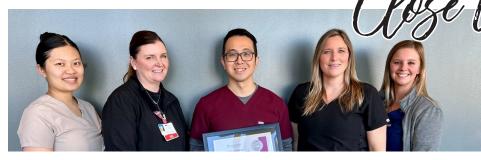
MANNING REGIONAL HEALTHCARE CENTER

AWARD-WINNING HEALTHCARE



Manning Regional Healthcare Center is proud to announce that the Family Practice Clinic has received The Guardian of Excellence-Patient Experience Award. This award honors healthcare facilities who have consistently reached the top 95-99% of their respective database for patient experience, employee engagement, physician engagement, consumer experience, or clinical quality performance.

Clinic Director, Shelby Dickson, RN shared, "Our team works hard to provide exceptional care by going above and beyond for our patients. They truly love what they do and who they work with."

The Family Practice Clinic is staffed by four providers, Douglas McLaws, DO; Thang Luong, MD; Courtney Rupiper, PA-C; Sara Powers, ARNP; and Taya Vonnahme MSN, RN, ARNP, CADC; Clinic Director Shelby Dickson, RN; Health Coach Amber Croghan; clinic nurses, Katelyn Namanny, Amanda Blum, Casey Quandt, and Roxi Doyel; medical records, Sharon Odendahl; and scheduler, Janey Stoelk.

Clinic staff were recognized for their dedication and hard work and presented with the award on Friday, February 16th with a hospital-wide reception.

Wound Care

MRHC is also pleased to announce that the Wound Care Clinic is now a five-time dual recipient of RestorixHealth's Clinical Distinction and Excellence in Patient Satisfaction Awards.

"The Wound Care Clinic is proud to be recognized again for not only its dedication to healing but also its commitment to patient satisfaction," said Dr. Thang Luong. "We are proud to be a recipient of awards that recognize our staff's hard work and dedication."

RestorixHealth's Clinical Distinction Award recognizes wound centers that have demonstrated exceptional success by meeting or exceeding national healing benchmarks, including a 90% healing rate. The Excellence in Patient Satisfaction Award recognizes wound centers that have demonstrated superior performance in overall patient satisfaction

by meeting or exceeding a national patient satisfaction benchmark of 96%.

The Wound Care Clinic is dedicated to optimizing outcomes and preventing lower limb loss in patients with non-healing wounds. The approach to wound care is aggressive and comprehensive, coordinating traditional and advanced therapies and techniques that are proven to reduce healing time and improve healing rates.

Manning's clinic is staffed by Dr. Thang Luong; Kendra Tiefenthaler, RN; and supported by Elaine Macumber, RN; Courtney Grabill, RN; and Crisentia Blazek, BSN. Integrating a team of wound care professionals optimizes patient care, while offering the most advanced healing options for hard-to-heal wounds.

To schedule an appointment at the Family Practice Clinic or Wound Care Clinic, please call (712) 655-8100.



HEALTHCARE CENTER

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STRUGGLING WITH COPD? TRY PULMONARY CONDITIONING

Do you or a loved one struggle with chronic obstructive pulmonary disease (COPD) or respiratory challenges? A pulmonary conditioning program at MRHC can help individuals manage COPD symptoms and improve their quality of life.

"This integrated form of therapy can be a valuable tool in helping people manage their COPD and live a healthier, more active life," said Physical Therapist, Taylor Nelson.

Chronic respiratory conditions, such as COPD, asthma, and pulmonary fibrosis, can significantly

impede an individual's quality of life. These conditions often lead to symptoms like

shortness of breath, chronic cough, tightness in the chest, fatigue, and reduced stamina, limiting one's ability to perform daily activities and affecting their overall health.

Recognizing a need to address these issues, various MRHC departments have collaborated to develop an integrated, specialized pulmonary conditioning program

tailored to meet the unique needs of each participant. The program has a multidisciplinary approach, combining exercise training, education, and personalized support to empower individuals to manage their respiratory conditions effectively.

Once a patient's primary care physician has recommended the need for a pulmonary conditioning program, a respiratory therapist will perform a Pulmonary Function Test (PFT) and gain a baseline understanding of the severity of the individual's condition. Based on these results, a program will be personalized to meet the patient's needs and goals.

Key components of a pulmonary conditioning program include:

1. Individualized Exercise Regimens: Participants undergo comprehensive assessments to evaluate their current respiratory status and physical capabilities. Based on these assessments, personalized exercise regimens are crafted to gradually improve cardiovascular fitness, muscle strength, and endurance. This is the primary component of pulmonary conditioning and is facilitated by a physical therapist. Activities may include aerobic exercise, such as walking or cycling, and strength training. Continued on pg 5>>

WELCOME TO MEDICARE

Where can I go to find answers about Medicare prescription drug plans? What is a Medicare Advantage plan? I'm new to Medicare, how do I know what plan is right for me?

MRHC will be hosting free "Welcome to Medicare" seminars throughout the year on March 26th, May 28th, July 30th, September 24th, and November 26th from 7-9pm for anyone interested in learning more about Medicare.

These seminars, offered by MRHC and the State of Iowa's Senior Health Insurance Information Program (SHIIP), a free and confidential service, will cover Medicare Parts A & B benefits, Prescription Drug Benefits (Part D), Medicare Advantage Plans, Medicare supplement insurance, and share tips to help individuals identify Medicare fraud, errors, and abuse.

Interested individuals must call (712) 655-2072 one week prior to the seminar to register. Attendees should enter through the Emergency entrance and follow the posted signs.

Even if you do not yet qualify for Medicare, MRHC's volunteer SHIP Counselor, Nancy Danner, recommends that "the best time to start getting information is before you actually need it, so I advise thinking about it at least 6-12 months before someone turns 65 years old."

Danner is also available every Wednesday at MRHC to meet with individuals by appointment. She can provide information to aid in Medicare decision-making and answer questions related to Medicare itself, benefits, plan options, claims, and how to guard against becoming a victim of Medicare fraud. She will not provide recommendations for plans or agents but can answer questions and provide impartial information to help individuals make educated decisions and assist people who have a limited income.

Anyone interested in making an appointment with Danner can email shiip.counselor@mrhcia.com or call MRHC at 712-655-2072. If a client is only wishing to talk on the phone, they may leave their phone number and Danner will return their call.



MRHC WELCOMES NEW CEO Welcome, Shannon Black!

In February, MRHC was pleased to welcome Shannon Black as the hospital's new Chief Executive Officer. With her unique blend of experience and vision, MRHC looks forward to navigating the future of rural healthcare under her guidance and leadership, while remaining dedicated to continuing its mission of providing trusted, quality care close to home. Learn more about Black's background, personal life, and what inspired her career in healthcare.

Black has extensive experience in various health care leadership roles, most recently serving in the Unity Point Clinics system as Clinic Administrator in Waukee and Jefferson. Throughout her 20 years in the health care industry, she has worked to improve patient access, promote team engagement, and increase patient experience.

She earned her Bachelor of Science degree in Healthcare Administration from Walden University. In April 2024, she will complete a master's in healthcare administration from the University of Phoenix.

Outside of work, Black is married to Chad, and they have four children. She enjoys spending time outdoors, bike riding and attending her children's activities. She is also the head cheerleading coach at Greene County Community School District and has served as a city council member in Jefferson.

"We are delighted to welcome Shannon to the Manning Regional Healthcare Center family as our new CEO. Her proven track record in health care leadership, coupled with her deep passion for patient-centered care, make her the perfect fit to lead us forward while delivering on our promise to provide excellent health care for our entire community," said Bret Richards, MRHC Board of Trustees Chairman.

Q & A with Shannon

Q: What encouraged you to pursue a career in healthcare administration?

Shannon: Rural healthcare has always been my passion. I am a 5th generation rural lowan and care deeply about the future of

healthcare in our communities and being able to take care of the people we serve for years to come.

Q: What has your career path looked like that brought you to where you are now?

Shannon: I've been in the industry for about 20 years. Most recently, I served as clinic administrator for Unity

Point Clinics in the Des Moines market, serving family medicine clinics in Waukee where I worked to increase patient access, patient experience, and employee satisfaction. Prior to that, I was with Greene County Medical Center for about ten years where I held several different leadership positions and wore many hats learning the ropes of rural healthcare. I had some great mentors along the way who allowed me to learn, grow, and develop my career path. I have a bachelor's degree in healthcare administration from Walden University and will have my master's in healthcare administration in April from the University of Phoenix.

Q: What attracted you to MRHC and what are you most looking forward to about working here?

Shannon: I was drawn to MRHC because of its reputation of being a great place to work and providing outstanding patient care. The more I learned about MRHC, I was drawn to the cultural beliefs and mission as they align with my own core values and leadership style. My first few weeks have been wonderful. I've felt welcomed, and I am looking forward to building relationships with this team and working together to achieve our goals. I'm eager to dig in and get to work as well as meet members of the communities MRHC serves.

Q: What are your main goals as the **CEO of MRHC?**

Shannon: As the CEO of MHRC, my goals are to continue to advocate for our hospital and rural healthcare in general; to provide

quality care; and to remain viable for generations to come. I also aim to

> look for ways to grow in the areas the community needs us the most.

Q: What is your family composition?

Shannon: My husband, Chad, and I have four children, Gwen

(23) who is a graduate of lowa State and now lives in Nevada; Nate (20) a sophomore at Grand View University studying Kinesiology and on the track team; Nick (14) in 8th grade; and Grace (10) in 5th grade both at Greene County Middle School.

Q: Where are you from and where do you live currently?

Shannon: I am a Jefferson-Scranton graduate and currently reside outside of Jefferson, which also happens to be my hometown.

Q: What do you like to do in your free time?

Shannon: I have been the head cheerleading coach at Greene County for seven years, I enjoy reading, listening to podcasts, riding my bike with friends, attending concerts, and attending my children's events with my husband.

Q: How are you involved in your community?

Shannon: I have been very involved in my community over the years, serving on several committees and boards including Jefferson's Bell Tower Festival Steering Committee and serving as a city councilwoman for eight years.

Expanded Mental Health Services

MRHC is continually working to address one of the primary MRHC is continuous working to additional health concerns affecting our rural communities, mental health. Unfortunately access to necessary mental health care for those living in rural communities can be more difficult than it is for individuals living in the city. MRHC is dedicated to providing local mental health services and helping individuals where they live. To address this need, the Specialty Clinic is now offering virtual telehealth appointments with a mental health provider to diagnose and treat mental health disorders.

The mental health provider can treat patients five years and older suffering from anxiety, ADHD, Schizophrenia, Schizoaffective Disorder, Depressive Disorder, Bipolar Disorders, a variety of mood disorders, and more.

Mental health issues influence every part of our lives - our relationships, our contributions to our community, work productivity, and realizing our full potential. Optimal mental health means living your best life.

Call (712) 655-8100 to schedule an appointment with a mental health provider. Provider referrals are recommended.



Counseling Services

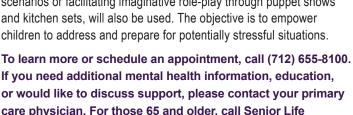
Hollie Schechinger, LMSW, provides counseling in Manning Monday-Thursday for patients 12 and older. She is also now accepting virtual telehealth appointments. Referrals are not needed.

Schechinger is also now offering play therapy for children 5+. This is an intervention method to support children navigating traumatic experiences. As it can be challenging for children to articulate their emotions verbally, play therapy enables them to express themselves, process and communicate their traumatic experiences, and learn coping mechanisms through play.

"Play therapy is designed for children to work through trauma by telling the story in a way they know how, through play," said Schechinger.

The focus will be on sand play therapy, utilizing a designated sand tray alongside an assortment of miniature figurines. This intervention method allows children to build boundaries, hopes, and safe places in their lives by making them in the sand tray. An array of toys, including those simulating courtroom scenarios or facilitating imaginative role-play through puppet shows and kitchen sets, will also be used. The objective is to empower

If you need additional mental health information, education, or would like to discuss support, please contact your primary care physician. For those 65 and older, call Senior Life Solutions at (712) 655-8262. Or call the Manning Recovery Center at (712) 655-2300 and talk to a professional.



MENTAL HEALTH SERVICES Close to Home YOU'RE NOT ALONE. Mental Health Affects Everyone.

Mental Health Specialty Services: Diagnostic evaluations and medication management for patients 5+.

Senior Life Solutions: Intensive, outpatient group therapy for patients 65+ struggling with depression and anxiety.

Recovery Center: Medical care, behavioral therapy, and social support to enable an alcohol and drug-free lifestyle.

Counseling Services: Available for patients 12+. Play therapy for children 5+.

Virtual Telehealth Appointments

Call (712) 655-8100 to learn more or schedule an appointment.

<< Continued from pg 2 -

The exercise program will be tailored to individual needs and abilities and designed to maintain independence at home.

- 2. Occupational Therapy: If needed, patients may be referred to an occupational therapist if activities of daily living are difficult or if their home is not conducive to their lifestyle. A living assessment may be performed and recommendations for alterations may be made.
- 3. Education and Lifestyle Modification: Education plays a pivotal role in empowering individuals to take control of their respiratory health. Participants will gain insights into their condition, learn breathing techniques, and acquire strategies to conserve energy and manage symptoms effectively. Additionally, lifestyle modifications such as smoking cessation, proper nutrition, and stress management are emphasized to promote holistic well-being.
- 4. Additional Services & Ongoing Support: Depending upon the condition, patients may also be recommended to a registered dietitian to develop a healthy eating plan to meet nutritional needs or a mental health counselor to help them cope with the emotional challenges of living with COPD. Participants receive continuous support and guidance from a dedicated team of healthcare professionals. Regular progress assessments are conducted to track improvements and make necessary adjustments to the treatment plan to ensure optimal outcomes.

"Pulmonary conditioning has been proven to be effective in improving many outcomes in people with COPD," Nelson said. "It can help you improve your ability to exercise without becoming out of breath; control COPD symptoms, like shortness of breath, coughing, and wheezing; improve quality of life by making it easier to perform everyday activities; and reduce the risk of being hospitalized for COPD exacerbations."

Learn more about how pulmonary conditioning can help with COPD and other interstitial diseases. Contact the Therapy Department at (712) 655-2072 or your primary care provider at (712) 655-8100.

UPCOMING EVENTS AT MRHC

March 26 - Welcome to Medicare Seminar

March 30 - Auxiliary Easter Bake Sale

April 12 - Wellness Clinic

April 13 - Live Healthy Iowa 5K

April 16 - First Aid/CPR Training

For a complete list of MRHC events and Specialty Clinic dates, please visit www.mrhcia.com/events.

SPECIALTY CLINIC



Cardiology
Kyle Ulveling, M.D.
Clinics offered: First and third
Tuesday of every month



ENT
David Denman, M.D., FACS
Clinics offered: First and third
Wednesday of every month



General Surgery
Josh Smith, D.O., FACOS
Clinics offered: Every Monday



Mental Health
Telehealth Med Management



OB-GYN
Michael Woods, M.D.
Clinics offered: Second Wednesday
of every month



Orthopedics Steven Stokesbary, M.D., FAAOS Clinics offered: Three times a month



Pain Clinic
Brian Jacobs, ARNP, CRNA, NSPM-C
Clinics offered: First and third
Wednesday of every month



Podiatry
Eric Jensen, D.P.M.
Clinics offered: Every Tuesday except
the first Tuesday of the month



Urology Andrew Bourne, M.D., FACS Clinics offered: Every other Friday



Wound Care
Thang Luong, M.D.
Clinics offered: Every Thursday

To schedule an appointment with one of the Specialty Clinic providers, please call (712) 655-8100.

SKILLED NURSING CARE

AT MANNING REGIONAL HEALTHCARE CENTER

The decision between a nursing home and skilled care often weighs heavily on the minds of families seeking the best possible support for their loved ones. At MRHC, skilled care isn't just an alternative—it's a transformative solution that offers a path to recovery

and independence, all within a community people have come to know, love, and trust.

MRHC's skilled nursing program offers care for all ages following major joint procedures, strokes, colostomies, IV antibiotics, post-surgery recovery, chronic illness management, therapeutic interventions, and other post-acute services. Care is designed to cater to individuals requiring specialized medical attention and rehabilitation services to help them return to daily living. It can also help patients learn to live with heart conditions, respiratory problems, nutrition/metabolic disorders, and wound care.

"We strive to support individuals in reclaiming their well-being and vitality," shared Chief Nursing Officer Michelle Andersen, RN, BSN. "Our mission is centered around providing comprehensive services aimed at facilitating the journey back to optimal health, all within a patient-centric environment that prioritizes the patient and their specific needs."

The skilled nursing program consists of 24-hour care and supervision by nurses, clinic physicians, and a care coordinator; physical, occupational, or speech therapy; infection control; pharmacy services; and nutritional assessment and management. Additional skilled services include education and monitoring for a variety of health conditions.

At the core of MRHC's approach to skilled care is a multidisciplinary team of nurses, therapists, physicians, and support staff who work collaboratively to deliver comprehensive care. The skilled nursing staff possess the expertise and dedication necessary to ensure each patient receives personalized

care tailored to their unique needs. The skilled nursing

team conducts a thorough assessment to understand each patient's medical history, current condition, and specific goals. This personalized approach ensures that care is tailored to meet the distinct needs and

preferences of each individual, optimizing outcomes and promoting a sense of empowerment and autonomy.

The skilled nursing staff not only provide clinical support but also offer emotional support, encouragement, and reassurance to patients and their families during challenging times.

"Our goal is to provide a relaxing environment to aid in the emotional well-being of each patient," said Andersen.

Admission to MRHC skilled care services is by direct provider referral after a three-day stay in an acute care facility. Patients can be admitted immediately or within 30 days after an acute care stay. Discharge planning begins on admission to MRHC skilled care, and individualized goals are established with the patient, their family, and medical providers. Patients participate in a weekly care conference with family members and the patient's multidisciplinary care team at MRHC.

If you or a loved one require skilled care services after an acute hospital stay, call (712) 655-2072 for more information.

Skilled care services are especially effective for the recovery from:

- · Major joint procedures
- · Strokes or heart conditions
- · Respiratory problems
- Nutrition/metabolic disorders
- IV antibiotics
- Colostomies
- Post-acute services or surgery
- · Chronic illness management

The care you need to return to daily living.

- · 24-hr nursing care
- · Social activities
- · Clinic physician supervision
- Diabetes education
- Occupational, physical, & speech therapy
- · Infection control
- Laboratory
- Nutritional assessment & management
- · Respiratory therapy
- · Wound care



THRIVE Close to Home

MELINDA MELBY As an administrative assistant and intake coordinator at the Recovery Center, Melinda Melby is not only rebuilding her life but also extending a guiding hand to others on their own journeys to sobriety.

"I love what I do and the people I work with. Working here is like having a second family, but if you were to ask me years ago what I would be doing today, I would not have thought I would be helping other addicts get the help that they deserve," Melinda admitted.

For 23 years, Melinda grappled with addiction herself, until 2019, when she took a pivotal step toward recovery. Determined to make a positive change, Melinda embraced a new beginning. She received treatment at the Manning Recovery Center, and with unwavering commitment, she has remained sober for over four and a half years. In 2022, a job opportunity became available at the Recovery Center. Recognizing the chance to pay forward the support she received during her recovery, Melinda eagerly applied. Since joining the team, her life has taken on a new purpose.



"The Recovery Center is more than just a job for me," Melinda expressed. "It is a chance to help other addicts get their lives back and show them that a different lifestyle is possible."



JOHN HANSEN Despite a background in factory work, John Hansen decided to follow in his father's footsteps and give the maintenance field a try. His decision turned out to be a rewarding one, and he found a true passion for the work at MRHC.

Starting as a maintenance tech in February of 2020, John quickly grew into a leadership role just one year later, becoming the department director in April of 2021. While a job in maintenance might not be at the forefront of patient care, John emphasizes the importance of his role in keeping everyone comfortable at MRHC. From ensuring the functionality of facilities to addressing maintenance issues promptly, John's work contributes significantly to the overall patient experience and exemplifies the potential for growth and fulfillment of non-clinical roles within the healthcare industry.

In addition to making a positive impact on patients and helping his coworkers whenever possible, John appreciates the flexibility and support he has at the hospital. Trust also plays a crucial role in fostering a positive work experience, and John attests that the administrative staff at MRHC trusts him implicitly. Something that is key to a productive and positive workplace.



"MRHC is very family-oriented, and I know that when a family issue arises, I can go without question," he shared. "Dan's food is just an added bonus to working here."

THRIVE IN A CAREER CLOSE TO HOME Visit www.mrhcia.com/careers to learn more.



JILL ARP Jill Arp is a nurse whose journey into healthcare began with a passion for caring for others during college as a CNA. Today she wears multiple hats at MRHC, demonstrating resilience and adaptability.

As the Infection Preventionist, Employee Health Nurse, Disaster Preparedness Coordinator, and Safety and Security Officer, Arp has no shortage of responsibilities. Additionally, being a nurse allows her to contribute directly to patient care in different departments as needed. Her work in these pivotal roles not only makes a difference to ensure patient and staff health and safety, but she also makes a difference community-wide.

Arp attributes her ability to thrive in such a busy and demanding role to the supportive and flexible work environment of MRHC. This allows her to balance her professional responsibilities with her family commitments, showcasing MRHC's commitment to employee well-being.

"MRHC is a fun and great place to work, especially because of who is part of our team. Everyone works well together for the best care of the patient," said Arp. "MRHC is also flexible, and that's what I need for my family."



TAYLOR NELSON Therapy Director, Taylor Nelson, PT, DPT, is committed to elevating the therapy department, providing high-quality, evidence-based care, and fostering a culture of excellence.

"MRHC has been more than willing to listen to new ideas and develop new service areas that not only help

our department grow, but more importantly, provide patients with new treatment methods that will help them achieve their overall goals," shared Nelson. "MRHC is a great representation of what the community of Manning strives to be: progressive in accepting new possibilities while maintaining their core values and respecting each individual that comes through the door."

While expanding and enhancing treatment options for physical, occupational, and speech therapy is one of Nelson's main priorities, his vision for the therapy department goes even further.

"My overarching goal is to be experts in our field so people know they will receive top-notch, evidence-driven care for whatever condition they are coming to us for," Nelson emphasized. "I want our department to have the reputation that we can help and are the experts you can rely on."

In addition to the support he receives from MRHC to work towards these goals, he is also appreciative of the teamwork and mutual respect that fosters a positive work culture.

"A good team environment is always a selling point for a job. At MRHC that is the genuine truth. It is a goal of our administration as well as every department lead to create an environment that listens to each other as well as make it an enjoyable place to work long term," said Nelson.







MRHC WELCOMES NEW Occupational Therapist, Amy Osbahr

The therapy department at wint to recently motions. Trained Osbahr, OTR/L, an experienced occupational therapist. Trained The therapy department at MRHC recently welcomed Amy and certified in an array of specialized therapies and experience working with all ages, Osbahr brings a wealth of knowledge and expertise to MRHC.

"I have treated a wide range of patients from three months old to 105 years old," Osbahr shared, a testament to her commitment to meeting the unique needs of every individual she encounters.

The therapy department prioritizes providing integrated care and working closely with providers and surgeons to ensure patients have the best quality of life and successful recovery from injury or

> surgery. Occupational therapy treatment options have recently expanded and collaborations among other departments within the hospital have continued to increase to ensure patients reach their individual health goals.

> > Osbahr is certified in many different areas from neurological rehabilitation (catering to conditions such as strokes, cerebral palsy. and multiple sclerosis) to orthopedics (managing joint replacements, wrist

> > > pain, sprains, fractures, arthritis, and more). She is also trained/ certified in Augmented Soft

Tissue Manipulation (ASTYM) treatment, blood flow restriction therapy (BFR), LSVT-BIG Parkinson's management, lymphedema treatment, and vestibular rehabilitation. In addition, Osbahr can perform workstation and ergonomics assessments as well as custom wheelchair assessments.

LSVT BIG

LSVT BIG is a therapy treatment for Parkinson's and other neurological conditions. This technique trains individuals to use bigger movements in daily living and empowers them with the potential they have to keep moving and stay active.

Other Therapy Services

Additional common occupational therapy services include assisting adults who have difficulties with routine care such as brushing their teeth, getting dressed, feeding themselves, or driving to work. Osbahr also provides balance and fall prevention programs for older adults.

Pediatric Therapy

Pediatric therapy is another area of expertise for Osbahr. She can address conditions such as autism, developmental delays, Down syndrome, muscular dystrophy, and more. Osbahr can also help ensure that children are meeting developmental milestones and progressing as they should, as well as helping with handwriting and behavioral health.

"I'm looking forward to using my skills in this new opportunity, and I am thankful to be part of the MRHC team." said Osbahr.

A graduate of the College of St Mary's in Omaha, Nebraska, Osbahr has since dedicated herself to the occupational therapy field, gaining a wide array of skills and certifications over her two-decade career. Osbahr has had experience with a variety of specialized therapies within inpatient, outpatient, and home health settings.

Her previous roles have been with the Glenwood Resource Center, Methodist Hospital's ICU and medical floors, and the psychiatric unit at Jennie Edmundson Hospital. She worked on-site at Smithfield, focusing on work-related injuries and rehabilitation. Osbahr has also worked at numerous nursing homes across southwest lowa, demonstrating her dedication to reaching and assisting individuals in need throughout the region.

