowa counties and 11 out-of-state patients in 2024. Surgery Services team performed 3,928 cases in 2024 across all service lines.
- ✓ 49 cancer cases reviewed in 2024, through the Interdisciplinary Tumor Board, fostering collaborative treatment planning between multiple service lines locally, along with specialists from Des Moines and Iowa City. The only active critical access Tumor Board in Iowa.
- ✓ Welcomed full-time, board-certified, and fellowship-trained Cardiologist, Dr. John Pargulski, alongside an experienced cardiology team. 711 unique cardiology patients treated in 2024 from 17 Iowa counties and five from out of state.



# FINANCIAL PERFORMANCE



# MAHASKA HEALTH CULTURE



- Need to have the patience to build up a strong organization, and a **strong organization starts with caring for its people**
- It is amazing how much can be accomplished if no one cares who gets the credit
- Physician, provider & nurse-led hospital
- The needs of the patient come first
- Serving is the art and act of focusing on someone else's interest instead of your own
- Teamwork and love for one another, and the team being more important than the individual
- Culture is everything. The result is a culture that continues to attract teammates who share the same values.
- Enjoy serving at work/go home to your families, which drives passionate patient care - Compassion, Kindness, Empathy, and Teamwork
- Empathy and kindness can speed up the healing process and lead to better outcomes for patients and caregivers.
- The number one thing when it comes to change is relationships. How you get somewhere is based on the relationships and trust you garner. That is what will allow you and the team to be successful.
- Press Ganey stated that Mahaska Health is “not normal.” Highest employee satisfaction ever recorded at the 96<sup>th</sup> percentile, top 120 out of 4,200 healthcare systems nationwide.



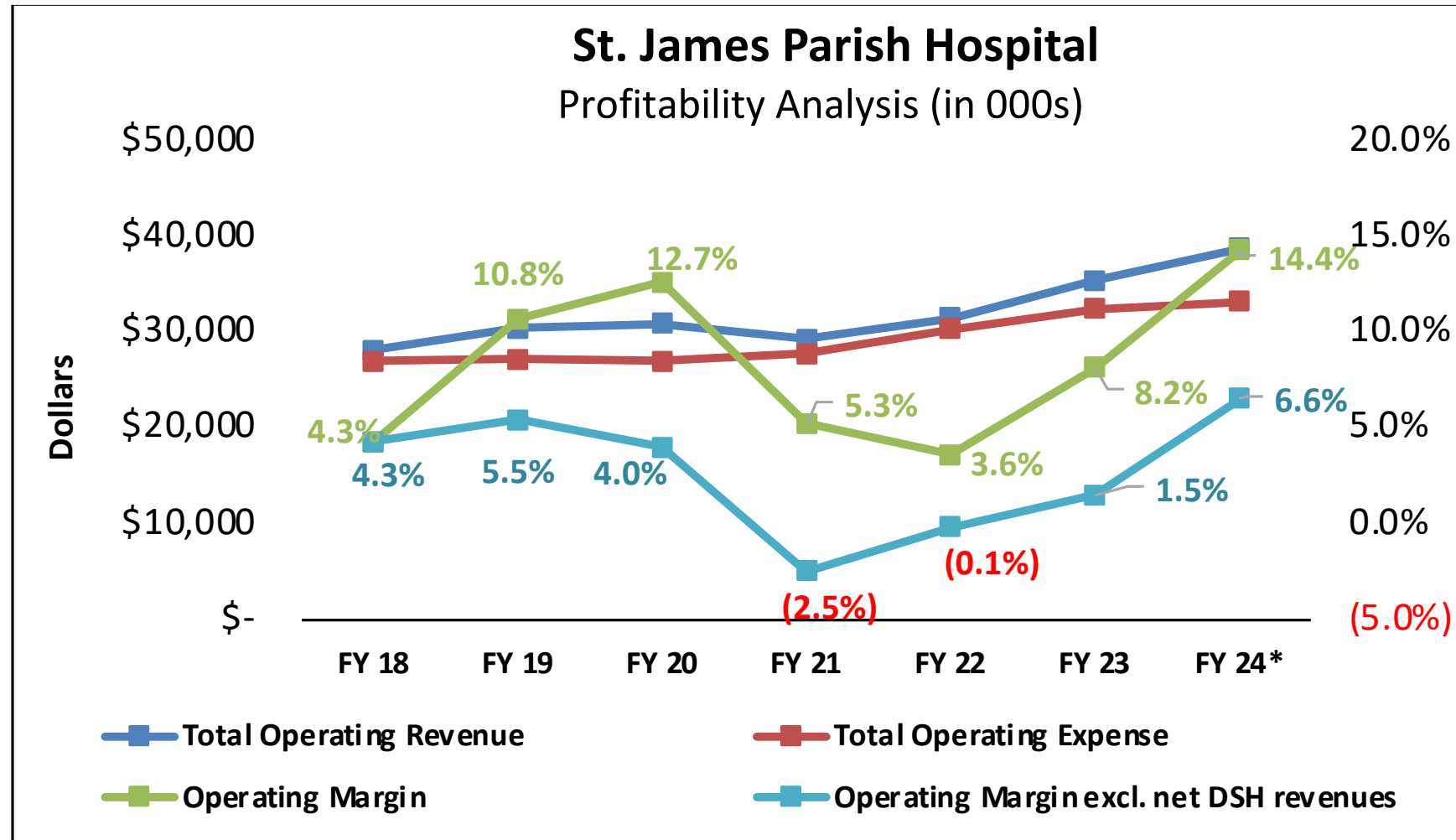




- Lutchter, Louisiana
- Hospital Service District for Parish St. James (serving 22,000 population)
- Established 1955, converted to CAH 2001, relocated to new facility 2008



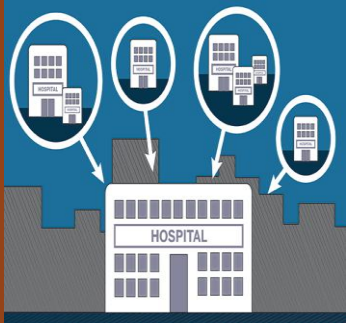
# FINANCIAL PERFORMANCE





# Growth

*Be Bigger*



Hospital  
Partnerships

Physician  
Recruitment

New Services

# Quality

*Be Better*



Reduce Harm

Best practices

Just Culture

TeamSTEPPS

# People

*Be Brilliant*



Goals/Alignment

Empowerment

Change  
Management

Reward/Recognition

# Service

*Be Beneficial*



Pt Satisfaction

Access

Community

Technology

# Finance

*Be Bountiful*



Revenue Cycle

Efficiency/Lean

Grants

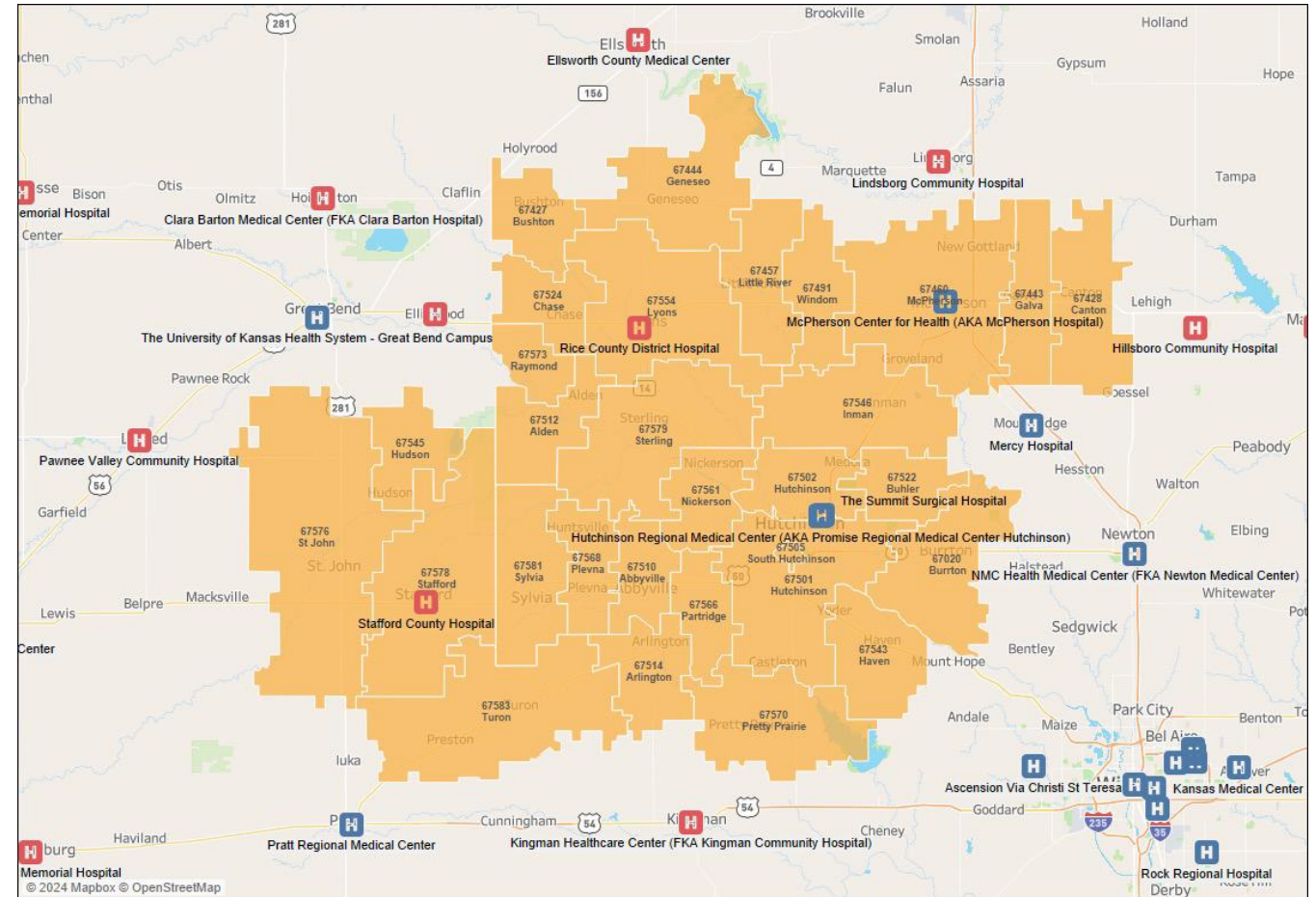
Supply Chain



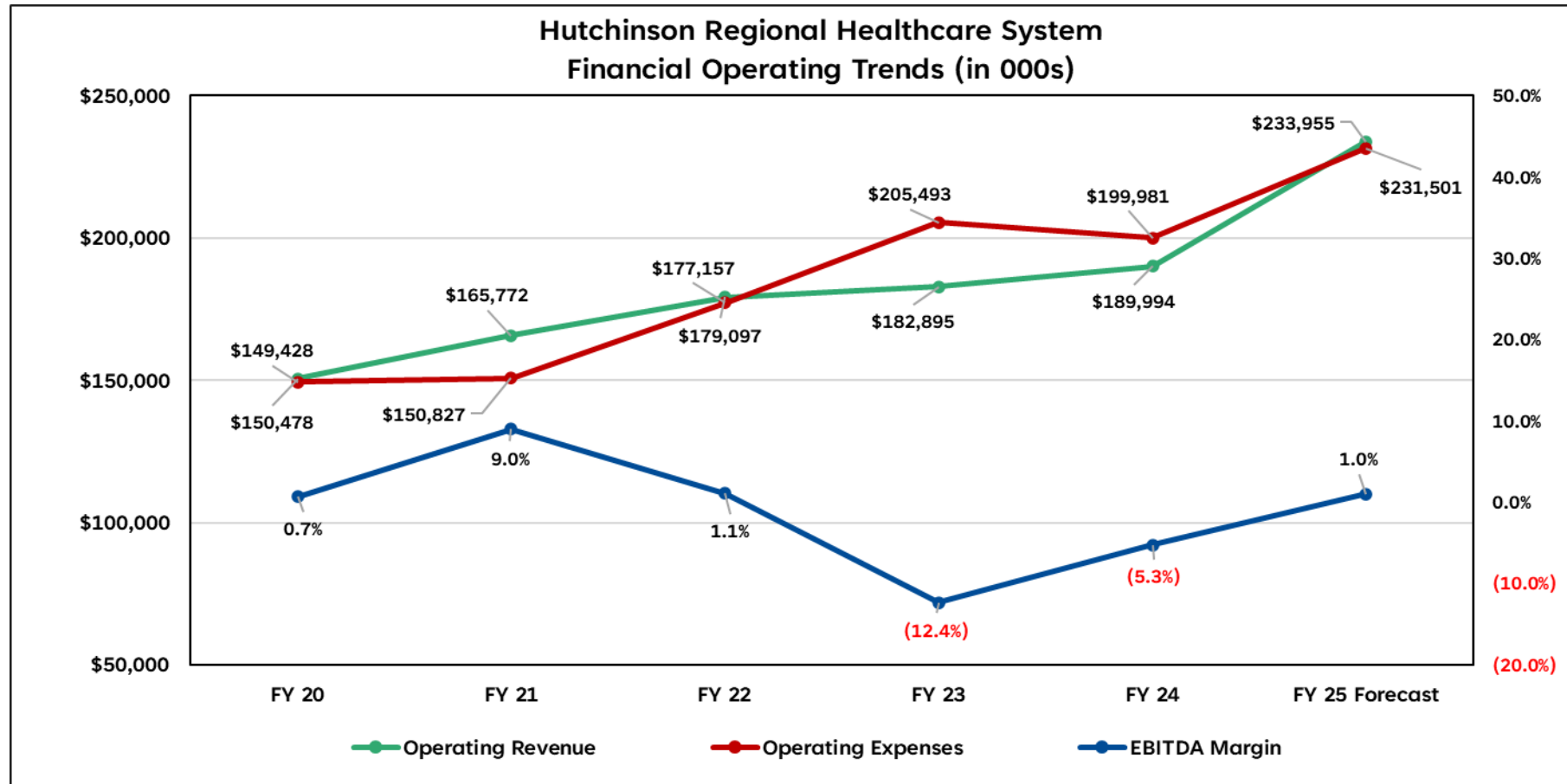
# HUTCHINSON

REGIONAL MEDICAL CENTER

- 190-bed, independent Sole Community Provider
- Serves a 30-zip-code area with nearly 100K population
- Hutchinson, KS



# FINANCIAL PERFORMANCE

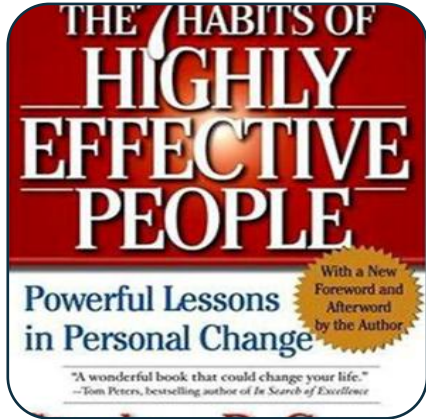




# ABUNDANCE (VS. SCARCITY) INFINITE GAME DECISION-MAKING

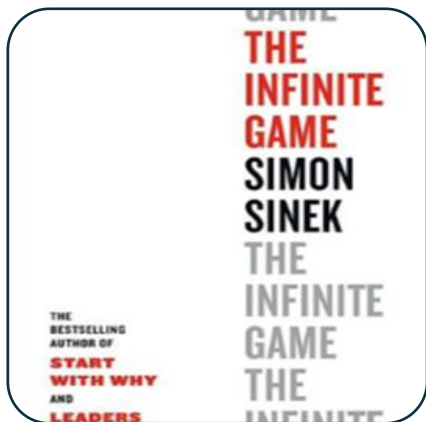


# ABUNDANCE/INFINITE GAME MINDSET - DEFINED



## ABUNDANCE

- Stephen Covey coined the idea of *abundance mentality* or *abundance mindset*, a concept in which a person believes there are enough resources and successes to share with others.
- This is contrasted with the *scarcity mindset* (i.e., destructive and unnecessary competition), which is founded on the idea that, if someone else wins or is successful in a situation, that means you lose; not considering the possibility of all parties winning (in some way or another) in each situation (zero-sum game).



## INFINITE GAME MINDSET

- Simon Sinek developed the concept of the Infinite Game.
- Infinite Games are played by known and unknown players, with no exact/agreed-upon rules, with the primary objective to perpetuate the game.
  - No such thing as winning or losing.
  - The goal is to advance something bigger than ourselves or our organizations.
- We must stop thinking about who wins or who's the best and start thinking about how to build organizations that are strong/healthy enough to stay in the game for generations.



# CEO ROUNDTABLE QUESTIONS/ DISCUSSION POINTS



- How has your Abundance/Infinite Game mindset influenced your hospital's strategies/finance/operations?
  - Staff recruitment
  - Medical staff recruitment
  - Economic uncertainty
  - Volume growth
  - Community engagement
  - Revenue cycle
- Leading with an Abundance/Infinite Game mindset can often be challenging and isolating. How have you been able to maintain this mindset?
- What are your top 1-2 recommendations for leaders to ensure the long-term viability of their rural health system?





# QUESTIONS AND DISCUSSION

