THE FUTURE'S SO BRIGHT...
Looking back on where Skiff has been during the past 93 years... and looking ahead to where we're going.

PLUS...

GET TO KNOW NEWTON
Think you know Newton? An exciting new community initiative invites you to think again!

PUTTING A FACE TO A NAME
Your complete reference for Jasper County physicians, nurse practitioners and more.
I am more excited about this issue of House Call than all the rest we have published for the simple fact that it highlights the resilience, perseverance and vision of our community! If there is a community in Iowa that has overcome more obstacles than Newton, and has bounced back from a bigger hit, I don’t know where it is.

The people of Newton and Jasper County have a vision for the future that is all about community growth and creating an exceptional quality of life for all who live here. Similarly, Skiff Medical Center is focused on providing access to exactly the right services at the best time and best location possible while also creating an exceptional experience for our patients. If the vision of our hospital and our community seem very similar, it is because we realize that the key to a robust hospital is a robust community and one of the keys to a strong community is an equally strong hospital.

In the near future, Skiff will be implementing innovative approaches to improving efficiency, growing the number of providers serving our community, and preparing ourselves for a future in which the patient is truly the center of our health-care services.

I hope you enjoy reading about the many exciting things happening in our community and our hospital as much as we enjoy participating in them!
Skiff CEO Steve Long thinks of the last several years in Newton, and at Skiff Medical Center, as a time of “re-imagining.”

“Our community was defined for more than 100 years by one company, and then suddenly that company was gone,” he said. “The community could have curled up and died, but it didn’t. It re-imagined what it means to be ‘Newton.’ The community worked hard, with everyone pitching in, to decide what makes us special.”

It wasn’t any one thing, Long said; rather, it was many different things combined.

“It wasn’t just the Speedway,” he said, “or just the downtown square, or just the drive-in theater, or just the arboretum, or just Maytag Park, or just the Sculpture Festival, or just the lighting of the courthouse at Christmas, or just one of the many other things that make up Newton. It was all of these things together, wrapped up in a package and outfitted with a bow made by the extraordinary people who live here. To ‘Get to Know Newton’ is to get to know the place, the events, and the people that make our community great!” (Learn more about the “Get to Know Newton” initiative on page 12.)

Long describes Skiff Medical Center as a microcosm of the community. “Our entire history was associated with ‘the company town,’” he said. “That one company paid great salaries, provided wonderful benefits, and kept a steady supply of well-funded patients utilizing the hospital. When it all ended, the hospital was hurt, badly. Like Newton, Skiff could have curled up and died, but it didn’t. It weathered the really difficult times and entered the current decade alive and kicking. It adapted, just as Newton did, to a different reality, and made the hard decisions it needed to make.”

But this really isn’t much different than many other periods in the history of our hospital. It’s true. Our hospital has been built on a history of 90-plus years of change. Please join us for a brief journey through our past ...

Thanks to the vision of F.L. Maytag, a hospital was born in Newton in a nine-room house leased from the Caleb Lamb family in 1917. It was soon replaced by a state-of-the-art facility funded by Vernon Skiff and named after his late wife, Mary Francis Skiff. Persevering through cost overruns during construction and financial woes that nearly closed the hospital during its early years, the hospital survived to become a city-owned entity in mid-1920s.

Along with the Maytag Company, the hospital was a pioneer in the area of health insurance, adapting to the changing environment of reimbursement for hospital care. It also adapted to the changing needs of the community; for instance, in the way it moved from caring for 152 moms giving birth in 1940 to 537 just 12 years later. In 1956, the hospital opened a new wing to meet the needs of a growing community and routinely had an inpatient census of more than 100 with 24/7 care provided by a
staff of only 65! The construction of
the addition was partially funded by a
government program, the Hill-Burton
program, which was the result of
health-care reform legislation signed
into law way back in 1946.

In 1964, Skiff built a second addition
known as the Hunter Wing, funded
by a large gift from the estate of Mr.
Charles Hunter, as well as additional
funding from the Hill-Burton program.
This new wing increased the bed
complement to 126 and the number
of patients in-house at any given time
far exceeded the total number of staff
employed by the hospital. In 1966, the
implementation of the Medicare and
Medicaid programs transformed the
face of hospital care in America. For
the first time, a significant proportion
of patients had guaranteed insurance
that paid hospitals for the entire cost
of the care they provided, effectively
shielding them from financial risk.

The 1970s were a decade of innovation
in medicine and skyrocketing health-
care costs, thanks to advancing
technology and the exceptional
insurance coverage provided by
government programs. Skiff took
advantage of this environment and
constructed a wing devoted to
emergency and diagnostic services
and funded by a gift of 16,000 shares
of stock from the Maytag family and,
once again, Hill-Burton money from
the federal government.

By the late 1970s and early 1980s,
escalating health-care costs were
front page news across the country.
The federal government responded
by radically changing the payment
mechanism for inpatient hospitals,
moving from a model based on
reimbursing hospitals for the actual
cost of the care provided, to one
based on a much different formula
which no longer covered that cost.
This situation caused Ron Ross,
hospital administrator at the time, to
state, “We are presently faced with
the most dramatic and rapid changes
ever seen affecting the delivery of
health services.” Skiff responded
to these changes by slashing the
number of inpatient beds in half,
beginning a massive renovation and
construction program focused on
developing outpatient capacity and, in
1984, renaming the hospital as “Skiff
Medical Center.”

In the 1990s, Skiff invested heavily
in its program to develop outpatient
capacity by recruiting many new
primary care providers, increasing
the number of visiting specialists,
expanding outpatient facilities
and purchasing state-of-the-art
technology. Skiff’s success in
developing its outpatient capacity, and
the strength of having a Fortune 500
company headquartered four blocks
away, sheltered it from the ravages of
changing reimbursement that caused
hundreds of other rural hospitals to
close during the 1980s and 1990s.

Unfortunately, in 2007, Maytag
closed and sent shockwaves through
the community and the hospital.
The number of patients using the
hospital declined, insurance coverage
changed dramatically, and there was
a coincidental decline in physicians
practicing in the community. These
losses were intensified by the national
economic recession and led to the
subsequent departure of the hospital
leadership team and culminated in a
large reduction in force in 2009 with
bad feelings on all fronts.

The most recent years at Skiff
have been devoted to rebuilding
the hospital’s culture, vision and
operations. Advanced technology
in the areas of diagnostic imaging,
laboratory, surgical services and
physiologic monitoring have been
acquired and the medical record is
nearly paperless. New providers are practicing in town and more are on their way. Many areas of the hospital have been given a facelift and many equipment items have been replaced, thanks to donations from the Skiff Auxiliary and the Skiff Foundation. New funding streams have been acquired and have served to offset reductions in payment from traditional sources, while efforts aimed at improving efficiency and decreasing costs have continued all the while.

In the midst of this work, health-care reform was passed and, quite literally, everything has begun to change across the entire health-care industry, with hospitals large and small facing a great deal of uncertainty. Huge cuts in payment for health-care services to offset enormous increases in federal debt, combined with large scale movement of services to non-hospital environments, are projected. To paraphrase Mr. Ross from 1984: Health care is in the midst of a transformation not equaled in the history of modern health care.

So where does Skiff go from here? One thing is certain, Newton and Jasper County must have a hospital, so a future without Skiff is out of the question. But just existing is not enough. The future of our community hinges on having a robust hospital, but the future of our hospital hinges on having a robust community. This is why so many of the Skiff employees are so involved in many community organizations and community development projects. We have a responsibility to support the growth of our community, but we also benefit as a hospital from that community growth. But growth takes a long time, and we may not have time to wait.

This is why we are taking the time right now, while we still have resources and retain control of our destiny, to do a check-up with some outside help. We are working with a firm called Clifton|Larson|Allen from Minneapolis which specializes in helping hospitals, especially rural ones, find their way through a changing and exceptionally murky health-care landscape. Many of our physicians, employees and community members have been participating in this process. The outcome of this check-up will help us understand our best path forward.

Given the level of integration of hospitals that is currently happening in Iowa, and around the country, it is likely that our future path will involve coordinated efforts with other hospitals, though the tightness of those potential relationships is a question to be answered in the future. What we do know is that, while we consider that option, we need to continue our work to be absolutely the best hospital possible.

This will include recruiting more physicians – we have several considering offers and a few already committed to coming, including another general surgeon and a pediatrician. It will include investments in technology, including the new endoscopy suite that has been the focus of our fundraising efforts for the last year, the new telephone system we are about to install, and continued renovation projects to create an even more healing-focused environment. It will include more efforts at improving the efficiency of our processes and programs. It will include additional improvements in our quality scores and in our patient experiences. It will include providing our employees with the tools they need to make the best possible difference in your care, as well as a clear vision for our future path.

We are enthusiastic about the future of Skiff Medical Center! There has never been a more challenging, or exciting, time to be working in the health-care field. We are standing on the cusp of a fundamental transformation of the American health-care system that will see us become focused on ensuring the residents of our community live the healthiest, happiest and longest lives possible. Technology and information science will allow doctors and hospitals to work together to improve the lives of our patients in ways we never dreamed possible!

What began as the Newton Hospital Association in 1917, then became Mary Francis Skiff Memorial Hospital in 1921, then Skiff Memorial Hospital in the 1960s, and finally Skiff Medical Center in 1984, with a new logo in 2010, is still here today. Though the name may have changed through the years, one thing will always remain -- our commitment to being in Newton and providing absolutely the best care close to home!
## Allergies

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<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Ravinder Agarwal, M.D.</td>
<td>Pediatrics</td>
<td>Ansari Nagar Medical College</td>
</tr>
<tr>
<td>Ahmad Al-Shash, M.D.</td>
<td>Allergy injections, PFT (lung volumes/diffusion capacity)</td>
<td>University of Damascus</td>
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## Anesthesiology

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<tbody>
<tr>
<td>Vicki Danek, CRNA</td>
<td>Nurse Anesthetist</td>
<td>Epidurals, lumbar puncture/spinal tap</td>
<td>Nebraska Wesleyan University</td>
</tr>
<tr>
<td>Susan Pair, MSN, CRNA, ARNP</td>
<td>Nurse Anesthetist</td>
<td>General anesthesia, labor epidurals</td>
<td>University of Iowa</td>
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## Cardiology

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<th>Name</th>
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<tbody>
<tr>
<td>Philip Bear, D.O.</td>
<td>Cardiology</td>
<td>Cardiac catheterization, stent placement</td>
<td>University of Iowa</td>
</tr>
<tr>
<td>Michael Fraizer, M.D.</td>
<td>Cardiology and Interventional Cardiology, Internal Medicine</td>
<td>Cardiac catheterization, stent placement</td>
<td>Iowa Heart Center</td>
</tr>
<tr>
<td>Jon Fudge, M.D., FACC</td>
<td>Cardiology and Interventional Cardiology, Internal Medicine</td>
<td>Cardiac catheterization, stent placement</td>
<td>University of Iowa</td>
</tr>
</tbody>
</table>

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Cardiology

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Cardiology

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<th>Emergency Medicine</th>
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</table>
| **Daniel Wright, D.O.**  
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| **Jodi Holloway, ARNP, FNP-C**  
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| **Susanne Landgrebe, ARNP, FNP-C**  
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(641) 792-3000 | **Min Pak, M.D.**  
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300 N. 4th Ave. E.  
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**Family Practice**

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**Family Practice**

Mureema Solburg, M.D.

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**Family Practice with Obstetrics**

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**Family Practice with Obstetrics**

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**Family Practice**

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**Family Practice with Obstetrics**

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**Family Practice**

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**General Surgery**

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<table>
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<th>Specialty</th>
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<tbody>
<tr>
<td>Gastroenterology</td>
<td>Jeffrey Stahl, M.D.</td>
<td>Internal Medicine and Gastroenterology</td>
<td>Colonoscopy, EGD, gastroscopy</td>
<td>Columbia University College</td>
<td>Central Iowa Gastroenterology 1300 37th St., Suite 100 West Des Moines, IA 50266</td>
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<tr>
<td></td>
<td>T.Y. Chan, D.O.</td>
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<tr>
<td>Gynecology</td>
<td>Matthew Brown, M.D.</td>
<td>Fellow, Obstetrics and Gynecology</td>
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<td>Creighton University</td>
<td>Newton Clinic 300 N. 4th Ave. E. Newton, IA 50208 (641) 792-2112</td>
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<td>Contact information</td>
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<tr>
<td>Nephrology</td>
<td>Mark Belz, M.D.</td>
<td>Internal Medicine and Nephrology</td>
<td>Dialysis, renal transplant</td>
<td>Washington University</td>
<td>Skiff Kidney Physicians, P.C. 1215 Pleasant St., Suite 100 Des Moines, IA 50309</td>
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<td>Contact information</td>
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<tr>
<td>Oncology</td>
<td>Thomas Buroker, D.O., FACP</td>
<td>Internal Medicine, Hematology and Medical Oncology</td>
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<td>Des Moines University</td>
<td>Skiff Cancer Clinic 300 N. 4th Ave. E., Suite B Newton, IA 50208 (641) 791-4800</td>
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<td>Skiff Cancer Clinic 300 N. 4th Ave. E., Suite B Newton, IA 50208 (641) 791-4800</td>
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<tr>
<td>Oncology</td>
<td>Dan Buroker, M.D.</td>
<td>Internal Medicine and Medical Oncology</td>
<td>Chemotherapy</td>
<td>University of Iowa</td>
<td>Skiff Cancer Clinic 300 N. 4th Ave. E., Suite B Newton, IA 50208 (641) 791-4800</td>
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<td>Skiff Cancer Clinic 300 N. 4th Ave. E., Suite B Newton, IA 50208 (641) 791-4800</td>
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<tr>
<td>Orthopedic Surgery</td>
<td>Ronald Charles, M.D.</td>
<td>Orthopedic Surgery</td>
<td>ACL repairs, total joint replacement</td>
<td>University of Natal Medical School</td>
<td>Skiff Orthopedics 300 N. 4th Ave. E., Suite C Newton, IA 50208 (641) 787-9276</td>
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<tr>
<td>Pathology</td>
<td>Sal Syed, M.D.</td>
<td>Fine needle aspirations of palpable and non-palpable lesions using ultrasound guidance</td>
<td></td>
<td>Mysore Medical College, Mysore, India</td>
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<tr>
<td>Physiatry</td>
<td>Marvin Hurd, M.D.</td>
<td>Electrodiagnostic Medicine and Physical Medicine and Rehabilitation</td>
<td>Electromyography, nerve conduction studies</td>
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<tr>
<td>Plastic Surgery</td>
<td>Bryan Folkers, D.O.</td>
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<td>Botulinum, breast-conserving surgery</td>
<td>Wolfe Eye Clinic</td>
<td>West Des Moines, IA 50266 (800) 542-7956</td>
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<td>Pulmonology</td>
<td>Michael Witte, D.O.</td>
<td>Board certification</td>
<td>Internal Medicine and Pulmonary Medicine</td>
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<td>Newton Clinic 300 N. 4th Ave. E., Suite 3, Newton, IA 50208 (641) 792-2112</td>
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<td>Radiology</td>
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<td>Paul Groben, D.O.</td>
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<td>General Urology, Surgery</td>
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<td>Dennis Fry, M.D.</td>
<td>Board certification</td>
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Skiff offers our appreciation to the many generous local sponsors who made the 2014 Skiff Gala possible.
“Get to Know Newton” is a new way to introduce people to Newton. The Newton community has many great amenities – excellent schools, unique entertainment venues, an ideal location – but many people don’t know about them. “Get to Know Newton” is our open invitation to organizations, companies, and individuals to get to know our community, our city, our Newton. If you don’t think Newton is worth knowing, think again.

Get to know recreation. When you live in Newton, you can always find something to do. The Iowa Speedway has the biggest, fastest races in Iowa. The Valle Movie Theater is one of the last operating drive-in theaters in the state. At Historic Maytag Park, you can catch musical performances, take a dip in the Maytag Pool, or get fit on the hike and bike trail. Not satisfied? We’re located only 30 minutes from entertainment venues in downtown Des Moines. Still not satisfied? We’re only an hour from Iowa City and Ames. If we don’t have it, we’re not far from it.

Get to know education. If you’re considering Newton for a place to raise a family, there isn’t a better option. The Newton public schools offer the extracurricular opportunities of a large district, but the class sizes and personalized care of a small one. Through a partnership with DMACC, students can earn college credits by taking dual-credit classes while in high school. The Newton schools offer a wide variety of extracurricular activities, and class sizes are small enough that students have the opportunity to participate in many activities. Students of all ages are encouraged to get involved and show their “red pride” not only in school, but throughout the whole community.

Get to know location. One of Newton’s greatest assets is its proximity to other cities in the state. Only 30 minutes from downtown Des Moines, it is easy for Newton residents to travel into Des Moines on weeknights or weekends for entertainment, cultural events, shopping and nightlife. Additionally, you can attend major college events at Iowa State University and the University of Iowa, both within a one-hour drive. Meanwhile, everything you need is still close to home, right here in Newton. Newton is home to two 24-hour stores, a 24-hour fitness facility, and several medical providers, including Skiff Medical Center, Newton Clinic and NewCare Health Services. Whether you are looking for goods or services, you can get what you need when you need it in Newton.

A lot of great things happen in Newton – people create art, people race at incredible speeds, people build wind turbines, people raise families, and people connect with one another to make real impacts on the community. “Get to Know Newton” helps us brag. We have a lot of great things going on in Newton, and we want everyone to know!

We challenge you to get to know Newton this summer. Visit a restaurant, shop in a local store, walk the bike trail, and view local art. Once you start exploring, you’ll discover there is a lot to get to know in Newton.

For giveaway contests, news and events, connect with us online at facebook.com/GetToKnowNewton or tweet us at twitter.com/GetToKnowNewton.