

## Harvest Consulting Group, LLC

### Case Study: Expanding Primary Care Access in Rural Communities

---

#### Client Spotlight

Jefferson County Health Center (Iowa)

Jefferson County Health Center (JCHC) is a non-profit, critical access hospital based in Fairfield, Iowa, with clinics in Richland and Ottumwa. As a trusted regional healthcare partner, JCHC is dedicated to optimizing the health and well-being of the communities it serves through compassionate, patient-centered, and high-quality care. With a focus on patient experience, JCHC offers a wide range of services including primary care, general and orthopedic surgery, inpatient and emergency care, imaging and diagnostic testing, therapy services, oncology, and more. Care you can count on—it's what we do.

---

#### The Opportunity

JCHC identified a strategic opportunity to expand primary care access into Wapello County driven by increasing patient volumes from the area, limited access to consistent primary care providers, reputational challenges within the local healthcare landscape, and unmet needs highlighted through community health data.

**Key Challenge:** How to strategically expand services in a way that is financially sustainable, operationally feasible, and aligned with the strategic priorities of Jefferson and Wapello County's community healthcare needs.

This case study will highlight the collaborative approach between Harvest Consulting Group, Jefferson County Health Center, and Carl A. Nelson & Company to combine thoughtful business planning, strong project management, and engaged leadership that resulted in real impact by expanding access to care for residents of Wapello County.

---

## About Harvest Consulting Group, LLC

At Harvest Consulting Group, we partner with healthcare organizations to transform care and deliver value. Our mission is to cultivate success by providing tailored solutions to help design, activate, and optimize business strategies for better patient outcomes, reduced costs, and sustainable business models—particularly in rural and underserved communities.

## About Carl A. Nelson & Company

Carl A. Nelson & Company is a design-builder, construction management, and general contracting firm with more than a century of experience delivering complex projects across healthcare and other sectors. Known for its healthcare expertise, the firm partners closely with clients from early planning through construction and beyond—providing in-house design and engineering capabilities, proactive budgeting, and coordinated project delivery. Their team is uniquely equipped to navigate the complexities of healthcare environments, including infection control, patient safety, and construction within active facilities, while maintaining a strong focus on quality, schedule, and cost certainty.



# The Harvest Approach

## 1. KNOW – Discovery & Strategic Alignment (March-April 2025)

### Strategic Planning & Board Engagement

- Facilitated leadership and Board of Trustee alignment sessions
- Established vision, success metrics, and governance structure

### Stakeholder Assessments

- Internal: clinical, operational, financial leadership
- External: community partners and regional stakeholders

### Market & Community Insights

- County-level market demand analysis including historical volume trends of primary care and hospital outpatient services
- Alignment with Community Health Needs
- Competitive Analysis & Market Growth Projections



#### **1. Perception of the local healthcare landscape**

- Fragmentation
- Outcomes & reputation of hospital are not good, declining which creates low-confidence in community
- Ottumwa residents looking for a strong primary care/hospital presence in their community

#### **2. Competitive Analysis**

- ORHC is not promoting Primary Care Services
- Other players in the market experiencing high rates of provider turnover
- Demand for Physicians in Ottumwa
- Out Migration to Bloomfield, Fairfield, Oskaloosa

#### **3. Operational and financial risks and opportunities.**

- JCHC can offer a strong Family Medicine presence and increase access for residents of Wapello Co
- Positive downstream revenue impact to JCHC
- Strategic partnership opportunities including Indian Hills Community College, JBS Meat Packing
- Concerns for our own staff perception, hiring local, stability in the market
- Cost to obtain adequate square footage in a prime location that is scalable to meet future growth and building out for opening.



## 2. GROW – Business Planning & Design (April-May 2025)

### Business Plan Development

- Current Situation & Background
- Detailed Project Definition & Description
- Competitive Landscape, Utilization Trends, & Market Growth Projections
- Defined Service Expansion Strategy
- Benefits to Patients, Providers, & Community
- Financial & Risk Analysis
- Business Proposal & Executive Team Recommendation

### Financial Pro Forma (3-Year)

- High, medium, and low margin scenarios
- Volume, staffing, expenses, and downstream revenue assumptions
- Scenarios for variables such as location, rent vs own, and construction costs

### Governance Milestone

- Board approval** secured to launch new primary care clinic in Ottumwa



### Business Plan Proposal Ottumwa Primary Care Clinic



Bryan Hunger, CEO  
Brent Feickert, CFO  
Curtis Smith, COO  
Sarah Greiner, Director of Clincs



May 2025

Confidential

### 3. SOW – Implementation & Execution (June-September 2025)

#### Project Management Leadership

- Developed project Gantt Chart and Work Breakdown Structure (WBS)
- Led weekly and bi-weekly project team meetings
- Maintained timeline, scope, and budget discipline

JCHC Clinics   Ottumwa Project																						
PROJECT TITLE: JCHC Clinics - Ottumwa				COMPANY NAME: Jefferson County Health Center																		
PROJECT MANAGER: Harvest Consulting Group LLC				DATE: 5/30/25																		
WBS NUMBER	TASK TITLE	TASK OWNER	START DATE	END DATE	DURATION	PCT OF TASK COMPLETE	DATE															
							June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb							
<b>1 Initiation &amp; Planning</b>																						
1.1	Project Initiation	Harvest	6/1/25	6/19/25	12	100%																
1.1.1	Conduct project kick off meeting	Harvest	6/12/25	6/12/25	0	100%																
1.1.2	Establish goals & timelines	Harvest	6/12/25	6/12/25	0	100%																
1.2	Project Plan & Timeline	Harvest/CANCO	6/1/25	6/30/25	29	100%																
1.2.1	Develop a detailed project plan and timeline	Harvest	6/1/25	6/30/25	29	100%																
1.2.2	Stakeholder alignment and responsibility mapping	Harvest	6/12/25	6/30/25	18	100%																
1.2.3	Secure lease agreement	Harvest	6/1/25	6/9/25	8	100%																
1.2.4	Utilities/Security	Bron/Curtis	6/9/25	6/30/25	21	100%																
1.2.5	Internet (Citizens Mutual)	Tim/Curtis	6/9/25	6/30/25	21	100%																
<b>2 Design, Construction, &amp; Regulatory</b>																						
2.1	Contractor Collaboration	Harvest/CANCO	6/3/25	2/12/26	249	100%																
2.1.1	CANCO Contract Signature	Noah	6/13/25	7/7/25	24	100%																
2.2	Design & Construction - coordinate space planning, build out schedules, and contractor timelines	CANCO	6/9/25	7/28/25	55	100%																
2.2.1	Receive Revit File from Arch-Built	Chris/Ben Foote	6/9/25	6/13/25	4	100%																
2.2.2	Project Budgeting & Funding	Bron/CANCO	6/1/25	9/30/25	119	100%																
2.2.3	Schematic Design	CANCO	6/16/25	6/27/25	11	100%																
2.2.4	Design Development	CANCO	6/23/25	7/14/25	14	100%																
2.2.5	Design Development Cost Estimate	CANCO	7/15/25	7/28/25	13	100%																
2.2.6	Construction Documents	CANCO	7/29/25	8/18/25	19	100%																
2.2.7	Final Bid Project	CANCO	8/19/25	9/11/25	22	100%																

#### Site Selection & Development

- Identified clinic location options aligned with access gaps
- Negotiated and secured lease agreement
- Managed landlord transition

#### Construction Collaboration

- Engaged construction agent for design and bidding
- Partnered closely on design and engineering teams to align clinical workflows with facility design
- Managed buildout and adaptations to construction changes by maintaining continuous communication between stakeholders



From early concept through final construction, **Carl A. Nelson & Company** played a key hands-on role in bringing the clinic to life. Guiding design, coordinating contractors, and ensuring every detail met safety, quality, budget, and timeline expectations.

# Workforce & Operations Readiness (October 2025 – April 2026)

## Recruitment, Hiring, & Onboarding

- Provider recruitment strategy as community dynamics changed
- Established Operational Workflows
- Staff Onboarding & Training Schedules

## Regulatory Preparations

- Ensured regulatory readiness across federal, state, and local requirements
- Established process for medical directorship structure and oversight
- Managed provider credentialing and payer enrollment
- Coordinated laboratory setup, compliance, and certifications

## Go-Live Preparation

- Established Bi-Weekly Go-live Readiness Planning Meetings
- Facility, Equipment, & Supplies
- Space Planning & Vendor Integration
- Marketing & Communications
- Coordinate Final Walkthroughs – Clinical & Technical
- Post-live Support & KPIs

New Practice or Acquisition Start-up Checklist:					
Task #	Task Description	Department Owner	Target Completion	Date Done	Notes
<b>PRACTICE SET-UP (60 days out)</b>					
64	Develop the encounter form/superbill of all of the CPT codes to be billed and us	Accounting			Joann
80	Setup banking and order supplies	Accounting		3/31/2026	
81	Setup Merchant Card Account needs (Visa/MC, AMEX, Discover)	Accounting		3/31/2026	Sarah will verify 2 of these were orde
72	Order Data/Phone Circuit	IT/Communi...		2/17/2026	Fiber circuit complete
<b>PRACTICE SET-UP (30 days out)</b>					
96	Verify access for staff to any payroll systems as necessary	Admin/Man...		3/12/2026	Complete with staff already on board
98	Implement a system or method for gathering patient satisfaction information	Admin/Man...			In Progress - in place (Curtis and Saral
113	Contact pharmaceutical reps	Admin/Man...		3/12/2026	Communicated to Shelbi - provider pr
125	Determine referral requirements, design form,	Admin/Man...		3/12/2026	Complete - Sarah and Chanda working
126	Arrange for diagnostic services (lab/diagnostic tests)	Admin/Man...			
130	Medical supplies: Define needs, interview vendors & get pricing, arrange and p	Admin/Man...			
120	Setup e-prescribe with your EMR vendor	Clinical IT			
142	Establish service for fire extinguishers	Maintenance			
100	Exterior signage - As applicable	Marketing			
101	Setup or update website - Add physician bio and other relevant information	Marketing			
109	Create press release	Marketing			
110	Contact local publications (Newspapers, community association newsletters etc	Marketing			
131	Verify and order pharmaceuticals for the practice (Please note there are special	Pharmacy			
137	Meet with hospital pharmacy director, if any drugs will be acquired from the ho	Pharmacy			
<b>TROUBLE-SHOOTING (1 week before)</b>					
149	Coding and documentation training/review with the physician/s	Clinical IT			
150	Finalize revisions to superbill/encounter form and any diagnostic code lists	Admin/Man...			
155	Have notice of privacy practice brochures or printouts available	Admin/Man...			
156	Post any necessary copyright notices	Admin/Man...			
158	Verify staff has access to the timeclock or payroll system as applicable	Admin/Man...			



## Marketing & Communications

- Hosted **Opening Doors Ceremony (October 2025)** to celebrate early project milestones and community partnership alignment
- Conducted **Ribbon Cutting Ceremony and Community Open House (April 2026)** marking the official launch of the new primary care clinic
- Engaged local stakeholders, providers, and community members to strengthen visibility and trust in expanded services
- Supported strategic messaging to highlight improved access to primary care for Wapello County residents



**NOW OPEN**

Appointments Required

CALL TO SCHEDULE YOUR APPOINTMENT: 641-215-8201

Hours: Mon- Thurs: 8AM-5PM  
Friday: 8AM- 4PM

# Outcome & Impact

- Successfully launched a new primary care clinic in neighboring county
- Expanded access in an underserved rural community
- Delivered project on time and within budget
- Strengthened organizational alignment and engagement

Culminated in a community open house and ribbon-cutting celebration



# Key Success Factors

## Collaboration Across Every Phase

This project was successful because it was never owned by a single organization, it was built through true partnership. From Harvest Consulting Group’s strategic leadership to Jefferson County Health Center’s operational insight and Carl A. Nelson & Company’s hands-on construction expertise, every phase was shaped through shared accountability. Regular engagement between board members, clinicians, operational leaders, and construction teams ensured alignment never drifted from the original goal: expanding access to care in Wapello County.

## Attention to Details

What ultimately made the difference was disciplined attention to detail across hundreds of small but critical decisions. From lease negotiations and regulatory readiness to staffing models and clinical workflow design, each component was intentionally built to support long-term sustainability. Nothing was treated as “just a task”. Each detail was understood as part of a larger system required to deliver safe, reliable, and accessible care.

## Strategy That Translates into Execution

A strong business plan alone was not enough. The success of this project came from translating strategy into operational reality. The 3-year financial pro forma, market analysis, and stakeholder engagement work directly informed site selection, staffing, construction design, and go-live planning. This tight linkage between planning and execution ensured that decisions made in the boardroom were fully realized on the ground.

## Adaptability in Real Time

No construction or healthcare expansion project unfolds exactly as planned. This effort required continuous adaptation—responding to landlord changes, construction adjustments, regulatory nuances, and evolving operational needs. The ability to stay anchored in the vision while flexing execution strategies in real time allowed the project team to keep momentum without compromising quality, safety, or budget discipline.

## Shared Commitment to Community Impact

At the center of every decision was a shared commitment to improving access to primary care for Wapello County residents. That clarity of purpose helped align stakeholders during complex decisions and kept the work grounded in impact rather than process. The result was not just a new clinic, but a stronger foundation for community health.

# Harvest Impact Statement

At Harvest Consulting Group, we believe that expanding access to care requires more than a plan—it requires partnership, precision, and persistence.

This project reflects our commitment to helping healthcare organizations **Know their opportunity, Grow their strategy, and Sow meaningful impact in their communities.**

---

## Connect with Us



**HARVEST**  
Consulting Group, LLC

**Cultivating Success in Healthcare:  
Transforming Care, Delivering Value**

Amanda J. Gerardy, MHA  
Owner | CEO - Harvest Consulting Group, LLC  
<https://harvestconsultinggroup.org>  
Schedule a free consult using [Calendly!](#)