

Marcia R. Dial has been the CEO for Scotland County Hospital (SCH) in Memphis, MO, since 1988. Prior to that, she was part of the accounting staff for the Hospital. She has been an employee of SCH for over 38 years. When Dial assumed the CEO position in the late 80's, the medical staff consisted of two very well-liked family practice doctors that worked too many hours, to have much of a personal life! Today, the Hospital operates with over 25 young, highly respected doctors that provide a comprehensive list of skills from family practice to specialties.

Her fiscally savvy nature has moved the struggling hospital from a \$4,000,000 gross revenue budget, in the mid-80's, with little reserves to a nearly \$30,000,000 operation that has supported six building projects in the last 17 years, and paid for through self-generated hospital funding and grant projects. Dial and her administrative staff have a keen ability for grant writing and a successful track record in this arena, bringing in 3-4 million dollars into the advancement of rural healthcare for our communities.

When other rural hospitals were closing their obstetrics departments, Dial wrote a grant to the tune of \$1.3 million to fund a new Women's Center. When the Scotland County Ambulance aged trucks were breaking down and hearing of the surrounding county ambulance trucks doing the same, she submitted another grant for \$500,000, that funded five new trucks for the four counties in the hospital's district. In 2011, the Hospital received a \$10,000,000 funding award from the United States Department of Agriculture in the form of \$9,000,000 in low interest loans and \$1,000,000 in grant monies to expand and renovate the hospital. Under Dial's leadership, the hospital district has opened three Rural Health Clinics (RHC) in three counties served by the Hospital.

Dial has been very successful in a unique recruiting effort to encourage the bright and talented young people that often move away from the community for career paths, to return to their hometown and fulfill their professional goals. She has successfully recruited hometown physicians to return to their home area of northeast Missouri and practice in the Hospital and clinics, furthermore, she has recruited hometown talent in most all ancillary departments of the Hospital and clinics.

In 2011, Dial was awarded Missouri Hospital Association's prestigious Visionary Leadership Award. Recently, *Becker's Healthcare Review* named Dial "130 Nonprofit Hospitals & Health System CEO's to Know."

Dial serves on a number of state and federal rural health policy committees & boards. The most recent invitation she accepted was from the Rural Hospital Issues Group - a Cooperative effort of the Rural Analysis Research Institute of AHA and the National Rural Health Association with a larger cooperative agreement between the Rural Policy Research Institute and the Federal Office of Rural Health Policy. If there has ever been a genuine, loyal and career committed professional to champion rural healthcare, it is undoubtedly, Marcia R. Dial from Scotland County Hospital in Memphis, MO.