ANNUAL REPORT
FALL/WINTER 2026

create

Our year in numbers: Emergency room visits are rising

SEE PAGE 3

AI technology is making it's way into our surgery department

SEE PAGE 6

Loretta Berkland explains how helpful planet heart is

SEE PAGE 6

Dr. Kosters

Dr. Gregory Kosters reflects on a fulfilling career, the changes he's witnessed and hopes for the future.

SEE PAGE 4

Osceola
REGIONAL HEALTH CENTER
AN AVERA PARTNER

welcome!



There is a great deal of energy and excitement at Osceola Regional Health Center as we continue to build for the future. One of our most significant accomplishments this year was the successful implementation of the Epic/MyChart electronic medical record in May. Transitions of this scale require tremendous dedication from employees across every department, and I am proud of how our team embraced the change. The move to Epic/MyChart has enhanced communication between providers and patients, improved access to information, and will ensure that we have the most advanced medical record for years to come.

We are also proud of the work being done at Osceola Senior Living. Thanks to the commitment of our leaders and employees, occupancy has increased and we continue to build a strong foundation for delivering quality care to the residents who call Osceola Senior Living home. Our quality of care was reflected this year with a five star rating from Centers for Medicare & Medicaid services. These improvements reflect our team's commitment to providing exceptional care every day.

This year also marked continued planning and preparation for the Building Our Future project. After years of planning, we are preparing to begin construction in 2027. This transformational investment will modernize our facilities, enhance patient privacy and comfort, and improve operational efficiency to ensure we meet the health care needs of our region for decades to come. We are grateful to the many individuals, businesses, foundations, and community partners who are supporting important project.

While we celebrate progress, we also pause to recognize the extraordinary career of Dr. Kosters. Through his many years of service to our community, Dr. Kosters has provided compassionate care, built lasting relationships with patients and families, and he has made a significant impact on the health of our community. We extend our sincere gratitude for the countless lives touched through that service and wish Dr. Kosters the best in retirement.

As we look ahead to 2027 and the exciting opportunities before us, we remain committed to delivering exceptional health care with Compassion, Respect, Excellence, Accountability, and Teamwork.

Thank you for your continued support.

Joe Heitritter
OSCEOLA REGIONAL HEALTH CENTER
CEO | FACHE | LNHA

Osceola
REGIONAL HEALTH CENTER
AN AVERA PARTNER

Hospital
600 9th Ave N, Sibley, Iowa
712-754-2574
EMERGENCY DEPT STAFFED 24/7

Wellness Center
600 9th Ave N, Sibley, Iowa
712-754-5368
24/7 ACCESS WITH MEMBERSHIP

Osceola
SENIOR LIVING

Care Center
(previously Country View Manor)
100 Cedar Ln, Sibley, Iowa
712-754-2568

Assisted Living
(previously Heartwood Heights)
409 9th Ave N, Sibley, Iowa
712-754-3009

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www.osceolarhc.org

NEW! MyChart
SETUP OR ACCESS YOUR ACCOUNT
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OUR YEAR IN numbers

Quantifying Osceola Regional Health Center's commitment to quality care, exceptional service and making a positive impact in our community.

THE NUMBERS ON THIS PAGE REFLECT FISCAL YEAR 2026 UNLESS OTHERWISE STATED.

1,214 EMERGENCY ROOM VISITS

106,441 OUTPATIENT PROCEDURES
INCLUDES ALL BILLABLE UNITS

182 EMPLOYEES
INCLUDES ALL CONTRACTED MEDICAL STAFF

127 MEDICAL STAFF MEMBERS

152 INPATIENTS

105 Acute Patients (259 DAYS)

47 Swing Bed Patients (612 DAYS)

UNCOMPENSATED CARE
$677,039

70% Bad Debt $472,796

30% Charity Care $204,243

$25,963,655
2025 HOSPITAL ECONOMIC IMPACT

192 WELLNESS CENTER MEMBERS

Our wellness center is open to the public! Join today!
MORE INFORMATION ONLINE OR ON FACEBOOK

13,256 THERAPY VISITS
INCLUDING PHYSICAL, OCCUPATIONAL AND SPEECH

87 TOTAL RESIDENTS

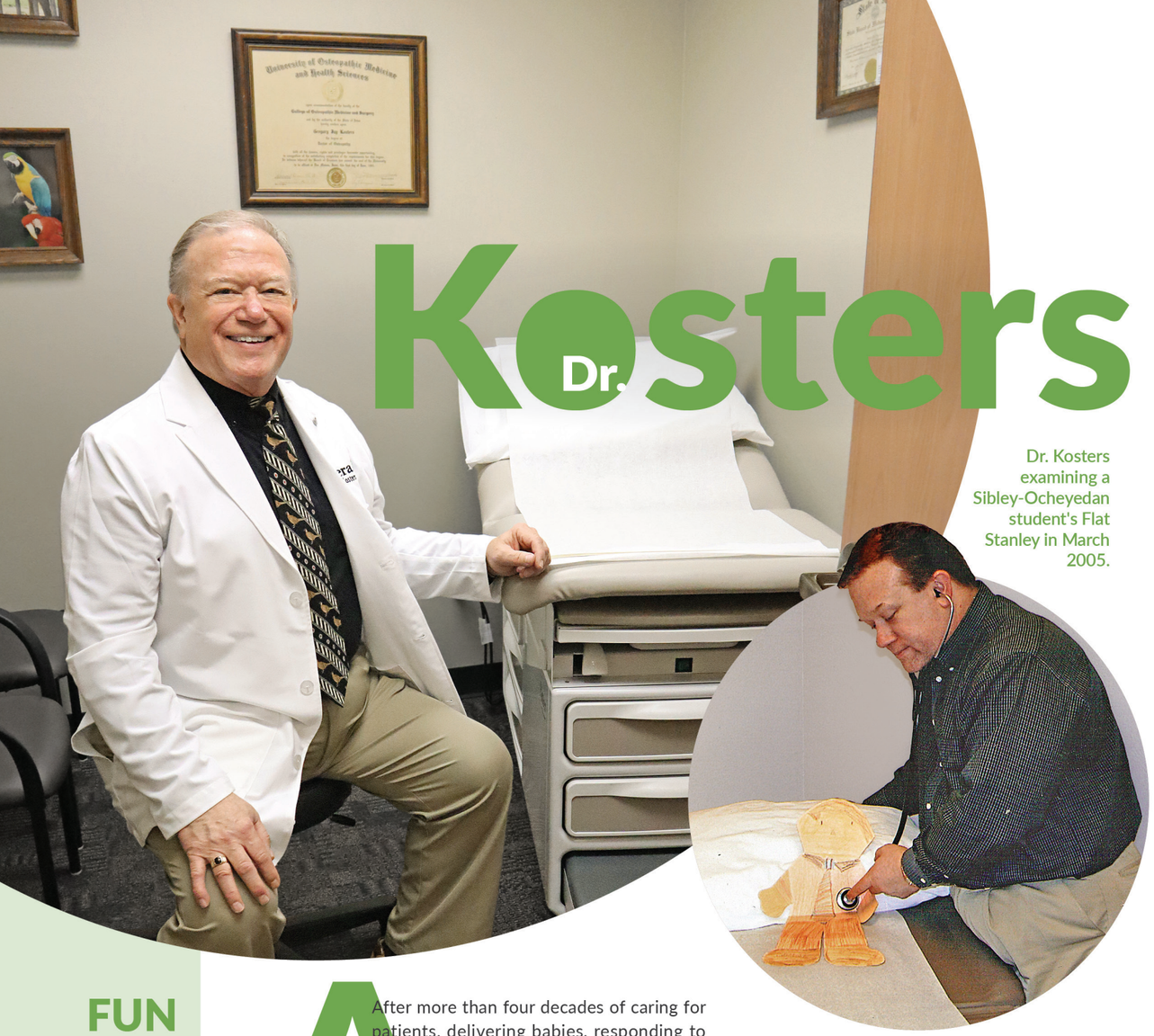
Osceola
SENIOR LIVING

5 STAR RATED FACILITY
CENTERS FOR MEDICARE & MEDICAID SERVICES

Care Center Residents **59**

28 Assisted Living Residents

Dr. Kosters



Dr. Kosters examining a Sibley-Ocheyedan student's Flat Stanley in March 2005.

FUN FACT:

The tie in the picture above is the same tie Dr. Kosters wore on his first day of practicing here in Sibley 31 years ago.

After more than four decades of caring for patients, delivering babies, responding to emergencies, and helping shape healthcare in Northwest Iowa, Dr. Gregory Kosters is stepping into retirement. While medicine has changed, the principles that guided his career never did: honesty, work ethic and always put the patient first.

As he reflects on his career, Dr. Kosters is quick to point out that his long and fulfilling career was not only his own doing. He obviously had a part in it, but he feels incredibly blessed, not just for his health, but also for the support he has received from his family, his team and the community for him to be able to reach this great milestone. "I have been blessed with good health," he said. "If you aren't healthy, you can't work this long. This isn't something you do alone. You can't do it without an understanding and supportive spouse and family. You also need good staff in the clinic and hospital to support you."

Dr. Kosters has done much for our community and leaves rather large shoes to fill. He served as president of the medical staff and Director of Emergency Services at The Osceola Regional Health Center. In addition to providing family medicine and emergency services, Dr. Kosters served as Osceola County Medical Examiner, Chair of the Osceola County Board of Health, Medical director of a local long term care facility, as well as Adjunct Faculty for the physician assistant program at Northwestern College in Orange City, IA. He was also the Regional Director for Medical Quality for Avera Medical Group clinics in Northwest Iowa and Southwest Minnesota.

Building a Career in Rural Medicine

A Northwest Iowa native, Dr. Kosters and his wife, Deb, always knew they wanted to live and work in a small community. After completing his postgraduate training at Des Moines General Osteopathic Hospital, he began practicing in Rock Valley before moving to Sibley in October 1995.

"I wanted to be a part of the high-quality care that was being provided in Sibley," he said. "It was a good move."

When he arrived, the clinic was independently owned by its physicians and family medicine looked much different than it does today. Back then, there were five full-time physicians who provided complete comprehensive care referred to as “cradle to grave”. They delivered babies, assisted surgeons, cared for nursing home residents, admitted patients to the hospital as well as staffed the emergency room.

One of his favorite memories still makes him smile. His first weekend in Sibley was a particularly busy one, he and Dr. Miedema delivered five babies together.

"I think some of my favorite times in my professional career were when Dr. Hicks, Dr. Miedema, Dr. Helmers, Dr. Knobloch, and I all worked together," he recalled. "The camaraderie with the other physicians. We were all in the same boat striving toward the same goal to deliver quality care for our patients.”



That sense of teamwork became a cornerstone of his career. Whether collaborating with senior physicians or learning from younger colleagues, Dr. Kosters never stopped growing. He attended many trainings and conferences, one of which he was mistaken as a specialist because of the quality of questions he was asking.

“As a rural family medicine doctor, you need to be well-rounded because you treat a little bit of everything and you are still held to the same standard of care as specialists are,” he said confidently.

Advanced Technology, Innovation and Quality

Over the years, Dr. Kosters has seen many changes.

Previously the clinic and hospital were in separate buildings. In September 1997, the clinic relocated into the current facility, bringing services together and making care more convenient for patients and staff.

“It was nice to have the clinic and the hospital under one roof. In Iowa winters, you wouldn’t have to bundle up to go get your x-ray or lab work done,” he said.

Technology advancements have transformed care as well. One of the biggest milestones was the addition of advanced imaging services, including a local CT scanner and mobile MRI access. "Nowadays, having a CT scanner is standard of care," Dr. Kosters said. "But back then, not everyone had one."

Advanced imaging allows providers to quickly evaluate trauma patients, make informed treatment decisions and determine whether patients can safely remain in Sibley or require transfer to a higher level of care. "It has been a game changer," he said.

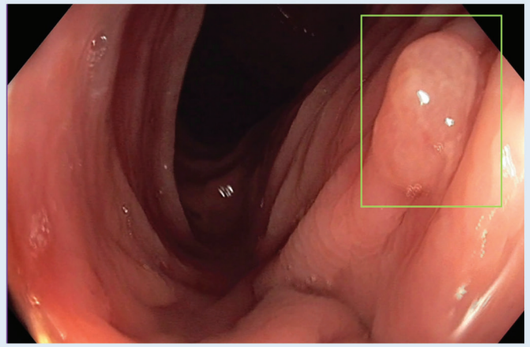
He has also seen the transition from paper charts to electronic health records, expanded patient



Dr. William E. Hicks, Dr. Douglas J. Miedema, Dr. Scott R. Helmers and Dr. Gregory J. Kosters are the four family physicians of the Family Medicine Clinic. All four physicians grew up in Iowa, received their medical training in Iowa and chose to come back to Iowa to practice medicine. Their excellent qualifications and dedication to patient care are important to them and to their patients.

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Improving Patient Care



Artificial Intellegence Integration

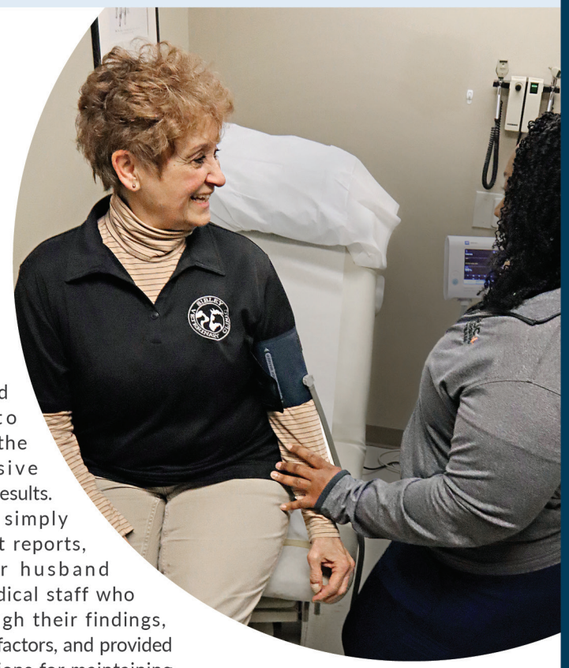
AI technology is making it's way into our surgery department!

It is intended to assist in detecting suspected colorectal polyps and high-risk, hard-to-detect lesions. The AI-enhanced software works in tandem with clinicians to highlight suspected colorectal polyps in real time using a transparent green rectangle, alerting the general surgeon's attention without disrupting the procedure.

Increased accuracy!

Inside Planet Heart: Loretta Berkland

“Do it for your kids! Do it for your grandkids! Do it for your animals!”



For more than 42 years, Loretta Berkland has called this community home. Her and her husband, Dan, operate the Sibley Veterinary Clinic, caring for animals and serving area families. Loretta spends her days riding horses, caring for livestock, and handling the physical demands that come with rural life. Because staying healthy is essential to both her family and her livelihood, she and Dan decided to participate in Planet Heart.

Watch the interview with Loretta Berkland.

From the moment they arrived, she was impressed by the quality of care throughout the screening process. She particularly appreciated how every step was clearly explained, giving her a better understanding of their health and the purpose behind each test.

What stood out most to Loretta was the comprehensive review of her results. Rather than simply receiving test reports, she and her husband met with medical staff who walked through their findings, discussed risk factors, and provided recommendations for maintaining and improving their health. She describes the experience as remarkable, especially considering the affordability of the program.

For Loretta, Planet Heart is about much more than peace of mind. It's about being there for the people and passions that matter most. She encourages others to take advantage of preventive screenings, emphasizing that the information gained is invaluable, whether it identifies a health concern or simply confirms that everything is on track. Knowing her health status gives her confidence to continue doing the things she loves while looking forward to many more years with her children, grandchildren and animals!

Understand your health picture with a Planet Heart screening at Osceola Regional Health Center.
Call 712-754-5361 to schedule your screening with our skilled staff.

CHECK OUT OUR FULL LIST OF SERVICES ONLINE
www.osceolarhc.org/services
Get it done at Osceola Regional Health Center.

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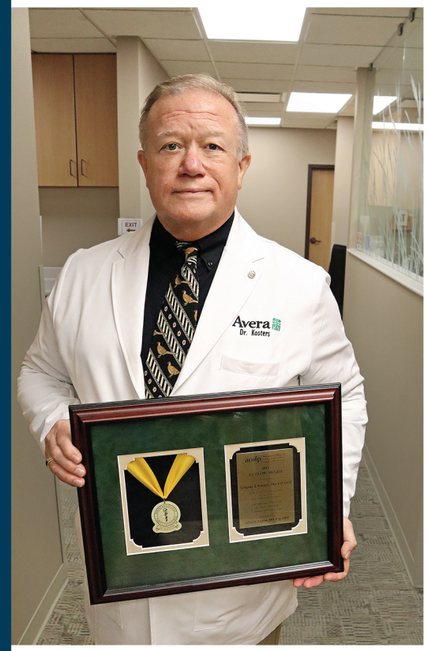
communication through online portals, and new opportunities through telehealth. One patient, he noted, was recently able to complete an infectious disease follow-up appointment virtually, saving a 120-mile round trip.

Yet despite technological advances, Dr. Kosters believes the heart of medicine remains unchanged.

His philosophy has always been rooted in osteopathic medicine's holistic approach, considering the body, mind and spirit together.

"You have to be in tune with what's going on in your patient's life," he said. "What do they do? What does their support system look like? What kind of transportation do they have?"

In rural communities, he says, healthcare providers often know patients beyond the exam room. Those relationships allow for deeper understanding and better care.



In 2015, Dr. Kosters was awarded The Fellow of the American College of Osteopathic Family Physicians (FACOFP). It is a prestigious honorary designation awarded to osteopathic family medicine physicians (DOs) who demonstrate high levels of dedication, experience and leadership in their field.

"We treat the patient," he said. "A lot of times in larger facilities, they just treat the disease."

The changing times do come with their own challenges. While online health information can sometimes spread misinformation, he doesn't completely discourage patients from researching their symptoms.

"When a patient is searching for answers, there may be an underlying concern they aren't sure how to ask about," he explained. "It gives us an opportunity for more discussion."

For Dr. Kosters, communication has always been essential. The most important question a healthcare provider can ask, he says, is a simple one:

"Are your questions being answered?"

> **"My patients have received my best effort."**

Future of Healthcare in Osceola County

As he looks ahead, Dr. Kosters remains optimistic about the future of healthcare in Osceola County.

He envisions greater integration among providers, expanded use of physician assistants and nurse practitioners, and continued investment in technology. Most importantly, he hopes healthcare increasingly focuses on keeping people healthy instead of trying to rescue them from disease.

He believes maintaining local healthcare services is critical for the health of rural communities. "Generally, if people have to travel for care, they will have poorer outcomes," he said.

Distance creates barriers. Patients who must travel for follow-up care are less likely to receive it consistently, which can lead to worsening conditions and poorer long-term health outcomes. Rural communities, he notes, often feel the effects of provider shortages first, making recruitment and retention among the greatest challenges facing healthcare today.

That is why investing in facilities, equipment and quality staff remains so important.

"It affects the care we are able to provide significantly and the ability to attract quality medical staff and quality employees," he said. "We have been keeping pace with updates and technology. Our building looks fairly modern, but I think we tend to forget that a lot of the major innovation that we have done, was done 20-30 years ago. Time keeps marching on and constant updates are needed."

As the next generation of providers takes the reins, Dr. Kosters believes they will inherit both opportunities and responsibilities. They will inherit a strong culture of quality care, exceptional nursing support, a healthcare system built around putting patients first and an updated facility, he added.

Now, as he turns the page to hunting, fishing, woodworking, family, and perhaps even learning the piano, he leaves behind something far more meaningful than any title or accomplishment. Osceola county is a healthier community because he was here.

When asked what he is most proud of after a lifetime in medicine, Dr. Kosters' answer is characteristically humble.

"My patients have received my best effort."

And when asked what he hopes his legacy will be, his response is equally simple.

"My patients got my complete attention, and I always told the truth."



EMERGENCY DEPARTMENT

Osceola
REGIONAL HEALTH CENTER
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When we invest in our hospital, we invest in the people who live, work and raise their families here. The cost of our project will be $29 million and we are asking the community to help us raise $1.5 million.

Please consider supporting local healthcare. Every gift makes a difference and every contribution bring us one step closer to making our vision a reality.

building our future

HOSPITAL EXPANSION
& RENOVATION
Project 2026

Let's build a healthier future for Osceola County!

Every gift makes a difference. Donate online! **www.osceolarhc.org/donate**

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