



# Certificate of Need Program

## NEW HOSPITAL APPLICATION

### Applicant's Completeness Checklist and Table of Contents



Project Name: Sullivan County Memorial Hospital - Replacement Hospital Project No: 6228 HS  
 Project Description: Establish 16-Bed Critical Access Hospital to replace existing 25-bed Critical Access Hospital

Done Page N/A

Description

#### Divider I. Application Summary:

- |  |   |
|--|---|
| <u>2</u><br><u>3-12</u><br><u>13</u><br><u>14-17</u> | <ol style="list-style-type: none"> <li>1. Applicant Identification and Certification (Form MO 580-1861)</li> <li>2. Representative Registration (Form MO 580-1869)</li> <li>3. Proposed Project budget (Form MO 580-1863) and detail sheet with documentation of costs.</li> <li>4. Provide documentation from MO Secretary of State that the proposed owner(s) and operator(s) are registered to do business in MO.</li> </ol> |
|--|---|

#### Divider II. Proposal Description:

- |  |   |
|--|---|
| <u>18-31</u><br><u>32</u><br><u>33</u><br><u>34</u><br><u>35</u><br><u>36-39</u><br><u>40</u><br><u>41</u><br><u>42-49</u><br><u>50-51</u><br><u>52</u><br><u>53</u><br><u>54</u><br><u>55-67</u><br><u>68-81</u><br><u>82</u><br><u>83-94</u> | <ol style="list-style-type: none"> <li>1. Provide a complete detailed project description.</li> <li>2. Provide the proposed number of licensed beds by medical specialty.</li> <li>3. Provide a timeline of events for the project, from CON issuance through project competition.</li> <li>4. Provide a legible city or county map showing the exact location of the proposed facility.</li> <li>5. Provide a site plan for the proposed project.</li> <li>6. Provide preliminary schematic drawings for the proposed project.</li> <li>7. Provide evidence that architectural plans have been submitted to the Department of Health and Senior Services.</li> <li>8. Provide the proposed square footage.</li> <li>9. Document ownership of the project site, or provide an option to purchase.</li> <li>10. Define the community to be served (service area: projected population, area, rationale).</li> <li>11. Provide utilization projections through the first three (3) <b>FULL</b> years of operation of the new beds</li> <li>12. Identify specific community problems or unmet needs the proposal would address.</li> <li>13. Provide the methods and assumptions used to project utilization.</li> <li>14. Document that consumer needs and preferences have been included in planning this project and describe how consumers had an opportunity to provide input.</li> <li>15. Provide copies of any petitions, letters of support or opposition received.</li> <li>16. Document that providers of similar health services in the proposed service area have been notified of the application by a public notice in the local newspaper.</li> <li>17. Document that providers of all affected facilities in the proposed 15-mile radius were addressed letters regarding the application.</li> </ol> |
|--|---|

#### Divider III. Service Specific Criteria and Standards:

- |   |  |
|---|--|
| <u>95-96</u><br><u>97</u><br><u>98</u><br><u>99</u> | <ol style="list-style-type: none"> <li>1. Document the methodology utilized to determine the need for the proposed hospital.</li> <li>2. Provide the most recent three (3) <b>FULL</b> years of evidence that the average occupancy of the same type(s) of beds at each other hospital in the proposed service area exceeds eighty percent (80%).</li> <li>3. Discuss the impact the proposed hospital would have on utilization of other hospitals in the geographic service area.</li> <li>4. Document the unmet need in the geographic service area for each type of bed being proposed according to the population-based need formula</li> </ol> |
|---|--|

#### Divider IV. Financial Feasibility Review Criteria and Standards:

- |  |  |
|--|--|
| <u>100-102</u><br><u>103</u><br><u>104-106</u><br><u>107</u><br><u>108-113</u> | <ol style="list-style-type: none"> <li>1. Document that the proposed costs per square foot are reasonable when compared to the latest "RS Means Construction Cost data"</li> <li>2. Document that sufficient financing is available by providing a letter from a financial institution or an auditor's statement indicating that sufficient funds are available.</li> <li>3. Provide Service-Specific Revenues and Expenses (Form MO 580-1865) for the latest three (3) years, and projected through three (3) <b>FULL</b> years beyond project completion.</li> <li>4. Document how patient charges are derived.</li> <li>5. Document responsiveness to the needs of the medically indigent.</li> </ol> |
|--|--|

## **DIVIDER I. APPLICATION SUMMARY**

**1. APPLICATION IDENTIFICATION AND CERTIFICATION FORM  
(FORM MO 580-1861) Pg 2**

See attached form

**2. REPRESENTATIVE REGISTRATION (FORM MO 580-1869) Pg 3-12**

See attached forms (10)

**3. PROPOSED PROJECT BUDGET (FORM 580-1863) AND DETAIL SHEET Pg 13**

See attached form and detail sheets

**4. PROVIDE DOCUMENTATION FROM MO SECRETARY OF STATE THAT THE  
PROPOSED OWNER(S) AND OPERATOR(S) ARE REGISTERED TO DO BUSINESS IN  
MO. Pg 14-17**

See attached statement form Sullivan County Presiding Commissioner

See attached Bond Election dated October 3, 1950 addressing the formation of a hospital to be exclusively owned by the County of Sullivan in Missouri.





## Certificate of Need Program

# APPLICANT IDENTIFICATION AND CERTIFICATION

The information provided must match the **Letter of Intent** for this project, without exception.

### 1. Project Location (Attach additional pages as necessary to identify multiple project sites.)

Title of Proposed Project Sullivan County Memorial Hospital - Replacement Facility	Project Number 6228HS
Project Address (Street/City/State/Zip Code) Latitude: 40.198174 Longitude: -93.136134 on Highway 5 & 6, Milan, Mo. 63556	County Sullivan

### 2. Applicant Identification (Information must agree with previously submitted Letter of Intent.)

List All Owner(s): <small>(List corporate entity.)</small>	Address (Street/City/State/Zip Code)	Telephone Number
County of Sullivan	109 N Main Street, Milan, Mo. 63556	660-265-4212
List All Operator(s): <small>(List entity to be licensed or certified.)</small>	Address (Street/City/State/Zip Code)	Telephone Number
Sullivan County Memorial Hospital	630 W. 3rd Street, Milan, Mo. 63556	660-265-4212

### 3. Ownership (Check applicable category.)

- |  |                                      |  |                                      |
|--|--------------------------------------|--|--------------------------------------|
| <input type="checkbox"/> Nonprofit Corporation | <input type="checkbox"/> Individual  | <input type="checkbox"/> City              | <input type="checkbox"/> District    |
| <input type="checkbox"/> Partnership           | <input type="checkbox"/> Corporation | <input checked="" type="checkbox"/> County | <input type="checkbox"/> Other _____ |

### 4. Certification

In submitting this project application, the applicant understands that:

- (A) The review will be made as to the community need for the proposed beds or equipment in this application;
- (B) In determining community need, the Missouri Health Facilities Review Committee (Committee) will consider all similar beds or equipment within the service area;
- (C) The issuance of a Certificate of Need (CON) by the Committee depends on conformance with its Rules and CON statute;
- (D) A CON shall be subject to forfeiture for failure to incur an expenditure on any approved project six (6) months after the date of issuance, unless obligated or extended by the Committee for an additional six (6) months;
- (E) Notification will be provided to the CON Program staff if and when the project is abandoned; and
- (F) A CON, if issued, may not be transferred, relocated, or modified except with the consent of the Committee.

We certify the information and date in this application as accurate to the best of our knowledge and belief by our representative's signature below:

### 5. Authorized Contact Person (Attach a Contact Person Correction Form if different from the Letter of Intent.)


Name of Contact Person Martha Gragg	Title CEO	
Telephone Number 660-265-4212	Fax Number 660-265-4898	E-mail Address marthagragg@scmhospital.org
Signature of Contact Person 	Date of Signature 08/19/2025	



# Certificate of Need Program

## REPRESENTATIVE REGISTRATION

(A registration form must be completed for **each** project presented.)

Project Name Sullivan County Memorial Hospital - Replacement Hospital		Number 6228HS
(Please type or print legibly.)		
Name of Representative Gary Drummond		Title Board Member
Firm/Corporation/Association of Representative (may be different from below, e.g., law firm, consultant, other) Sullivan County Memorial Hospital		Telephone Number 660-265-4212
Address (Street/City/State/Zip Code) 630 W 3rd Street, Milan, Mo. 63556		
Who's interests are being represented? (If more than one, submit a separate Representative Registration Form for each.)		
Name of Individual/Agency/Corporation/Organization being Represented Sullivan County Memorial Hospital / County of Sullivan		Telephone Number 660-265-4212
Address (Street/City/State/Zip Code) 630 W. 3rd Street, Milan, Mo. 63556		
<p>Check one. Do you:</p> <p><input checked="" type="checkbox"/> Support</p> <p><input type="checkbox"/> Oppose</p> <p><input type="checkbox"/> Neutral</p> <p>Other Information:</p> <p>_____</p> <p>_____</p>		<p>Relationship to Project:</p> <p><input type="checkbox"/> None</p> <p><input type="checkbox"/> Employee</p> <p><input type="checkbox"/> Legal Counsel</p> <p><input type="checkbox"/> Consultant</p> <p><input type="checkbox"/> Lobbyist</p> <p><input checked="" type="checkbox"/> Other (explain): Board Member</p> <p>_____</p> <p>_____</p>
<p>I attest that to the best of my belief and knowledge the testimony and information presented by me is truthful, represents factual information, and is in compliance with §197.326.1 RSMo which says: Any person who is paid either as part of his normal employment or as a lobbyist to support or oppose any project before the health facilities review committee shall register as a lobbyist pursuant to chapter 105 RSMo, and shall also register with the staff of the health facilities review committee for every project in which such person has an interest and indicate whether such person supports or opposes the named project. The registration shall also include the names and addresses of any person, firm, corporation or association that the person registering represents in relation to the named project. Any person violating the provisions of this subsection shall be subject to the penalties specified in § 105.478, RSMo.</p>		
Original Signature 		Date 8/19/2025

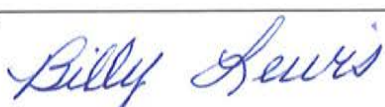




## Certificate of Need Program

# REPRESENTATIVE REGISTRATION


(A registration form must be completed for **each** project presented.)

Project Name Sullivan County Memorial Hospital - Replacement Hospital		Number 6228HS
(Please type or print legibly.)		
Name of Representative Billy Lewis		Title Board Member
Firm/Corporation/Association of Representative (may be different from below, e.g., law firm, consultant, other) Sullivan County Memorial Hospital		Telephone Number 660-265-4212
Address (Street/City/State/Zip Code) 630 W 3rd Street, Milan, Mo. 63556		
Who's interests are being represented? (If more than one, submit a separate Representative Registration Form for each.)		
Name of Individual/Agency/Corporation/Organization being Represented Sullivan County Memorial Hospital / County of Sullivan		Telephone Number 660-265-4212
Address (Street/City/State/Zip Code) 630 W. 3rd Street, Milan, Mo. 63556		
<p>Check one. Do you:</p> <p><input checked="" type="checkbox"/> Support</p> <p><input type="checkbox"/> Oppose</p> <p><input type="checkbox"/> Neutral</p> <p>Other Information:</p> <p>_____</p> <p>_____</p>		<p>Relationship to Project:</p> <p><input type="checkbox"/> None</p> <p><input type="checkbox"/> Employee</p> <p><input type="checkbox"/> Legal Counsel</p> <p><input type="checkbox"/> Consultant</p> <p><input type="checkbox"/> Lobbyist</p> <p><input checked="" type="checkbox"/> Other (explain): Board Member</p> <p>_____</p> <p>_____</p>
<p>I attest that to the best of my belief and knowledge the testimony and information presented by me is truthful, represents factual information, and is in compliance with §197.326.1 RSMo which says: <i>Any person who is paid either as part of his normal employment or as a lobbyist to support or oppose any project before the health facilities review committee shall register as a lobbyist pursuant to chapter 105 RSMo, and shall also register with the staff of the health facilities review committee for every project in which such person has an interest and indicate whether such person supports or opposes the named project. The registration shall also include the names and addresses of any person, firm, corporation or association that the person registering represents in relation to the named project. Any person violating the provisions of this subsection shall be subject to the penalties specified in § 105.478, RSMo.</i></p>		
Original Signature 		Date 8/19/2025



## Certificate of Need Program

**REPRESENTATIVE REGISTRATION***(A registration form must be completed for **each** project presented.)*


Project Name Sullivan County Memorial Hospital - Replacement Hospital		Number 6228HS
<i>(Please type or print legibly.)</i>		
Name of Representative Melba Fordyce		Title Board Chairperson
Firm/Corporation/Association of Representative (may be different from below, e.g., law firm, consultant, other) Sullivan County Memorial Hospital		Telephone Number 660-265-4212
Address (Street/City/State/Zip Code) 630 W 3rd Street, Milan, Mo. 63556		
Who's interests are being represented? <i>(If more than one, submit a separate Representative Registration Form for each.)</i>		
Name of Individual/Agency/Corporation/Organization being Represented Sullivan County Memorial Hospital / County of Sullivan		Telephone Number 660-265-4212
Address (Street/City/State/Zip Code) 630 W. 3rd Street, Milan, Mo. 63556		
<p>Check one. Do you:</p> <p><input checked="" type="checkbox"/> Support</p> <p><input type="checkbox"/> Oppose</p> <p><input type="checkbox"/> Neutral</p> <p>Other Information:</p> <p>_____</p> <p>_____</p>		<p>Relationship to Project:</p> <p><input type="checkbox"/> None</p> <p><input type="checkbox"/> Employee</p> <p><input type="checkbox"/> Legal Counsel</p> <p><input type="checkbox"/> Consultant</p> <p><input type="checkbox"/> Lobbyist</p> <p><input checked="" type="checkbox"/> Other (explain): Board Chairperson</p> <p>_____</p> <p>_____</p>
<p>I attest that to the best of my belief and knowledge the testimony and information presented by me is truthful, represents factual information, and is in compliance with §197.326.1 RSMo which says: <i>Any person who is paid either as part of his normal employment or as a lobbyist to support or oppose any project before the health facilities review committee shall register as a lobbyist pursuant to chapter 105 RSMo, and shall also register with the staff of the health facilities review committee for every project in which such person has an interest and indicate whether such person supports or opposes the named project. The registration shall also include the names and addresses of any person, firm, corporation or association that the person registering represents in relation to the named project. Any person violating the provisions of this subsection shall be subject to the penalties specified in § 105.478, RSMo.</i></p>		
Original Signature 		Date 08/19/2025





## Certificate of Need Program

**REPRESENTATIVE REGISTRATION**(A registration form must be completed for **each** project presented.)

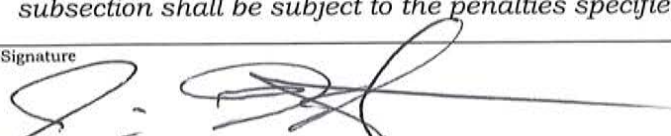
Project Name Sullivan County Memorial Hospital - Replacement Hospital		Number 6228HS
(Please type or print legibly.)		
Name of Representative Angela Curtis		Title Board Secretary
Firm/Corporation/Association of Representative (may be different from below, e.g., law firm, consultant, other) Sullivan County Memorial Hospital		Telephone Number 660-265-4212
Address (Street/City/State/Zip Code) 630 W 3rd Street, Milan, Mo. 63556		
Who's interests are being represented? (If more than one, submit a separate Representative Registration Form for each.)		
Name of Individual/Agency/Corporation/Organization being Represented Sullivan County Memorial Hospital / County of Sullivan		Telephone Number 660-265-4212
Address (Street/City/State/Zip Code) 630 W. 3rd Street, Milan, Mo. 63556		
<p>Check one. Do you:</p> <p><input checked="" type="checkbox"/> Support</p> <p><input type="checkbox"/> Oppose</p> <p><input type="checkbox"/> Neutral</p> <p>Other Information:</p> <p>_____</p> <p>_____</p>		<p>Relationship to Project:</p> <p><input type="checkbox"/> None</p> <p><input type="checkbox"/> Employee</p> <p><input type="checkbox"/> Legal Counsel</p> <p><input type="checkbox"/> Consultant</p> <p><input type="checkbox"/> Lobbyist</p> <p><input checked="" type="checkbox"/> Other (explain): Board Secretary</p> <p>_____</p> <p>_____</p>
<p>I attest that to the best of my belief and knowledge the testimony and information presented by me is truthful, represents factual information, and is in compliance with §197.326.1 RSMo which says: Any person who is paid either as part of his normal employment or as a lobbyist to support or oppose any project before the health facilities review committee shall register as a lobbyist pursuant to chapter 105 RSMo, and shall also register with the staff of the health facilities review committee for every project in which such person has an interest and indicate whether such person supports or opposes the named project. The registration shall also include the names and addresses of any person, firm, corporation or association that the person registering represents in relation to the named project. Any person violating the provisions of this subsection shall be subject to the penalties specified in § 105.478, RSMo.</p>		
Original Signature 		Date 8/19/2025



## Certificate of Need Program

# REPRESENTATIVE REGISTRATION

(A registration form must be completed for **each** project presented.)


Project Name Sullivan County Memorial Hospital - Replacement Hospital		Number 6228HS
(Please type or print legibly.)		
Name of Representative James Heaton		Title Board Treasurer
Firm/Corporation/Association of Representative (may be different from below, e.g., law firm, consultant, other) Sullivan County Memorial Hospital		Telephone Number 660-265-4212
Address (Street/City/State/Zip Code) 630 W 3rd Street, Milan, Mo. 63556		
Who's interests are being represented? (If more than one, submit a separate Representative Registration Form for each.)		
Name of Individual/Agency/Corporation/Organization being Represented Sullivan County Memorial Hospital / County of Sullivan		Telephone Number 660-265-4212
Address (Street/City/State/Zip Code) 630 W. 3rd Street, Milan, Mo. 63556		
<p>Check one. Do you:</p> <p><input checked="" type="checkbox"/> Support</p> <p><input type="checkbox"/> Oppose</p> <p><input type="checkbox"/> Neutral</p> <p>Other Information:</p> <p>_____</p> <p>_____</p>		<p>Relationship to Project:</p> <p><input type="checkbox"/> None</p> <p><input type="checkbox"/> Employee</p> <p><input type="checkbox"/> Legal Counsel</p> <p><input type="checkbox"/> Consultant</p> <p><input type="checkbox"/> Lobbyist</p> <p><input checked="" type="checkbox"/> Other (explain): Board Treasurer</p> <p>_____</p> <p>_____</p>
<p>I attest that to the best of my belief and knowledge the testimony and information presented by me is truthful, represents factual information, and is in compliance with §197.326.1 RSMo which says: Any person who is paid either as part of his normal employment or as a lobbyist to support or oppose any project before the health facilities review committee shall register as a lobbyist pursuant to chapter 105 RSMo, and shall also register with the staff of the health facilities review committee for every project in which such person has an interest and indicate whether such person supports or opposes the named project. The registration shall also include the names and addresses of any person, firm, corporation or association that the person registering represents in relation to the named project. Any person violating the provisions of this subsection shall be subject to the penalties specified in § 105.478, RSMo.</p>		
Original Signature 		Date 8/19/2025





## Certificate of Need Program

**REPRESENTATIVE REGISTRATION***(A registration form must be completed for each project presented.)*

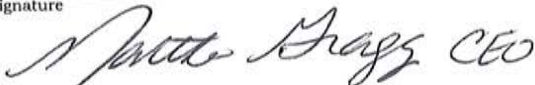
Project Name Sullivan County Memorial Hospital - Replacement Hospital		Number 6228HS
<i>(Please type or print legibly.)</i>		
Name of Representative Thomas Williams		Title D.O.
Firm/Corporation/Association of Representative (may be different from below, e.g., law firm, consultant, other) Sullivan County Memorial Hospital		Telephone Number 660-265-4212
Address (Street/City/State/Zip Code) 630 W 3rd Street, Milan, Mo. 63556		
Who's interests are being represented? <i>(If more than one, submit a separate Representative Registration Form for each.)</i>		
Name of Individual/Agency/Corporation/Organization being Represented Sullivan County Memorial Hospital / County of Sullivan		Telephone Number 660-265-4212
Address (Street/City/State/Zip Code) 630 W. 3rd Street, Milan, Mo. 63556		
<p>Check one. Do you:</p> <p><input checked="" type="checkbox"/> Support</p> <p><input type="checkbox"/> Oppose</p> <p><input type="checkbox"/> Neutral</p> <p>Other Information: _____</p>		<p>Relationship to Project:</p> <p><input type="checkbox"/> None</p> <p><input type="checkbox"/> Employee</p> <p><input type="checkbox"/> Legal Counsel</p> <p><input type="checkbox"/> Consultant</p> <p><input type="checkbox"/> Lobbyist</p> <p><input checked="" type="checkbox"/> Other (explain): Medical Provider / Chief of Staff</p>
<p>I attest that to the best of my belief and knowledge the testimony and information presented by me is truthful, represents factual information, and is in compliance with §197.326.1 RSMo which says: <i>Any person who is paid either as part of his normal employment or as a lobbyist to support or oppose any project before the health facilities review committee shall register as a lobbyist pursuant to chapter 105 RSMo, and shall also register with the staff of the health facilities review committee for every project in which such person has an interest and indicate whether such person supports or opposes the named project. The registration shall also include the names and addresses of any person, firm, corporation or association that the person registering represents in relation to the named project. Any person violating the provisions of this subsection shall be subject to the penalties specified in § 105.478, RSMo.</i></p>		
Original Signature 		Date 8-19-25



## Certificate of Need Program

# REPRESENTATIVE REGISTRATION

(A registration form must be completed for **each** project presented.)


Project Name Sullivan County Memorial Hospital - Replacement Hospital		Number 6228HS
(Please type or print legibly.)		
Name of Representative Martha Gragg		Title CEO
Firm/Corporation/Association of Representative (may be different from below, e.g., law firm, consultant, other) Sullivan County Memorial Hospital		Telephone Number 660-265-4212
Address (Street/City/State/Zip Code) 630 W 3rd Street, Milan, Mo. 63556		
Who's interests are being represented? (If more than one, submit a separate Representative Registration Form for each.)		
Name of Individual/Agency/Corporation/Organization being Represented Sullivan County Memorial Hospital / County of Sullivan		Telephone Number 660-265-4212
Address (Street/City/State/Zip Code) 630 W. 3rd Street, Milan, Mo. 63556		
<p>Check one. Do you:</p> <p><input checked="" type="checkbox"/> Support</p> <p><input type="checkbox"/> Oppose</p> <p><input type="checkbox"/> Neutral</p> <p>Other Information:</p> <p>_____</p> <p>_____</p>		<p>Relationship to Project:</p> <p><input type="checkbox"/> None</p> <p><input checked="" type="checkbox"/> Employee</p> <p><input type="checkbox"/> Legal Counsel</p> <p><input type="checkbox"/> Consultant</p> <p><input type="checkbox"/> Lobbyist</p> <p><input type="checkbox"/> Other (explain):</p> <p>_____</p> <p>_____</p>
<p>I attest that to the best of my belief and knowledge the testimony and information presented by me is truthful, represents factual information, and is in compliance with §197.326.1 RSMo which says: Any person who is paid either as part of his normal employment or as a lobbyist to support or oppose any project before the health facilities review committee shall register as a lobbyist pursuant to chapter 105 RSMo, and shall also register with the staff of the health facilities review committee for every project in which such person has an interest and indicate whether such person supports or opposes the named project. The registration shall also include the names and addresses of any person, firm, corporation or association that the person registering represents in relation to the named project. Any person violating the provisions of this subsection shall be subject to the penalties specified in § 105.478, RSMo.</p>		
Original Signature  CEO		Date 08-19-2025





## Certificate of Need Program

**REPRESENTATIVE REGISTRATION**

(A registration form must be completed for <b>each</b> project presented.)	
Project Name Sullivan County Memorial Hospital - Replacement Hospital	Number 6228HS
(Please type or print legibly.)	
Name of Representative Chris May	Title Presiding County Commissioner
Firm/Corporation/Association of Representative (may be different from below, e.g., law firm, consultant, other) Sullivan County Missouri	Telephone Number 660-265-3786
Address (Street/City/State/Zip Code) 109 N Main, Milan, Mo. 63556	
Who's interests are being represented? (If more than one, submit a separate Representative Registration Form for each.)	
Name of Individual/Agency/Corporation/Organization being Represented Sullivan County Memorial Hospital / County of Sullivan	Telephone Number 660-265-3786
Address (Street/City/State/Zip Code) 109 N. Main, Milan, Mo. 63556	
Check one. Do you: <input checked="" type="checkbox"/> Support <input type="checkbox"/> Oppose <input type="checkbox"/> Neutral	Relationship to Project: <input type="checkbox"/> None <input type="checkbox"/> Employee <input type="checkbox"/> Legal Counsel <input type="checkbox"/> Consultant <input type="checkbox"/> Lobbyist <input checked="" type="checkbox"/> Other (explain): Presiding Commissioner
Other Information: _____ _____	
I attest that to the best of my belief and knowledge the testimony and information presented by me is truthful, represents factual information, and is in compliance with §197.326.1 RSMo which says: <i>Any person who is paid either as part of his normal employment or as a lobbyist to support or oppose any project before the health facilities review committee shall register as a lobbyist pursuant to chapter 105 RSMo, and shall also register with the staff of the health facilities review committee for every project in which such person has an interest and indicate whether such person supports or opposes the named project. The registration shall also include the names and addresses of any person, firm, corporation or association that the person registering represents in relation to the named project. Any person violating the provisions of this subsection shall be subject to the penalties specified in §105.478, RSMo.</i>	
Original Signature 	Date 8-19-25



## Certificate of Need Program

**REPRESENTATIVE REGISTRATION***(A registration form must be completed for **each** project presented.)*

Project Name Sullivan County Memorial Hospital - Replacement Hospital	Number 6228HS
<i>(Please type or print legibly.)</i>	
Name of Representative Amy Michael	Title CFO/COO
Firm/Corporation/Association of Representative (may be different from below, e.g., law firm, consultant, other) Sullivan County Memorial Hospital	Telephone Number 660-265-4212
Address (Street/City/State/Zip Code) 630 W 3rd Street, Milan, Mo. 63556	
Who's interests are being represented? <i>(If more than one, submit a separate Representative Registration Form for each.)</i>	
Name of Individual/Agency/Corporation/Organization being Represented Sullivan County Memorial Hospital / County of Sullivan	Telephone Number 660-265-4212
Address (Street/City/State/Zip Code) 630 W. 3rd Street, Milan, Mo. 63556	

Check one. Do you:

- ☒ Support  
☐ Oppose  
☐ Neutral

Relationship to Project:

- ☐ None  
☒ Employee  
☐ Legal Counsel  
☐ Consultant  
☐ Lobbyist  
☐ Other (explain):

Other Information:

I attest that to the best of my belief and knowledge the testimony and information presented by me is truthful, represents factual information, and is in compliance with §197.326.1 RSMo which says: *Any person who is paid either as part of his normal employment or as a lobbyist to support or oppose any project before the health facilities review committee shall register as a lobbyist pursuant to chapter 105 RSMo, and shall also register with the staff of the health facilities review committee for every project in which such person has an interest and indicate whether such person supports or opposes the named project. The registration shall also include the names and addresses of any person, firm, corporation or association that the person registering represents in relation to the named project. Any person violating the provisions of this subsection shall be subject to the penalties specified in § 105.478, RSMo.*

Original Signature

Date

8/20/2025





# Certificate of Need Program

## REPRESENTATIVE REGISTRATION

(A registration form must be completed for <b>each</b> project presented.)	
Project Name: Sullivan County Memorial Hospital - Replacement Hospital	Number: 6228HS
(Please type or print legibly.)	
Name of Representative: Robert Cowherd	Title: Attorney
Firm/Corporation/Association of Representative (may be different from below, e.g., law firm, consultant, other): Chapman and Cowherd, P.C.	Telephone Number: 660-646-0627
Address (Street/City/State/Zip Code): 903 Jackson Street, Chillicothe, MO 64601	
Who's interests are being represented? (If more than one, submit a separate Representative Registration Form for each.)	
Name of Individual/Agency/Corporation/Organization being Represented: Sullivan County Memorial Hospital / County of Sullivan	Telephone Number: 660-265-4212
Address (Street/City/State/Zip Code): 630 W 3rd Street, Milan, Mo. 63556	
<div>Check one. Do you: <input checked="" type="checkbox"/> Support <input type="checkbox"/> Oppose <input type="checkbox"/> Neutral</div> <div>Relationship to Project: <input type="checkbox"/> None <input type="checkbox"/> Employee <input checked="" type="checkbox"/> Legal Counsel <input type="checkbox"/> Consultant <input type="checkbox"/> Lobbyist <input type="checkbox"/> Other (explain):</div> <div>Other Information: _____ _____</div>	
I attest that to the best of my belief and knowledge the testimony and information presented by me is truthful, represents factual information, and is in compliance with §197.326.1 RSMo which says: Any person who is paid either as part of his normal employment or as a lobbyist to support or oppose any project before the health facilities review committee shall register as a lobbyist pursuant to chapter 105 RSMo, and shall also register with the staff of the health facilities review committee for every project in which such person has an interest and indicate whether such person supports or opposes the named project. The registration shall also include the names and addresses of any person, firm, corporation or association that the person registering represents in relation to the named project. Any person violating the provisions of this subsection shall be subject to the penalties specified in § 105.478, RSMo.	
Original Signature: 	Date: Aug 19, 2025

MO 380-1869 (11/01)



## Certificate of Need Program

### PROPOSED PROJECT BUDGET

#### Description

#### Dollars

#### **COSTS:\***

(Fill in every line, even if the amount is "\$0".)

1. New Construction Costs ***	\$41,666,667
2. Renovation Costs ***	
3. <b>Subtotal Construction Costs</b> (#1 plus #2)	<b>\$41,666,667</b>
4. Architectural/Engineering Fees	\$2,715,323
5. Other Equipment (not in construction contract)	\$916,667
6. Major Medical Equipment	\$6,000,000
7. Land Acquisition Costs ***	\$0
8. Consultants' Fees/Legal Fees ***	\$1,409,676
9. Interest During Construction (net of interest earned) ***	\$1,250,000
10. Other Costs ***	\$1,041,667
11. <b>Subtotal Non-Construction Costs</b> (sum of #4 through #10)	<b>\$13,333,333</b>
12. <b>Total Project Development Costs</b> (#3 plus #11)	<b>\$55,000,000 **</b>

#### **FINANCING:**

13. Unrestricted Funds	\$0
14. Bonds	\$0
15. Loans	\$44,000,000
16. Other Methods (specify)	\$11,000,000
17. <b>Total Project Financing</b> (sum of #13 through #16)	<b>\$55,000,000 **</b>

18. New Construction Total Square Footage	65,000
19. New Construction Costs Per Square Foot *****	\$641
20. Renovated Space Total Square Footage	0
21. Renovated Space Costs Per Square Foot *****	\$0

\* Attach additional page(s) detailing how each line item was determined, including all methods and assumptions used. Provide documentation of all major costs.

\*\* These amounts should be the same.

\*\*\* Capitalizable items to be recognized as capital expenditures after project completion.

\*\*\*\* Include as Other Costs the following: other costs of financing; the value of existing lands, buildings and equipment not previously used for health care services, such as a renovated house converted to residential care, determined by original cost, fair market value, or appraised value; or the fair market value of any leased equipment or building, or the cost of beds to be purchased.

\*\*\*\*\* Divide new construction costs by total new construction square footage.

\*\*\*\*\* Divide renovation costs by total renovation square footage.





# Sullivan County Commission

109 N. Main St., Milan, Missouri 63556

Chris May, Presiding Commissioner  
Rye Page, Eastern 1<sup>st</sup> District Commissioner  
Michael Williams, Western 2<sup>nd</sup> District

Rachael Hall, County Clerk  
Heather McCabe, Deputy Clerk  
660-265-3786  
Fax: 660-265-3724

August 26, 2025

Certificate of Need Application - Divider 1, Item #4

Sullivan County Memorial Hospital is a county hospital. It was formed in accordance with Missouri Statute Chapter 205.160 and is acknowledged by the State of Missouri.

*Chris May*

Chris May, Presiding Commissioner



## NOTICE OF BOND ELECTION:

Notice is hereby given to the qualified voters of Sullivan County, Missouri, that, pursuant to an order duly made by the County Court of said County, a special bond election will be held in said County on Tuesday, October 3, 1950, for the purpose of submitting to the qualified voters of said County the following proposition, to-wit:

Proposition to issue the general obligation bonds of Sullivan County, Missouri, to the amount of \$250,000, for the purpose of providing funds to pay a portion of the cost of erecting and equipping a public hospital in and for said County, to be owned exclusively by said County.

The authorization of the incurring of the debt and the issuance of the bonds referred to in said proposition will authorize the levy and collection of an annual tax in addition to the other taxes provided for by law on all taxable tangible property situated in said County, sufficient to pay the interest and principal of the indebtedness as they fall due and to retire the same within twenty years from the date contracted.

Said election will be held at the following polling places in the voting precincts in Sullivan County, Missouri:

VOTING PRECINCT

Winigan  
Rose Hill  
Mystic  
Green City, North  
Green City, South  
Green Castle  
Pennville  
Brown  
Pollock  
Boynton  
Turner  
Lee  
Cross Roads  
Prairie Mound  
N. E. Polk  
N. W. Polk  
S. E. Polk  
S. W. Polk  
Rager  
Cora  
Browning  
Hamilton  
Humphreys  
Osgood  
Wilhite  
Sterling  
Ross  
Wintersville  
Sandefur  
Newtown  
Harris  
Judson

POLLING PLACE

Winigan Hardware Store  
Rose Hill Schoolhouse  
W. H. Cleston Store Bldg.  
Floyd Hackney Pool Hall  
Glenn Young's Garage  
Adford's Garage  
District No. 2 Schoolhouse  
E. Roy Childers Residence  
Credit Union, Bank Bldg.  
Boynton Church Bldg.  
Turner Schoolhouse  
Lee Schoolhouse  
Cross Roads Schoolhouse  
Prairie Mound Schoolhouse  
John L. Reese Implement Store  
Milan City Hall  
Alex Shatto Garage  
McKinstry Produce Bldg.  
Rager Schoolhouse  
E. E. Tucker Store  
Neva Grice Residence  
Old Hamilton Schoolhouse  
Humphreys School Bldg.  
Osgood Banking Co. Bldg.  
Wilhite Schoolhouse  
Sterling Schoolhouse  
Ross Schoolhouse  
Wintersville Schoolhouse  
Sandefur Schoolhouse  
H. J. Robinson Bldg.  
Opera House  
Judson Schoolhouse

The ballot to be used at said election will be in substantially the following form:

BOND ELECTION  
SULLIVAN COUNTY, MISSOURI,  
October 3, 1950.

OFFICIAL BALLOT

## INSTRUCTIONS TO VOTERS:

To cast a ballot in favor of the proposition submitted upon this ballot place a cross (x) mark in the square opposite the word "Yes"; to vote against the proposition submitted upon this ballot place a cross (x) mark in the square opposite the word "No".

Shall the following be adopted:

Proposition to issue the general obligation bonds of Sullivan County, Missouri, to the amount of \$250,000, for the purpose of providing funds to pay a portion of the cost of erecting and equipping a public hospital in and for said County, to be owned exclusively by said County.	YES
	NO

The polls will be kept open from and between the hours of six o'clock A. M. and seven o'clock P. M. on the date of said election the sun shall set after seven o'clock P. M., in which event the polls will be kept open until sunset.

DONE by order of the County Court of Sullivan County, Missouri, this 11th day of September, 1950.

(SEAB)

/s/ Harry Rhodes  
Clerk of the County Court of  
Sullivan County, Missouri.



Osgood	14	24
Wilhite	22	0
Sterling	29	15
Ross	16	10
Wintersville	3	15
Sandefur	2	17
Newtown	11	46
Harris	16	56
Judson	15	7
Absentee Ballots	3	0

We further certify that upon said bond proposition to authorize the issuance of \$250,00 of bonds of Sullivan County, Missouri, the result was as follows:

1939 ballot were cast in favor of the issuance of said bonds; and

831 ballots were cast against the issuance of said bonds.

IN WITNESS WHEREOF, the undersigned have hereunto set their hands and have caused the seal of said County to be affixed hereto this 6th day of October, 1950.

/s/ Harry Rhodes  
Clerk of the County Court of  
Sullivan County, Missouri

/s/ J. G. Simpson  
Representative of the Democratic  
Party.

/s/ Chas. S. Sicksen  
Representative of the Republican  
Party.

It is ordered that this Court do as above  
OCTOBER 9, 1950

The Court met pursuant to adjournment with the following present: Judges, Loyd Dickerson, O. L. Romine and W. S. Brown; and Clerk County Court, Harry Rhodes. When the following proceedings were had:

IN THE MATTER OF CANVASSING THE RETURNS OF THE SPECIAL BOND ELECTION HELD IN SULLIVAN COUNTY, MISSOURI, ON OCTOBER 3, 1950.

Now on this day comes Harry Rhodes, Clerk of the County Court of Sullivan County, Missouri, and shows to the Court that, pursuant to the provisions of Section 11615, Revised Statutes of Missouri, 1939, as amended, Laws of Missouri, 1945, page 686, he took to his assistance within five days after the special bond election held in said County on October 3, 1950, J. G. Simpson and Chas. S. Dickson, being respectively representatives of the Democratic part and of the Republican party, said parties having cast the highest number of votes at the last preceding general election in said County, and thereupon proceeded to examine and cast up the votes cast at the special bond election held in said County on October 3, 1950, on the proposition of authorizing the issuance of \$250,000 of bonds of Sullivan County, Missouri, for the purpose of providing funds to pay a portion of the cost of erecting and equipping a public hospital in and for said County. Thereupon, the said Clerk of the County presented to the Court the certificate made by himself and by the said J. G. Simpson and Chas. S. Dickson, showing the result of said bond election in said County on the proposition aforesaid, from which it appeared that 2770 ballots had been cast upon said bond proposition at said election and that of said ballots 1939 ballots had been cast in favor of the issuance of said bonds and 831 ballots had been cast against the issuance of said bonds.

Thereupon, the official count of said board of canvassers of the bond proposition aforesaid was submitted, the same being as follows:

Name of Precinct	Yes	No
Winigan	10	31
Rose Hill	7	8
Mystic	38	31
Green City, North	19	113
Green City, South	23	125
Green Castle	16	51
Pennville	1	23
Brown	4	35
Follock	73	62
Boynton	79	2
Turner	18	1
Lee	41	8
Cross Roads	15	3
Prairie Mound	4	9
N. E. Polk	172	5
N. W. Polk	623	14
S. E. Polk	390	8
S. W. Polk	141	9
Roger	59	8
Cora	12	6
Browning	31	44
Hamilton	5	30
Humphreys	27	25
Osgood	14	24
Wilhite	22	0

Name of Precinct	Yes	No
Sterling	29	15
Ross	16	0
Wintersville	3	15
Sandefur	2	17
Newtown	11	46
Harris	16	56
Judson	15	7
Absentee ballots	3	0

Thereupon, the Clerk of the County Court presented to the Court a copy of the official ballot used at said special bond election held as aforesaid.

Thereupon, said Clerk of the County Court shows to the Court that all of the requirements made by the laws of the State of Missouri with respect to holding said bond election were complied with; that notice of said special bond election was duly published in the Milan Republican, Milan Standard, and the Green City Press in accordance with the order of the County Court heretofore made and entered and as required by law, and said Clerk presented to the Court the original affidavits of publication of the notice aforesaid and the same were approved and ordered filed.

Thereupon, the Court having examined said certificate, said form of ballot and said proofs of publication, and being fully advised in the premises, doth find, adjudge and declare that said special bond election held in said Sullivan County, Missouri, on October 3, 1950, resulted as follows:

1939 ballots were cast for the issuance of bonds of said county; and

831 ballots were cast against the issuance of bonds of said County;

and the Court doth further find that more than two thirds of the legal qualified voters of said County voting at said special bond election voted in favor of incurring indebtedness and issuing the bonds of Sullivan County, Missouri, in the principal amount of \$250,000 for the purpose aforesaid.

And the Court doth further find, adjudge and declare that notice of said special election was duly given in the manner required by law; that said election was duly given in the manner required by law; that said election was duly held at the regular polling places in the respective voting precincts of said County and in each of them; that said election was duly held in accordance with all of the laws of the State of Missouri; and that the Court now has full and complete authority to authorize the issuance of the bonds of Sullivan County, Missouri, authorized by the voters at said election.

/s/ Loyd Dickerson  
Presiding Judge.

TEST:

/s/ Harry Rhodes  
Clerk of the County Court.

It is ordered that this Court adjourn until October 13, 1950.

Loyd Dickerson  
Presiding Judge

Judge 1st District

Judge 2nd District

OCTOBER 13, 1950

The Court met pursuant to adjournment with the following present: Judges, Loyd Dickerson, O. L. Romine and W. S. Brown; and Clerk of the County Court, Harry Rhodes. When the following proceedings were had:

RE: ASSESSMENTS:

This Court met with a representative of the State Tax Commission and the township assessors.



## **DIVIDER II. PROPOSAL DESCRIPTION**

**1. PROVIDE A COMPLETE DETAILED PROJECT DESCRIPTION. Pg 18-31**

See attached

**2. PROVIDE THE PROPOSED NUMBER OF LICENSED BEDS BY MEDICAL SPECIALTY. Pg 32**

A 16-bed acute care and swing-bed unit in a Critical Access Hospital as defined by the Centers for Medicare and Medicaid Services.

**3. Provide a timeline of events for the project, from the issuance of the CON through project completion. Pg 33**

- CON Approved – November, 2025
- Funding Letter of Intent (USDA) – January 2026
- Start Plans – February, 2026
- Complete Plans – February, 2027
- Building Permit Issued – March, 2027
- Commence Construction – April, 2027
- Complete Construction – November, 2028
- Hospital Licensed – December, 2028

**4. Provide a legible city or county map showing the exact location of the proposed facility. Pg 34**

A map is provided in this Divider.

**5. Provide a site plan for the proposed project. Pg 35**

A proposed site plan is provided in this Divider

**6. Provide preliminary schematic drawings for the proposed project. Pg 36-39**

Schematic drawings are provided in this Divider

**7. Provide evidence that architectural plans have been submitted to the DHSS. Pg 40**

Missouri Department of Health and Senior Services has been contacted to initiate the Construction and Renovation Project Tracking process. Initial contact with the bureau has been completed, along with the Project Tracking form, submitted here for reference. Per the process outlined by the department, plans will be submitted to the Engineering Consultation Unit (ECU) for review and approval, once completed.

**8. Provide the proposed gross square footage. Pg 41**

The proposed hospital gross square footage will be approximately 65,000 square feet. Reference breakout by department comparing existing and proposed in image below. See chart in this divider.

**9. Document ownership of the project site or provide an option to purchase.**

Pg 42-49

See attached

**10. Define the community to be served (service area: projected population, area, rationale) Pg 50-51**

The community SCMH serves is the population of Sullivan County, consisting of over 5900 individuals and approximately 2,040 families. It is the source of care for residents seeking primary care, emergency care and hospital inpatient and outpatient services. Residents in other outlying areas also utilize the hospital, clinics and pharmacy and include portions of Grundy, Mercer, Linn, Livingston, Putnam, Adair and Schuler Counties. Zip codes within SCMH's service area are 63556, 63545, 63544, 64641, 64630, 64674, 64646, 63560, 64667, 64645, 63566, and 63565. The population of these zip codes total 11,597.

**11. Provide utilization projections through the first three (3) FULL years of operation of the new beds. Pg 52**

See attached

**12. Identify specific community problems or unmet needs the proposal would address. Pg 53**

There remain unmet healthcare needs of the residents currently utilizing SCMH. With the new hospital, surgeries and procedures will be reinstated, chemotherapy services will be possible, and additional specialty providers will hold clinics on a rotation basis, resulting in previously unavailable local options for diagnostic and outpatient services. Because surgeries and procedures were discontinued due to the medical gas deficiencies, all residents have been required to go outside the county for these types of services. SCMH has not had a hood in the pharmacy to allow for mixing of certain IVs and chemotherapy so that has not been possible. The new hospital will also have an in-house MRI allowing providers to have these diagnostic tests done daily and for emergency cases. Adding additional exam rooms and workspace to the rural health clinic for primary and specialty space will assist in recruitment of specialty providers not previously available to the Sullivan County area.

**13. Provide the methods and assumptions used to project utilization. Pg 54**

Projected utilization levels are based on past utilization at SCMH with an estimated increase based on increased utilization in a new facility and new services and procedures to be offered in the new replacement hospital. Administration and consultants reviewed the Hospital Industry Data Institute (HIDI) statistics for individual hospital utilization for the 12 zip codes in our service area. Projections are made based on services not available at SCMH currently and will be available in the new facility. Also considered is the expected growth in current services that historically happens when a new facility is opened.



The ability to provide minor surgical procedures not currently offered will reduce the need for patients to travel as far as two hours away to have the procedure, as they currently must do. MRI currently is only offered one day a week. This will be available 24/7 in the new replacement hospital. Chemotherapy is another new service line to be offered that is not able to be offered due to space constraints. The proposal has a reduction in hospital licensed beds from 25 to 16, which is more in line with past and projected utilization but is well within the service area bed need of 26.

With the development of the Roy Blunt Reservoir (2300 acres), as a water resource and recreational destination, an economic impact study was done projecting growth of economic activity in Sullivan County and increases in employment. This growth will cascade to increased utilization of healthcare and hospital services for residents and visiting tourists.

- 14. Document that consumer needs and preferences have been included in planning this project and describe how consumers had an opportunity to provide input. Pg 55-67**

See attached documentation of public meetings. Attendees were encouraged to make comments and ask questions about the replacement hospital.

- 15. Provide copies of any petitions, letters of support or opposition received. Pg 68-81**

No petitions or letters of opposition were received. Letters of support are attached (13).

- 16. Document that providers of similar health services in the proposed service area have been notified of the application by a public notice in the local newspaper. Pg 82**

See attached

- 17. Document that providers of all affected facilities in the proposed 15-mile radius were addressed letters regarding the application. Pg 83-94**

See attached

## Divider 2 Item #1 Provide a complete detailed project description

### General Information

Sullivan County Memorial Hospital (SCMH) is an existing 25-bed, county-owned Critical Access Hospital (CAH), providing acute, swing bed, emergency care, and related outpatient ancillary services to the residents of Sullivan County, Missouri, and its surrounding communities. The hospital, located at 630 West Third Street, Milan, MO (63556), has been the cornerstone of healthcare for the area since it opened in 1953. In 1984, the building was renovated to provide needed space for outpatient services and emergency care. A Provider-Based Rural Health Clinic (RHC) was opened in the hospital in 1996 and two more RHCs are currently in operation in the county. Sullivan County is a unique and diverse community, and the hospital has been shown a great deal of support by its residents throughout the years. Sullivan County is proud of our diverse community with 22.8% of the population being of other ethnicities than white. Given the development of a new 2300-acre reservoir bringing in additional business and recreational activities, healthcare needs will only increase. It is essential the healthcare access and services are in synchrony with both the needs of the current and future needs of the community.

The replacement hospital, rural health clinic and community retail pharmacy will be located on a parcel of land, contiguous to the current hospital property, purchased through the generous donations of individuals, businesses and organizations in early 2025. The 17+ acre location is at Latitude: 40.198174 and Longitude: -93.136134 and is in the process of annexation into the City of Milan. The new hospital will be approximately 65,000 square feet and is designed as a 2-story building with accessible entries at ground level for both stories. The total cost is \$55,000,000 and SCMH is working with USDA for funding in the amount of \$44,000,000. A ballot issue was successfully passed in April, 2025, for a ½ cent sales tax for economic development, written to be entirely used for the construction of a new hospital. This will bring in over \$11,000,000 over 40 years. A firm has been selected for the interim financing by the Sullivan County Commission.

### Hospital Governance

The hospital is owned by the County of Sullivan and is governed by three County Commissioners. SCMH is governed by an elected five-member Governing Board of Sullivan County residents, and the Chief Executive Officer reports directly to the Governing Board. The Governing Board, County Commissioners and hospital administrative team are in complete agreement for the need of a replacement hospital to maintain local access to care and communicate regularly to collaborate on the steps necessary to achieve this much needed goal. Melba Fordyce, Governing Board Chairperson, has been on the Board for 28 years, and is an adamant supporter of the necessity of building a new hospital in the county. The hospital saved her son's life and she has personally witnessed the value it brings to the community many times. All of the board members, representing the entire county, are dedicated to the mission of the hospital and instrumental in moving this project forward. Board members and County Commissioners attended numerous public meetings to communicate the shared vision and need for the replacement hospital and participated in planning meetings with the architects and hospital staff.

### Hospital Leadership

Martha Gragg is the Chief Executive Officer of SCMH and has served in this capacity three different times, most currently from March of 2023. She has worked at the facility in many different roles and has a strong passion for rural healthcare and the Sullivan County community. She is responsible for carrying out the



mission and strategic direction of the hospital, and the vision to achieve both. Amy Michael, COO, functions as the Chief Financial Officer, and has been employed at the hospital for 32 years. Both Ms. Gragg and Ms. Michael worked in tandem to prepare for the opening of the retail pharmacy in early 2025 after the only local pharmacy closed a few months earlier. Becky Thomas, Chief Nursing Officer, and Danny Bartlett, Chief Ancillary Officer, both have vast experience in their areas and are participating in all aspects of the planning and community education for the new facility.

### **Use of Existing Facility After Replacement**

The Governing Board and hospital administrative team have been in communication with the Sullivan County Commissioners and the Milan City Administrator to discuss community needs and potential future uses for the existing building. The current hospital property is within the City of Milan with close proximity to the downtown area, the Sullivan County Courthouse, Sullivan County Ambulance District and Health Department, and a low-income housing facility. Potential options include geriatric and child daycare, temporary housing, independent living, small business office space and community space for educational activities (i.e. English as a second language classes). The public were encouraged to consider alternative uses for the space at the informational meetings. The City and County are working with the Green Hills Planning Commission for grant consideration.

### **Need for the Facility**

The original hospital opened in 1953 with 48 licensed beds, designed in a semi-private and ward fashion with shared toilets. Other areas included the surgery area with one procedure room, a labor/delivery area with 2 labor rooms and 1 delivery room and one emergency room. In 1984, additions were made to the building to include an expanded Emergency Department with 3 patient beds (2 emergency bays and enclosed trauma room), small triage area and waiting room. The Laboratory and Radiology Departments were expanded, the surgery area was moved and made to include a small recovery area, the lobby and central storage were enlarged, and two private rooms with toilet rooms were added. Another addition was built to include a 4-bed intensive care unit (ICU) and physical/occupational therapy area.

Through the years, many changes have been made in the utilization of space depending on the hospital needs and the services required by the community. Labor and delivery services ceased in the mid 1980's, surgical procedures ceased in the 1990's and the surgery room was converted to house the CT scanner. In 2000, the hospital was certified as a Critical Access Hospital and reduced the number of licensed beds to the required 25 beds. In 1996, the previous ICU area was renovated to accommodate primary care provider space, later becoming a certified Rural Health Clinic.

SCMH is currently grappling with several challenges due to its outdated infrastructure, original plumbing, inadequate electrical and HVAC. The existing 73-year-old facility suffers from limitations such as inefficient layouts, lack of privacy, and inadequate locations for essential departments such as central supply, emergency services, and radiology. Additionally, the building was not designed to accommodate modern technology, connectivity and wireless systems, and it lacks covered entries and adequate storage spaces. These issues have led to regulatory concerns and have negatively impacted the hospital's ability to provide optimal services. The hospital currently is unable to perform surgery services, which further limits its ability to meet the healthcare needs of the community, forcing residents to travel to receive care.

The Hospital Governing Board, County Commissioners and administrative team determined a new replacement hospital was the best solution to meet the current and upcoming needs of the community. This decision was based on the 2019 state survey results requiring extensive Life Safety Code corrections and the impending deadline in 2027 for a complete electrical renovation. Neither the 2023 renovation or electrical renovation, if completed, will improve the state of the patient rooms, privacy issues, ability to do procedures

or surgeries, or expand the primary/specialty clinic or Emergency Department spaces. The goal of the SCMH stakeholders is to build a modern hospital, clinic and community retail facility that will allow the county to maintain inpatient and outpatient services locally and improve the health outcomes of the area.

The new hospital will allow for growth in primary care and attract additional services beyond the current seven specialties offered. Space for an in-house MRI will be within the Radiology Department, adding that service for 24-hour availability. Patient rooms will have the proper square footage with private bathroom and shower accommodations. The Emergency Department and the registration areas will allow for privacy, HIPAA compliance and greater patient satisfaction. Design of floor plans will include adjacencies for ease of nursing staff workflow, reduction of visitor/outpatient traffic in acute patient areas consolidation of services within a department to be located in the same space.

SCMH is currently licensed for 25 beds and is proposing a 16-bed license for the replacement hospital. Those beds will be used for acute and/or skilled (swing) patients. A service area population study has been requested to confirm 16 beds is adequate considering the added services the hospital will be able to offer with the new facility.

The hospital's current state assessment highlights the need for a new building to address these shortcomings and capitalize on growth opportunities. The new facility will provide stability, financial security, and guaranteed services, while also improving patient confidence and privacy. The future vision includes expanding specialty services, developing telehealth services, and enhancing the hospital's role as a community health and wellness destination. Overall, constructing a new building is a necessary step to ensure the hospital can continue to serve the community effectively and improve the quality of life for the residents of the county.

### Existing Facility – Deficiencies

SCMH's existing hospital and rural health clinic do not meet the minimum code requirements of a modern Critical Access Hospital (CAH). SCMH is a one-story, brick structure in a landlocked position, a steep slope in the front, limiting building expansion and growth. Small areas of hospital property are in the front and back of the current building and building onto the old structure would present significant issues with public access and poor patient/staff workflow. Parking space is limited with staff parking on the street at the back of the building and on the helipad in the front. When helicopter services are needed, an announcement is made to move vehicles. Surfaces include concrete which is cracking and gravel.

A requirement of relocating the Cardiac Rehabilitation Department in the hospital resulted in moving part of the Business Office staff, IT Department Office, Health Information Department, and three offices to a separate building several hundred feet from the hospital. This separation is inefficient for staff needing to be in contact with hospital clinical staff and for the public when trying to access business office and health information managers.

### Existing Square Footage by Department

Department	
Inpatient	7693
Emergency	2551
Surgery	630
Clinical Lab	845
Diagnostic Imaging	1879
Pharmacy	207



Retail Pharmacy	572
Rehab Therapies (PT, OT, ST, CR)	706
Dietary	1548
Environmental Services (EVS)	1021
Materials Management	1017
Engineering	1637
Maintenance	1124
Commons	4186
Administration	1990
Admissions & Business Office	1058
HIM	453
Information Technology (IT)	367
Rural Health Clinic	2094
Hospital Outpatient Services	859
Total SF	32437

#### **Acute/Swing Patient Areas**

The inpatient area totals 7693 sq. ft. with original 1953 sinks in the rooms and shared toilet rooms. The hospital is licensed for 25 beds, with 5 semi-private rooms and 15 private rooms. There is little space for patient belongings and no counter space for patient or staff use. Linen and supplies are only available in one area for each wing without easy staff access close to patient care areas. Storage for equipment is available in spaces used by nursing staff for charting. Rooms are flexible for either acute, observation or skilled patients. There are limited areas for patient and staff conferences. The cafeteria, Activities Room and Board conference room are used for meetings, patient/family conferences, breaks and meals.

Patient rooms are undersized with narrow entry doors, with beds barely able to be squeezed through. The shared narrow toilet spaces (11.25 sq. ft.) have doors opening to each room, resulting in limited privacy. For patients needing assistance, it is difficult for nursing staff to do so safely. The only shower for inpatients and skilled patients in the hospital is in the hallway near the rural health clinic lobby and patients must take turns using it.

The second wing of the hospital does not have piped in suction; portable suction machines are used in those rooms when needed. To bring oxygen and suction into the second patient wing of the hospital, conduit was installed in each room by attaching it to the walls.

#### **Surgery and Sterilization**

Surgical services are currently not available due to inadequate medical gas ventilation according to the state surveyor findings. The entire surgical/procedural area is under 730 sq. ft. The surgical/procedure room is used only for pain management services with the C-arm located there. The procedure/surgery room is 246 sq. ft. with a small room attached for limited procedural equipment cleaning and storage. There is a small area without a door for preop and post recovery care.

Small instrument trays are prepared using an autoclave. SCMHS does not have a sterilizer for full surgical instrument trays. There is a very limited area for storage. The surgery area and sterilizing area are not adjacent to each other and are not located conveniently to where specialty providers practice.

### **Emergency Department (ED)**

The ED is approximately 2,237 sq. ft. consisting of 3 bays with one bay used as Trauma Bay. There is no nursing station. Ambulances back up directly up to the door and there is no covered area for loading and unloading. Patients are delivered to SCMh and transferred with no protection from the weather, regardless of conditions. The walk in entrance and ambulance drop off is the same door without a place designated for registration; it is done at bedside. The waiting room is small and ED patients, family and visitors, share the space, offering no separation and no HIPAA compliance. When the ED is full, there is a small area in the hallway where triage occurs; the patient is then moved to the waiting room until a bay is available. The Trauma Bay is in an enclosed room; the 2 bays are divided by curtain with little privacy and HIPAA compliance.

Providers share a space with supplies and the medications. The ED does not have a medication dispensing system. Nursing is required to go to the Pharmacy for many medications and only has a small supply of medications stored in the ED for patients.

The ED is not staffed with security. There are no secured behavioral health rooms or rooms that can be converted into safe rooms. Behavioral health patients are placed in the triage area because the area is in the line of sight of ED staff. The length of stay for a behavioral health patient is 12-24 hours. There is one bathroom, without space required for wheelchair accessibility, and it is shared by the patients and staff.

There is an isolation area adjacent to the ED that measures 770 sq. ft., with a bathroom and decontamination shower. This area is not often used for patient care due to its location and separation from the rest of the ED with no visibility. Staffing is usually 1 RN and the provider with assistance from the acute floor as needed. In the current layout, there is not a line of site adjacency to the acute floor nursing station which is a safety and efficiency issue for SCMh staff.

### **Physical, Occupational and Speech Therapy**

SCMH therapy area is in a space that measures 311 sq. ft. for the treatment area with the space having no privacy. Confidential Speech/conference areas are not possible. Equipment must be moved to accommodate current therapy patients' needs. The current office space of 84 sq. ft. With anticipated growth of therapy services, the current space is not adequate to meet the needs of patients and staff.

### **Cardiac Rehabilitation**

Cardiac Rehab is located in the middle of the hospital; the space measures 320 sq. ft. The area has 1 treadmill, 1 recumbent bike, 1 stationary bike, and a small area for stretching and weights. Documentation is done on a bedside table because there is no counterspace or desk space. The space is conducive to only one or two patients at a time. There is no bathroom for patient use. This space was created from previous billing office space, and the Information Technology closet can only be reached by going through the Cardiac Rehabilitation department.

### **Hospital Pharmacy**

Two small rooms were converted into the current hospital pharmacy which totals 207 sq. ft. Medication storage is crowded and there is no ventilation hood available preventing some additional patient services from being offered at SCMh that require compounding. The entrance to the pharmacy is in the main corridor leading from the hospital lobby to the patient care rooms, creating a potential security and safety issue.



### **Community Retail Pharmacy**

Due to the closing of the local retail pharmacy, SCMH responded to the community's need and opened its own community retail pharmacy in February 2025. Space was reallocated in the Business Office Building on the SCMH campus and renovated to create the retail pharmacy surveyed and approved by the Missouri Board of Pharmacy. The total space (572 sq. Ft.) has very limited storage for medications, supplies or staff workspace, and the public lobby is limited with no privacy. No office space is available, and the pharmacy staff must leave the area to access a bathroom in the other part of the Business Office Building. The retail pharmacy does have a drive-through window but access to the front of the building is less than desirable, and parking is limited to 3 spaces.

### **Laboratory**

Laboratory services are also hindered by significant space constraints. As laboratory equipment has advanced, machines have become larger to accommodate more complex testing capabilities. Unfortunately, current space does not allow for efficient placement or expansion of equipment, limiting the ability to offer the full scope of diagnostic testing in-house. This results in delays and the need to send some studies to reference labs, which impacts patient care and increases the cost.

Additionally, the current patient draw area was designed for a much smaller patient volume than is seen today. The waiting and collection spaces are combined, which is functional but not ideal. With the growth in patient services, a redesigned layout in the new facility would allow for more comfortable waiting areas and a dedicated draw space. This improvement would enhance patient flow, provide additional privacy, and create a more welcoming environment for patients and families.

A new facility will allow us to redesign the laboratory with expanded, efficient workspace, updated equipment placement, and appropriately sized draw areas. This not only improves workflow for staff but also enhances patient comfort, privacy, and overall experience.

### **Radiology**

Currently, radiology services are fragmented and inefficient due to the hospital's physical layout. CT services are located on the opposite side of the facility, away from the main radiology department and emergency department. This creates barriers to collaboration among technologists, slows patient transport, and impacts overall efficiency of care delivery. A consolidated radiology department would allow for closer teamwork among staff, faster patient throughput, and improved emergency response times.

Another critical limitation is reliance on mobile MRI services one day per week. As MRI utilization continues to increase across healthcare, patients are facing longer wait times and less convenient access when relying on mobile scheduling. Mobile units also provide a less comfortable experience for patients compared to an in-house service. By expanding and investing in an in-house MRI, SCMH can provide same-day or next-day scheduling, create a quieter and more private environment, and reduce patient anxiety while significantly improving overall access to advanced imaging.

In addition, ultrasound services are currently housed in a repurposed x-ray room. The space is not ideal for the patient population that is served, particularly obstetric patients, who would benefit from a calming, dedicated ultrasound environment. A new facility would allow creation of ultrasound spaces that are designed for privacy, comfort, and a more supportive atmosphere for expectant mothers and other patients. A modernized radiology department within a new facility will ensure that imaging services are centralized, patient-centered, and able to meet growing demands in CT, MRI, ultrasound, and x-ray.

### **Information Technology**

The age of the facility (73 years) poses significant challenges to the hospital's information technology (IT) infrastructure. The existing building was not designed to accommodate the demands of modern medical technologies, electronic health systems, or cybersecurity standards. Outlined below are the key IT issues identified, with a particular focus on spatial constraints and outdated infrastructure.

The hospital's original systems have electrical and network infrastructure limitations resulting in the inability to support the power demands of modern IT and medical equipment. Network cabling retrofits are severely restricted due to concrete wall construction and limited conduit access. Frequent electrical overloads result in system downtime and disruptions to clinical workflows. These issues result in increased maintenance costs and safety concerns, and the inconsistent system performance affects patient care delivery and staff productivity.

Inadequate wireless and network coverage is demonstrated by significant dead zones for Wi-Fi, particularly in patient rooms, in the long, original hallways and in the basement. The thick structural walls and obsolete point placement exacerbates signal degradation, limits mobile health devices and real-time access to the electronic health record (EHR). This subsequently delays clinical documentation and diagnostics due to connectivity issues.

There is limited physical space for IT operations. The current server room (data center) is in a renovated closet, and it is difficult to maintain a climate-controlled area. IT staff must walk through the Cardiac Rehabilitation area where patients are exercising to enter the door of this room and monitor the IT equipment. The room is barely sufficient to maintain adequate ventilation and security. In this environment, the risk is increased for equipment failure due to overheating and dust exposure. There is little or no scalability for future system upgrades and additional equipment.

Other challenges are impacting SCMh with the inability of integrating modern technologies with the legacy systems currently in use, the need for customizing interfaces and redundant data entry resulting in delay of diagnostic and treatment processes. Many of the SCMh systems run on outdated operating systems no longer supported by security updates and are vulnerable to ransomware attacks and service disruption. Staff report on delays in accessing digital records and clinical software to system slowness, portable devices are underutilized due to poor connectivity and there is a reduction in staff efficiency and poor patient experience.

### **RHC and Specialty Clinic**

Visiting specialty providers and their staff must share the limited space with primary care staff and the rest of the clinic staff in a 6 bay RHC and small clinic lobby.

The rural health clinic has six exam rooms and 3 small office spaces housing 7 primary care providers and staff members not counting visiting specialty providers and their staff. The exam rooms are small without



essential counter space and workspace for staff. The Lobby is small and lacks privacy both for patients and Clinic staff. There is poor heating and cooling control in the Lobby and the Clinic space. Currently when a Specialty provider comes the primary care providers have to give up one to two rooms to give enough space for that specialty provider to see patients. Nowhere in this space is there workable storage or workspaces.

### **Dietary and Cafeteria Services**

The hospital cafeteria and kitchen currently provide essential meal services for patients, staff, and visitors, but the space has several limitations. The overall area is small and was designed with a single internal entry point. While a second access point exists for outside dining, it is not a true entryway, as individuals must pass directly through the cafeteria itself to reach it. This layout contributes to congestion during busy times. In addition, the serving line is located adjacent to the dish return area, which is not the most efficient arrangement for meal service.

The facility also operates with limited storage capacity, as there is no walk-in freezer or refrigerator. Tile flooring and dated equipment, though still operational, are not as efficient as modern food service systems. These limitations make it difficult to maximize menu variety and service efficiency.

The current cafeteria accommodates daily meal service but does not provide the space or layout expected in a modern hospital environment for patients, staff, and visitors.

### **Infrastructure**

**HVAC** - SCMH has 6 rooftop units, the oldest being 1984 models. There are 24 Air handlers and matched condensing units across the facility. Two of those units are 1952 models, four of them are 1983 models, all of which will need to be upgraded soon. The current air-handlers are not automated, and Maintenance staff must climb a ladder to the roof to adjust. There is not adequate control of the heating and cooling in the building with huge fluctuations during seasonal changes. Condensation builds up causing drips from conduit, saturated ceiling tiles, and slippery floor surfaces.

**Plumbing** - Much of the hospital's sewer system, dating back to the original 1953 construction, requires repair in several areas. One area is in the Radiology Department with a significant cost estimated for repair and additional lost revenue during the period for repairs to be completed.

**Electrical** - At the end of a survey in 2023, SCMH was left with an electrical waiver for Essential Electrical System Receptacles on both patient care hallways. This waiver must be completed by December 31, 2027; this waiver was projected to cost \$1.3M at the end of 2023. Spending that money in the end does not get the building any closer to growth, privacy, or recruitment when it is complete.

**Flooring** - Many areas of the building have tile flooring which is loose and damaged. Very few areas have solid floor covering making the areas a trip hazard and an infectious control issue.

**Roof and Tuck Pointing** - Due to the number of times the roof has been repaired, the next step will be a complete tear down to the metal rafters and total replacement. This will require closure of entire wings until the work is done. The cost estimate for this replacement was \$2.2M five years ago. The building is a brick structure with several areas of loose and cracked mortar. The entire building needs tuck pointing which has never been done.

The existing hospital, rural health clinic, and all departments have managed to function due to a team of dedicated staff through the years as change and adaptability have been necessary. It is obvious with the extraordinary list of deficiencies, inefficiencies and restrictions throughout the entire facility, the decision to construct a modern hospital meeting all required standards, addressing the growing needs of the community, and providing high quality local access to care is the right decision.



## Proposed Space Plan for New Facility

The replacement construction project includes constructing, equipping and furnishing an approximate 65,000 square-foot hospital, rural health clinic, specialty clinic area and community retail pharmacy that will operate as a critical access hospital per Centers for Medicare and Medicaid Services definition and conditions of participation. The hospital will have 16 acute and/or skilled private rooms with private full bathrooms, an expanded rural health clinic to accommodate both primary and the growing specialty clinic providers, surgical/procedure space, and a modern, enlarged emergency department with adjacency to the medical nursing central station and radiology department. All areas will be designed with patient privacy and will be HIPAA compliant.

The land purchase allows for future growth of the hospital building and space for future buildings relevant to healthcare. The site was selected after multiple sites were reviewed by both the architects, Allstate consultants, the hospital governing board, County Commissioners, and administrative staff. The site lies directly adjacent to Highway 5 & 6. The hospital administration is working with the City of Milan and architects in planning for additional street access to the property and the City of Milan is proposing extending a street on the south side of the property extending to the highway.

The hospital campus will be located on 17+ acres acquired earlier in 2025 with the support of individuals, businesses and organizations donating through the Sullivan County Memorial Hospital Foundation. The land has adjoining corners with the current hospital site. The new replacement hospital is designed as a two-story building with both levels having street level, handicapped access from parking areas to easily accommodate patients, staff, and the public. The top level with entrance from the west will house the medical/surgical beds, emergency, radiology, laboratory, outpatient treatment area, and surgical departments with registration, billing, and retail pharmacy spaces. The lower level will have an east entrance and house the rural health clinic, therapy area (physical, occupational and speech), cardiac rehabilitation, the public cafeteria, environmental services, health information and facility maintenance departments. The overall plan is designed for Sullivan County resident needs, providing the services they require in an efficient manner, realizing the trend will continue for growth of outpatient services.

All Radiology services will be provided in one area and in close proximity to the Emergency Department. With the growing need for MRI services, the decision was made to incorporate plans for in-house MRI services in the new construction. Radiology and Laboratory are located adjacent to the Med-Surg and ED areas for efficient access.

The average daily census was considered as well as the increases in census through the year and a decision was made to build 16 private rooms at this time with the ability to add more rooms, if necessary, in the future. Isolation and infection control issues will be addressed in the design of the rooms as well as bariatric specific equipment. Bariatric equipment (ceiling lifts) will be placed in 1-2 rooms on the medical/surgical floor, the ED and in radiology.

The ED area is designed to support ambulance garage access to the ED. There is a separate walk-up entrance to the ED registration area with a roof overhang to protect patients from the weather. A large trauma bay is designed with built in partitions to convert the trauma room into multiple patient areas as needed. Four additional ED exam rooms are in the design with one of them a behavioral health safe room. The ED nursing station is adjacent to the Medical-Surgical nursing station to facilitate nursing staff efficiency and safety. This adjacency will also serve as the central hub for the fire alarm panel, generator alarm panel, and secure night entry for after hour visitors. There is a designed space for a medication dispensing machine as well as dirty and clean utility rooms for supplies. The provider sleep room is located between the ED and the Med-Surg area to allow for convenient access to both areas.

### **Proposed Hospital SF by Department**

#### **Department**

Inpatient	12513
Emergency	4064
Surgery	6686
Clinical Lab	1926
Diagnostic Imaging	4030
Pharmacy	1128
Retail Pharmacy	1278
Rehab Therapies (PT, OT, ST, CR)	3455
Dietary	4129
Environmental Services (EVS)	2119
Materials Management	2230
Engineering	1381
Maintenance	780
Commons	5016
Administration	2246
Admissions & Business Office	1353
HIM	474
Information Technology (IT)	1212
Rural Health Clinic	6273
Hospital Outpatient Services	2242
 Total SF	 64535



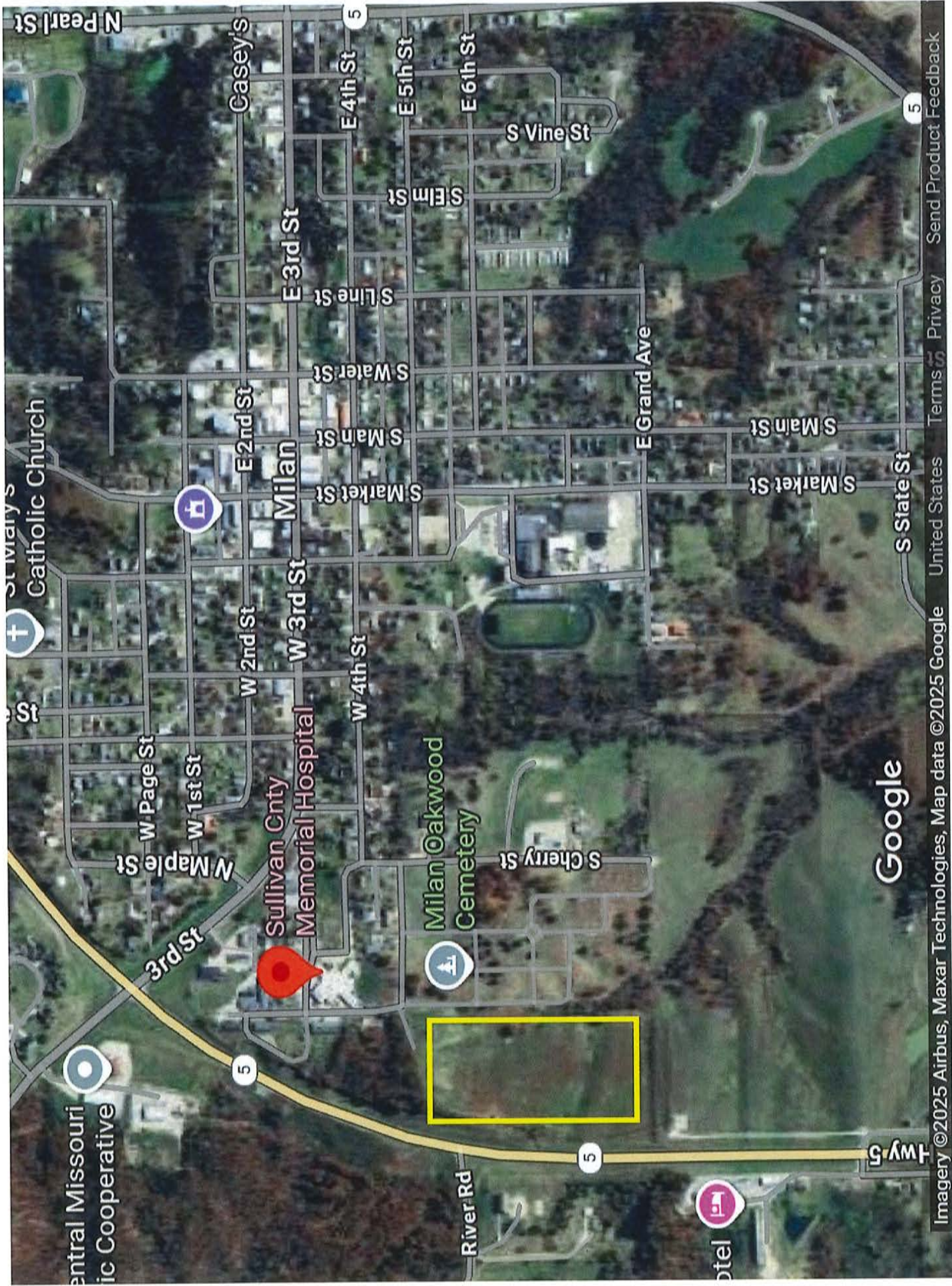
Div 2 item #2 Provide the proposed number of licensed beds by medical specialty.

A 16-bed acute care and swing-bed unit in a Critical Access Hospital as defined by the Centers for Medicare and Medicaid Services.

Divider 2 item # 3    Timeline of events for the project

- CON Approved – November, 2025
- Funding Letter of Intent (USDA) – January 2026
- Start Plans – February, 2026
- Complete Plans – February, 2027
- Building Permit Issued – March, 2027
- Commence Construction – April, 2027
- Complete Construction – November, 2028
- Hospital Licensed – December, 2028







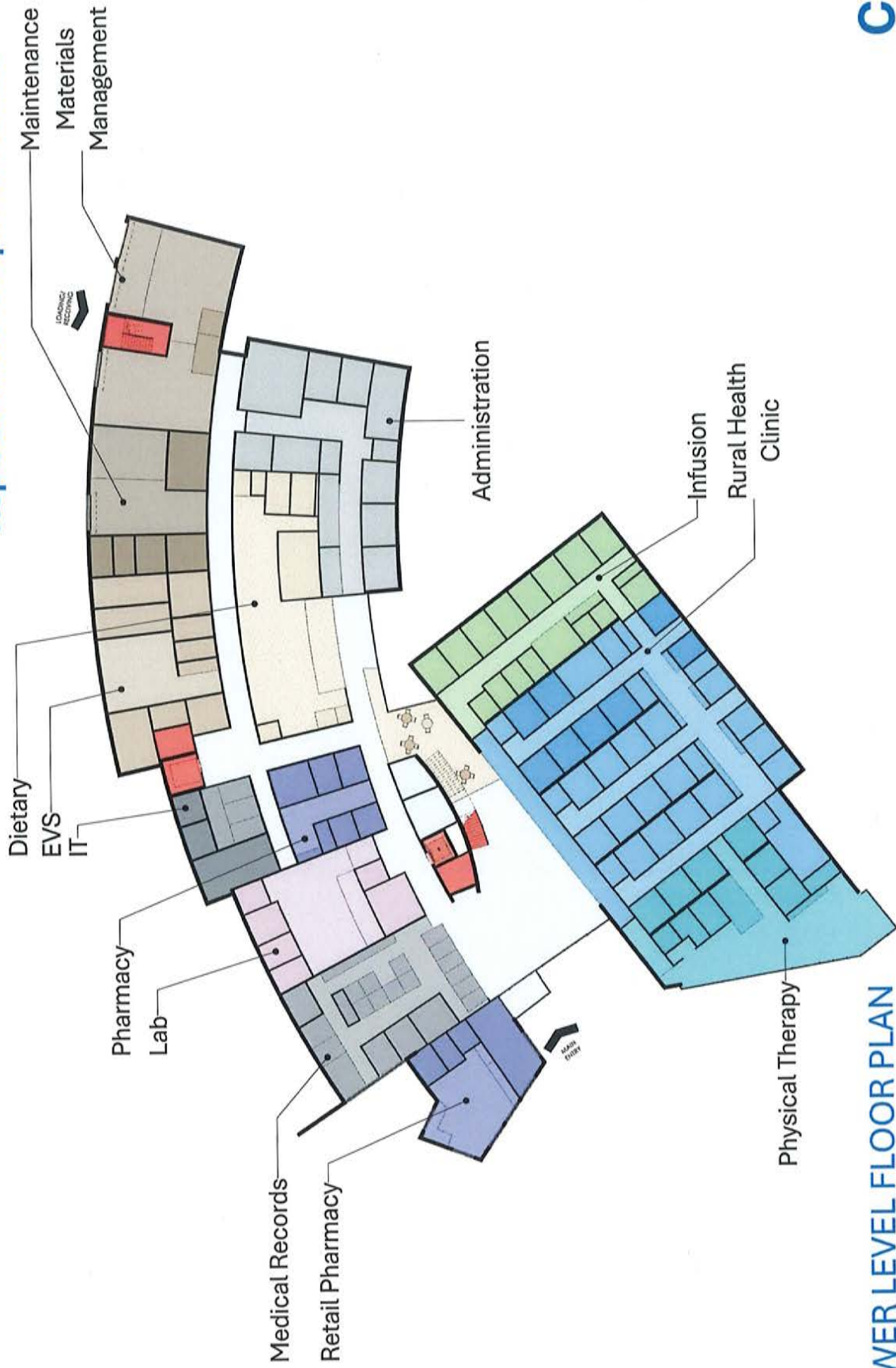


**CN-02**



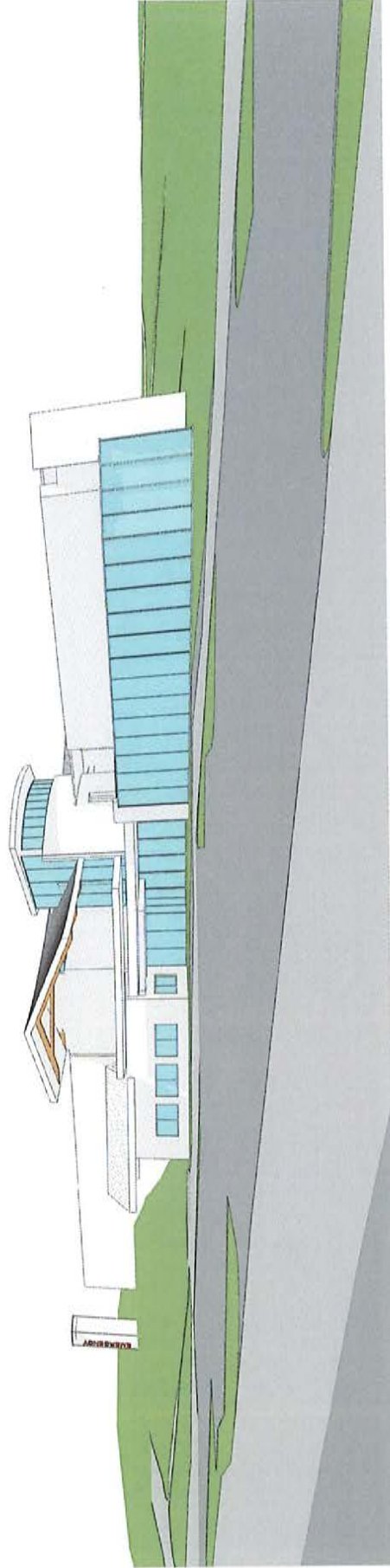


**UPPER LEVEL FLOOR PLAN**  
SCALE: 1/8" = 1'-0"



**LOWER LEVEL FLOOR PLAN**  
SCALE: 1/8" = 1'-0"

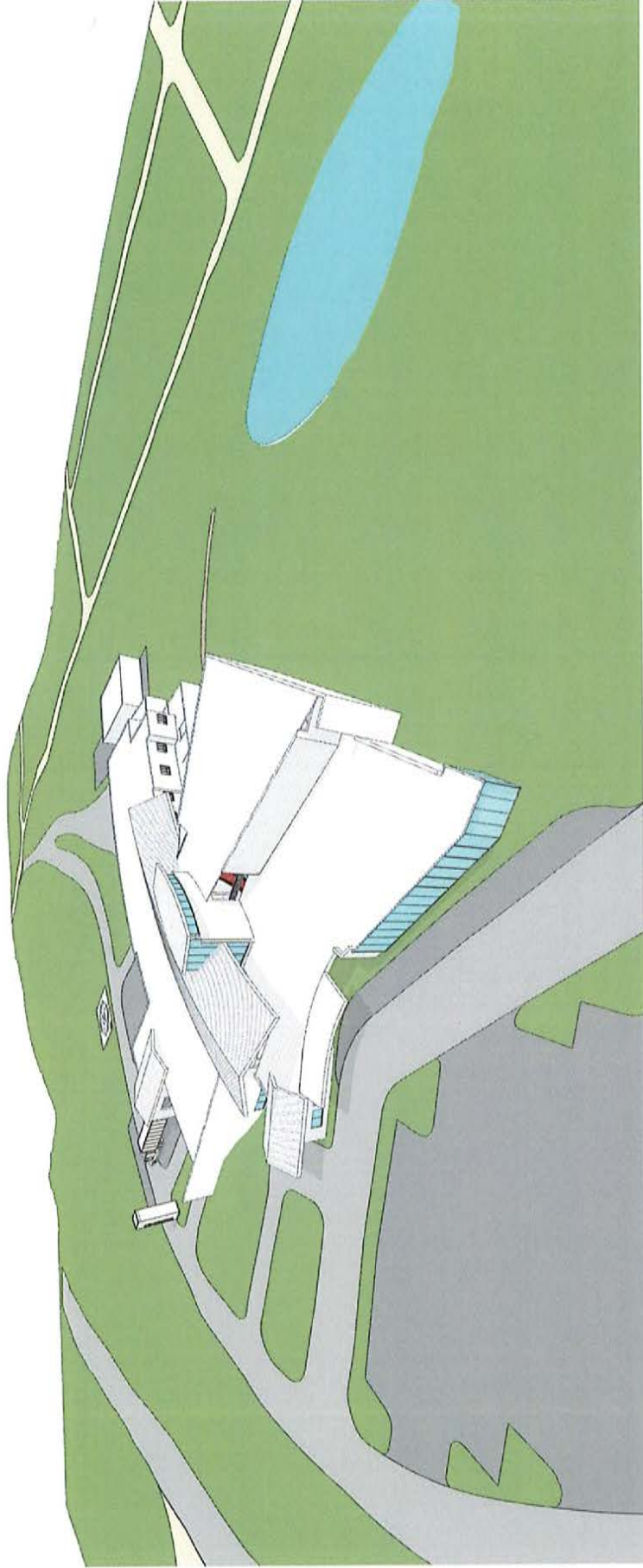




08.20.2025

**CN-05**

**PERSPECTIVE VIEW FROM ENTRY DRIVE**  
SCALE



**AERIAL VIEW FROM SOUTH**  
SCALE

08.20.2025  
**CN-06**



Divider 2 item # 7 Provide evidence that architectural plans have been submitted to the Department of Health and Senior Services

Missouri Department of Health and Senior Services has been contacted to initiate the Construction and Renovation Project Tracking process. Initial contact with the bureau has been completed, along with the Project Tracking form, submitted here for reference. Per the process outlined by the department, plans will be submitted to the Engineering Consultation Unit (ECU) for review and approval, once completed.

Div 2 item #8 Provide the proposed gross square footage.

The proposed hospital gross square footage will be approximately 65,000 square feet. Reference breakout by department comparing existing and proposed in image below. [Div 2 item #6 Preliminary Schematic of Project.pdf](#)

**Existing Hospital SF by  
Department  
Department**

Inpatient	7693
Emergency	2551
Surgery	630
Clinical Lab	845
Diagnostic Imaging	1879
Pharmacy	207
Retail Pharmacy	572
Rehab Therapies (PT,OT,ST,CR)	706
Dietary	1548
Environmental Services (EVS)	1021
Materials Management	1017
Engineering	1637
Maintenance	1124
Commons	4186
Administration	1990
Admissions & Business Office	1058
HIM	453
Information Technology (IT)	367
Rural Health Clinic	2094
Hospital Outpatient Services	859
Total SF	32437

**Proposed Hospital SF by  
Department  
Department**

Inpatient	12513
Emergency	4064
Surgery	6686
Clinical Lab	1926
Diagnostic Imaging	4030
Pharmacy	1128
Retail Pharmacy	1278
Rehab Therapies (PT,OT,ST,CR)	3455
Dietary	4129
Environmental Services (EVS)	2119
Materials Management	2230
Engineering	1381
Maintenance	780
Commons	5016
Administration	2246
Admissions & Business Office	1353
HIM	474
Information Technology (IT)	1212
Rural Health Clinic	6273
Hospital Outpatient Services	2242
Total SF	64535



#202500529  
OFFICE OF RECORDER OF DEEDS  
STATE OF MISSOURI

County of Sullivan } SS I hereby  
certify that the within instrument was  
filed in this office for record on this  
3rd day of June A.D. 2025 at  
1 o'clock and 45 minutes P.M., and  
was duly recorded in Book 135 Page 610-613  
Jessie Gardner  
Recorder of Deeds



**GENERAL WARRANTY DEED**

THIS INDENTURE, made on the 21st day of May, 2025, by and between

Grantor: Wayne Custer, Terri Lynn Richardson, Rae Ann Ashby,  
Marty Herington, Larry Hayes, and Paul Henley, Trustees of  
the Milan Oakwood Cemetery Association, an unincorporated  
association  
228 Circle Drive  
Milan, MO 63556

and

Grantee: Sullivan County Memorial Hospital  
630 W. 3rd Street  
Milan, MO 63556

WITNESSETH, that the said Grantor, in consideration of the sum of One Dollar and  
other good and valuable consideration, to it paid by the said Grantee, the receipt of which is  
hereby acknowledged, do by these presents, Grant, Bargain and Sell, Convey and Confirm, unto  
the said Grantee, its successors and assigns, the following described Lots, Tracts or Parcels of  
Land, lying, being and situate in the County of Sullivan, and State of Missouri, to-wit:

A tract of land located in the Southeast Quarter of the Southwest Quarter of  
Section 3, Township 62 North, Range 20 West, Sullivan County, Missouri,  
said tract being more particularly described as follows:  
Commencing at the Southeast corner of said Southwest Quarter; thence  
along the South line thereof, S89°47'20"W, 676.99 feet to the point of  
beginning; thence from said point of beginning, continuing along said South  
line, S89°47'20"W, 648.92 feet to a point on the Easterly right-of-way line of

[legal description continued on page 2]

Highway 5; thence leaving said South line, along said right-of-way line, N0°01'30"W, 393.13 feet; thence N11°38'50"E, 521.38 feet; thence N10°27'40"E, 279.33 feet; thence leaving said right-of-way line, N73°03'10"E, 495.30 feet; thence S12°16'15"E, 60.88 feet; thence S0°17'25"E, 1260.97 feet to the point of beginning and containing 16.84 acres. All in Sullivan County Missouri.

Subject to the following:

- (a) Taxes for 2025 and subsequent years;
- (b) All easements, of record or apparent, and all covenants and restrictions of record; and,
- (c) All zoning ordinances.

TO HAVE AND TO HOLD the premises aforesaid, with all and singular the rights, privileges, appurtenances and immunities thereto belonging or in anywise appertaining unto the said Grantee, and unto its successors and assigns, FOREVER, the said Grantor hereby covenanting that it is lawfully seized of an indefeasible Estate in Fee in the premises herein conveyed; that it has good right to convey the same; that the said premises are free and clear of any encumbrance done or suffered by it or those under whom it claims, and that it will WARRANT AND DEFEND the title to the said premises unto the said Grantee, and unto its successors and assigns, FOREVER, against the lawful claims and demands of all persons whomsoever.

IN WITNESS WHEREOF, the said Grantor has hereunto set its hand the day and year first above written.

Milan Oakwood Cemetery Association

By: Wayne Custer  
Wayne Custer, Trustee

By: Terri Lynn Richardson  
Terri Lynn Richardson, Trustee

By: Rae Ann Ashby  
Rae Ann Ashby, Trustee

By: Marty Herington  
Marty Herington, Trustee

By: Larry Hayes  
Larry Hayes, Trustee

By: Paul Henley  
Paul Henley, Trustee

Being all of the Trustees of Milan Oakwood Cemetery Association

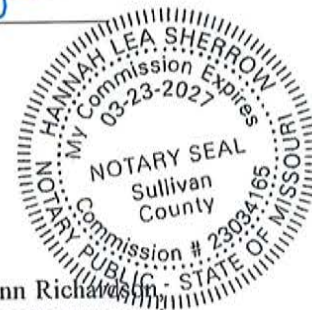


STATE OF MISSOURI )  
 ) ss.  
COUNTY OF SULLIVAN )

On this 21st day of May, 2025, before me personally appeared Wayne Custer, being one of the Trustees of the Milan Oakwood Cemetery Association, an unincorporated association, to me known to be the person described in and who executed the foregoing instrument, and acknowledged that he executed the same as the free act and deed of said Association and as his free act and deed as such Trustee.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my official seal at my office in Milan, Missouri, the day and year first above written.

*Hannah Lea Sherrow*  
Notary Public

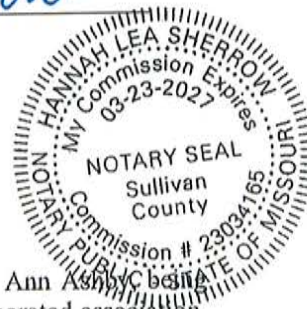


STATE OF MISSOURI )  
 ) ss.  
COUNTY OF SULLIVAN )

On this 21st day of May, 2025, before me personally appeared Terri Lynn Richards, being one of the Trustees of the Milan Oakwood Cemetery Association, an unincorporated association, to me known to be the person described in and who executed the foregoing instrument, and acknowledged that she executed the same as the free act and deed of said Association and as her free act and deed as such Trustee.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my official seal at my office in Milan, Missouri, the day and year first above written.

*Hannah Lea Sherrow*  
Notary Public

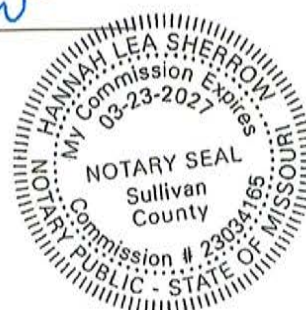


STATE OF MISSOURI )  
 ) ss.  
COUNTY OF SULLIVAN )

On this 21st day of May, 2025, before me personally appeared Rae Ann Ashby, being one of the Trustees of the Milan Oakwood Cemetery Association, an unincorporated association, to me known to be the person described in and who executed the foregoing instrument, and acknowledged that she executed the same as the free act and deed of said Association and as her free act and deed as such Trustee.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my official seal at my office in Milan, Missouri, the day and year first above written.

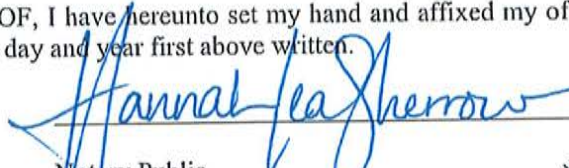
*Hannah Lea Sherrow*  
Notary Public

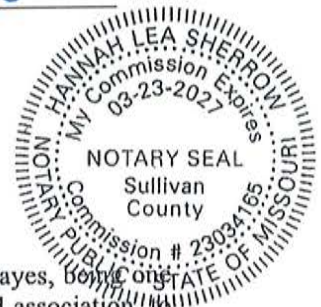


STATE OF MISSOURI )  
 ) ss.  
COUNTY OF SULLIVAN )

On this 21st day of May, 2025, before me personally appeared Marty Herington, being one of the Trustees of the Milan Oakwood Cemetery Association, an unincorporated association, to me known to be the person described in and who executed the foregoing instrument, and acknowledged that he executed the same as the free act and deed of said Association and as his free act and deed as such Trustee.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my official seal at my office in Milan, Missouri, the day and year first above written.

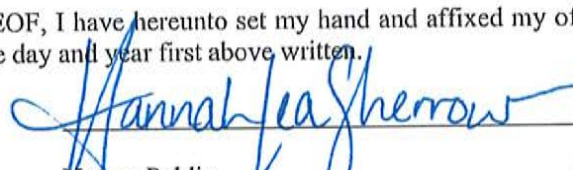
  
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Notary Public

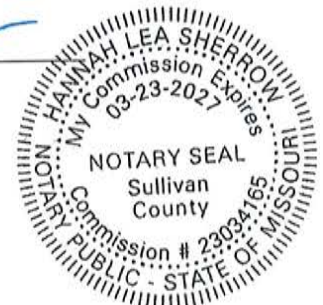


STATE OF MISSOURI )  
 ) ss.  
COUNTY OF SULLIVAN )

On this 21st day of May, 2025, before me personally appeared Larry Hayes, being one of the Trustees of the Milan Oakwood Cemetery Association, an unincorporated association, to me known to be the person described in and who executed the foregoing instrument, and acknowledged that he executed the same as the free act and deed of said Association and as his free act and deed as such Trustee.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my official seal at my office in Milan, Missouri, the day and year first above written.

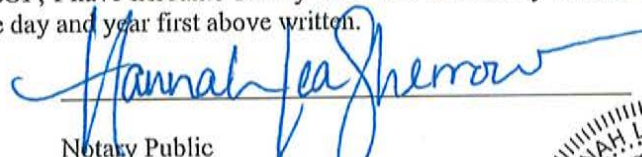
  
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Notary Public

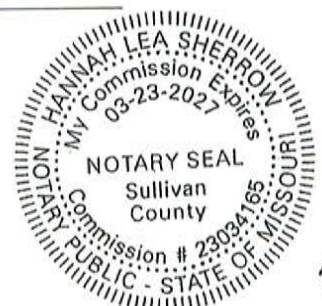


STATE OF MISSOURI )  
 ) ss.  
COUNTY OF SULLIVAN )

On this 21st day of May, 2025, before me personally appeared Paul Henley, being one of the Trustees of the Milan Oakwood Cemetery Association, an unincorporated association, to me known to be the person described in and who executed the foregoing instrument, and acknowledged that he executed the same as the free act and deed of said Association and as his free act and deed as such Trustee.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my official seal at my office in Milan, Missouri, the day and year first above written.

  
\_\_\_\_\_  
Notary Public





#202500530  
OFFICE OF RECORDER OF DEEDS  
STATE OF MISSOURI } SS  
County of Sullivan } I hereby  
certify that the within instrument was  
filed in this office for record on this  
3rd day of June A.D. 2025 at  
1 o'clock, and 55 minutes P.M., and  
was duly recorded in book 135 Page 614-617  
Lucie Gardner  
Recorder of Deeds



**SPECIAL WARRANTY DEED**

THIS DEED, made on the 25th day of May, 2025, by and between

Grantor: Wayne Custer, Terri Lynn Richardson, Rae Ann Ashby, Marty Herington,  
Larry Hayes, and Paul Henley, Trustees of the Milan Oakwood Cemetery  
Association, an unincorporated association  
228 Circle Drive  
Milan, MO 63556

and

Grantee: Sullivan County Memorial Hospital  
630 W. 3rd Street  
Milan, MO 63556

WITNESSETH, for and in consideration of the sum of one dollar and other good and  
valuable consideration, receipt of which is hereby acknowledged;

Grantor does hereby Sell and Convey to Grantee, and its successors and assigns, the  
following described real property in Sullivan County, Missouri, to-wit:

**A tract of land located in the Southeast Quarter of the Southwest Quarter of Section  
3, Township 62 North, Range 20 West, Sullivan County, Missouri, said tract being  
more particularly described as follows:**

**Commencing at Northeast corner of the West Half of the Southeast Quarter of the  
Southwest Quarter of said Section; thence along the North line thereof,  
S89°50'05"W, 25.57 feet to the point of beginning; thence from said point of  
beginning, leaving said North line, S12°16'15"E, 7.41 feet; thence S73°03'10"W,**

[legal description continued on page 2]

495.30 feet to the Easterly right-of-way line of Highway 5; thence along said Easterly line, N10°27'40"E, 5.39 feet; thence N6°16'45"E, 145.88 feet to the North line of said West Half; thence leaving said right-of-way line, along said North line, N89°50'05"E, 455.28 feet to the point of beginning and containing 0.83 acres.

Subject to the following:

- (a) Taxes for 2025 and subsequent years;
- (b) All easements, of record or apparent, and all covenants and restrictions of record; and,
- (c) All zoning ordinances.

To have and to hold the same, together with all rights, immunities, privileges and appurtenances, unto Grantee and its successors and assigns, forever;

And the Grantor hereby covenants that these premises are free from all encumbrances except as set forth above, and that it will warrant and defend the title to these premises unto the Grantee, and its successors and assigns, forever, against the lawful claims of all persons claiming through the Grantor.

IN WITNESS WHEREOF, the said Grantor has hereunto set its hand the day and year first above written.

Milan Oakwood Cemetery Association

By: Wayne Custer  
Wayne Custer, Trustee

By: Terri Lynn Richardson  
Terri Lynn Richardson, Trustee

By: Rae Ann Ashby  
Rae Ann Ashby, Trustee

By: Marty Herington  
Marty Herington, Trustee

By: Larry Hayes  
Larry Hayes, Trustee

By: Paul Henley  
Paul Henley, Trustee

Being all of the Trustees of Milan Oakwood Cemetery Association

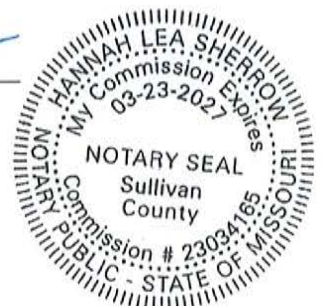


STATE OF MISSOURI )  
 ) ss.  
COUNTY OF SULLIVAN )

On this 21st day of May, 2025, before me personally appeared Wayne Custer, being one of the Trustees of the Milan Oakwood Cemetery Association, an unincorporated association, to me known to be the person described in and who executed the foregoing instrument, and acknowledged that he executed the same as the free act and deed of said Association and as his free act and deed as such Trustee.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my official seal at my office in Milan, Missouri, the day and year first above written.

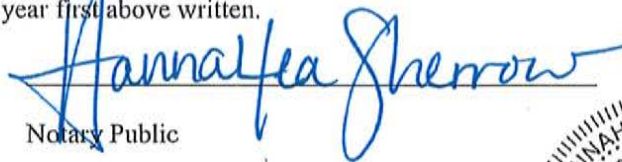
  
Notary Public

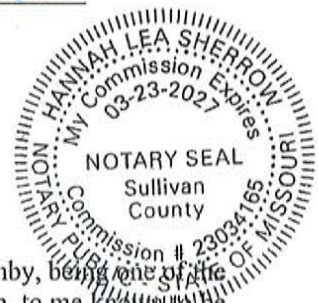


STATE OF MISSOURI )  
 ) ss.  
COUNTY OF SULLIVAN )

On this 21st day of May, 2025, before me personally appeared Terri Lynn Richardson, being one of the Trustees of the Milan Oakwood Cemetery Association, an unincorporated association, to me known to be the person described in and who executed the foregoing instrument, and acknowledged that she executed the same as the free act and deed of said Association and as her free act and deed as such Trustee.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my official seal at my office in Milan, Missouri, the day and year first above written.

  
Notary Public



STATE OF MISSOURI )  
 ) ss.  
COUNTY OF SULLIVAN )

On this 21st day of May, 2025, before me personally appeared Rae Ann Ashby, being one of the Trustees of the Milan Oakwood Cemetery Association, an unincorporated association, to me known to be the person described in and who executed the foregoing instrument, and acknowledged that she executed the same as the free act and deed of said Association and as her free act and deed as such Trustee.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my official seal at my office in Milan, Missouri, the day and year first above written.

  
Notary Public

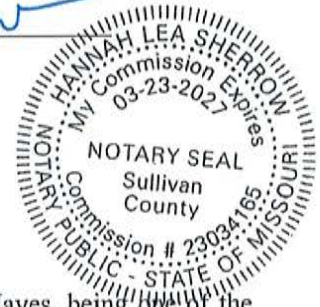


STATE OF MISSOURI )  
 ) ss.  
COUNTY OF SULLIVAN )

On this 21st day of May, 2025, before me personally appeared Marty Herington, being one of the Trustees of the Milan Oakwood Cemetery Association, an unincorporated association, to me known to be the person described in and who executed the foregoing instrument, and acknowledged that he executed the same as the free act and deed of said Association and as his free act and deed as such Trustee.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my official seal at my office in Milan, Missouri, the day and year first above written.

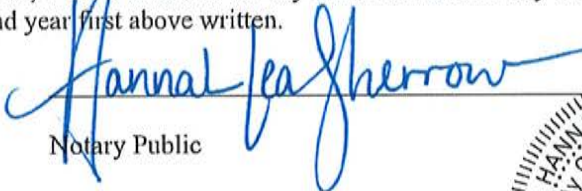
  
Notary Public

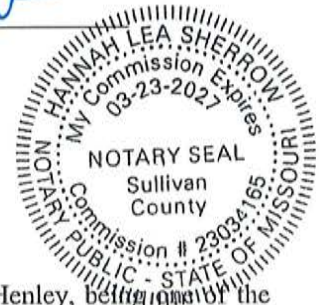


STATE OF MISSOURI )  
 ) ss.  
COUNTY OF SULLIVAN )

On this 21st day of May, 2025, before me personally appeared Larry Hayes, being one of the Trustees of the Milan Oakwood Cemetery Association, an unincorporated association, to me known to be the person described in and who executed the foregoing instrument, and acknowledged that he executed the same as the free act and deed of said Association and as his free act and deed as such Trustee.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my official seal at my office in Milan, Missouri, the day and year first above written.

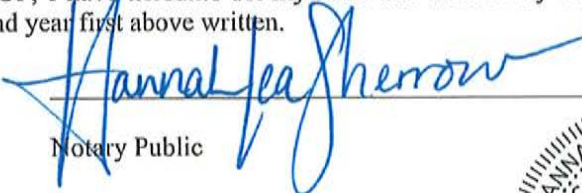
  
Notary Public

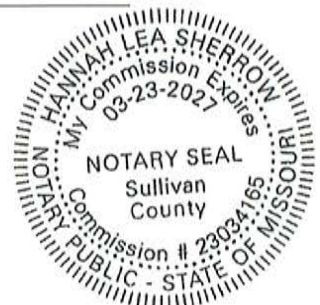


STATE OF MISSOURI )  
 ) ss.  
COUNTY OF SULLIVAN )

On this 21st day of May, 2025, before me personally appeared Paul Henley, being one of the Trustees of the Milan Oakwood Cemetery Association, an unincorporated association, to me known to be the person described in and who executed the foregoing instrument, and acknowledged that he executed the same as the free act and deed of said Association and as his free act and deed as such Trustee.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my official seal at my office in Milan, Missouri, the day and year first above written.

  
Notary Public

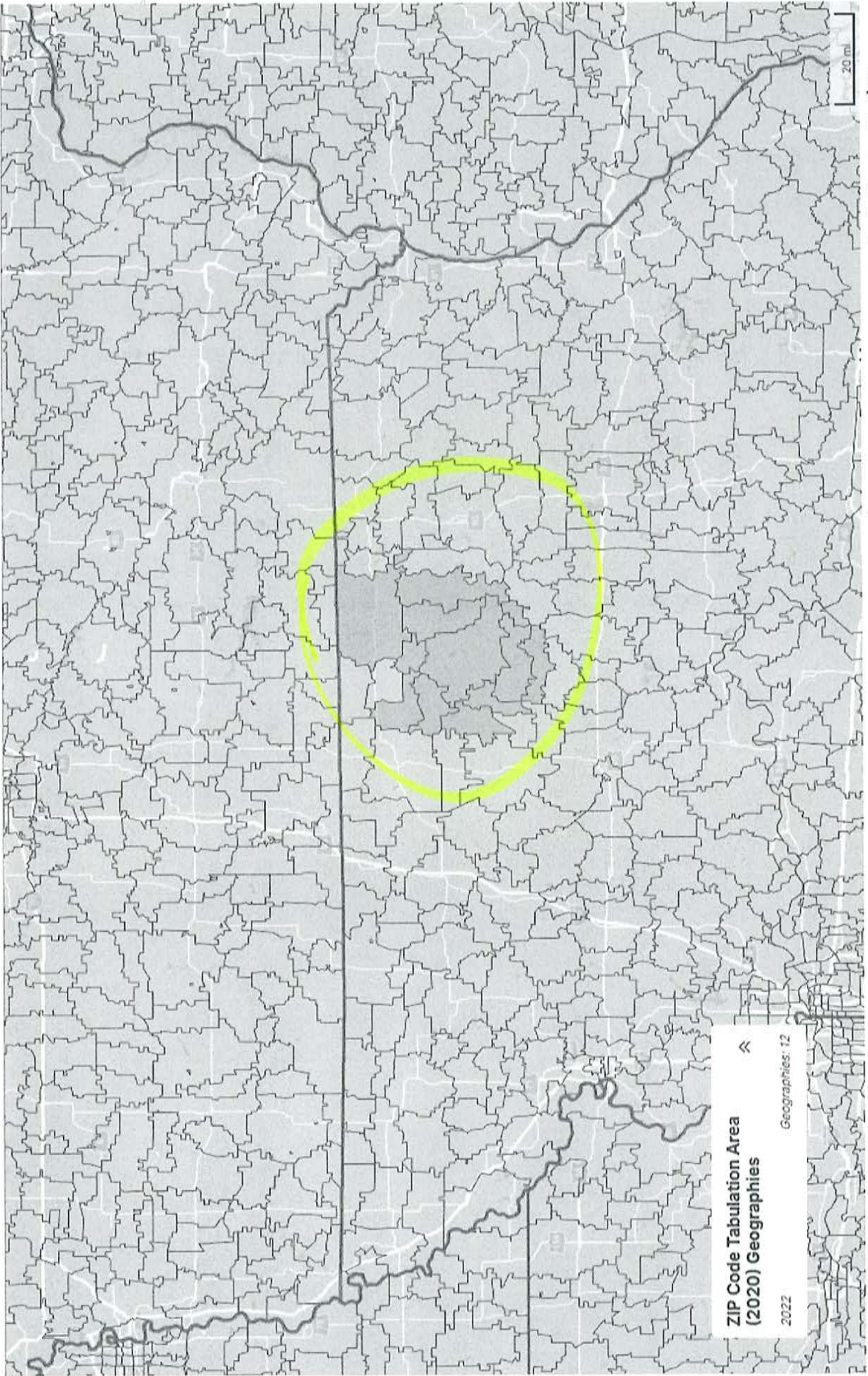




Divider II item #10

The community SCMH serves is the population of Sullivan County, consisting of over 5900 individuals and approximately 2,040 families. It is the source of care for residents seeking primary care, emergency care and hospital inpatient and outpatient services. Residents in other outlying areas also utilize the hospital, clinics and pharmacy and include portions of Grundy, Mercer, Linn, Livingston, Putnam, Adair and Schuler Counties. Zip codes within SCMH's service area are 63556, 63545, 63544, 64641, 64630, 64674, 64646, 63560, 64667, 64645, 63566, and 63565. The population of these zip codes total 11,597.

# ZIP Code Tabulation Area (2020) Geographies



Zip Codes : 63550, 63545, 63544, 64641, 64630, 64674, 64646, 63560, 64667, 64645,  
63566, 63565



Div 2 item #11 Provide utilization projections through the first three full years of operation of the new beds.

Utilization projections first 3 years of new hospital –

	1 <sup>st</sup> yr	2 <sup>nd</sup> year	3 <sup>rd</sup> year
Acute days	296	296	299
Skilled (Swing Bed) days	1,882	1,882	1,882

**Divider 2 item # 12    Identify specific community problems or unmet needs the proposal would address**

There remain unmet healthcare needs of the residents currently utilizing SCMH. With the new hospital, surgeries and procedures will be reinstated, chemotherapy services will be possible, and additional specialty providers will hold clinics on a rotation basis, resulting in previously unavailable local options for diagnostic and outpatient services. Because surgeries and procedures were discontinued due to the medical gas deficiencies, all residents have been required to go outside the county for these types of services. SCMH has not had a hood in the pharmacy to allow for mixing of certain IVs and chemotherapy so that has not been possible. The new hospital will also have an in-house MRI allowing providers to have these diagnostic tests done daily and for emergency cases. Adding additional exam rooms and workspace to the rural health clinic for primary and specialty space will assist in recruitment of specialty providers not previously available to the Sullivan County area.



**Divider 2 item # 13    Provide the methods and assumptions used to project utilization**

Projected utilization levels are based on past utilization at SCMH with an estimated increase based on increased utilization in a new facility and new services and procedures to be offered in the new replacement hospital. Administration and consultants reviewed the Hospital Industry Data Institute (HIDI) statistics for individual hospital utilization for the 12 zip codes in our service area. Projections are made based on services not available at SCMH currently and will be available in the new facility. Also considered is the expected growth in current services that historically happens when a new facility is opened.

The ability to provide minor surgical procedures not currently offered will reduce the need for patients to travel as far as two hours away to have the procedure, as they currently must do. MRI currently is only offered one day a week. This will be available 24/7 in the new replacement hospital. Chemotherapy is another new service line to be offered that is not able to be offered due to space constraints. The proposal has a reduction in hospital licensed beds from 25 to 16, which is more in line with past and projected utilization but is well within the service area bed need of 26.

With the development of the Roy Blunt Reservoir (2300 acres), as a water resource and recreational destination, an economic impact study was done projecting growth of economic activity in Sullivan County and increases in employment. This growth will cascade to increased utilization of healthcare and hospital services for residents and visiting tourists.

## SULLIVAN COUNTY MEMORIAL HOSPITAL

CRITICAL ACCESS HOSPITAL ❖ MHA MEMBER HOSPITAL

SINCE 1953

630 WEST 3RD STREET  
MILAN, MO 63556  
PHONE: 660-265-4212  
FAX: 660-265-4898

### Countywide Informational Meetings:

<i>Date</i>	<i>Location</i>	<i>Time</i>
3/5/25	Milan Community Center	6:00 pm
3/6/25	Green City Community Room	6:00 pm
3/27/25	Browning Community Center	6:00 pm

### Public Open Forums following City Council Meetings:

<i>Date</i>	<i>Location</i>	<i>Time</i>
2/13/25	Green Castle City Hall	6:30 pm
3/3/25	Milan City Hall	6:00 pm
3/4/25	Green City City Hall	5:45 pm
3/5/25	Pollock Community Center	7:00 pm
3/6/25	Newtown City Hall	6:30 pm
3/20/25	Winigan Community Center	5:30 pm

### Organization meetings

<i>Date</i>	<i>Location</i>	<i>Time</i>
3/13/25	Green City Lions Club	7:00 pm
2/13/25	Newtown School Board	7:00 pm
2/18/25	Milan Rural Fire	5:00 pm
2/19/25	Green Castle Lions	6:00 pm
2/21/25	Green City School Board	4:00 pm
2/23/25	Catholic Church of Milan	11:30 am
3/2/25	Green City Christian Church	9:00 am
3/2/25	Milan Christian Church	1:00 pm
3/9/25	Winigan Christian Church	11:00 am
3/9/25	Cornerstone Assembly of God	12:00 pm
3/12/25	Newtown Sorority Group	7:00 pm
3/13/25	American Legion Post #228	1:15 pm
3/18/25	SSCD	5:00 pm
3/19/25	SC Health Dept. Board	2:45 pm
3/19/25	Milan School Board	6:00 pm
3/30/25	Browning Baptist Church	11:00 am
4/3/25	Milan Chamber of Commerce	11:00 am



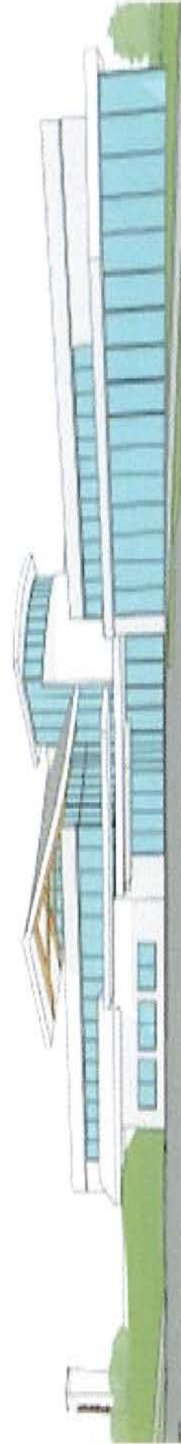
# **Let's Grow Together**

## **Sullivan County Memorial Hospital**

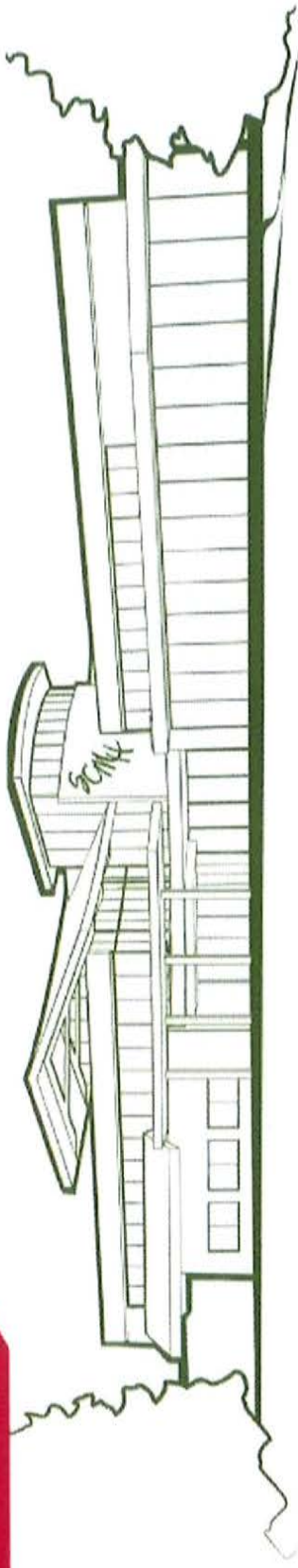
**Our County, Our Hospital, Our Future**



Watch for more  
information and  
community  
meetings



Keep an eye on Facebook or call 660.265.4212 for more info



# OUR COUNTY. OUR HOSPITAL. OUR FUTURE.

*"Let's Grow Together"*

**Voter**

**VOTE APRIL 8, 2025**

**BE INFORMED**

1/2 cent  
Economic Development  
Sales Tax

Milan Community  
Center

Unlock the Power of Your Vote -  
Our Voter Education Presentations  
Offer Comprehensive Insights into the  
Need of Having a New Hospital In  
Sullivan County, and the Facts that  
Matter Most to You

March 5, 2025

Starts @ 5:30 p.m.



660.265.4212



[www.scmhospital.org](http://www.scmhospital.org)



**Sullivan County Memorial Hospital**  
...where you are cared for like family

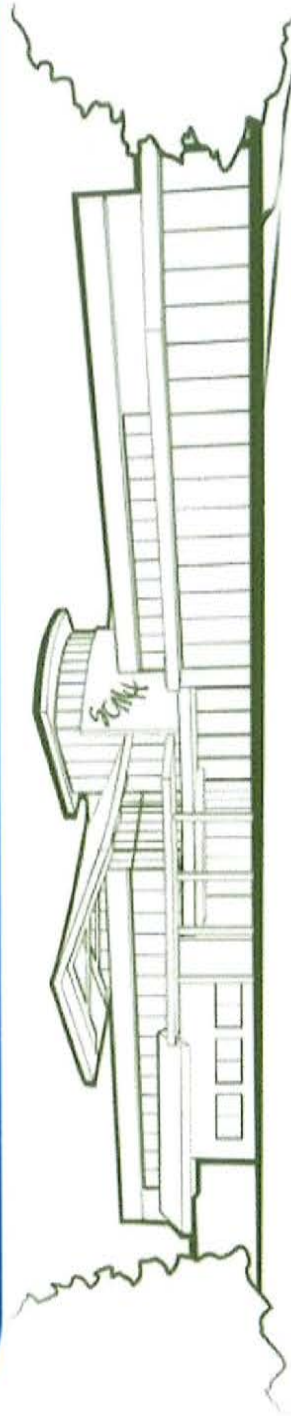
**VOTERS  
BE INFORMED**

**Sullivan County 1/2 cent  
Economic Development  
Sales Tax**

**Public Meeting  
Green City  
City Hall  
March 6  
6:00 p.m.**

**Unlock the Power of Your Vote –**

**Our Voter Education Presentations Offer Comprehensive  
Insights into the Need of Having a New Hospital In Sullivan  
County, and the Facts that Matter Most to You**



**OUR COUNTY. OUR HOSPITAL. OUR FUTURE.**

*"Let's Grow Together"*

**VOTE APRIL 8, 2025**

[www.scmhospital.org](http://www.scmhospital.org)



**Sullivan County Memorial Hospital**  
...where you are cared for like family

# PUBLIC MEETING

JOIN US

BE INFORMED



**Thursday**  
**March 27, 2025**



**Time**  
**6:00 pm**



**Browning Community Center**  
**Browning, MO**



*Insights Into The Need Of Having A New Hospital In Sullivan County,  
And The Facts That Matter Most to YOU*

**Sullivan County One-Half Cent Economic Development Sales Tax**

Unlock the Power of Your Vote

Vote April 8





A large crowd of Sullivan County residents attended a public meeting hosted by Sullivan County Memorial Hospital at the Milan Community Center on Wednesday, March 5, 2025. About 125 people filled the room to learn more about the proposed half-cent sales tax and hospital project. Photo by Echo Menges

# Voters to Decide Fate of New Hospital in Upcoming Election

## Sullivan County Memorial Hospital Holds Public Meeting on New Facility Plans, Challenges, and Future Needs

By Echo Menges

Sullivan County, Mo. – The Sullivan County Memorial Hospital hosted a public meeting to discuss plans for a new hospital and campus, address concerns about the future of healthcare in the county, and secure community support for a funding proposal. The meeting, led by hospital CEO Martha Gragg, included hospital board members, county commissioners, and staff who provided updates on the hospital's challenges and the rationale behind the proposed construction of a new facility.

Sullivan County voters are faced with deciding on a half cent sales tax increase to extend over the next 40 years.

### Aging Hospital Infrastructure & Financial Challenges

The current hospital was built in 1953 and has served Sullivan County for over 70 years. However, hospital leaders emphasized that the facility is outdated and increasingly costly to maintain. A 2019 survey identified significant fire safety, electrical, and plumbing issues, requiring \$1.6 million in immediate renovations to meet regulatory standards. Despite this investment,

losses forced its closure in 2019. Currently, only self-pay long-term care patients can stay at the facility.

### Proposed New Hospital & Funding Plan

To address these issues, hospital officials propose constructing a new \$55 million facility that would allow for:

- Expanded outpatient and specialty services to reduce patient travel for procedures.
- A modernized emergency department with private rooms and space for behavioral health needs.
- Larger, private inpatient rooms with dedicated bathrooms for increased safety and comfort.
- A larger clinic space to accommodate more specialty providers.

Funding for the project would come from:

- An expected \$44 million loan from the USDA (covering 80% of the cost).
- A proposed ½-cent sales tax, expected to generate \$12.2 million over 40 years.
- New market tax credits (estimated to bring in \$3–5 million).
- Grants and donations from individuals and businesses.
- Hospital leaders emphasized that this approach ensures the community does not rely on a property tax for funding, which was deemed unviable.

### Impact on the Local Economy & Job Growth

particularly in surgery, clinics, and maintenance.

### Will insurance coverage improve with a new hospital?

Some residents voiced concerns about insurance coverage for specialty services. Hospital leaders explained that when specialists work at the hospital, their billing is processed under the hospital's insurance contracts, ensuring consistency in coverage.

### What if the sales tax measure fails?

If the April 8 sales tax vote does not pass, officials said the hospital would continue operations as usual, but funding a new facility would be delayed. The aging building would still require costly repairs, and alternative funding sources would need to be explored.

### Emergency & Transportation Issues

Hospital staff highlighted transportation costs and delays as a critical issue. Without local access to care, patients are forced to travel long distances for treatment, which is especially concerning in emergency situations. Officials provided an example of how faster access to care can improve survival rates for heart attack and stroke patients, as immediate treatment can prevent severe damage.

The new facility would also include a dedicated helipad to ensure emergency air transport is available without disrupting parking lot operations.



officials stressed that these fixes did not improve patient care or expand services.

More updates will be required in the coming years, including a \$1.3 million electrical system upgrade by 2027. Officials warned that future repairs could force temporary closures or even render the building unusable. Plumbing and structural issues, such as outdated sewer systems and inadequate room layouts, also pose safety and accessibility concerns for both patients and staff.

### **Healthcare Service Limitations**

Hospital leaders detailed how the current building restricts the hospital's ability to provide essential medical services. Some of the main limitations include:

- Lack of private patient rooms – Current rooms are too small, with shared bathrooms that do not meet modern accessibility standards.
- Insufficient space for outpatient and specialty services – Procedures such as colonoscopies, podiatry surgeries, and certain pain management treatments must be referred outside the county because the existing facility does not allow for sedation or anesthesia in its procedure rooms.
- Overcrowded clinic space – Specialty physicians must share rooms with primary care providers, limiting appointment availability.
- ER privacy issues – Emergency room beds are separated by curtains instead of walls, reducing patient privacy.
- Limited capacity for long-term care patients – While the hospital previously operated a Medicaid-certified long-term care unit, financial

Currently, the hospital is one of the largest employers in Sullivan County, with 121 employees and a total economic impact of \$7.4 million annually. Officials stressed that losing the hospital would result in job losses and force residents to seek employment and healthcare in other counties.

The new facility is expected to create additional jobs, particularly in specialty services, surgical procedures, and maintenance staff. It would also improve the hospital's ability to attract and retain medical professionals, as doctors often seek modern facilities when choosing where to practice.

### **Community Concerns & Questions**

Attendees raised several key concerns, including:

#### **What happens to the old hospital?**

Because the current hospital building is county-owned, its future use would be decided by the County Commission. Possible ideas include housing, daycare, independent living, or office space.

#### **Will the hospital be financially stable in the long run?**

Some community members expressed concern about what happens if Medicare reimbursement rates decline. Hospital officials explained that the financial feasibility study will ensure the hospital can sustain itself through service growth and patient volume. USDA will not approve funding unless the study confirms the hospital's long-term financial viability.

#### **How many employees will the new hospital require?**

Officials expect staffing levels to grow as additional services are added,

### **Long-Term Vision & Expansion Potential**

Community members asked whether the hospital would have room for future expansion if needed. Officials confirmed that the new site allows for additional construction, meaning services could grow over time as demand increases.

While the new facility will initially have 16 inpatient beds (compared to the current 25 semi-private beds), officials explained that most hospital stays today are short-term or outpatient, and this design aligns with modern healthcare trends.

### **The Future of Healthcare in Sullivan County**

Hospital leaders closed the meeting by stressing the importance of community support in securing the hospital's future. They acknowledged that while some residents may not need the hospital today, most people will require healthcare services at some point, whether for themselves, their children, or aging parents.

Without a new hospital, the current building's deterioration will continue, leading to higher costs, service limitations, and potential closures. If Sullivan County residents want to keep local healthcare available, officials urged them to consider the ½-cent sales tax as a key step in securing funding and demonstrating community commitment to the USDA.

The April 8 vote will be a decisive moment for the future of Sullivan County Memorial Hospital and healthcare access in the region.



# Sullivan County Voting Precincts for Municipal Election

## Tuesday, April 8, 2025

Harris Fire Station (Medicine Creek  
Fire Station)  
264 Main St.  
Harris, MO 64645

•Newtown  
•Harris  
•Osgood  
•Humphreys and Taylor Township

American Legion Building  
600 Spring St.  
Milan, MO 63556

•Browning  
•North Polk  
•West Polk & Asbury  
•South Polk, Pleasant Hill and Reger  
•Boynnton and Pollock

Green City City Hall  
4 S. Green St.  
Green City, MO 63545

•Green City and Pennville  
•Green Castle  
•Mystic  
•Winigan

The polling places will be open from 6:00 a.m. until 7:00 p.m. during which time any person properly registered to vote in the County will be given the opportunity to cast his/her ballot.

\*\* Absentee voting is available at the County Clerk's Office beginning March 25, 2025 to April 7, 2025, from 9:00AM – 4:00PM and on Saturday, April 5, 2025 from 8:00am to 12:00pm \*\*

Done by Order of the Election Authority of the County of Sullivan Missouri, this 18th day of March 2025.

/s/Rachael Hall, Sullivan County Clerk

OFFICIAL BALLOT MUNICIPAL GENERAL ELECTION		
Sullivan County	State of Missouri	April 8, 2025
<b>INSTRUCTIONS</b> 1. To vote you must darken the oval (●) completely. 2. Use a blue or black ball point pen only.		
<b>NOTICE</b> If you tear, deface, or make a mistake and wrongfully mark any ballot, you must return it to the election board and receive a new ballot or set of ballots. The voter shall, immediately upon receiving the ballot, go to a voting booth and vote the ballot in the following manner. <b>WRITE-INS:</b> If a write-in line appears on the ballot, the voter may write the name of the person for whom the voter wishes to vote on the line and mark the target area specified by the ballot instructions next to the name. (Section 115.439, 1 (2) RSMo.) <b>SPOILED BALLOT:</b> If the voter accidentally spoils the ballot or ballot card or makes an error, the voter may return it to an election judge and receive another. The election judge shall mark "SPOILED" across the ballot or ballot card and place it in an envelope marked "SPOILED BALLOTS". After another ballot has been prepared in the manner provided in Section 115.433, RSMo, the ballot shall be given to the voter for voting. (Section 115.439.4 RSMo.)		
<b>GRUNDY COUNTY R-V SCHOOL DISTRICT</b>  <b>FOR BOARD MEMBER THREE (3) YEAR TERM VOTE FOR TWO (2)</b> <input type="radio"/> JOSHUA SPICER <input type="radio"/> OPIE PETERSON <input type="radio"/> CALEB CAGLE <input type="radio"/> BRANDON RAINS <input type="radio"/> Write-in <input type="radio"/> Write-in	<b>CITY OF GREEN CITY</b>  <b>FOR NORTHWARD ALDERMAN TWO (2) YEAR TERM VOTE FOR ONE (1)</b> <input type="radio"/> Write-in  <b>FOR SOUTHWARD ALDERMAN TWO (2) YEAR TERM VOTE FOR ONE (1)</b> <input type="radio"/> DAVID L. FIELDS <input type="radio"/> Write-in  <b>CITY OF MILAN</b>  <b>FOR NORTHWARD ALDERMAN TWO (2) YEAR TERM VOTE FOR ONE (1)</b> <input type="radio"/> RICHARD HEAD <input type="radio"/> Write-in  <b>FOR WESTWARD ALDERMAN TWO (2) YEAR TERM VOTE FOR ONE (1)</b> <input type="radio"/> LESA J. SMITH <input type="radio"/> Write-in  <b>FOR SOUTHWARD ALDERMAN TWO (2) YEAR TERM VOTE FOR ONE (1)</b> <input type="radio"/> DARIN TUCKER <input type="radio"/> Write-in	<b>VILLAGE OF POLLOCK</b>  <b>FOR COUNCIL MEMBER TWO (2) YEAR TERM VOTE FOR FIVE (5)</b> <input type="radio"/> SARA ALVAREZ <input type="radio"/> MADELINE STANCZAK <input type="radio"/> SHIRLEY SEIDEL <input type="radio"/> RILEY LILLY <input type="radio"/> DAVID PREWITT <input type="radio"/> KATHY VERSLUES <input type="radio"/> PHYLLIS BLONDEFIELD <input type="radio"/> Write-in <input type="radio"/> Write-in <input type="radio"/> Write-in <input type="radio"/> Write-in  <b>CITY OF NEWTOWN</b>  <b>FOR BOARD MEMBER TWO (2) YEAR TERM VOTE FOR TWO (2)</b> <input type="radio"/> MARTY ALTISER <input type="radio"/> KYLE HALL <input type="radio"/> Write-in <input type="radio"/> Write-in  <b>MEDICINE CREEK FIRE DISTRICT</b>  <b>FOR BOARD MEMBER SIX (6) YEAR TERM VOTE FOR ONE (1)</b> <input type="radio"/> Write-in  <b>SULLIVAN COUNTY MEMORIAL HOSPITAL</b>  <b>FOR BOARD MEMBER FIVE (5) YEAR TERM VOTE FOR ONE (1)</b> <input type="radio"/> ANGELA CURTIS <input type="radio"/> Write-in
<b>CITY OF GREEN CITY</b>  <b>FOR MAYOR TWO (2) YEAR TERM VOTE FOR ONE (1)</b> <input type="radio"/> Write-in		<b>VILLAGE OF HUMPHREYS</b>  <b>FOR BOARD MEMBER TWO (2) YEAR TERM VOTE FOR THREE (3)</b> <input type="radio"/> ROXANNA CARTER <input type="radio"/> CALEB CAGLE <input type="radio"/> BRADY VAUGHN <input type="radio"/> Write-in <input type="radio"/> Write-in <input type="radio"/> Write-in  <b>VILLAGE OF POLLOCK</b>  IF YOU ARE IN FAVOR OF MAINTAINING THE PRESENT TAX RATE FOR FOUR YEARS, FILL IN THE OVAL OPPOSITE "YES". IF YOU ARE OPPOSED TO THE QUESTION, FILL IN THE OVAL TO THE LEFT OF "AGAINST THE TAX". IF YOU ARE AGAINST MAINTAINING THE PRESENT TAX RATE, FILL IN THE OVAL TO THE LEFT OF "AGAINST THE TAX". SHALL THE VILLAGE OF POLLOCK MAINTAIN ITS PRESENT LEVY OF 50 CENTS PER ONE HUNDRED DOLLARS VALUATION FOR GENERAL MUNICIPAL PURPOSES FOR ANOTHER FOUR YEARS? <input type="radio"/> FOR THE TAX <input type="radio"/> AGAINST THE TAX  <b>CITY OF MILAN</b>  IF YOU ARE IN FAVOR OF THE QUESTION, FILL IN THE OVAL OPPOSITE "YES". IF YOU ARE OPPOSED TO THE QUESTION, FILL IN THE OVAL OPPOSITE "NO". SHALL THE CITY OF MILAN, MISSOURI, IMPOSE A LOCAL USE TAX AT THE SAME RATE AS THE TOTAL LOCAL SALES TAX RATE, PROVIDED THAT IF THE LOCAL SALES TAX RATE IS REDUCED OR RAISED BY VOTER APPROVAL, THE LOCAL USE TAX RATE SHALL ALSO BE REDUCED OR RAISED BY THE SAME ACTION? <input type="radio"/> YES <input type="radio"/> NO  <b>SULLIVAN COUNTY MEMORIAL HOSPITAL</b>  IF YOU ARE IN FAVOR OF THE QUESTION, FILL IN THE OVAL OPPOSITE "YES". IF YOU ARE OPPOSED TO THE QUESTION, FILL IN THE OVAL OPPOSITE "NO". SHALL SULLIVAN COUNTY, MISSOURI, WHOSE A SALES TAX AT A RATE ONE-HALF OF ONE PERCENT (1/2 OF 1%) FOR ECONOMIC DEVELOPMENT PURPOSES, WHICH WILL ENTIRELY CONSIST OF CONSTRUCTING, EQUIPPING, AND FURNISHING A NEW SULLIVAN COUNTY MEMORIAL HOSPITAL CAMPUS, SUCH SALES TAX TO BE IMPOSED FOR A PERIOD NOT TO EXCEED FORTY (40) YEARS AFTER ITS EFFECTIVE DATE? <input type="radio"/> YES <input type="radio"/> NO

### APRIL 8, 2025 MUNICIPAL ELECTION

#### NO ELECTION

As per RSMo 115.124 if the number of candidates who have filed for a particular office is equal to the number of positions in that office to be filled by the election, no election shall be held for such office, and the candidates shall assume the responsibilities of their offices at the same time and in the same manner as if they had been elected. The following contains the names of the candidates that shall assume the responsibilities of office under this section.

**Sullivan County Health Department**  
Sally Jones  
Shelly Eisenmann

**Sullivan County Ambulance District**  
Donald Murphy  
Keith Swearingen

**Public Water Supply Dist. #1 of Sullivan County**  
Sub-District #3 – Justin Oaks  
Sub-District #5 – Stanley Liebhart

**City of Green Castle**  
Sandra Jackson – Alderman at Large  
Dana Dobrinski – Alderman at Large

**City of Browning**  
Chad Gooch – Alderman at Large  
Jackie Flummer – Alderman at Large  
Dean Spencer – Mayor

**Milan Special Road District**  
Todd Sharp

**Sacred Fire Protection District**  
Derek Eckert

**Milan C-2 School District**  
Samantha McCabe – Board Member  
Cody Weter – Board Member

**Green City R-1 School District**  
Katy Foster – Board Member  
Sean Ernst – Board Member

**Newtown-Harris R-3 School District**  
Kyle Halferty – Board Member (3 yr term)  
Matthew Miller – Board Member (3 yr term)  
Donna Todd – Board Member (3 yr term)

**Mon County R-1 Public School District**  
Wesley Allnutt – Board Member  
Daniel Singleton – Board Member

**Pittman County R-1 School District**  
Cedric Gilworth – Board Member  
Kelly Busker – Board Member

### County Clerk/Election Authority Certification

I, Rachael Hall, County Clerk/Election Authority within and for the County of Sullivan Missouri, do hereby certify that the above and foregoing is a true and correct list of the offices for which candidates are entitled to be voted for at the MUNICIPAL ELECTION to be April 8, 2025.


IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my Seal. Done at my office on March 18, 2025

/s/ Rachael Hall  
County Clerk/Election Authority



62

**Our COUNTY. Our HOSPITAL.**



**Our FUTURE.**  
*"Let's Grow Together"*

**April 8th Ballot**  
**Economic Development**  
**One-Half Cent Sales Tax**

**PURPOSE**

- Demonstrate public support to USDA to obtain funding
- Help fund over \$12 million for construction of new hospital & rural health clinic
- Maintain healthcare & increase specialties locally
- Reinstate ability to perform procedures
- Improve patient privacy & comfort - no more shared bathrooms/shower

**Stay informed:**

- Follow SCMH on Facebook
- Contact us at 660-265-4212
- Tour the Hospital

**630 W 3rd Street, Milan, MO**  
**VOTE APRIL 8TH**

Newspaper ad in Milan Standard 3/27/25





**SCMH Staff supporting the 1/2 cent sales tax for  
economic development in Sullivan County.**

Cristen Hines	Becky Thomas	Kim Richardson	April Miller
Jennifer Swearengen	Valerie Montgomery	Barbara Metcalf	Ismaely Cruz
Jean Blackburn	Amy Creason, FNP	Lindsay Grismore	April Navis
Mollie Mulay	Bailey White	Jean Sullivan	Kadija Diakite
Teresa Hoermann	Fatalyn Clark	Monica Franey	Annie Tate
Thora Broyles	Bonnie Peck	Sherri Hedges, FNP	Rachell Fordyce
Amy Michael	Tina Kline	Tiffany Eckert	Alice Hill
Diann Dobran	Heather Kincannon	Lisa Hoover	Cristel De Castro
LouAnn Abbott	Audrey Randall	Karri Herzberg	Jamie Holloway
Myrna Welch	Marlou Plamonde	Danny Bartlett	Faith Kiptoo
Sheila Hines	Heidi Tosh	Martha Gragg	David Middleton
Jericho Smith	Sherri Dunlap	Rosa De Leon	Riley Schoonover
Bridgett White	Savanna Lishart	Rae Ashby	Kylee Smith
Michelle Dickson	Alisha Dibble	Gavin Bettcher, PharmD	Daniel Smith
Mari Mallett	Odalis Bahena	LeAnn Lorence	Jayne Carbajal
			Billie Ryals
Jacob Tabbert	Destiny De Leon	Anna Fordyce	<b>Because rural communities deserve quality healthcare in modern facilities too! Vote April 8th</b>
Jenny Snyder	Karen Schoonover	Sabrina Chappel	
Perla Acosta	Tabitha Eddy	Cassandra Sinclair	
Megan Duffy, FNP	Melissa Foster	Getzy Gabutan	
Raelene Bailey	Jamie Hunter	Denise Isaacs	
Josh Bennett	Vivian Hall, FNP	Whitney Contreras	
Micky Snyder	Larry Fox	Kaylee Thompson	
Corry Maddox	Emmanuel Bahena	Rickie Nickell	
Connie Knifong	Pam Evansoff	Cornie Barker, FNP	
Michael White	Dr. Thomas Williams	Dawn Stout, FNPPRN	
Carol Cowgill	Amanda Heeren, PharmD	Ivon Birruete	
Hallie Weaver	Katelin Spratt, DNP	Shawna Stone	
Dr. Ryan Williams	Nicole Talcott	Kali Miller	
Carla Snyder	Vern Johnson	Erin Richardson	
Sharon Martin	Laura Shoop	Dr. Dale Esmyer	

Paid for by Employees of Sullivan County Memorial Hospital

Newspaper ad in Milan Standard 4/3/25

# Sullivan Co. Municipal Election Results

## City of Milan - North

### Ward Alderman

Richard Head - 40  
Non-certified write-ins - 1  
Total votes - 41

## City of Green

### City - North Ward Alderman

Brenda Clark - 12  
Jackie Kincanon - 1  
Jason Kincanon - 1  
Amy Hollon - 1  
Laurie Leslie - 1  
Total votes - 16

## City of Milan - West

### Ward Alderman

Lesa J. Smith - 58  
Total votes - 58

## City of Milan - South

### Ward Alderman

Darin Tucker - 34  
Non-certified write-ins - 1  
Total votes - 35

## City of Green City - Mayor

Ernie Conner - 32  
Alison Ayers - 3  
Charity Taylor - 3  
Marjorie DeGreef - 3  
Heather McCabe - 1  
Marty Ayers - 1  
David Fields - 1  
Brenda Clark - 1  
Brian Weaver - 1  
Jerol Johnson - 1  
Linda Branstetter - 1  
Ken Richards - 1  
Dean Page - 1  
Total votes - 50

## City of Green

### City - South Ward Alderman

David Fields - 31  
Non-certified write-ins - 18  
Total votes - 49

## City of Newtown -

### Board Member

Marty Altiser - 13  
Kyle Hall - 14  
Total votes - 27

## Village of

### Humphreys - Board Member

Roxanna Carter - 1  
Caleb Cagle - 3  
Brady Vaughn - 3  
Total votes - 7

## Village of Pollock -

### Board Member

Sara Alvarez - 3  
Madeline Stanczak - 2  
Shirley Seidel - 8  
Riley Lilly - 9  
David Prewitt - 9  
Kathy Verslues - 9  
Phyllis Blondefield - 10  
Non-certified write-ins - 5  
Total votes - 55

## Grundy County

### R-V - School Board Member

Joshua Spicer - 11  
Opie Peterson - 22  
Caleb Cagle - 26  
Brandon Rains - 15  
Total votes - 74

## Sullivan County

### Memorial Hospital - Board Member

Angela Curtis - 774  
Non-certified write-ins - 29  
Total votes - 803

## City of Milan - Use Tax

Yes - 558  
No - 373  
Total votes - 931

## Medicine Creek Fire

### District - Board Member

Terry Purdy - 2  
Phillip Wise - 2

## Dan Howard - 1

Sandra Buckler - 1  
Kyle Wollenzien - 1  
Lucas Wells - 1  
Ismael Garcia - 1  
Total votes - 9

## Village of Pollock - Tax Levy

Yes - 11  
No - 0  
Total votes - 11

## Sullivan County Memorial Hospital - Sales Tax

Yes - 558  
No - 373  
Total votes - 931

Sullivan County had 3,814 registered voters. A total of 941 residents voted in the April 8, 2025, municipal election, resulting in a voter turnout of 24%.

Taken from Milan Standard front page 4/17/25



# Thank You

From the Sullivan County Memorial Hospital Board of Trustees, Administrative Team, Department Managers and All Employees we want to thank you for the support and goodwill you have shown us during the past few months as we prepared for this ballot issue.

This is one vital step made toward our goal of building a new hospital and clinic campus. With the successful passing of the  $\frac{1}{2}$  cent sales tax for economic development we are demonstrating community support to the USDA for this project.

We will now work to make this plan a reality. SCMh is committed to serving the community and providing healthcare access to everyone in Sullivan County and surrounding areas.

We appreciate the County Commissioners, the SCMh Foundation Board, each person, business and organization that understands the importance of our mission and has helped us in our journey. We could not have achieved this without you.

All of us at SCMh

Newspaper ad in Milan Standard 4/17/25

Kick"

ED  
EPUBLICAN,  
CORD  
SS

Thursday, May 22, 2025

VOLUME 154, NUMBER 21

Milan, Sullivan County, Missouri 63556

Phone: 660-265-4244

Email: milanstandard1@gmail.com

www.themilanstandard.com

## Sullivan County Hospital Expands Services, Moves Forward With New Facility Plans

MILAN, Mo. — Sullivan County Memorial Hospital made significant strides this spring, focusing on expanding services, recruiting providers, and moving forward with plans for a new hospital facility following the successful passage of a countywide tax measure.

On April 8, county voters approved a half-cent sales tax for economic development, passing with 558 votes in favor and 373 against — a 60% margin. Hospital officials reported that 10 letters of support were submitted by local organizations and businesses to bolster the funding request. Planning is now underway, with a strategy meeting held April 17 between hospital leaders and HPG Architecture representative TJ Siemons to begin next steps for the new facility.

Efforts to improve access to care were also at the forefront. Starting in June, the Physicians' Clinic at the hospital will extend its hours to 7 p.m. on weekdays and add Saturday morning availability. The change is aimed at better serving working residents and offering a local alternative to emergency room visits or out-of-town travel.

SCMH is also expanding specialty services. Urologist Dr. Aberger held his first clinic on April 11, treating 13 patients. He plans to add services such as testosterone replacement therapy, vasectomies, and biopsies — all of which can be provided in the clinic setting.

Following the decision to terminate its pain management contract with Premier Specialty Network, the hospital has moved quickly to find a replacement provider. Recruitment efforts included a successful interview with CRNA Joshua DeLozier, a certified specialist in pain management, who is expected to begin offering services as soon as credentialing is finalized.

A full-time pharmacist was hired for the retail pharmacy and began orientation on April 28. The pharmacy's new drive-thru window became operational earlier in the spring, and insurance agreements with Aetna and Silver Scripts were activated in April, improving access and affordability for patients.

The hospital recognized its staff's contributions throughout the season. In March, LPN Alice Hill was named Employee of the Month in honor of her 20 years of service in multiple departments, including long-term care and the medical-surgical floor. In April, the award went to IT technician Jacob Tabbert,

praised for his responsiveness and persistence in resolving technical issues.

Community outreach also remained a priority. The hospital hosted several public information sessions ahead of the sales tax vote, including a Milan meeting attended by more than 130 people with local media coverage. Gragg was interviewed by KTTN in mid-March. SCMH Foundation members supported these efforts and will host a Western-themed murder mystery fundraiser on June 7.

Hospital leaders met March 31 with the Rural Electric Cooperative Board to discuss the hospital development project. On April 10, Gragg joined other rural hospital executives and Missouri Hospital Association representatives in a meeting with state lawmakers to discuss challenges with prior authorization requirements, which continue to delay patient care.

In partnership with the Northeast Missouri Area Health Education Center (NEMO AHEC), SCMH offered healthcare career pathway events for students this spring. A cardiology-focused session was held March 17, and an April session centered on hospital pharmacy. A summer MASH Camp is planned for July 8-9 for junior high and high school students.

The hospital also prepared for National Hospital Week, including a community health fair held May 7 in collaboration with the Sullivan County Health Department.

In addition to new developments, SCMH approved several internal changes. The Board of Trustees voted in March to change their monthly meeting time from 11:30 a.m. to 4:30 p.m., with bylaw revisions approved in April to reflect the new schedule. Several medical staff appointments and reappointments were also approved during the spring meetings.

Longtime Health Information Coder LouAnn Abbott retired April 30 after 29 years with the hospital. A retirement party was held in her honor that afternoon.

Financially, the hospital reported a loss of \$114,775 in February and \$103,146 in March. Hospital officials continue to work with Blue Cross Blue Shield to correct a system error that has been incorrectly denying claims due to an outdated payor ID.

The next Sullivan County Memorial Hospital board meeting is scheduled for May 22 at 4:30 p.m.



**Sullivan County Memorial Hospital**  
**New Hospital, Rural Health Clinic & Community Pharmacy**  
**Construction Project**  
**Letters of Support – April 2025**

1. Sullivan County Commissioners
2. City of Milan
3. North Central Missouri Regional Water Commission
4. Verimore Bank
5. Sullivan County Ambulance District
6. Sullivan County Health Department
7. Milan Family Practice Clinic
8. Dr. Thomas Williams, SCMH Medical Director
9. North Central Missouri Electric Cooperative, Inc.
10. Northeast Missouri Rural Telephone Company
11. Sullivan County Community Development
12. Sullivan County Memorial Hospital Board of Trustees
13. Smithfield Foods, Inc.



## Sullivan County Commission

109 N. Main St., Milan, Missouri 63556

Chris May, Presiding Commissioner  
Rye Page, Eastern 1<sup>st</sup> District Commissioner  
Michael Williams, Western 2<sup>nd</sup> District

Rachael Hall, County Clerk  
Heather McCabe, Deputy Clerk  
660-265-3786  
Fax: 660-265-3724

April 22, 2025

Congressman Sam Graves  
1135 Longworth House Office Building  
Washington, D.C. 20515

RE: Letter of Support for New Sullivan County Memorial Hospital and Clinics Facility

Dear Congressman Graves,

As the Presiding Commissioner of Sullivan County, I am writing in support of Sullivan County Memorial Hospital (SCMH), and the active plans for building a new hospital and rural health clinic in Milan, Missouri.

SCMH is a critical access hospital, the fourth largest employer in the county and serves as a key economic driver for north central Missouri. It is home to over 120 employees including physicians and nurse practitioners, clinical and ancillary staff, business office and maintenance personnel, generating over \$7.4 million in payroll, benefits and contracted services annually.

SCMH has been providing access to quality healthcare to residents, employed individuals, and visitors in Sullivan County and the surrounding areas since 1953. Through the dedicated work of family practice providers and the entire staff of SCMH, services are available 24 hours a day, 365 days a year. The hospital strives to supply the needs of the county, to alleviate the need for travel and to maintain local access to specialty services by collaborating with providers to offer specialty services. Presently the hospital has seven specialty providers including obstetrics and gynecology services/women's health, urology, orthopedic surgery, rheumatology, pain management, wound care, and podiatry services. A full range of diagnostic testing, physical, occupational, speech therapy, cardiac rehabilitation services and outpatient treatments are available.

In recent years to keep the doors open, the hospital has been required to complete renovations of over \$1.6 million and will have to invest another \$1.3 million in new electrical before the end of 2027. The Governing Board and County Commissioners agreed the best course of action to maintain local hospital and clinic services is to construct a new facility. This will prevent wasting additional dollars in repairing the old building and not gaining any more space or needed services. With the upcoming opening of a 2,300-acre drinking water reservoir, we expect considerable economic and population growth in our county and surrounding areas that our current facility is not adequately equipped to handle.

Rural hospitals provide critical benefits to their communities. The hospital leadership, local businesses and the citizens of Sullivan County are working diligently to make sure these services are maintained for our future generations.

The three Sullivan County Commissioners are committed in our support of the efforts of the Sullivan County Memorial Hospital Board and administrative team to construct a new facility. If there is anything we can do to assist in this endeavor, please contact us.

Sincerely,

Chris May, Presiding Commissioner



CITY OF MILAN  
212 E. 2<sup>nd</sup> Street  
P.O. Box 247  
MILAN, MO 63556  
P: 660.265.4411  
F: 660.265.3005



April 25, 2025

The Honorable Sam Graves  
1135 Longworth House Office Building  
Washington, D.C. 20515

RE: Letter of Support for New Sullivan County Memorial Hospital and Clinic Facility

Dear Congressman Graves,

On behalf of the City of Milan, I am writing in support of Sullivan County Memorial Hospital (SCMH), and the active plans for building a new hospital and clinic facility in Sullivan County, Missouri. This is a project that you are well acquainted with and have supported from the outset. The county has recently demonstrated outstanding support for the badly needed replacement hospital by voting in favor of a ½ cent sales tax for economic development to support the construction.

Since 1953, SCMH is located in the City of Milan and serves as the foundation for the health and well-being of our community. Rural hospitals like SCMH provide access to quality, affordable health care for their patients, support good-paying jobs in our community, and infuse our local economy with spending on goods and services. It operates three rural health clinics and is the fourth largest employer in the county.

As one of the many small rural hospitals in the nation, SCMH, a critical access hospital, provides healthcare access and a safety net to residents of the county and surrounding areas 24 hours a day, 365 days a year and has done that for 72 years. There are three full time family practice physicians and three full time family nurse practitioners working in the emergency, acute, skilled and observation areas. Seven consulting providers provide obstetrics and gynecology services, urology, rheumatology, pain management, wound care, orthopedic surgery and podiatry services. A full range of diagnostic and therapeutic testing, rehabilitation therapy services and outpatient infusions and treatments are available.

The City of Milan overwhelmingly supports this project. We are committed to supporting SCMH's efforts to build a new facility and are dedicated to ensuring a new facility remains in the City of Milan.

Warm regards,

A handwritten signature in black ink, appearing to read "Crystal Bupp", written over a horizontal line.

Crystal Bupp  
City of Milan, City Administrator



## North Central Missouri Regional Water Commission

201 North Market Street • Milan, MO • 63556 • (660) 265-4448

April 24, 2025

The Honorable Sam Graves  
1135 Longworth House Office Building  
Washington, D.C. 20515

RE: Letter of Support for New Sullivan County Memorial Hospital and Clinics Facility

Dear Congressman Graves,

On behalf of Harve Rhodes, Chairman of the North Central Missouri Regional Water Commission, I am writing in support of Sullivan County Memorial Hospital (SCMH), and the active plans for building a new hospital and rural health clinic in Milan, Missouri. This is a project with which you are familiar and have supported. As you probably know, on April 8<sup>th</sup> Sullivan Countians voted in favor of a 1/2 cent sales by 60% to support the construction of a desperately needed new hospital. With the local support, they can potentially leverage USDA-RD funding or other programs.

You have been a tremendous supporter of the construction of the Roy Blunt Reservoir and especially the transportation infrastructure to access it. Without your assistance this critical water supply could never be realized. I know firsthand and personally that you understand the critical need for rural hospitals, which have been shutting down at an alarming rate for decades.

SCMH is a critical access hospital, the fourth largest employer in the county and serves as a key economic driver for north central Missouri. SCMh has been providing access to quality healthcare to residents, employed individuals, and visitors in Sullivan County and the surrounding areas since 1953. Through the dedicated work of family practice providers and the entire staff of SCMh, services are available 24 hours a day, 365 days a year.

In recent years, to keep the doors open, the hospital has been required to complete renovations of over \$1.6 million and will have to invest another \$1.3 million in new electrical infrastructure before the end of 2027. The Governing Board and County Commissioners agreed the best course of action to maintain local hospital and clinic services is to construct a new facility.

Sincerely,

Bradley M. Scott

General Manager

North Central Missouri

Regional Water Commission





www.verimore.bank

April 24, 2025

Congressman Sam Graves  
1135 Longworth House Office Building  
Washington, D.C. 20515

RE: Letter of Support for New Sullivan County Memorial Hospital and Clinics Facility

Dear Congressman Graves,

As the CEO & President of Verimore Bank, I am writing in support of Sullivan County Memorial Hospital (SCMH), and the active plans for building a new hospital and rural health clinic in Milan, Missouri.

SCMH, a critical access hospital, has been dedicated to providing access to quality healthcare to residents, employed individuals, and visitors in Sullivan County and the surrounding areas for seventy-two (72) years. Through the dedicated work of family practice physicians, nurse practitioners and the entire staff of SCMH, emergency, acute medical surgical, skilled and observation services are available 24 hours a day, 365 days a year. To alleviate some of the need for travel and to maintain local access to specialty services, SCMH collaborates with providers to offer specialty services. Presently the hospital has seven specialty providers including obstetrics and gynecology services/women's health, urology, orthopedic surgery, rheumatology, pain management, wound care, and podiatry services. A full range of diagnostic testing, physical, occupational, speech therapy, cardiac rehabilitation services and outpatient treatments are available.

SCMH serves as a key economic driver for north central Missouri as the fourth largest employer of Sullivan County. The hospital and clinics employ over one hundred twenty employees and generate over \$7.4 million in payroll, benefits and contracted services annually.

In recent years, the hospital has been required to complete renovations to keep the doors of the outdated facility open. The Governing Board and County Commissioners agreed the best course of action to maintain local hospital and clinic services is to construct a new facility. This prevents wasting dollars on repairing the old building and not gaining any further space or needed services. With the upcoming opening of a 2,300-acre drinking water reservoir, we expect considerable economic and population growth in the county and surrounding areas that the current facility is not adequately equipped to handle.

Rural hospitals provide critical benefits to their communities. The hospital leadership, local businesses and the citizens of Sullivan County are working very hard to make sure these services are maintained for our future generations.

Verimore Bank proudly supports the Sullivan County Memorial Hospital Board and team in their efforts to build a new facility.

Sincerely,

*Kristie Stuewe*

Kristie Stuewe, CEO & President, Verimore Bank

## Sullivan County Ambulance District



113 South Leewood Drive #1  
Milan, Mo 63556  
Ph# (660)265-3553 Fax# (660)265-3651

April 23, 2025

Congressman Sam Graves

1135 Longworth House Office Building

Washington, D.C. 20515

RE: Letter of Support for New Sullivan County Memorial Hospital and Clinics Facility

Dear Congressman Graves,

As the Administrator for Sullivan County Ambulance, I wanted to share my support for our local critical access hospital. Sullivan County Memorial Hospital (SCMH) is a vital piece of the healthcare system in our small rural county. Our ambulance service which runs an average of 700 emergency calls a year relies heavily on the partnership with SCMh. SCMh provides us a local hospital to transport non critical patients so they may receive quality care with the possibility of being admitted for further treatment all while remaining close to family members. There are also many times where we bring more critical patients there so they can help stabilize the patient for transport to a larger facility. Sullivan County is located approximately 120-130 miles from the nearest level 1 cardiac, trauma or stroke center. The benefit of having SCMh as a healthcare resource in our community is invaluable.

We at Sullivan County Ambulance District are committed in our support of the Sullivan County Memorial Hospital Board, administration and its staff and their efforts to construct a new facility for our county and its constituents. Should you have any questions for me or if I can be of assistance in anyway, please contact me at the above phone number. Thank you for your time and attention to this very important project.

*Matt*

Matt Keuhn

Administrator





**Public Health**  
Prevent. Promote. Protect.

## Sullivan County Health Department

101 Hawthorne Drive

PO Box 129

Milan, MO 63556

Phone: (660) 265-4141

Fax: (660) 265-3891

April 23, 2025

Congressman Sam Graves  
1135 Longworth House Office Building  
Washington, D.C. 20515

*RE: Letter of Support for New Sullivan County Memorial Hospital and Clinics Facility*

Dear Congressman Graves,

As the Administrator, of Sullivan County Health Department, I am writing in support of Sullivan County Memorial Hospital (SCMH), and the active plans for building a new hospital and rural health clinic in Milan, Missouri.

SCMH, a critical access hospital, has been dedicated in providing access to quality healthcare to residents, employed individuals, and visitors in Sullivan County and the surrounding areas for seventy-two (72) years. Through the dedicated work of family practice physicians, nurse practitioners and the entire staff of SCMH, emergency, acute medical surgical, skilled and observation services are available 24 hours a day, 365 days a year. To alleviate some of the need for travel and to maintain local access to specialty services, SCMH collaborates with providers to offer specialty services. Presently the hospital has seven specialty providers including obstetrics and gynecology services/women's health, urology, orthopedic surgery, rheumatology, pain management, wound care, and podiatry services. A full range of diagnostic testing, physical, occupational, speech therapy, cardiac rehabilitation services and outpatient treatments are available.

SCMH serves as a key economic driver for north central Missouri as the fourth largest employer of Sullivan County. The hospital and clinics employ over one hundred twenty employees and generates over \$7.4 million in payroll, benefits and contracted services annually.

In recent years, the hospital has been required to complete renovations to keep the doors of the outdated facility open. The Governing Board and County Commissioners agreed the best course of action to maintain local hospital and clinic services is to construct a new facility. This prevents wasting dollars in repairing the old building and not gaining any further space or needed services. With the upcoming opening of a 2,300-acre drinking water reservoir, we expect considerable economic and population growth in our county and surrounding areas that our current facility is not adequately equipped to handle.

Rural hospitals provide critical benefits to their communities. The hospital leadership, local businesses and the citizens of Sullivan County are working very hard to make sure these services are maintained for our future generations. We are committed to supporting SCMH's efforts to construct a new facility. The benefit of having SCMH as a healthcare resource in our community is invaluable.

Sincerely,

Deborah Taylor  
Sullivan County Health Department Administrator

**MILAN FAMILY PRACTICE CLINIC**  
CAMPUS OF SULLIVAN COUNTY  
MEMORIAL HOSPITAL

210 NORTH MARKET STREET

TELEPHONE 660-265-4456

MILAN, MO 63556

FAX 660-265-4627

April 24, 2025

Congressman Sam Graves  
 1135 Longworth House Office Building  
 Washington, D.C. 20515

RE: Letter of support for a new hospital and Clinic Facility in  
 Sullivan County

Dear Congressman Graves,

I am a physician at the Sullivan County Memorial Hospital system. I have been practicing here for the last 38 years. I have seen a lot of changes in Milan over the last 4 decades. This is an area of rural Missouri that is very forward thinking. We are one of the few extremely rural areas in Missouri that is growing. This is not by accident. A lot of dedicated hard working individuals have stepped up when needed. Now, not only are we working on a lake for future water resources for us and multiple other counties, but we are also trying to build a new hospital.

A small rural hospital offers access to care for local residents. Statistically, without easy access to local care a large percentage of residents will not travel to seek care. Many are indigent and poor and do not have the resources to travel. Many are not healthy and cannot physically make the trip without a lot of support that they may not have. Having access to healthcare for rural residents through a local hospital improves outcomes.

Please support us with our attempt to build a new hospital.

Sincerely,



Dale Essmyer, DO

DALE ESSMYER, DO  
 BOARD CERTIFIED  
 FAMILY PRACTICE

SHERRI HEDGES,  
 APRN, FNP, BC  
 BOARD CERTIFIED FAMILY  
 NURSE PRACTITIONER

ROBERT JACKSON, DO  
 RHEUMATOLOGIST

TONIA NERINI, C-NP  
 RHEUMATOLOGY



April 22, 2025

Congressman Sam Graves  
1135 Longworth House Office Building  
Washington, D.C. 20515

RE: Letter of Support for New Sullivan County Memorial Hospital and Clinics Facility

Dear Congressman Graves,

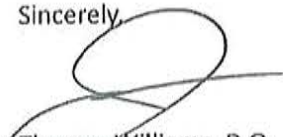
As a primary care and Emergency Department physician, I am writing to express my full support for building a new hospital and rural health clinic facility in Sullivan County.

I have practiced medicine in Sullivan County for over two decades and have witnessed the vital importance the hospital plays in the lives of this community through the inpatient, skilled, emergency, outpatient, specialty and rehabilitation services it provides locally. Our county is 2-4 hours from any tertiary medical center so having a modern facility is critical in saving lives, caring for those patients able to remain local, and assisting in stabilizing and transferring patients when medically necessary.

SCMH is a critical access hospital, the fourth largest employer in the county and serves as a key economic role for north central Missouri. Our building has served us well but has reached the point where it cannot meet the needs of our community now or the future growth expected with the Roy Blunt Reservoir that is currently being built. We do not have the capacity to continue to add needed specialties, perform procedures in our antiquated rooms, or provide the privacy and safety measures that are deserved by our residents.

I am committed to this community and I ask for your support in funding the construction of the hospital and clinic. The planning is well underway as shown by securing the site and by the county approving a sales tax for economic development. If there is anything else I can do, please contact me at the hospital.

Sincerely,



Thomas Williams, D.O.  
SCMH Medical Director  
660-265-4212



## North Central Missouri Electric Cooperative, Inc.

1098 Hwy. E West P. O. Box 220 Milan, MO 63556-0220  
660-265-4404 800-279-2264  
Fax: 660-265-4311

[www.northcentralelectric.com](http://www.northcentralelectric.com)

Your Touchstone Energy® Partner

April 25, 2025

Congressman Sam Graves  
1135 Longworth House Office Building  
Washington, D.C. 20515

RE: Letter of Support for New Sullivan County Memorial Hospital and Clinics Facility

Dear Congressman Graves,

As the CEO of North Central MO Electric Cooperative, I am writing in support of Sullivan County Memorial Hospital, and the active plans for building a new hospital and rural health clinic in Milan, Missouri.

SCMH is a critical access hospital, the fourth largest employer in the county and serves as a key economic driver for north central Missouri. It is home to over 120 employees including physicians and nurse practitioners, clinical and ancillary staff, business office and maintenance personnel, generating over \$7.4 million in payroll, benefits and contracted services annually.

SCMH has been providing access to quality healthcare to residents, employed individuals, and visitors in Sullivan County and the surrounding areas since 1953. Through the dedicated work of family practice providers and the entire staff of SCMH, services are available 24 hours a day, 365 days a year. The hospital strives to supply the needs of the county, to alleviate the need for travel and to maintain local access to specialty services by collaborating with providers to offer specialty services. Presently the hospital has seven specialty providers including obstetrics and gynecology services/women's health, urology, orthopedic surgery, rheumatology, pain management, wound care, and podiatry services. A full range of diagnostic testing, physical, occupational, speech therapy, cardiac rehabilitation services and outpatient treatments are available.

With the linemen of North Central MO Elect working in such a dangerous field, we feel it is imperative for Sullivan County to have and maintain a hospital with the ability to save the lives of not only the members of our community, but the lives of our linemen working with high voltage power lines.

Rural hospitals provide critical benefits to their communities. The hospital leadership, local businesses and the citizens of Sullivan County are working diligently to make sure these services are maintained for our future generations.

Sincerely,

Loren Haines  
Chief Executive Officer  
North Central MO Electric Cooperative





NORTHEAST MISSOURI RURAL TELEPHONE COMPANY  
 718 South West St • PO Box 98 • Green City, MO 63545  
 660-874-4111 • www.nemr.net

April 22, 2025

Congressman Sam Graves  
 1135 Longworth House Office Building  
 Washington, D.C. 20515

RE: Letter of Support for New Sullivan County Memorial Hospital and Clinics Facility

Dear Congressman Graves,

As the General Manager of Northeast Missouri Rural Telephone Company (NEMR), I am writing in support of Sullivan County Memorial Hospital (SCMH), and the active plans for building a new hospital and rural health clinic in Milan, Missouri.

SCMH has been providing access to quality healthcare to residents, employed individuals, and visitors in Sullivan County and the surrounding areas since 1953. Through the dedicated work of family practice providers and the entire staff of SCMh, services are available 24 hours a day, 365 days a year. The hospital strives to supply the needs of the county, to alleviate the need for travel and to maintain local access to specialty services by collaborating with providers to offer specialty services. Presently the hospital has seven specialty providers including obstetrics and gynecology services/women's health, urology, orthopedic surgery, rheumatology, pain management, wound care, and podiatry services. A full range of diagnostic testing, physical, occupational, speech therapy, cardiac rehabilitation services and outpatient treatments are available.

SCMH, a critical access hospital, is the fourth largest employer in the county and serves as a key economic driver for north central Missouri. It is home to over 120 employees including physicians and nurse practitioners, clinical and ancillary staff, business office and maintenance personnel, generating over \$7.4 million in payroll, benefits and contracted services annually.

In recent years to keep the doors open, the hospital has been required to complete renovations of over \$1.6 million and will have to invest another \$1.3 million to meet life safety codes for electrical circuitry by the end of 2027. The Governing Board and County Commissioners agreed the best course of action to maintain local hospital and clinic services is to construct a new facility. This will prevent wasting additional dollars repairing the old building and not gaining any more space or needed services. With the upcoming opening of a 2,300-acre drinking water reservoir, we expect considerable economic and population growth in our county and surrounding areas that our current facility is not adequately equipped to handle.

Rural hospitals provide critical benefits to their residents, businesses, organizations and communities. The leadership of the hospital and the county are working diligently to ensure hospital and clinic services are maintained for our future generations.

NEMR is committed to support the efforts of the Sullivan County Memorial Hospital Board to construct a new facility.

Sincerely,

*Michele Gillespie*  
 Michele Gillespie, General Manager

## SULLIVAN COUNTY COMMUNITY DEVELOPMENT

---

203 N. MARKET STREET  
MILAN, MO 63556  
PHONE: 660-265-5131

April 22, 2025

Congressman Sam Graves  
1135 Longworth House Office Building  
Washington, D.C. 20515

RE: Letter of Support for New Sullivan County Memorial Hospital and Clinic Campus

Dear Congressman Graves,

On behalf of Sullivan County Community Development Board of Directors, I am writing in support of Sullivan County Memorial Hospital (SCMH), and the active plans for building a new hospital and rural health clinic in Milan, Missouri.

SCMH is the fourth largest employer in Sullivan County and serves as one of the key economic drivers for this rural county. SCMH employs over 120 employees including doctors, nurse practitioners, clinical staff and support staff. SCMH's economic impact in Sullivan County is notable by generating over \$7.4 million in payroll, benefits and contracted staff annually.

SCMH has been the healthcare backbone of the county by providing quality healthcare 24 hours a day, 365 days a year since 1953. SCMH strives to supply the needs of the county, alleviate the need for travel and to maintain local access to healthcare services.

Sullivan County is expecting a considerable economic and population growth with the upcoming opening of a 2,300-acre drinking water reservoir. The current facility is not adequately equipped to handle. Within the last few years to keep the doors open, SCMH was required to complete life safety renovations of over \$1.6 million and will have to invest another \$1.3 million in new electrical infrastructure before the end of 2027. SCMH's Governing Board and County Commissioners agreed the best solution to maintain hospital and clinic services in the county is to construct a new facility. This will prevent SCMH wasting additional money on repairing the 72-year-old building and not gaining any additional space for needed services that the current facility does not have space for.

The Sullivan County Community Development Board of Directors are committed to supporting the efforts of the Sullivan County Memorial Hospital Board and the administrative team to construct a new facility to make sure healthcare services are maintained for our future generations.

Sincerely,



Chris May  
Sullivan County Community Development President



**SULLIVAN COUNTY MEMORIAL HOSPITAL**

CRITICAL ACCESS HOSPITAL ❖ MHA MEMBER HOSPITAL

SINCE 1953

630 WEST 3RD STREET  
MILAN, MO 63556  
PHONE: 660-265-4212  
FAX: 660-265-4898

April 23, 2025

Congressman Sam Graves  
1135 Longworth House Office Building  
Washington, D.C. 20515

RE: Letter of Support for New Sullivan County Memorial Hospital and Clinics Facility

Dear Congressman Sam Graves,

As The Board of Trustees of Sullivan County Memorial Hospital, we are writing to express our support for the active plans and intent to build a new hospital and rural health clinics in Milan, Missouri.

Our current facility, located in north central Missouri, was built in 1953 and is a very important part of our small rural community. We serve a community of farmers, factory workers, construction workers, schoolteachers and families who need and deserve healthcare close to home.

Our community has long shown resilience and perseverance in maintaining quality healthcare despite the limitations imposed by our current facility. The new hospital and clinics will not only address these limitations but also elevate the standard of healthcare available to our residents. The plan includes advanced medical equipment, modernized patient care areas, and expanded services that are tailored to the specific needs of our rural population.

While Sullivan County Memorial Hospital is a large economic driver in the county, we anticipate that this project will also create new job opportunities for healthcare professionals, support staff, and other local workers, contributing to the economic growth and stability of our region.

Thank you for your attention to this important matter. We appreciate your support.


Sincerely,

Sullivan County Memorial Hospital Board of Trustees

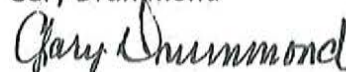
  
Melba Fordyce, Chairperson

  
James Heaton, Treasurer

Angie Curtis, Secretary

  
Bill Lewis

Gary Drummond





May 15, 2025

RE: Letter of Support for New Sullivan County Memorial Hospital and Clinics Facility

The Honorable Sam Graves  
1135 Longworth House Office Building  
Washington, D.C. 20515

Dear Congressman Graves,

Smithfield has been a proud member of the Milan community for more than 30 years. It is home to nearly 1,000 members of our team who produce fresh pork at one of the largest facilities in our supply chain. More than half of our workforce lives in Sullivan County, and many rely on the services and care provided by Sullivan County Memorial Hospital (SCMH). Access to quality healthcare is essential to the well-being of our employees, their families and the broader community.

We recognize SCM's longstanding role as a healthcare provider and economic anchor in north central Missouri. Enhanced, comprehensive medical services – including emergency care, specialty services and diagnostics – are vital to sustaining a healthy workforce and resilient community.

Smithfield Foods supports any initiative to improve health and safety services for our team members. We commend SCM's forward-thinking vision and the collaborative effort of local leaders to ensure quality care for future generations.

Sincerely,

A handwritten signature in black ink, appearing to read "Hunter Dalinghaus".

Hunter Dalinghaus  
General Manager, Milan  
Smithfield Foods, Inc.



## Sullivan County Senior Center Menu

**Monday, August 25** - Baked ham, sweet potatoes, hominy, pineapple, w/w bread.  
**Tuesday, August 26** - Turkey and noodles, potatoes and gravy, peas, fruit, w/g crackers.  
**Wednesday, August 27** - Spaghetti with ground beef, corn, lettuce salad, tropical fruit, w/g garlic toast.  
**Thursday, August 28** - Fried chicken, potatoes and gravy, corn, tropical fruit, w/g biscuit.  
**Friday, August 29** - Lasagna with ground beef, lettuce salad, broccoli, applesauce, w/g garlic bread.  
**Grilled Chicken or Chef Salads available, call before 9 a.m.**  
 Suggested contribution is \$5.00  
 All menus are subject to change  
**WE ARE IN NEED OF VOLUNTEERS TO DELIVER MEALS**  
 to the seniors who live in Milan.  
 If you are interested in volunteering one day a week, please call the Senior Center at 660-265-3534.

## Milan C-2 School Menu

**BREAKFAST:**  
**Tuesday, August 26** - Sausage and egg on a biscuit, fruit, juice, milk.  
**Wednesday, August 27** - Biscuit and gravy or biscuit and jelly, fruit, juice, milk.  
**Thursday, August 28** - Breakfast pizza, fruit, juice, milk.  
**Friday, August 29** - Pancakes, syrup, bacon, fruit juice, milk.  
**LUNCH:**  
**Tuesday, August 26** - Chicken Alfredo, broccoli, bread stick, peaches, milk, salad bar.  
**Wednesday, August 27** - Deli sandwich, fresh condiments, baby carrots, chips, orange, milk.  
**Thursday, August 28** - Tater Tot casserole, carrots, bread and butter, pears, milk, salad bar.  
**Friday, August 29** - Crispito, cheese, sour cream, corn, applesauce, Snickordoodle cookie, milk.

## Real Estate Transfers

Danny and Jessica Noland to Danny and Jessica Noland, section 10, township 64, range 19, Elizabeth A. Beyer to Shane Hilyard, lots 1 and 2, block 1, Samuel Pfeiffer, Green City, MO, GKS Homes LLC to Oscar and Pilar Lopez, lots 2 and 8, block 8, Smith and Bailey Addition to Milan and lot 4, block 4, Grandview Addition to Milan.

RENEW YOUR SUBSCRIPTION

**Large Yard Sale**  
**Friday, August 22 - 8 - ?**  
**American Legion Building**  
 A little of everything. Prices are right.  
 Something for everyone.  
**Harve and Norma Mason**

## UPCOMING ACTIVITIES

**Milan Football Jamboree**  
**Friday, August 22 - 7:00 p.m.**  
 Cal Hubbard Field  
**Milan Softball Jamboree**  
**Saturday, August 23 - 10:00 a.m.**  
**Trivia Contest**  
**Saturday, August 23 - 6:00 p.m.**  
 Old Brick Briesto - Green City, MO  
**MO High School & Jr. High Rodeo**  
**Saturday, Aug. 23 & Sunday, Aug. 24**  
 At Expo  
**Milan Fall City Wide Sales**  
**Saturday, September 13**  
**Milan Fall Festival**  
**Saturday, September 20**  
**Adult and Children's Kickball Tournament**  
**Saturday, September 20 - 10 a.m.**  
**REGISTER NO LATER THAN SEPT. 12**  
 Contact Sheena Smith 660-265-5736  
**Purdin Sesquicentennial Fall Festival**  
**Friday - Saturday - Sunday**  
**September 22-23-24**  
**5th Annual Sull. Co. Shrimp Boil & Fish Fry**  
**Saturday, September 27, 2025**  
 Expo Center & Fairgrounds  
**Milan Homecoming Tailgate Reunion**  
**Friday, October 10 - 5:00 p.m.**  
 For Classes 1979 and Earlier  
 Milan C-2 Commons Area  
**4th Annual Milan Chamber Banquet**  
**Saturday, October 11**

## Birthdays

**August 21** - Jill Brown, Michael Duckworth, Stephanie Humphreys, Mary Ellen Johnson, Tracy Pipes, Julie Lantz, Bonnie Tipton, Scott Gray, Zane Keller, Crystal Blake, Rosa Shafer, Joey White, Kenneth Lowrance, Jerry L. Snyder, Karla Jones.  
**August 22** - Audio Holton, Gary Kelsey, Randall Lynn Smith, Richard Hines, Ramona Lea Tulley, Jeff Morelock, Leon Rhoades, Gina Eddy, Ann Newman, Chad Easley, Troy Livingston, Carmon Potter, Shirley Johnson, Larry Warriek, Aaron Coon, Matt McClavin, Ed Miller.  
**August 23** - Glenda Thurman, Mary Frazier, Fay Kiger, Neal Newman, Linda McCabe, Opal Moore, Jeffery Spieser, John Fashnaet, Brenda Wright, Esther Pierson.  
**August 24** - Ray Boyd, Kathy Hoffman, Autumn White, Megan Albrecht, Martha Stuart, Jerry Dale Smith, Jennifer Pickett, Tom Crenson, Matt Wallace.  
**August 25** - Marilyn Meeker, Weston Dearing, Donnie Marks, Jon Smith, Lois Wolf, Lisa Tracey, Mauricia Wheeler, Crystal Darr, Darrin Jerome, Sabrina O'Connell, Kirk Lorence, Jacob Gordon, Kenny Smith.  
**August 26** - Daniel Peters, Elaine Burchett, Loretta Dines, Bridgett White, Jeff Humphreys, Kristina Staggs, Denise Starns, Ben Kiger, Coleen Young, Tina Marie Sears, Mike Johnson, LeAnn Sayre, Mike Gray, Shelby Dolan, Amy Holton, Brendon Orton.  
**August 27** - Donald Pipes, Charity (Parker) Hatcher, Ruth Milner, Jeffrey Brown, Bessie Schoonover, Debra Johnson, Mary Susan Scott, Patricia J. Clerkin, Vera Harris, Barbara Stephenson, Jessy and Eddie Guardamona, Nina Bingham, Marshall Moore, Gladys Moore, Kolly Galloway, Glen Clark, Paulette Embree, Holter Havens.

## Services Set For John J. Payne, Sr.

John J. Payne, Sr. of Arizona passed away on June 18, 2025.  
 Burial of his remains will take place at a small graveside service on Wednesday, September 3, 2025 at noon in the Mt. Olivet Cemetery, Green City, MO to be interred with his parents Harley and Mildred Payne.

## Farris Bookkeeping

36 years experience **and Tax** Free e-file/ Direct Deposit  
 660-342-7716 cell  
 660-874-5079 fax  
 farrisbkpg@aol.com  
 1 N East Street  
 Green City, MO 63545 (16-14)

## Help Wanted

NEMR is looking for a Customer Service Technician (CST) with great people skills for our Green City office. Customer service experience as well as fluency in speaking Spanish are a plus. Join our team and help keep our customers connected! Apply today! NEMR is a progressive telecom cooperative based out of Green City, MO, and offers a great employment package and career to the right person. Email resume and application to helpwanted@nemr.net.



NEMR is an equal opportunity provider and employer.

## MISSING:

**13 Cows and some with calves, missing out of pasture on Berry Drive between Rt. E and Rt. PP west of Milan. Black cows with white tags and EA brand on left hip. Please contact Paul Eitel at 660-265-6404 if you have any information.**

## Public Notice

This notice meets the requirement of notifying provider of similar health services in the Sullivan County area of the plans by the County of Sullivan, Missouri, and the Sullivan County Memorial Hospital Governing Board for constructing a new replacement hospital, clinic and community pharmacy.

Public informational meetings were held throughout the county. This notice and information posted as required by DHHS Certificate of Need Program - New Hospital Application.

Comments and questions will be accepted via mail to Martha Gragg, CEO, 630 W Third Street, Milan, MO

## Sheriff's

## Report

by: Scott Frazier, Sheriff  
**08-10-2025 to 08-16-2025**  
 The Sheriff's Office responded to 23 Calls for service which included:  
 -2 Mental health calls -2 Civil disputes  
 -1 Juvenile incident -1 Animal complaint  
 -1 Person in the roadway -1 Fraud complaint  
 -2 Bailiff duties -1 Prisoner escort  
 -1 Domestic assault -1 Motor vehicle accident  
 -1 Theft complaint -3 Assist Milan Police Department  
 -1 Littering complaint -2 Check well beings  
 -1 Suspicious person call -2 Traffic complaints  
 Sheriff's deputies completed conducted 8 civil process services and conducted 1 traffic stop. The 1 traffic stop resulted in 1 warning being issued.



## Show Your Quilts At the Corn Festival Quilt Show

By Echo Menges  
 The Knox County Kut-Ups Quilt Club is inviting quilt lovers of all ages and experience levels to display their quilts at this year's Corn Festival Quilt Show. Now quilts are encouraged to participate. Everyone is welcome!  
 The annual event attracts quilters from throughout the region to show their work free of charge.  
 The quilt show is one of the largest in the area and is appreciated by a large crowd of visitors. Entry to view the quilts is also free of charge. The quilt show attracts quilt enthusiasts along with visitors who have never been to a quilt show before.  
 The 2025 quilt show will be held at the Knox County Community Center in Edina on Saturday, Sept. 6, from 9 a.m. to 3 p.m. The community center is located north of the Knox County Courthouse at 207 N. Fourth St.  
 Quilters from throughout the region are invited to drop off their show quilts at the community center the day before, Friday, Sept. 5, between 10 a.m. and noon.  
 Quilt pickup will be after the show closes from 3:30 to 4 p.m. on Saturday.  
 The Kut-Ups have planned a silent auction fundraiser during the quilt show, along with their traditional Corn Festival Raffle Quilt drawing. Chances for the raffle quilt are being sold by club members ahead of the event, at the 4-H Pavilion in Edina during the Corn Festival opening meal on Friday evening, Sept. 5, and at the quilt show. Chances are \$1 each or six for \$5.

**Shop The Milan Standard Classifieds**  
 Call 660-265-4244

**NOTICE**  
 Donations for upkeep of the Milan Oakwood Cemetery Assn. may be mailed to Rae Ann Ashby 20062 Echo Dr. Milan, MO. 63556  
 Donations are needed to continue maintenance.

**KIRKSVILLE LUMBER**

N. Highway 63  
 Kirksville, MO 63501  
 (660) 627-1234  
 Building Materials  
 Pole Buildings  
 Jerry Fehr, Manager  
 Dennis Fehr

## Notice of Public Hearing

**Friday, August 22**  
**8:00 p.m.**  
 11545 Hwy CC - New Boston, MO  
 Where citizens may be heard on the Property Tax Rates proposed to be set by North Salem Township

**NEMR**  
 It's Faster! It's Fiber! It's NEMR!  
**FIBER INTERNET**

**PHONE TV**  
 660-874-4111  
 helpmail@nemr.net  
 www.nemr.net  
 718 S. West St., Green City  
 Equal opportunity provider and employer.



# SULLIVAN COUNTY MEMORIAL HOSPITAL

CRITICAL ACCESS HOSPITAL ❖ MHA MEMBER HOSPITAL

SINCE 1953

630 WEST 3RD STREET  
MILAN, MO 63556  
PHONE: 660-265-4212  
FAX: 660-265-4898

August 19, 2025

Andy Grimm  
North East Missouri Health Council

Dear Andy.

Sullivan County Memorial Hospital is submitting a Certificate of Need (CON) application to the Missouri Health Facilities Review Committee for the construction of a new hospital in Milan, Missouri. As part of this process, and in accordance with state requirements, we are notifying all health facilities within a 15-mile radius of our proposed project.

In 2022–23, through the **Sullivan County Health Improvement Network (SCHIN)**, your organization and ours joined together in a collaborative planning effort supported by the Health Resources and Services Administration. That process produced the **Strategic Plan for 2024–2026**, which outlined shared goals to strengthen rural healthcare. Among those goals, we collectively identified:

- **Improving health status and equity for Sullivan County residents,**
- **Expanding preventive, primary, and specialty services, and**
- **Advocating for the construction of a new hospital and associated infrastructure.**

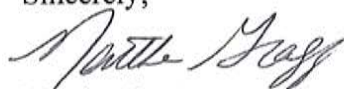
The new hospital project directly aligns with these agreed-upon goals. It responds to the needs identified in our joint environmental scan—such as aging infrastructure, limited space for providers, and growing demand from both population shifts and economic development.

We believe this project will not only strengthen access to care locally but will also benefit our regional healthcare partners, ensuring patients have needed services closer to home.

We welcome your continued collaboration and support as we move forward with this important step in realizing the vision we created together in the SCHIN Strategic Plan.

Please feel free to contact me directly at [marthagragg@scmhospital.org](mailto:marthagragg@scmhospital.org) or 660-265-4212 if you have any questions or would like additional information.

Sincerely,



Martha Gragg  
Chief Executive Officer  
Sullivan County Memorial Hospital



## Rae Ashby

---

**From:** Martha Gragg  
**Sent:** Tuesday, August 19, 2025 4:58 PM  
**To:** Andy Grimm; Rae Ashby  
**Subject:** Re: A Grimm SCHIN letter 081925

Thank you Andy.

[Get Outlook for iOS](#)

---

**From:** Andy Grimm <agrimm@nmhcinc.org>  
**Sent:** Tuesday, August 19, 2025 4:44:47 PM  
**To:** Rae Ashby <raeashby@scmhospital.org>  
**Cc:** Martha Gragg <marthagragg@scmhospital.org>  
**Subject:** Re: A Grimm SCHIN letter 081925

Appreciate the notice and I support the CON application.

Andy

---

**From:** Rae Ashby <raeashby@scmhospital.org>  
**Sent:** Tuesday, August 19, 2025 2:04 PM  
**To:** Andy Grimm <agrimm@nmhcinc.org>  
**Cc:** Martha Gragg <marthagragg@scmhospital.org>  
**Subject:** A Grimm SCHIN letter 081925

Sent per the request of Martha Gragg, CEO.

Thank you

Sincerely,  
Rae Ashby  
Executive Assistant to CEO  
& Medical Staff Credentialist  
Sullivan County Memorial Hospital  
660.265.4212

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

# SULLIVAN COUNTY MEMORIAL HOSPITAL

CRITICAL ACCESS HOSPITAL ❖ MHA MEMBER HOSPITAL

SINCE 1953

630 WEST 3RD STREET  
MILAN, MO 63556  
PHONE: 660-265-4212  
FAX: 660-265-4898

August 19, 2025

Amy May, CEO  
North Central Missouri Mental Health

Dear Amy,

Sullivan County Memorial Hospital is submitting a Certificate of Need (CON) application to the Missouri Health Facilities Review Committee for the construction of a new hospital in Milan, Missouri. As part of this process, and in accordance with state requirements, we are notifying all health facilities within a 15-mile radius of our proposed project.

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- **Improving health status and equity for Sullivan County residents,**
- **Expanding preventive, primary, and specialty services, and**
- **Advocating for the construction of a new hospital and associated infrastructure.**

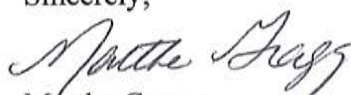
The new hospital project directly aligns with these agreed-upon goals. It responds to the needs identified in our joint environmental scan—such as aging infrastructure, limited space for providers, and growing demand from both population shifts and economic development.

We believe this project will not only strengthen access to care locally but will also benefit our regional healthcare partners, ensuring patients have needed services closer to home.

We welcome your continued collaboration and support as we move forward with this important step in realizing the vision we created together in the SCHIN Strategic Plan.

Please feel free to contact me directly at [marthagragg@scmhospital.org](mailto:marthagragg@scmhospital.org) or 660-265-4212 if you have any questions or would like additional information.

Sincerely,



Martha Gragg  
Chief Executive Officer  
Sullivan County Memorial Hospital



# SULLIVAN COUNTY MEMORIAL HOSPITAL

CRITICAL ACCESS HOSPITAL ❖ MHA MEMBER HOSPITAL

SINCE 1953

630 WEST 3RD STREET  
MILAN, MO 63556  
PHONE: 660-265-4212  
FAX: 660-265-4898

August 19, 2025

Matt Keuhn  
Sullivan County Ambulance District

Dear Matt.

Sullivan County Memorial Hospital is submitting a Certificate of Need (CON) application to the Missouri Health Facilities Review Committee for the construction of a new hospital in Milan, Missouri. As part of this process, and in accordance with state requirements, we are notifying all health facilities within a 15-mile radius of our proposed project.

In 2022–23, through the **Sullivan County Health Improvement Network (SCHIN)**, your organization and ours joined together in a collaborative planning effort supported by the Health Resources and Services Administration. That process produced the **Strategic Plan for 2024–2026**, which outlined shared goals to strengthen rural healthcare. Among those goals, we collectively identified:

- **Improving health status and equity for Sullivan County residents,**
- **Expanding preventive, primary, and specialty services, and**
- **Advocating for the construction of a new hospital and associated infrastructure.**

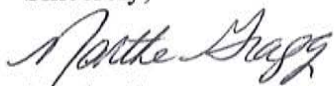
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Sullivan County Memorial Hospital

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SINCE 1953

630 WEST 3RD STREET  
MILAN, MO 63556  
PHONE: 660-265-4212  
FAX: 660-265-4898

August 19, 2025

Lynn Jones  
Milan Healthcare

Dear Lynn.

Sullivan County Memorial Hospital is submitting a Certificate of Need (CON) application to the Missouri Health Facilities Review Committee for the construction of a new hospital in Milan, Missouri. As part of this process, and in accordance with state requirements, we are notifying all health facilities within a 15-mile radius of our proposed project.

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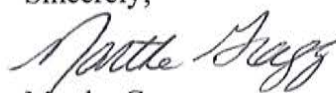
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Sincerely,



Martha Gragg  
Chief Executive Officer  
Sullivan County Memorial Hospital



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SINCE 1953

630 WEST 3RD STREET  
MILAN, MO 63556  
PHONE: 660-265-4212  
FAX: 660-265-4898

August 19, 2025

Deborah Taylor  
Sullivan County Health Department

Dear Deborah.

Sullivan County Memorial Hospital is submitting a Certificate of Need (CON) application to the Missouri Health Facilities Review Committee for the construction of a new hospital in Milan, Missouri. As part of this process, and in accordance with state requirements, we are notifying all health facilities within a 15-mile radius of our proposed project.

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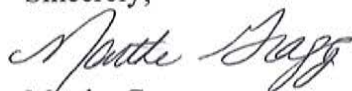
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Sincerely,



Martha Gragg  
Chief Executive Officer  
Sullivan County Memorial Hospital

Missouri

# Sullivan County Memorial Hospital

## Sullivan County Health Improvement Network

6 P10RH45773-01-02

## Strategic Plan

### 1. Network Statement

Sullivan County is a small county located in Northeast Missouri with a population of 5,840. The diverse and aging residents provide unique opportunities for healthcare needs. The town of Milan, the county seat, with a population of 1,801, has a substantial proportion of Hispanic and Congolese people. The patient-to-primary care provider ratio is 3,110:1. Increasing challenges for access to care based on chronic disease, lack of transportation, and low health literacy prove the need to enhance services in this area. Current areas that provide opportunities to increase economic growth include the two large functioning processing plants in Sullivan County and the incoming Roy Blunt Reservoir, which will produce major positive demographic and financial changes for the region.

To ensure residents of this county have quality access to healthcare, the Sullivan County Health Improvement Network (SCHIN) was established to improve efficiencies, expand access, and strengthen the healthcare system within the rural area they serve. To do this, the SCHIN works together to research, design, and implement new and improved models of care and service delivery. Its focus is leveraging existing providers, facilities, and partnerships to maximize rural resources.

Collaborative efforts to date include reviewing the data collected by two of the partners and organizations completing the External Environmental Scan and, as a group, determining the top challenges and opportunities of the network.

### 2. Organizational Overview

Formed in 2022, the SCHIN was established to fortify healthcare access within the county by maximizing existing providers, facilities, and partnerships. The SCHIN envisions better access to care and strengthened local rural healthcare organizations that improve the quality of life of residents of Sullivan County. This initiative involved the collaborative efforts of half a dozen local organizations, with financial support stemming from a grant provided by the Health Resources and Services Administration (HRSA).

SCHIN's mission is to optimize resources and provide services to address opportunities to improve health, wellness, and quality of care for Sullivan County residents through community partnerships. Its operations are grounded in five fundamental values: 1) Respect, 2) Empathy, 3) Diversity, 4) Integrity, and 5) Champion. Sullivan County Memorial Hospital serves as the home of this network.

The SCHIN is guided by a Steering Committee that convenes monthly. The network's formation included each participating organization signing a commitment letter to engage actively in the planning efforts. As SCHIN completes its inaugural strategic plan, the network is diligently crafting its bylaws, defining membership levels, setting meeting schedules, and establishing voting rules. SCHIN's doors are open to all community organizations and residents who wish to enhance healthcare and community well-being.



### 3. Strategic Planning Process

After receiving a Rural Health Network Development Planning grant from HRSA in June 2022, Sullivan County Memorial Hospital convened nearly a half-dozen Northern Missouri organizations (listed below) to develop a strategic plan to enhance healthcare access. The organizations met several times between June 2022 and October 2023. These meetings focused on developing the mission, vision, and core values; conducting the external environmental scan; examining different types of healthcare models; defining the network formation; and establishing goals, strategies, and outcomes. After much analysis and participation, SCHIN was formed along with a strategic plan with four strategic goals and 12 strategies for the years 2024 through 2026.

The strategic planning process facilitated the gathering of crucial information, offered opportunities for input by various stakeholders, and provided an open forum for thought and discussion. Among the chief activities undertaken as part of the strategic planning process were the following:

- **Development of the SCHIN's mission, vision, and core values.** These elements provide the foundational framework that defines the purpose and aspirations of SCHIN.
- **Performance of an external environmental scan.** This step defined the situation in which the SCHIN would operate to garner insights into strategic direction. It encompassed a comprehensive review of key factors, including the results of the Sullivan County Health Department's Community Health Assessment, County Health Rankings and Roadmaps, demographic data concerning underserved populations, and an assessment of tax revenue allocated to partners. Furthermore, it entailed thoroughly examining consultant reports and assessing the feasibility of various healthcare models.
- **Interview of SCHIN partners.** SCHIN partners were interviewed by a strategic planning consultant to identify their areas of interest and opportunities for collaboration. Their feedback was used to inform strategy development.
- **Determination of strategic issues and goals for the next three years.** The stakeholders determined the issues of greatest priority for the next three years and their corresponding goals.
- **Discussion of governance and infrastructure.** Stakeholders decided how the network should be structured and supported, as well as goals for growth.
- **Formation of strategies framework.** The participants identified objectives, tactics, action steps, resources, timing, responsible parties, and the key performance indicators they will need to achieve for the coming three years.

Participants in the planning process included representatives from Milan Healthcare Center, North Central Missouri Mental Health Center, Northeast Missouri Health Council, Sullivan County Ambulance District, Sullivan County Health Department, and Sullivan County Memorial Hospital. Sullivan County Memorial Hospital oversaw and participated in the planning process with support from various consultants.

#### 4. External Environmental Scan Summary

##### **Part 1. Data Description**

The types of data collected included information from Sullivan County Health Department's Community Health Assessment results, county health rankings, demographics regarding underserved populations, and tax revenue to partners.

##### **Part 2. Process Description**

Partners were asked to meet with their staff and compile their individual external environmental scan information. Hospital administrative leadership completed the scan for the hospital and rural health clinics. A joint meeting was held with the Health Department to discuss the hospital and the health department scan documents and combine data. All information received was addressed in a network meeting with all members in attendance, including the Georgia Health Policy Center, who assisted in analyzing the accumulated data.

##### **Part 3. Opportunities for Our Network**

1. **Large Economic Growth** - The Sullivan County area has a significant opportunity for economic growth due to the large reservoir in the construction phase and two large agriculture plants in Milan. These factors will continue to prove a growing need for services in this area as the population increases and additional recreational businesses are opened. Constructing a new hospital, rural health clinic, and specialty clinic space in response to current needs and those anticipated with future growth will be beneficial to all the residents in the community and will be beneficial to our partners and their clients, providing needed services locally.
2. **Decreased Access to Care** - Given the aging hospital infrastructure with limited space, there is a compelling opportunity for this network to address the pressing need for healthcare access. As the population ages and underserved individuals face travel challenges, the demand for primary services, preventative care, outpatient services, and specialized medical attention becomes increasingly vital. This network is committed to collaboratively extending these essential services to the region and seeks to inspire other partners to join in this endeavor.

##### **Part 4. Threats to Our Network**

1. **The Aging Workforce** – An aging workforce and the nonexistent pool of primary care providers threaten our network and the ability to provide uninterrupted services. The Emergency Department, acute, skilled, and rural health clinics are staffed by two employed physicians, a PRN physician, and a dedicated group of advanced nurse practitioners with collaborative agreements with those two physicians. This is a precarious situation. Our network has devised a strategy to engage with our local community and students to address this concern. This approach includes participating in high school career days, collaborating with Area Health Education Center programs, hosting Certified Nursing Assistant classes at the hospital, and exploring the possibility of establishing a work-study program in partnership with the local school.
2. **The Hospital Building** – The condition of the facility poses a significant threat as the hospital is currently under a Life Safety renovation project, has an electrical waiver that must be completed by 2027, is maxed out of space for primary care and specialty providers, and is unable to provide basic outpatient procedures requiring sedation due to the current medical gas system. The network partners will collaborate to maintain local healthcare services, provide additional services, and explore funding options for planning, design, and construction. The local government (County Commissioners) and community show a vested interest in this hospital's continued viability and future growth and have voiced their support.



## 5. Network Organizational Assessment Summary

### Process:

In Spring 2023, four SCHIN members independently completed the '10 Differentiators That Matter' Road Map (Step 1A). Their ratings were combined into an aggregated overview (Step 1B). In September of the same year, all network members scrutinized the results of this exercise. Together, they defined their aspirational objectives for each of the identified differentiators. Through discussion, the group collectively prioritized the three most important differentiators to integrate into their first strategic plan. The group achieved consensus to prioritize 1) Relationships, 2) Commitment, and 3) Adaptability. These were identified as essential based on the early stage of the network. The group did not indicate any areas of disagreement.

### Strengths & Implications:

During the exercise, two primary areas of strength became evident: Scope and Configuration. The group is committed to promoting the health status and equity among Sullivan County residents. This commitment is underpinned by the group's willingness to regularly gather and analyze data to inform their collective responses for the long term. As for the Configuration differentiator, this strength will empower the network to engage many diverse perspectives and collaborate with external partners to leverage their unique strengths and interests. This collaborative approach will facilitate the network's growth and ensure the sustainable advancement of its goals.

### Weaknesses & Implications:

The group pinpointed two weaknesses: Formality and Resources. Group members collectively concluded that formality didn't hold as much importance in advancing the network's growth. Acknowledging that an excessive focus on formality could potentially impede progress, it was decided that this particular differentiator did not warrant as much attention in the strategic plan. The inclusion of resource constraints as a weakness was not a surprise for the group, acknowledging that this was part of the reason for forming the network in the first place. For the near term, efforts will rely on in-kind staff and program contributions. However, the group is committed to exploring opportunities to secure additional funding to hire dedicated personnel to support the network's initiatives further and build additional commitment.

## 6. Network Programming Goals & Objectives

The following three strategic goals, nine strategies, and numerous tactics represent SCHIN's programming focus from 2024 to 2026.

### GOAL 1: Improve the health status and health equity of Sullivan County residents.

Strategy 1: Advocate for building the new hospital and associated infrastructure.

- Develop communications strategy to increase support for building the new hospital.
- Foster relationships with community organizations that can advocate for the new hospital.
- Monitor and actively support state-level initiatives aimed at bolstering rural hospitals, including those that benefit Sullivan County Memorial Hospital when relevant.

Strategy 2: Address critical community needs by offering a range of preventive, primary, and specialty healthcare services.

- Identify and prioritize approaches for offering primary and specialty services (e.g., mental health, dental, OB, cardiology, rheumatology, and urology).
- Establish service and referral mechanisms for primary and specialty care.
- Promote preventive services available in the county.

- Build regional relationships with organizations that address the holistic needs of Sullivan County residents.

Strategy 3: Offer community programs that support healthy lifestyles, wellness, and quality of life.

- Offer education and training on prenatal care, obesity, diabetes, heart disease, high blood pressure, and other wellness support.
- Offer mental health education and support to students and families.
- Help Sullivan County residents by supporting their housing, utilities, food, and other quality of life concerns.

Strategy 4: Help residents access and navigate the healthcare and social services systems.

- Explore approaches to integrate community directories and help residents access services.
- Address health literacy.
- Capitalize on Milan's smart rural community status.

## **GOAL 2: Expand the health and human service workforce to ensure health needs are met.**

Strategy 1: Strengthen the workforce pipeline for healthcare and social services.

- Offer career development events and other programs to high school students.
- Work with educational institutions and organizations to highlight opportunities in Milan.
- Provide educational opportunities to fill vacancies.
- Engage in collaborative recruitment events and cross-promotion of employment opportunities.
- Work with other community initiatives to promote the benefits of working in Milan.

Strategy 2: Assist SCHIN members in enhancing their workforce and becoming employers of choice.

- Partner with SCHIN members to offer wellness programs, employee resource groups, and other benefits to support employee well-being.
- Create or offer joint trainings and development programs.

Strategy 3: Collaborate with community leaders to create opportunities to attract new workers.

- Partner with others to encourage collective community improvement and workforce development.
- Monitor state-level activities that will support workforce growth and activate as appropriate.

## **GOAL 3: Develop and enhance transportation and housing options to improve quality of life.**

Strategy 1: Improve transportation options to healthcare and other community services.

- Identify transportation strategies used in other rural communities.
- Explore transportation options in Sullivan County.
- Develop transportation strategy in response to the Statewide Sequential Intercept Model (SIM) effort<sup>1</sup>.
- Monitor state-level activities that will advance transit solutions in Sullivan County.

Strategy 2: Engage with Milan and statewide leaders to increase emergency housing and affordable housing options.

- Partner with the community and state partners to increase the affordable housing supply and different types of housing.

<sup>1</sup> <https://www.mobhc.org/statewide-sequential-intercept-model-sim-collaboration-project>



## 7. Network Development and Sustainability Goals & Objectives

The following strategic goal, three strategies, and numerous tactics represent SCHIN's development and sustainability focus. The goal number follows the three programming goals presented in the previous question.

**GOAL 4: Enhance and maintain network operations to guarantee efficient program delivery and foster collaboration.**

**Strategy 1: Build strong participation to achieve the network's mission and goals.**

- Establish bylaws or a charter.
- Recruit diverse members to participate in the SCHIN.
- Build an understanding of each member's role and work within the community.
- Celebrate SCHIN's successes.

**Strategy 2: Monitor and review SCHIN's effectiveness in meeting strategic plan goals and addressing community needs.**

- Conduct an annual assessment of SCHIN's work against the strategic plan.
- Partner with community efforts to collect data to evaluate the SCHIN's effectiveness.
- Revisit community assessments to identify urgent issues.
- Evaluate service utilization inside and outside of Sullivan County.

**Strategy 3: Ensure resources are available to support the network's activities.**

- Define staffing and financial needs for effective SCHIN operations.
- Explore local, state, and federal grant funding opportunities.

## 8. Use of the Strategic Plan

The strategic plan plays a pivotal role in narrating our vision for a new hospital facility and expanded healthcare accessibility within Sullivan County. Its purpose extends beyond a mere document; it serves as a compass guiding the network's endeavors. The plan will serve as a roadmap to effectively channel our collective efforts, allowing us to orchestrate our efforts to maximize impact.

The plan will also narrate our community's resolute commitment to elevating the well-being and equity of every individual residing in Sullivan County. It reflects our shared determination to ensure that healthcare access and opportunities for health improvement are extended to all, irrespective of background or circumstance.

The plan also extends an open invitation to other partners within our community, urging them to join in our collective mission to build a healthier, more vibrant community that benefits every member. With this plan, we aim to unite and collaborate with like-minded organizations and individuals, inspiring a robust network of support and shared purpose.

We hope the strategic plan reveals a collective vision for a healthier, more equitable future where every member of Sullivan County can thrive, and health and well-being are accessible.

### **DIVIDER III. SERVICE SPECIFIC CRITERIA AND STANDARDS:**

**1. DOCUMENT THE METHODOLOGY UTILIZED TO DETERMINE THE NEED FOR THE PROPOSED HOSPITAL. Pg 95-96**

Based on historic utilization the primary service area was determined to be 12 zip codes primarily in Sullivan County which constitutes over 90% of total discharges. Those zip codes are 63565, 63560, 64667, 64645, 63545, 63544, 63556, 64646, 64630, 64674, 63566, and 64641. The total population of those 12 zip codes is 11,448. Using an acute care utilization rate of 2.3 beds per 1,000 people there is a need for 26 beds in the service area, which is 62% above the 16 beds being requested. A 2030 population projection study was completed by DHSS.o0

**2. PROVIDE THE MOST RECENT THREE (3) FULL YEARS OF EVIDENCE THAT THE AVERAGE OCCUPANCY OF THE SAME TYPE(S) OF BEDS AT EACH OTHER HOSPITAL IN THE PROPOSED SERVICE AREA EXCEEDS EIGHTY PERCENT (80). Pg 97**

There are no other hospitals in Sullivan County, Missouri.

**3. DISCUSS THE IMPACT THE PROPOSED HOSPITAL WOULD HAVE ON UTILIZATION OF OTHER HOSPITALS IN THE GEOGRAPHIC SERVICE AREA. Pg 98**

There are no other hospitals in Sullivan County, Missouri.

**4. DOCUMENT THE UNMET NEED IN THE GEOGRAPHIC SERVICE AREA FOR EACH TYPE OF BED BEING PROPOSED ACCORDING TO THE POPULATION-BASED NEED FORMULA. Pg 99**

The project is proposed as a 16 licensed bed Critical Access Hospital, reducing the beds by 9, from the current licensed 25 beds. Reviewing current utilization and the ongoing trend for increased outpatient services, the medical staff and administrative team concurred 16 beds would be adequate based on the service area's population of 11,448. Using an acute care utilization rate of 2.3 beds per 1,000 people there is a need for 26 beds in the service area, which is 62% above the 16 beds being requested. Hospital Industry Data Institute (HIDI) statistics were reviewed to determine current, and future utilization estimates for SCMh with the expanded services. SCMh has seen steady utilization of skilled (swing bed) patients for antibiotic, physical, occupational, and speech therapies to prepare them to return to their previous home setting. Those patients are initiating their stay as an acute stay at SCMh and other patients returning to SCMh following required services at tertiary hospitals outside the area.



Div 3 item #1 Document the methodology utilized to determine the need for proposed hospital.

Based on historic utilization the primary service area was determined to be 12 zip codes primarily in Sullivan County which constitutes over 90% of total discharges. Those zip codes are 63565, 63560, 64667, 64645, 63545, 63544, 63556, 64646, 64630, 64674, 63566, and 64641. The total population of those 12 zip codes is 11,448. Using an acute care utilization rate of 2.3 beds per 1,000 people there is a need for 26 beds in the service area, which is 62% above the 16 beds being requested. A 2030 population projection study was completed by DHSS.

#### 2030 Population Projections

	<b>2030 estimate</b>	<b>65+ estimate</b>
Adair	24,718	4,464
Grundy	9,604	2,477
Harrison	7,932	2,102
Livingston	14,247	3,328
Linn	11,309	2,820
Mercer	3,288	892
Putnam	4,459	1,208
Sullivan	5,289	1,297
Macon	14,912	3,875

Divider 3 item #2 Provide the most recent three full years of evidence

There are no other hospitals in Sullivan County, Missouri.



Divider 3 item #3 Impact of proposed hospital

There are no other hospitals in Sullivan County, Missouri.

Div 3 Item #4 Document the unmet need in the geographic service area for each type of bed being proposed according to the population-based need formula

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## **DIVIDER IV. FINANCIAL FEASIBILITY REVIEW CRITERIA STANDARDS:**

### **1. DOCUMENT THAT THE PROPOSED COSTS PER SQUARE FOOT ARE REASONABLE WHEN COMPARED TO THE LATEST "RS MEANS CONSTRUCTION COST DATA".**

Pg 100-102

Estimated new construction costs of \$694 per square foot for this proposed project are above the RS Means ¾ percentile costs of \$486.54 per square foot for "Other Missouri Areas" as provided on the Missouri CON website. That report is from early 2025 and uses historical information from projects in the past. The construction industry is still experiencing considerable inflationary pressure as well as possible cost increases from tariffs. Our cost of \$694 per square foot includes projections for these cost increases as well as projections for inflation based on a late 2026 construction start. Our project also has significant site costs that are included. Also, according to our architect and their consultants, construction costs tend to be higher in a more rural area like Sullivan County because there are fewer subcontractor resources requiring us to draw resources from further away. Many of the subcontractors will have significant travel costs included in their pricing, leading to a higher overall cost. The architect and their consultants have provided us with four cost examples of recent similar major projects they have been involved with in rural areas, and pricing is comparable with our cost estimate.

Example #1 - \$610/SF (New Hospital)

Example #2 - \$753/SF (Addition and Renovation)

Example #3 - \$636/SF (New Hospital)

Example #4 - \$632/SF (Addition and Renovation)

### **2. DOCUMENT THAT SUFFICIENT FINANCING IS AVAILABLE BY PROVIDING A LETTER FROM A FINANCIAL INSTITUTION OR AN AUDITOR'S STATEMENT INDICATING THAT SUFFICIENT FUNDS ARE AVAILABLE. Pg 103**

SCMH administrative staff met with USDA Area Office members to discuss the need for a replacement hospital. A meeting with the Missouri State Community Facilities Director was held in Columbia, Missouri in July of 2024, to discuss the necessary requirements for a USDA loan and to provide an update on the county and hospital plans for the replacement hospital. The preapplication for a USDA Community Facilities Loan has been submitted for both the owner, County of Sullivan, and the applicant, Sullivan County Memorial Hospital. SCMH administrative staff are in regular communication with the USDA Community Project Specialist, Rural Development and are awaiting next steps in the USDA review process. The national USDA office has been apprised of the construction project.

Sullivan County residents voted in favor of a ½ cent sales tax for economic development in April of 2025 to cover over \$11M of the construction costs. A firm has been selected to work with the county for interim financing.

**3. PROVIDE SERVICE-SPECIFIC REVENUES AND EXPENSES (FORM MO 580-1865) FOR THE LATEST THREE (3) YEARS AND PROJECTED THROUGH THREE (3) FULL YEARS BEYOND PROJECT COMPLETION. Pg 104-106**

The projected amounts are based on current financial statements, trended, and adjusted for significant changes from replacement project. The hospital has engaged Forvis Mazars to conduct a full financial forecast - projected amounts here will differ from the final forecast report.

**4. DOCUMENT HOW PATIENT CHARGES ARE DERIVED. 107**

Patient charges were derived based on the current charge structure adjusted for inflation.

**5. DOCUMENT RESPONSIVENESS TO THE NEEDS OF THE MEDICALLY INDIGENT.**

Pg 108-113

See attached policy



Div 4 item #1 Document the proposed costs per square foot are reasonable when compared to the latest "RS Means Construction Cost data"

Estimated new construction costs of \$694 per square foot for this proposed project are above the RS Means ¾ percentile costs of \$486.54 per square foot for "Other Missouri Areas" as provided on the Missouri CON website. That report is from early 2025 and uses historical information from projects in the past. The construction industry is still experiencing considerable inflationary pressure as well as possible cost increases from tariffs. Our cost of \$694 per square foot includes projections for these cost increases as well as projections for inflation based on a late 2026 construction start. Our project also has significant site costs that are included. Also, according to our architect and their consultants, construction costs tend to be higher in a more rural area like Sullivan County because there are fewer subcontractor resources requiring us to draw resources from further away. Many of the subcontractors will have significant travel costs included in their pricing, leading to a higher overall cost. The architect and their consultants have provided us with four cost examples of recent similar major projects they have been involved with in rural areas, and pricing is comparable with our cost estimate.

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Example #4 - \$632/SF (Addition and Renovation)

Div 4 item # 2 Document that sufficient finance is available by providing a letter from a financial institution or an auditor's statement indicating that sufficient funds are available.

SCMH administrative staff met with USDA Area Office members to discuss the need for a replacement hospital. A meeting with the Missouri State Community Facilities Director was held in Columbia, Missouri in July of 2024, to discuss the necessary requirements for a USDA loan and to provide an update on the county and hospital plans for the replacement hospital. The preapplication for a USDA Community Facilities Loan has been submitted for both the owner, County of Sullivan, and the applicant, Sullivan County Memorial Hospital. SCMH administrative staff are in regular communication with the USDA Community Project Specialist, Rural Development and are awaiting next steps in the USDA review process. The national USDA office has been apprised of the construction project.

Sullivan County residents voted in favor of a ½ cent sales tax for economic development in April of 2025 to cover over \$11M of the construction costs. A firm has been selected to work with the county for interim financing.



Div 4 item # 3 Provide Service-Specific Revenues and Expenses (from MO 580-1865) for the latest three (3) years and projected through three (3) years beyond project completion.

The projected amounts are based on current financial statements, trended, and adjusted for significant changes from replacement project. The hospital has engaged Forvis Mazars to conduct a full financial forecast - projected amounts here will differ from the final forecast report.

See attached Form MO 580-1865 2 each



## Certificate of Need Program

**SERVICE-SPECIFIC REVENUES AND EXPENSES****Project Title:****Project #:****Historical Financial Data for Latest Three Full Years plus  
Projections Through Three Full Years Beyond Project Completion**

Use an individual form for each affected service with a  
sufficient number of copies of this form to cover entire period,  
and fill in the years in the appropriate blanks.

	<b>Year</b>		
	<u>2022</u>	<u>2023</u>	<u>2024</u>
<b>Amount of Utilization:*</b>	<u>8,928</u>	<u>8,698</u>	<u>9,526</u>
<b>Revenue:</b>			
Average Charge**	<u>\$1,709</u>	<u>\$1,809</u>	<u>\$1,664</u>
Gross Revenue	<u>\$15,257,952</u>	<u>\$15,734,682</u>	<u>\$15,851,264</u>
Revenue Deductions	<u>5,824,474</u>	<u>5,669,415</u>	<u>5,890,199</u>
Operating Revenue	<u>9,433,478</u>	<u>10,065,267</u>	<u>9,961,065</u>
Other Revenue	<u>3,021,226</u>	<u>2,197,473</u>	<u>1,080,782</u>
<b>TOTAL REVENUE</b>	<u><b>\$12,454,704</b></u>	<u><b>\$12,262,740</b></u>	<u><b>\$11,041,847</b></u>
<b>Expenses:</b>			
Direct Expenses			
Salaries	<u>4,655,451</u>	<u>5,109,137</u>	<u>5,253,571</u>
Fees	<u>0</u>	<u>0</u>	<u>0</u>
Supplies	<u>1,886,958</u>	<u>1,865,476</u>	<u>1,469,786</u>
Other	<u>4,017,366</u>	<u>4,507,969</u>	<u>5,045,565</u>
<b>TOTAL DIRECT</b>	<u><b>\$10,559,775</b></u>	<u><b>\$11,482,582</b></u>	<u><b>\$11,768,922</b></u>
Indirect Expenses			
Depreciation	<u>456,672</u>	<u>588,239</u>	<u>747,751</u>
Interest***	<u>82,613</u>	<u>93,859</u>	<u>93,569</u>
Rent/Lease	<u>0</u>	<u>0</u>	<u>0</u>
Overhead****	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL INDIRECT</b>	<u><b>\$539,285</b></u>	<u><b>\$682,098</b></u>	<u><b>\$841,320</b></u>
<b>TOTAL EXPENSES</b>	<u><b>\$11,099,060</b></u>	<u><b>\$12,164,680</b></u>	<u><b>\$12,610,242</b></u>
<b>NET INCOME (LOSS):</b>	<u><b>\$1,355,644</b></u>	<u><b>\$98,060</b></u>	<u><b>-\$1,568,395</b></u>

\*Utilization will be measured in "patient days" for licensed beds, "procedures" for equipment,  
or other appropriate units of measure specific to the service affected.

\*\*Indicate how the average charge/procedure was calculated.

\*\*\*Only on long term debt, not construction.

\*\*\*\*Indicate how overhead was calculated.





## Certificate of Need Program

**SERVICE-SPECIFIC REVENUES AND EXPENSES****Project Title:****Project #:****Historical Financial Data for Latest Three Full Years plus  
Projections Through Three Full Years Beyond Project Completion**

Use an individual form for each affected service with a  
sufficient number of copies of this form to cover entire period,  
and fill in the years in the appropriate blanks.

	<b>Year</b>		
	<u>2029</u>	<u>2030</u>	<u>2031</u>
<b>Amount of Utilization:*</b>	<u>11,638</u>	<u>13,088</u>	<u>14,515</u>
<b>Revenue:</b>			
Average Charge**	<u>\$1,750</u>	<u>\$1,802</u>	<u>\$1,856</u>
Gross Revenue	<u>\$20,366,500</u>	<u>\$23,584,576</u>	<u>\$26,939,840</u>
Revenue Deductions	<u>5,100,100</u>	<u>5,201,770</u>	<u>5,305,980</u>
Operating Revenue	<u>15,266,400</u>	<u>18,382,806</u>	<u>21,633,860</u>
Other Revenue	<u>4,017,659</u>	<u>4,096,712</u>	<u>4,172,246</u>
<b>TOTAL REVENUE</b>	<u><b>\$19,284,059</b></u>	<u><b>\$22,479,518</b></u>	<u><b>\$25,806,106</b></u>
<b>Expenses:</b>			
Direct Expenses			
Salaries	<u>9,078,701</u>	<u>9,269,167</u>	<u>9,835,924</u>
Fees	<u>0</u>	<u>0</u>	<u>0</u>
Supplies	<u>2,353,291</u>	<u>2,400,357</u>	<u>2,448,364</u>
Other	<u>5,495,721</u>	<u>5,605,635</u>	<u>5,717,748</u>
<b>TOTAL DIRECT</b>	<u><b>\$16,927,713</b></u>	<u><b>\$17,275,159</b></u>	<u><b>\$18,002,036</b></u>
Indirect Expenses			
Depreciation	<u>2,506,060</u>	<u>2,556,181</u>	<u>2,607,305</u>
Interest***	<u>1,755,306</u>	<u>1,720,200</u>	<u>1,685,796</u>
Rent/Lease	<u>0</u>	<u>0</u>	<u>0</u>
Overhead****	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL INDIRECT</b>	<u><b>\$4,261,366</b></u>	<u><b>\$4,276,381</b></u>	<u><b>\$4,293,101</b></u>
<b>TOTAL EXPENSES</b>	<u><b>\$21,189,079</b></u>	<u><b>\$21,551,540</b></u>	<u><b>\$22,295,137</b></u>
<b>NET INCOME (LOSS):</b>	<u><b>-\$1,905,020</b></u>	<u><b>\$927,978</b></u>	<u><b>\$3,510,969</b></u>

\*Utilization will be measured in "patient days" for licensed beds, "procedures" for equipment,  
or other appropriate units of measure specific to the service affected.

\*\*Indicate how the average charge/procedure was calculated.

\*\*\*Only on long term debt, not construction.

\*\*\*\*Indicate how overhead was calculated.

Div 4 item # 4 Document how patient charges are derived.

Patient charges were derived based on the current charge structure adjusted for inflation.



Div 4 item #5 Document responsiveness to the needs of the medically indigent.

See attached Charity Care Policy

**CHARITY CARE**

Signature/Approval Date: Cheryl Eaglen 8-22-07

**1. Policy:**

Sullivan County Memorial Hospital and Clinics provide health care to eligible patients without charge or at a reduced rate. Eligible patients include all patients, regardless of race, color, sex, national origin, disability, religion, age, sexual orientation or gender identity, who meet the financial guidelines set forth in the current poverty guidelines and are not eligible for state Medicaid. This policy is in effect for Sullivan County Memorial Hospital and Clinics.

**Definitions:**

Federal Poverty Levels (FPL): Poverty Guidelines are issued each year in the Federal Registry by the Department of Health and Human Services.

**Financial Assistance Program:** Known in this policy as Charity Care.

**Financial Care:** Patients are helped in the situation that they are experiencing a financial hardship. Also, if the patient has lost medical coverage or does not qualify for Missouri state health insurance. One time assistance can be provided to patients that don't meet the federal poverty guidelines. This will be based on a case-by-case situation.

**Financial Assistance Coordinator:** Applications will come to Coordinator for process/

**2. Financial Need:**

A. Business Office will identify patients who may be eligible for Financial Assistance. Patients that are unable to pay will be mailed a financial assistance application and referred to the Financial Assistance Coordinator.

B. Financial Assistance Coordinator will help patient or guarantor apply for governmental assistance.

C. It is the patient's responsibility to follow up and provide the required documentation requested. Such as demographic information and applicable financial resources to be able to complete the process. If patient fails to provide any documentation it may result in denial of Charity Care.

**3. Financial Assistance Eligibility:**

1. Patient who had received a medically necessary Outpatient and Inpatient service provided by any of SCMh facilities.

**4. Exclusions**

1. Any elective service and/ or non-medically necessary services

2. Not eligible for assistance if patient fails to comply with insurance for proper documentation to bill claim.



SULLIVAN COUNTY MEMORIAL HOSPITAL

Business Office

CHARITY CARE

Signature/Approval Date: Cheryl Eaglen 8-22-07

Section: 5

Policy: 1

Page 2 of 2

4. Procedure:

Financial assistance Application can be given to patient at the time of service or Admissions front desk. Also, application can be found on the hospital website [www.scmhospital.org](http://www.scmhospital.org).

a.

1. Completed application includes:
  - a. financial statement; signed and dated.
  - b. Three months' pay stubs (for all family members and other living in the household.
  - c. Most recent Income Tax Return
  - d. Any other documentation to support financial need. Written statement will be needed if no financial documentation can be provided.
2. On receipt of the completed application a decision will be made within ten() working days. Financial Assistance Coordinator will gather all provided documentation from the patient. Will print out all medical bills one year from the date the application was turned in. Information will be looked by COO and Business Office Manager. At the time of review the percent of charity will be indicated.
3. Applicants' liability will be determined by the current poverty guidelines.
  - a. Patient may qualify for Full 100% or partial 10% coverage of their medical bills.
4. Applicants will be notified by letter of the decision. Applicants may request a review of denial or partial denial within 30 days of receipt of the notice.
5. If patient receives partial coverage they have a week from approval letter to make payment arrangements for the remaining of the balance. All accounts will be sent to the extended business office.
6. Approved applications will only be valid for three months. An updated application must be made for continued coverage.
7. Once approval has been granted all applicable accounts will be adjusted using the "Charity Care" adjustment code
8. All applications must be maintained by year in a locked file drawer pending future audits.

5. Attached:

Financial Application  
Charity Letters  
Poverty Guidelines

Revised/Date:

*DeAnn Lawrence* 12-22-22

Reviewed/Date:

*JL* 4-25-23 *JL* 2-15-24

Admin/manuals/business office/ 5.1 charity care 122222

*JL* 1-13-25

## SAMPLE SLIDING FEE SCHEDULE

Maximum Annual Income Amounts for each Sliding Fee Percentage Category (except for 0 percent discount)

Poverty Level	100%	110%	120%	130%	140%	150%	160%	170%	180%	190%	200%	>200%
Family Size	Discount 100%	Discount 90%	Discount 80%	Discount 70%	Discount 60%	Discount 50%	Discount 40%	Discount 30%	Discount 20%	Discount 15%	Discount 10%	Discount 0%
1	\$15,650	\$17,215	\$18,780	\$20,345	\$21,910	\$23,475	\$25,040	\$26,605	\$28,170	\$29,735	\$31,300	>\$31,300
2	\$21,150	\$23,265	\$25,380	\$27,495	\$29,610	\$31,725	\$33,840	\$35,955	\$38,070	\$40,185	\$42,300	>\$42,300
3	\$26,650	\$29,315	\$31,980	\$34,645	\$37,310	\$39,975	\$42,640	\$45,305	\$47,970	\$50,635	\$53,300	>\$53,300
4	\$32,150	\$35,365	\$38,580	\$41,795	\$45,010	\$48,225	\$51,440	\$54,655	\$57,870	\$61,085	\$64,300	>\$64,300
5	\$37,650	\$41,415	\$45,180	\$48,945	\$52,710	\$56,475	\$60,240	\$64,005	\$67,770	\$71,535	\$75,300	>\$75,300
6	\$43,150	\$47,465	\$51,780	\$56,095	\$60,410	\$64,725	\$69,040	\$73,355	\$77,670	\$81,985	\$86,300	>\$86,300
7	\$48,650	\$53,515	\$58,380	\$63,245	\$68,110	\$72,975	\$77,840	\$82,705	\$87,570	\$92,435	\$97,300	>\$97,300
8	\$54,150	\$59,565	\$64,980	\$70,395	\$75,810	\$81,225	\$86,640	\$92,055	\$97,470	\$102,885	\$108,300	>\$108,300
For each additional person, add	\$5,500	\$6,050	\$6,600	\$7,150	\$7,700	\$8,250	\$8,800	\$9,350	\$9,900	\$10,450	\$11,000	>\$11,000

\*Based on the 2025 Federal Poverty Guidelines for the 48 contiguous states and the District of Columbia. Please note that there are separate guidelines for Alaska and Hawaii, and that the thresholds would differ for sites in those two states. Sites in Puerto Rico and other outlying jurisdictions would use the above guidelines.



## **SULLIVAN COUNTY MEMORIAL HOSPITAL**

CRITICAL ACCESS HOSPITAL ♦ MHA MEMBER HOSPITAL

### **APPLICATION FOR FINANCIAL ASSISTANCE**

Sullivan County Memorial Hospital and affiliated clinics (SCMH) is committed to providing assistance to those individuals that meet financial assistance guidelines. Determination of need will be based on income levels according to the 2017 Federal Poverty Levels. SCMH does not discriminate based on race, color, national origin, age, disability, marital status, religion or sexual orientation.

#### **Financial Assistance Qualifications**

Qualifications are based on Federal Poverty Level 2017 Guidelines

#### **Information Needed:**

- Pay Stubs for last three (3) months (for all family members and others living in the household)
- Income Tax Return (most recent)
- Last two months of Bank Statements
- Medicaid Denial Letter

#### **What Does Financial Assistance Cover?**

Medically necessary Outpatient and Inpatient services provided by SCMH

#### **Financial Assistance WILL NOT Cover:**

Any elective service, clinic visits for drug re-fills, drug screen tests, or specialty physician visits.

**MRI, CT, Nuclear Medicine or Ultrasound services will require prior Administration Approval**

**(Please keep for your records)**

Sullivan County Memorial Hospital  
Attn: Rosa De Leon  
Phone# 660-265-4212 ext. 603  
630 West Third  
Milan, MO 63556

*Equal Opportunity / Affirmative Action Employer  
services provided on a nondiscriminatory basis*

# SULLIVAN COUNTY MEMORIAL HOSPITAL

## Financial Assistance Application

Account (s) #: \_\_\_\_\_

Responsible Party or Guarantor \_\_\_\_\_

Social Security Number \_\_\_\_\_

DOB: Mth Day Year \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_

Home Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_

Zip Code \_\_\_\_\_

Home Phone Number ( ) \_\_\_\_\_

Cell Phone Number ( ) \_\_\_\_\_

Work Phone Number/Other ( ) \_\_\_\_\_

Patient's Name \_\_\_\_\_

Social Security Number (optional) \_\_\_\_\_

DOB: Mth Day Year \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_

Patient's Relationship to Applicant: ☐ Self ☐ Spouse/Partner ☐ Parent/Legal Guardian ☐ Child

☐ Other (please specify): \_\_\_\_\_

**Total Household Size:** List the dependents who reside in the applicant's house for which the applicant takes financial responsibility. Check the appropriate relationship box for each dependent.

Name	Relationship	Age	Spouse/Partner	Parent	Child	Other
1. _____		_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. _____		_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. _____		_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. _____		_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. _____		_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. _____		_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Have you been a resident of Sullivan County for the last year? ☐ Yes ☐ No

**Total Gross Monthly Income for the last 30 days:**

Sources of Income	Applicant/Patient	Spouse/Live-in Partner
Wages	\$ _____	\$ _____
Social Security Payment	\$ _____	\$ _____
Unemployment Benefits	\$ _____	\$ _____
Disability Payment	\$ _____	\$ _____
Workers Compensation	\$ _____	\$ _____
Alimony/Child Support	\$ _____	\$ _____
Dividends, Interest, Rental	\$ _____	\$ _____
Food Stamps, Gov Assist.	\$ _____	\$ _____
Other	\$ _____	\$ _____

**Return completed application with most recent tax return, bank statements for last two (2) months and last three (3) months paycheck stubs and denial letter from Medicaid. If you have special circumstances you would like considered please attach a separate letter with the explanation.**

By my signature below, I certify that the information and documentation provided is an accurate and complete statement of my current financial position and give my permission to verify this information. My failure to pay any reduced or adjusted balance will subject me to the normal billing and collection practices of Sullivan County Memorial Hospital

Signature of Patient/Applicant: \_\_\_\_\_ Date: \_\_\_\_\_

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