

2022 Excellence in Leadership Award Nominee



Pamela Delagardelle, President and CEO

UnityPoint Health-Allen Hospital, Waterloo

- Years of service at the hospital/organization = 22
- 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 last year balancing her responsibilities as chief executive for our Waterloo and Marshalltown affiliates along with supporting UnityPoint Health nurses across our three-state enterprise as interim chief nursing officer.

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.

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 – executing strategic recruiting efforts to provide additional support to those on the front lines in addition to implementing programs and bonuses to retain our in-house talent. 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.

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.

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.

Letter of Support No. 1

Stacey Bentley, President and CEO

Community Bank and Trust

Board Chair, UnityPoint Health – Waterloo

Although Pam's leadership as president and CEO of UnityPoint Health – Waterloo remains steadfast, her recent contributions as interim chief nursing officer for the health system make her uniquely qualified for this recognition.

As chief nursing officer for UnityPoint Health, Pam continued to unite and strengthen a workforce of more than 10,000 nurses across three states during what could be considered the most challenging time of their careers. Hospitals beds were often full and front-line staff were eager to hear that their contributions were appreciated and recognized.

Pam worked diligently on recruiting and retention strategies, gaining support to implement these initiatives across the health system. Specifically, Pam put a spotlight on the criticality and urgency of nursing pay practice advancement, including shift and weekend differentials for all acute nurses across the system.

In stressful times, it is often valuable to step back and listen. Her experience as a nurse granted considerable perspective and helped form an understanding about what her colleagues were thinking and feeling.

To aid staffing concerns and stay competitive in a time of considerable change, Pam also helped stabilize the traveling nurse program and initiated an internal traveler pool to find the right fit for the right people at the right time. Finally, the cohesiveness among leaders of these teams saw considerable progress under Pam's leadership, putting the health system in better position to embark on a new vision focused on alignment and collaboration.

While fulfilling the interim chief nursing officer responsibilities, Pam helped advance health care in the community she resides in a number of ways. UnityPoint Health – Waterloo continues to be a market leader in several key service lines. While busy hospital floors create challenges, it is a clear indication of quality care being delivered for both inpatients and among an expansive network of outpatient services in northeast Iowa.

Thank you for your consideration as I reiterate my support of Pam Delagardelle for the Iowa Hospital Association Excellence in Leadership Award.

Letter of Support No. 2

Dave Williams, M.D., Chief Clinical Officer

UnityPoint Health

It's my sincere privilege to be writing to you with my strong recommendation for and to support the nomination of UnityPoint Health – Waterloo CEO Pam Delagardelle to be named the deserving recipient of the Excellence in Leadership Award.

As Chief Clinical Officer for our health system, I've had the absolute honor of working with Pam in many capacities over the past decade. Most recently, in addition to overseeing 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, Pam stepped in to serve as UnityPoint Health's interim Chief Nursing Officer for our three-state enterprise. This involved meticulously balancing her responsibilities as CEO for our Waterloo affiliate while supporting UnityPoint Health nurses across the system during COVID-19's delta surge amid nationwide staffing shortages felt deeply within our health system.

Pam's insights and expertise as an experienced nurse and leader served as a guiding force in showing up and lifting up, our nursing teams – executing strategic recruiting efforts to provide additional support to those on the front lines in addition to implementing programs and bonuses to retain our in-house talent.

Pam was tasked with overcoming extraordinary challenges during a very difficult time in our history. But Pam is an extraordinary leader. With her steady presence and compassionate heart, she was instrumental in supporting our care team members on the brink of burnout due to the overwhelming physical and emotional stress from the pandemic.

Over the past several years, Pam's personal recognitions, as well as those awarded to the hospitals and clinics she oversees, stretch far and wide. What's most impressive about Pam, though, and what makes her so deserving of the IHA Excellence in Leadership Award, is her unwavering commitment to improving health care in our communities and fostering an

organizational culture that truly values everyone who walks through our facility doors – patients, physicians and members of our care teams alike.

We have a saying at UnityPoint Health: “Know how much you matter to this world.” Pam lives and breathes what it means to show a team of 34,000 just how much every person matters.

Thank you for your consideration. Pam would hold the honor of receiving the IHA’s Excellence in Leadership Award well.

Letter of Support No. 3

David Stark, President and CEO

UnityPoint Health-Des Moines, Iowa Methodist Medical Center

It is my honor to nominate my friend and colleague, Pam Delagardelle, president and CEO of UnityPoint Health - Waterloo, for the Excellence in Leadership Award. Pam is the perfect example of an executive who has demonstrated true health care leadership throughout the state of Iowa, while successfully managing both her hospital and health system in extraordinary ways – especially during a global pandemic.

Pam is a constant, steady force who has served Iowa health care for more than three decades – both in rural and urban settings – and has pioneered the health care landscape in our state. As a servant leader, Pam always answers the call to serve and has always been on the front lines, committed to serving her community and her team. In 2021, she stepped up in an unprecedented way as the interim chief nurse executive for UnityPoint Health, besides her CEO role at UnityPoint Health - Waterloo! She has led with courage and conviction throughout the COVID pandemic and faced difficult challenges within her own hospital and within the health system to navigate in a time of constant change and unknown.

Her dedication and passion for health care in Iowa is evident by her involvement with the Iowa Hospital Association, serving as a board member from 2010-2017 and current leadership roles in District B. In addition, her love of education and nurse development serves the state well with her representation on the Iowa Hospital Association Education and Research Board. She is known as a mentor for nurses not just within UnityPoint Health, but with nurses and nurse leaders throughout the state.

What I admire most about Pam is her ability to provide a unique and important perspective as a nurse in health care leadership. She is a voice at the table for nurses – always! 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. Her insight and expertise as a nurse and experienced leader served as a guiding force in showing up and lifting up, our teams of nurses.

Pam Delagardelle is a perfect choice for the Excellence in Leadership Award. I am humbled by her service to others and feel she is deserving of this honor.

IHA involvement

Education:

- 2022 Hospital Day on the Hill
- Can't Pour from an Empty Cup: The Crisis in Nursing and Pandemic Care
- 2021 Annual Meeting
- The Emotional Impact of Covid-19: Leading Your Team to an Emotionally Healthy Workplace
- 2021 Noons in June: A Summer Leadership Forum Series
- 2021 IONL (Iowa Organization for Nursing Leadership) Conference
- 2021 Governance Forum

Board/Council memberships:

- IHA Governance Committee, 2021-2022
- IHA Board of Officers and Trustees, 2010-2016 (Treasurer 2015-2016)
- IHERF Board of Directors, 2006-2010 (Chair 2008-2010) and 2016-2018
- IHA PAC Committee, 2007
- Annual Meeting Awards Selection Committee, 2008-2011
- 2015, 2017 and 2019 Classes, Certified Trustee

IHA PAC Contributor:

- 2021
- 2020
- 2012

Other:

- Excellence in Leadership Award Winner, 2008