

NATIONAL COOPERATIVE OF HEALTH NETWORKS ASSOCIATION



Your Gateway

to Innovation, Leadership,
and Collaboration

June 17-20, 2014 ■ Hilton St. Louis Frontenac ■ St. Louis, Missouri

2014 NCHN ANNUAL EDUCATIONAL CONFERENCE

PRESIDENT'S WELCOME



Darcy Czarnik Laurin
NCHN President 2014 - 2015

Welcome to the 2014 NCHN
Annual Educational Conference!

We are glad you are able join us here in St. Louis and experience firsthand the incredible atmosphere of learning, leadership, and inspiration brought about by our presenters and—most importantly—the network leaders attending this conference. Always striving to learn more and facing head on the incredible amount of challenges that health networks face, today's network leaders focus on innovative strategic planning and are catalysts for change through creative collaboration and leadership.

Over the past two decades, NCHN's annual educational conference has offered a unique opportunity for network leaders and stakeholders from across the United States to share their broad array of knowledge, perspectives, and expertise. As the only national meeting dedicated to supporting health networks, this year's conference continues to bring attendees a wealth of knowledge, diverse viewpoints, and invaluable first-hand experience shaped by different resources, geography, politics, and network membership structure. The resulting exchange of ideas is guaranteed to inspire network leaders as well as energize innovation.

I would like to send a special thank you to the 2014 Conference Planning Committee members for all of your hard work and personal contributions to making this year's annual event a success. The goal for this year's conference was to continue its tradition as a milestone event for attendees. I am confident in saying that the Conference Planning Committee has succeeded in doing just that. Topics on this year's agenda include network collaboration, healthcare information technology, using Theory of Change to foster innovation and growth, network sustainability, data management and usage to secure funding; Federal updates from HRSA; and much more. Organized into three broad tracks that cut across issues health network leaders deal with on a daily basis, there is something for everyone on this year's agenda. These three tracks - Network Management, Health Information Technology, and Program Development - offer you immediate guidance in choosing which sessions will be of the greatest benefit to you and your network.

The Conference Planning Committee is excited to announce Tom Raiser as the keynote speaker for the opening session. Tom is a Principal and Director of Outcomes Lab with Convergent Nonprofit Solutions. He is the author of the recently released *Asking Rights: Why Some Nonprofits Get Funded*

(and some don't) and has worked with organizations of all sizes and pioneered the concept of applying return on investment principals to nonprofit fundraising. Tom will tackle the fundraising challenges nonprofits face from a fresh perspective—that of the nonprofit funder—and focus on the unique applications of the Asking Rights formula to healthcare network fundraising.

While you are here in St. Louis, I encourage you to take the opportunity to get to know the NCHN staff and Board of Directors. We want to encourage you to become an integral part of NCHN and are happy to answer any questions and help you learn how you can become more involved with the organization's many committees and work groups.

Each year I attend this conference, I am struck by the limitless potential found in this group of network leaders. I can already sense the energy and excitement of this year's attendees as we all come together to network, reconnect with old friends and make new ones, and become inspired by the innovative work being done by health network leaders across the country. On behalf of the NCHN staff and Board of Directors, I am honored to welcome you to the 2014 Annual Educational Conference.

NETWORKING FOR FUN

Networking for Fun at the 2014 NCHN Conference is a way to get to know your NCHN colleagues and other network leaders from across the country. Our goal is to help you meet each other in ways that build relationships and create opportunities to talk about shared issues and challenges, share exciting programs, and brainstorm strategies to help you in managing your network.

We have three options for you to network and have fun at the conference.

1) Before and After Activities in the morning and evenings that are led by Conference Hosts. You can pick and choose what sounds like fun for you and then show-up – you will certainly meet other interesting and engaging network leaders! Activities include morning runs or walks, activities at the Nutriformance Group Fitness, baseball game, shopping, etc. Check the announcement board by the Registration Desk for meet up times and locations.

2) Innovation Circles are round table discussions. But this time, we are spending time on Wednesday morning for you to identify your network type, major focus or product/services you provide members; and make-up of the network. The morning activity will help organize folks into Innovation Circles that will lead to meaningful discussion topics for Wednesday afternoon sessions. On Wednesday afternoon, the Innovation Circles will come together and talk about their defined issues, challenges and ideas within their Circle of similar networks. Then on Friday morning, Innovation Circles will report back to conference participants their discussion topic; identified challenges and barriers; top solutions or planned activities and recommendation(s) on how NCHN can assist networks with the issue. Please keep your name tag and ribbons on throughout the conference so that it is easy to spot networks that are like yours or networks that are working on similar projects or services.

3) Conference Wellness for everyone to make healthy choices throughout the conference. Wellness facts will be shared through the conference. Everyone is encouraged and challenged to participate in a Wellness activity as one of their Before or After Activities. Let's all support each other in living healthy during the conference!

Check out the Networking for Fun Flipchart throughout the conference for updates and details!

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CONFERENCE SPONSORS



NATIONAL RURAL HEALTH RESOURCE CENTER

The National Rural Health Resource Center is a nonprofit organization dedicated to sustaining and improving health care in rural communities. As the nation's leading technical assistance and knowledge center in rural health, The Center focuses on five core areas:

1. Performance Improvement
2. Health Information Technology
3. Recruitment & Retention
4. Community Health Assessments
5. Networking

Contact

Kap Wilkes

kwilkes@ruralcenter.org

Ph: 218.727.9390

Online: www.ruralcenter.org



The Georgia Health Policy Center (GHPC), housed within Georgia State University's Andrew Young School of Policy Studies, provides evidence-based research, program development, policy guidance, and technical assistance. We work locally, statewide, and nationally to improve health status at the community level. The GHPC focuses on solutions to complex issues facing health care today including insurance coverage, long-term care, health care reform, children's health, and the development of rural and urban health systems. Today the center is at work throughout Georgia and in more than 200 communities across the nation, helping communities achieve health improvement.

Contact

Beverly Tyler

btyler@gsu.edu

Ph: 404.413.0288

Online: www.gsu.edu/ghpc

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WESTERN HEALTHCARE ALLIANCE

Special thanks to these organizations. For more information about the keynote speaker, Tom Ralser, see page 9.



NATIONAL COOPERATIVE OF HEALTH NETWORKS

The membership association for health network leaders

www.NCHN.org

ABOUT NCHN

NCHN is the only professional membership organization comprised exclusively of health networks, alliances, and consortiums dedicated to supporting the success of health networks. NCHN's mission is to support and strengthen health networks through collaboration, networking, leadership development and education.

Founded in the late 1980s, NCHN was incorporated in 1995. In the beginning, NCHN was comprised of 5-7 members representing newly formed networks. Today the membership is approximately 60 network organizations across the nation and growing. NCHN is a dynamic, progressive, and nationally recognized professional organization that is relevant for health networks regardless of their stage of development. For more information about the association, visit www.nchn.org

2014-2015 BOARD OF DIRECTORS

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MISSION

To support and strengthen health networks through collaboration, networking, leadership development and education

2014 CONFERENCE PLANNING COMMITTEE

Darcy Czarnik-Laurin, Chair (MI)

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Marcia Green (MD)

Chris Hopkins (MT)

Stacie Pace (OK)

Stephen Stoddard (ID)

Kap Wilkes (MN)

Kim Zill (AZ)

NOT A MEMBER?

Find out more and apply to be a Network Member, Associate Member, or Business Partner online at www.NCHN.org

AGENDA AT A GLANCE

Date/Time	Session	Location	Page
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TUESDAY, JUNE 17TH

2:00 PM - 5:30 PM	Network Collaboration Workshop: How to Add Value to Your Network & Promote Health within your Community	Ambassadeur 6	p.8
3:00 PM - 5:30 PM	2014 NCHN Board Retreat	Presidential Parlor	
6:30 PM - 8:00 PM	Welcome Reception	Ambassadeur 2-4	

WEDNESDAY, JUNE 18TH

8:00 AM	Registration Opens	Banquet Lobby	
8:00 AM - 9:00 AM	Exhibits Open	Ambassadeur 1	
7:30 AM - 8:45 AM	Networking Breakfast & NCHN Annual Membership Meeting	Ambassadeur 2-4-6	
9:00 AM - 11:00 AM	Transforming Network Performance into Funding Featured Speaker: Tom Ralser	Ambassadeur 3-5	p.9
11:00 AM - 11:30 AM	Break & Exhibits	Ambassadeur 1	
11:30 AM - 12:30 PM	■ Living the Theory of Change	Ambassadeur 3-5	p.10
12:30 PM - 1:30 PM	2014 Awards Luncheon	Ambassadeur 2-4-6	
1:45 PM - 3:00 PM	Welcome from the Missouri State Office of Rural Health Melissa Van Dyne, Rural Health Manager, Missouri Department of Health and Senior Services, Office of Primary Care and Rural Health ■ Care Coordination Opportunities for Health Networks	Ambassadeur 2-4-6	p.11
3:00 PM - 3:30 PM	Break & Exhibits	Ambassadeur 1	
3:30 PM - 5:00 PM	Innovation Circles	Ambassadeur 3-5; Pommard; Antole; Dauphine; Le Café	
6:00 PM - 10:30 PM	Dinner at Morgan Street Brewery & Tour of Arch		

THURSDAY, JUNE 19TH

7:15 AM - 8:00 AM	President's Breakfast	Ambassadeur 2-4-6	
8:15 AM - 9:15 AM	■ Utilizing the Tactical Skills of Trial Advocacy to Convince Customers of Network Value	Ambassadeur 3-5	p.12
9:30 AM - 10:45 AM	Concurrent Sessions		
	■ New Opportunity for Network Value: Using HIT to Improve Transitions of Care	Le Café	p.13
	■ Strategic Business Planning – Building More Centralized Services	Ambassadeur 3-5	p.13

AGENDA AT A GLANCE

Date/Time

Session

Location

Page

THURSDAY, JUNE 19TH

■ Feasibility of Multi-Stakeholders Shared Service Cooperative in Delivering Rural Home Care

Pommard

p.14

10:45 AM - 11:15 AM Break & Exhibits Open

Ambassadeur 1

11:15 AM - 12:15 PM ■ Transforming the Rural, Frontier and Underserved Healthcare Delivery System through Better Use of Data

Ambassadeur 3-5

p.15

12:15 PM - 1:15 PM Networking Lunch: Roundtable Discussions

Clayton

1:30 PM - 2:45 PM Concurrent Sessions

■ Making Data Meaningful for Improvement & Sustainability

Le Café

p.16

■ Aim for Impact: A Systems Approach to Sustainability

Ambassadeur 3-5

p.17

■ Turning Grant Data Into Meaningful Strategic Network Outcomes on a Shoestring

Pommard

p.17

2:45 PM - 3:15 PM Networking Break

3:15 PM - 4:30 PM ■ Creating a Regional Collaborative

Ambassadeur 3-5

p.18

6:00 PM Baseball Game and/or Dinner On Your Own

FRIDAY, JUNE 20TH

7:00 AM - 8:30 AM NCHN 2013 Leadership Learning Community Final Sessions

Pommard

p.19

7:00 AM - 8:15 AM Networking Breakfast: Roundtable Discussions

Ambassadeur 2-4

8:30 AM - 9:30 AM Innovation Circles Reporting & Next Steps

Ambassadeur 3-5

9:35 AM - 10:30 AM Concurrent Sessions

■ Network Revenue Enhancement: The Creation of a Network Telepharmacy Service (HIT)

■ The Critical Access Hospital Network's Rural Health Information Technology Project (HIT)

Ambassadeur 3-5

p.20

■ Tools of Workforce Success (PDT)

■ Utilizing the 3 Ms of Process Improvement in Healthcare

Le Café

p.21
p.22

10:30 AM - 10:45 AM Break

Ambassadeur 3-5

10:45 AM - 12:15 PM Federal Update

Ambassadeur 3-5

p.23

■ Network Management Track (NMT)

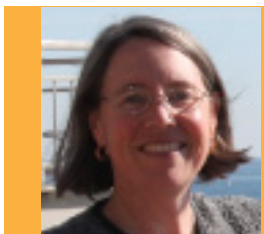
■ Program Development Track (PDT)

■ HIT Track (HITT)

HOW-TO FOR ADDING VALUE

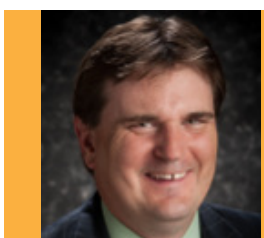
TO YOUR NETWORK

The Network Collaboration Workshop is a 3.5 hour interactive session providing specific knowledge, peer discussion, and practice opportunities customized for rural health network leaders in support of their work in building meaningful and impactful collaborations. Collaboration is one of the keys to sustainability in our changing health care environment and being a capable and effective Collaboration Leader is increasingly important. Specifically, rural health provider organizations; your network members, are preparing themselves for changes in health care, such as, care transitions, managing population health, utilizing telemedicine, health information exchange, patient engagement, and a primary care provider focus. Networks can meet their members needs with effective collaboration. In this session there will be a focus on Leading Collaboration and Building Trust in Collaborative Partnerships. Specific How-To training will be supplemented with interactive discussion and a panel of peers describing their collaboration challenges, successes, and lessons learned. The goal of this workshop is to support rural health network leaders in building and leading effective collaborative partnerships that create value for their members and improve health and wellness in their communities.



Kap Wilkes, MBA

Kap Wilkes, MBA, is a Program Manager II at the National Rural Health Resource Center since 2012 where she is responsible for strengthening network development, facilitating business plans for sustainability, and building HIT knowledge capacity for rural HIT networks. Kap is a qualified facilitation trainer and has been helping organizations with their strategic planning efforts for over 10 years. She uses the balanced scorecard methodology for planning and provides leadership support for optimizing plans with a systems approach based on the Baldrige Performance Excellence framework. Most recently she has been supporting rural health networks via remote facilitation and training. Kap has experience and knowledge of business development and is adjunct faculty for The College of St. Scholastica in the Management and Technology School teaching organization development. She received a Master of Business Administration degree from the University of Kansas and Bachelor of Arts degree in Physics/Astronomy from Agnes Scott College in Atlanta, Georgia.



Joe Wivoda

Joe Wivoda is the Chief Information Officer at the National Rural Health Resource Center and HIT Consultant with Rural Health Innovations in Duluth, MN. He has been working in Information Technology since 1990 and with Health Information Technology since 1993. He has been IT Manager, Director of IT, and CIO at several Hospitals, clinics, and other healthcare organizations, and has also assisted Healthcare IT vendors with business planning and product improvement. Joe has provided leadership and consulting for several Health Information Exchanges (HIE) nationwide as well as HIT selection, implementation, and improvement consulting to healthcare organizations. Joe's expertise is in IT leadership, strategy, service delivery, and the process of innovation. His work with Regional Extension Centers includes Meaningful Use assessments, readiness assessments, workflow analysis and redesign, project management, quality reporting, and tool design. Along with National Rural Health Resource Center staff, he also provides technical assistance to 41 Rural HIT Networks.

Sponsored by



**NATIONAL
RURAL HEALTH
RESOURCE CENTER**

TRANSFORMING NETWORK

PERFORMANCE INTO **FUNDING**

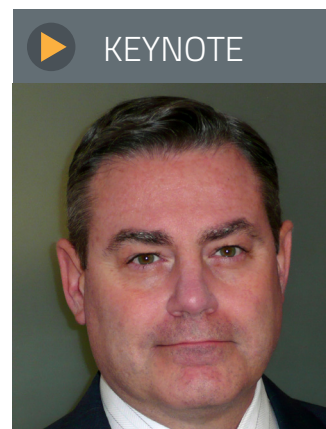
Author and fundraising pioneer Tom Ralser will tackle the fundraising challenges nonprofits face from a fresh perspective -that of the nonprofit funder. As presented his newest book, *Asking Rights*, this "other side of the desk" point of view demands a new approach to the art of securing funds to support the work of health networks, and distills the experience of hundreds of fundraising campaigns into a concise formula for success. Tom will focus on the unique applications of the Asking Rights formula to healthcare network fundraising, and will draw on his experience of working with hundreds of similar organizations throughout the country.

The funding challenges of organizations which traditionally face limited community awareness and reliance on public sector funding can be daunting. Health networks, by translating their performance into meaningful outcomes in the eyes of prospective funders, can secure funding from new and sustainable sources. Outcomes alone, though, are not enough, and this session will highlight the other necessary ingredients for true financial sustainability.

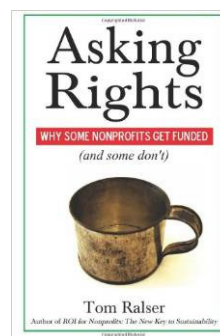
Tom Ralser, Principal, Director of Outcomes Lab with Convergent Nonprofit Solutions, has worked with organizations of all kinds, from Chambers of Commerce to religious organizations, from national museums to rural health networks, and from local youth organizations to international research institutes. Tom pioneered the concept of applying return on investment (ROI) principles to nonprofit fundraising, and fundraisers have described his work as the "silver bullet" that justifies larger investments in nonprofit organizations. Clients in every field of the nonprofit sector have benefited from increased funding by using his innovative ROI analyses and applications.

Hundreds of organizations have utilized Tom's sustainability planning techniques to ensure they can thrive in a tight money environment. He holds the Chartered Financial Analyst (CFA) designation, which provides the framework his Investment-Driven Model™ of fundraising, and led to the development of the Organizational Value Proposition®, which is widely used by corporations, foundations, and individuals as confirmation that the nonprofits in which they invest are truly delivering outcomes with value. His specialty of utilizing for-profit concepts and methods in the nonprofit world has helped nonprofits raise over an estimated \$1.1 billion in the 18 years he has worked with them.

Tom is a frequent and highly acclaimed speaker, usually addressing topics revolving around the Investment-Driven Model™ for fundraising, outcome-based sustainability planning, and delivering value to nonprofit investors. Tom authored the best-selling book *ROI for Nonprofits: The New Key to Sustainability* and the recently released *Asking Rights: Why Some Nonprofits Get Funded (and some don't)* and is personally involved in over 500 nonprofit funding projects in all 50 states.



Tom Ralser



All keynote attendees will receive a complimentary copy of Tom Ralser's book, *Asking Rights: Why Some Nonprofits Get Funded (and some don't)*

Featured Speaker Sponsored by

Arizona Rural Women's Health Network
Healthcare Collaborative of Rural Missouri
Louisiana Rural Ambulance Alliance
Montana Health Network
Partners in Health Network
Santa Cruz County Adolescent Wellness Network
South Texas Health System
Southwest Idaho Community Health Network
Tennessee Rural Partnership
Western Healthcare Alliance

Facilitator: Darcy Czarnik Laurin

objectives

1 Understand Theory of Change (ToC) and its value

2 Understand when ToC should be used and how it adds value

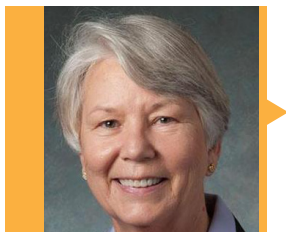
3 Take ToC beyond programs to organizations and communities to solve difficult, entrenched problems

A REACH Health Care Foundation Rural Health Initiative demonstrated the effectiveness and value of using Theory of Change in three unique Midwest rural counties.

This session will show how incorporating a Theory of Change can foster growth and innovation in a program, an organization, or a community. It is a beneficial process used in research that can easily be incorporated into organizations.

Gwen Martin, Ph.D.

Gwen Martin, Ph.D., leads EVALYTICS LLC, a research, program evaluation and consulting company. She has 20+ years' experience in research, program evaluation and program development. Prior to founding EVALYTICS, she was Managing Director and Director of Research for the Center for Women's Business Research in Washington, D.C; Director of Community Enterprise & Entrepreneurial Development and the Director of Business Research & Information Development Group with the University of Missouri; and Manager of Research & Evaluation for the Ewing Marion Kauffman Foundation.



Dr. Martin's research and evaluation spans substantive areas including Health Care, Business, Entrepreneurship, Organization Development, Technology and Innovation, Leadership, Education, Economic Development, Community Development, Product Market Research, Customer Relationship Marketing and social issues. Findings from her work have been instrumental in program, product, and service creation and enhancement. Martin's work has been funded by numerous governmental agencies, foundations, and non-profit organizations. Her research includes over 150 studies and she is a frequent conference presenter. She holds a Ph.D. in sociology from the University of Kansas with special emphasis in gender and social inequality.

Facilitator: Chris Hopkins



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FOR NETWORKS

NMT ■ ■ ■

Care Coordination Opportunities for Health Networks (Carolyn Bruce and Pat Schou)

Colorado and Illinois networks will share their recent experiences with the development of care coordination organizations for their hospital memberships. Speakers will discuss reasons why their members asked them to pursue this new care model as an option for primarily independent facilities and its potential for rural facilities to pool resources, maintain local access to health care and ultimately preserve their market share and viability. Speakers will share how they plan to establish the rural hospital primary care base that not only integrates locally but also with other health care organizations and regional hospital systems.

Care Coordination is Coming (Tim Cox)

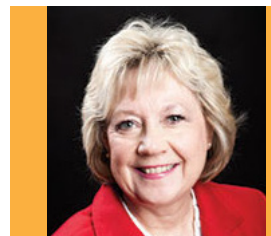
Using funding from the CMS Innovation Center, Northland is building a Care Coordination Service that will become the building block for the development of an Integrated Delivery Network. As healthcare organizations are trying to figure out the future of healthcare and the need to develop Accountable Care Organizations, learning to effectively manage and coordinate care can be a valuable service to be provided by networks. The presentation will cover the benefits of Care Coordination for Rural Networks. How to structure the operations, what the business plan looks like and how to sustain the service over time. The discussion will include how Care Coordination fits into an Integrated Delivery Network and why this is a valuable service for your members.

**Carolyn Bruce**

Carolyn Bruce has been CEO of Western Healthcare Alliance since 1997. During her tenure, she led WHA from being an in-the-red struggling start up to a multi-million dollar successful health network with over 20 programs, 80 employees and 25 full members.

**Tim Cox**

Tim Cox serves as President of Northland Health Alliance, a rural health alliance located in North Dakota. The alliance is a coalition which includes 20 healthcare facilities (one tertiary medical center, 12 critical access hospitals, and seven long-term care facilities) working together to strengthen available resources and capacity to deliver value-based healthcare in today's competitive market. Tim has been able to secure over \$12 million for members and network programs through grants and development.

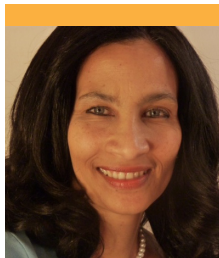
**Pat Schou**

Pat Schou is the executive director of the Illinois Critical Access Hospital Network (ICAHN), the first state-wide critical access hospital (CAH) network established in 2003 comprised of 52 CAHs providing a number of hospital support services and educational programs as well as managing the Medicare Rural Hospital Flexibility Grant, Small Hospital Improvement Program and several other grant programs on behalf of the Illinois Department of Public Health. Schou was awarded Top 25 Women in Leadership for Peoria, IL in 2013. She recently was appointed to the State Health Improvement Plan Implementation Coordinating Council serving as its co-chair and was recently appointed to the Board of the Accreditation Association for Hospital/Health Systems.

Facilitator: Toniann Richard

UTILIZING THE TACTICAL SKILLS OF TRIAL ADVOCACY TO CONVINCE CUSTOMERS

OF NETWORK VALUE



René Cabral-Daniels, JD

objectives

- 1 Understand the transferability of trial advocacy skills in influencing potential customer opinion
- 2 Identify necessary tactics in the creation of confidence building by those interested in your network
- 3 Learn how to sustain that confidence so that it results in the ultimate vote of confidence- a willingness to purchase network services or become a member of the network

Trial advocacy principles have been refined over the centuries. They are essentially powerful skills lawyers use to convince juries of the credibility as well as value of a perspective. These same skills can be transferrable when attempting to convince potential customers of a network's value.

Author Peter Murray distills the tenet of trial advocacy as a lawyer's ability to "analyze the available raw information to see whether there is a potential fact picture that will fit a legal rule with consequences favorable to the client. . . ." The approach the lawyer utilizes to analyze the information in a manner favorable to her client must be appropriately tailored to both the set of facts as well as the interests of individual jurors. The articulation of network value must likewise be carefully tailored to network component description and individual customer interest. This session will allow participants to leverage relevant trial advocacy skills when communicating network value so that the customer will elect to engage in its benefits.

René Cabral-Daniels is the CEO of Community Care Network of Virginia, Inc. (CCNV). CCNV is an entity created by Virginia's federally qualified health centers in 1996. It currently provides services in 23 states and has a staff of over 50 employees.

René has a long history of leading organizations that champion providing access to the medically underserved. As the Director of the Office of Health Policy and Planning with the Virginia Department of Health, she oversaw programs designed to assure access to quality health care for rural minority and other populations. Rene is an attorney who was formerly employed by the US Department of Health and Human Services and was assigned to provide legal guidance to leaders of the Centers for Medicare and Medicaid Services (CMS). René has a Masters in Public Health and a passion for improving the health of communities. She currently serves on two federal advisory boards. She is a member of CMS' Medicare Evidence Development and Coverage Advisory Committee as well as the Rural Health and Human Services Advisory Board, which advises the Secretary of Health and Human Services.

Facilitator: Stacie Pace



NCHN Silver Level Partner and
Conference Exhibitor

Equipment Management & Technology Solutions (EMTS) is working with NCHN members to ensure best pricing on capital equipment and service contract Purchases. This program, specifically created for NCHN, can help you save tens of thousands of dollars each year. Program Benefits ■ Ensured best pricing on capital equipment purchases (all types of equipment) ■ Ensured best pricing on all service contract purchases ■ Risk-Free costs savings- all fees are pay-for-performance only (all fees for this service are a percentage of your realized savings, if no savings are realized, no fees are due)

Larry Cantarano
lcantarano@emtsolutions.biz | <http://www.emtsolutions.biz> | 720-420-7966

VALUE: USING HIT TO IMPROVE

HIT ■ ■ ■

TRANSITIONS OF CARE

Networks are ideally suited to assist their members in achieving not just the Meaningful Use requirements, but in improving patient care by implementing transition of care communication processes across the continuum. Several options for achieving these goals will be discussed, and some case studies will be presented.

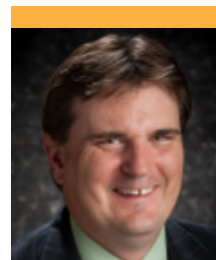
This presentation will cover the requirements for communicating summary of care records between various care providers, as required by Meaningful Use Stage 2. These requirements will positively impact care coordination and patient safety, but a holistic approach will be needed.

objectives

1 Explore several HIT options for helping your members meet the communication requirements for effective transitions of care

2 Understand the Meaningful Use Stage 1 and Stage 2 requirements network members have for information exchange between providers

3 Understand the important components required to meeting the MU communication requirements



Joe Wivoda

Joe Wivoda is the Chief Information Officer at the National Rural Health Resource Center and HIT Consultant with Rural Health Innovations in Duluth, MN. See page 8 for more.

Facilitator: Robert Cuioio

STRATEGIC BUSINESS PLANNING:

BUILDING MORE CENTRALIZED SERVICES

NMT ■ ■ ■



Tim Cox

Tim Cox serves as President of Northland Health Alliance. See page 11 for more.

We spend over a year going through an extensive process of strategic business planning. The objective of this presentation will be to share an outline of the process and the steps that were taken to develop the plan which will include the needs that became apparent to initiate this work along with the processes used and a final copy of the plan going forward.

Attendees will be able to glean some important concepts that can be used to structure a more effective way of energizing your board and member facilities. Included will be a discussion of how to involve other members of your staff and how to move it forward after it is on paper (or electronically, as you prefer).

Facilitator: Stephen Stoddard

FEASIBILITY OF MULTI-STAKEHOLDERS

SHARED SERVICE COOPERATIVE IN

DELIVERING RURAL HOME CARE



Susan Noble

Susan Noble has eighteen years of experience in asset-based community and economic development and is the founding executive director of Vernon Economic Development Association in western Wisconsin. She is skilled at building collaborations and is dedicated to increasing the quality of life in rural communities. In July 2011 Susan was recognized by the White House as a Rural Champion of Change at a meeting with Secretary Vilsack and President Obama in Washington D.C. In June 2012 she received the Small Business Administration (SBA) Home Based Business Champion Award for Wisconsin and six states in the Midwest region. Susan serves on the Western Technical College Business and Industry Advisory Council, is an advisor to the Fifth Season Cooperative and is a member of Economic Development Professionals, Wisconsin Grant Seekers, the 7 Rivers Alliance, Wisconsin Business Incubator Association and the Wisconsin Economic Development Association.

This session will be led by Susan Noble, Executive Director of the Vernon County Economic Development Association (VEDA). VEDA spent a year working with a vertical network of home care providers to discover potential shared services that could reduce the cost of home care delivery and pool demand for home care workers as strategies to provide quality care in a diminishing resource environment.

For over a year, a group of stakeholders in Vernon County, Wisconsin has met to explore the feasibility of a multi-stakeholder or shared services cooperative as a delivery mechanism for delivering rural home care. The stakeholders represented an "integrated vertical network" and included representatives from a rural hospital and nursing homes; county employees responsible for programs for the elderly and other special needs population groups; Workforce Development and vocational training personnel; care givers and economic development specialists; and government officials.

The purpose of this breakout session is to share the "Discovery Process" used to look at the feasibility of a multi-stakeholder approach for home care delivery; the critical findings and areas for start-up collaboration; and, the challenges, especially in the health care sector. Two key areas of collaboration that emerged: (1) pooling demand for home care workers among current providers to ensure a 35-40 hour work week and help create a sustainable workforce; and, (2) sharing/purchasing current education programs as a way to reduce costs and avoid duplication.

Facilitator: Cindy Siler



Conference Exhibitor

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AND UNDERSERVED HEALTHCARE

HIT ■ ■ ■

DELIVERY SYSTEM THROUGH BETTER USE OF DATA

What technology is needed for analyzing both business and clinical data. How networks can assist both healthcare administrators and the healthcare provider in the support of "Big Data".

The presentation is built around the new drivers of our healthcare delivery systems. It goes into the building block from an HIT perspective of best practices to assist in overcoming the challenges that the Critical Access Hospitals, Rural Health Clinics and Community Safety Net Clinics face, given these new drivers. The primary purpose of the presentation is to provide technological solutions that will allow these critical health care systems to extract the data housed in all of their disparate systems and transform that data into actionable information and analyze the information to improve patient outcomes, reduce costs and better manage performance.

objectives

- 1 Introduction to the new technological drivers of the healthcare system
- 2 Accomplishing the IHI Triple Aim initiative
- 3 Using the Patient Centered Medical Home (PCMH) model of care to reduce costs and increase expected patient outcomes
- 4 Better understand how HIT is the center of improving patient outcomes and business needs



Bill Bolt, Ph.D., ACMPE

Bill Bolt has been in the healthcare management field since 1984. He has worked in Corporate healthcare, Critical Access Hospitals and Federally Qualified Health Centers. He is a retired Major from the US Army. He has his Bachelor's degree in Psychology, his Masters degree in Business Administration (MBA) and his Doctorate degree in Management. Dr. Bolt's passion lies in the rural/underserved health care arena.



Brad Jackson

Brad Jackson has 17 years experience in Business Intelligence (BI) working for multiple BI vendors in both technical and business development roles. Over the past several years, Brad has focused on the healthcare industry primarily assisting partners with the delivery and application of BI successfully used in other industries. Brad has a Bachelor's degree in Computer Information Systems and Management Science.

Facilitator: Darcy Czarnik Laurin

Cyberscience
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Conference Exhibitor

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IMPROVEMENT & SUSTAINABILITY

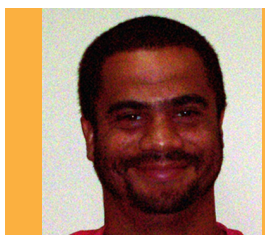
This session will provide a hands-on example of how network members collaborated to address critical issues of data storage and data analytics in a rural community. The model presented can be implemented by other networks to address health information technology challenges faced in rural communities.

Rural health care providers are faced with unique challenges for meeting the increasing demands to capture, store and utilize data for improving health outcomes. This session is designed to give a first hand perspective of challenges and solutions faced in one rural community. Collaboration and trust among network partners proved to be an essential element to the success of this project. Participants will receive a take-home strategy that can be replicated. The resource shared can be utilized by networks of many sizes representing multiple types of organizations. Recognizing the value of useful data for organizations and the sustainability of networks, the presenters will provide opportunities for critical discussion among participants in this session.



Jeff Campbell

Jeff Campbell holds a BS degree from the University of Tennessee and is in progress toward an MBA. He has 15 years experience in Health IT and is a Microsoft Certified Systems Engineer. He has worked on various IT projects that included medical management, electronic medical records implementation and on-going management, delivery of HL7 data, unified messaging platforms, VoIP, and remote location convergence. Before working in Health IT, Jeff was a communications officer with the United State Space Command and Air Force Space Command, where he was administrator on classified software and managed project teams with up to 30 members.



Jason Blythe

Jason Blythe has a BS in Biology from the University of Michigan and a Masters degree in Bioinformatics from Eastern Michigan University. He has more than 10 years experience working in various clinical/ research settings. Jason's primary interest is in developing HIT systems to be used for monitoring and informing providers and patients about the quality of care. He has worked with multi-practice organizations to design data analytics processes based on the data being collected in the clinical setting resulting in summarizing and visualization of data from many different clinical sources. Jason believes that making data useful for decision-making is key for improving health care for patients and for health systems.



Phyllis Platt, Ph.D.

Dr. Phyllis Platt serves as the evaluator the KRHIT providing feedback on network development processes and outcomes for program improvement. Phyllis has served on the faculty at the University of Kentucky and most recently Spalding University's School of Social Work. She has more than 10 years of program evaluation/ research experience working with non-profit organizations of all sizes. Since 2010 she has been involved in community health grant projects serving communities in southeastern Kentucky.

Facilitator: Marcia Green

TO SUSTAINABILITY

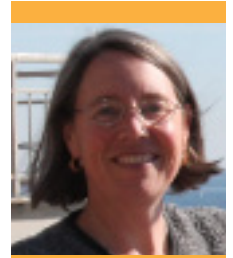
NMT ■ ■ ■

In this session learn more about a systems approach for your rural health network using the Baldrige Performance Excellence framework and how this approach can be a path toward impact and sustainability. Learn more about a systems approach and shape your network's path toward sustainability, share lessons learned with your peers, and consider your network's strengths and gaps.

A systems approach to sustainability is a path toward impact. By understanding the Baldrige Performance Excellence framework and components a rural health network leader can optimize the interactions and leverage the components to improve the overall effectiveness of their network. Meeting the needs of customers is key to sustainability but so is leadership that is aware of the health care environment, strategies and operations that are aligned with the network's mission and vision, considerations of process improvement, a focus on the network's workforce, and measuring progress and sharing knowledge. All of these components aim a network toward sustainability.



Joe Wivoda



Kap Wilkes

Joe Wivoda is the CTO of National Rural Health Resource Center. Kap Wilkes, MBA, is a Program Manager II at the National Rural Health Resource Center. See page 8 for more.

Facilitator: Heather Fuller

TURNING GRANT DATA INTO MEANINGFUL STRATEGIC NETWORK OUTCOMES ON A SHOESTRING

PDT ■ ■ ■



Lisa Ladendorff

Lisa Ladendorff has served as the founder and director of the Northeast Oregon Network from its inception in 2004 to the present. She has a 20 year history of clinical practice as a Licensed Clinical Social Worker, specializing in the dynamics of behavior change, including health behavior change. Lisa has provided organizational consulting and technical assistance to health oriented organizations.

Many networks have years worth of outcome data collected for grant evaluations that have not been translated into strategic plan outcomes, or communicated to partner, policy maker and public audiences. This session will present several practical and cost effective ways to translate grant outcome data into meaningful strategic outcomes that can be utilized to build network momentum and support.

Session participants will learn how to:

- ◆ Identify sources of existing grant outcome data and tie grant outcomes to network strategic plan goals;
- ◆ Translate grant outcome data into doable return on investment calculations relevant to the network's local partners;
- ◆ Refine network outcome data presentations to various local audiences;
- ◆ Utilize network outcomes to build momentum and cohesiveness of the network.

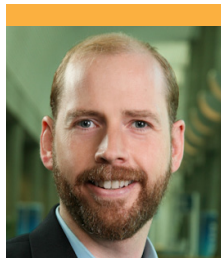
Attendees will be provided with practical examples and useful tools from NEON's real life network experience. There will be time for audience interaction and exercises to aid in applying tools to each attendee's network specifically.

Facilitator: Chris Hopkins

CREATING A

■■■ HIT

REGIONAL COLLABORATIVE



Corey Zeigler

objectives

1 Identify how a community-based partnership can avoid the pitfalls of imposing change on the health system rather than shaping the system to meet the needs of its members

2 Learn how the lack of traditional authority can be leveraged to implement region-wide initiatives and resolve conflict in a rural health care system with multiple stakeholders

How to create a regional collaborative to address the requisite healthcare transformation from a volume to value based system. Physician leadership is key to a rural community's survival amidst the myriad of requirements, shrinking revenues and access challenges.

Fort Drum Regional Health Planning Organization collaborates with healthcare professionals leveraging HIT support services to improve the patient experience, as well as the quality and efficiency of healthcare in our region. We created a governance structure that is community-based and stakeholder-driven with a committee composed of physicians to drive quality improvements and population health management so that our initiatives are aligned with the needs of our healthcare community. This governance structure creates a natural sense of ownership among our hospitals and practices essential to community-wide improvement initiatives.

Corey Zeigler is the Director for the North-Country Health Information Partnership for the Fort Drum Regional Health Planning Organization. In that role, he oversees a program that has successfully implemented electronic health records in 95 percent of primary care offices in the Fort Drum region. Through connecting these practices and the seven regional hospitals to the local health information exchange and implementing other care quality improvement measures, the community has achieved the highest concentration of Patient Centered Medical Homes in the United States. Corey previously served as the Chief Information Officer for Canton-Potsdam Hospital in Potsdam, NY, and as manager of a Battle Simulation Center on Fort Drum. Corey has an M.B.A. in IT Management from Capella University, Minneapolis, MN. He is also a veteran, having served as a helicopter pilot and officer in the U.S. Army for 13 years, in Desert Shield/Storm, Haiti, Somalia and Bosnia. Corey lives in Harrisville, NY, with his two children, 7 and 9, and one Bernese Mountain Dog (Guinness).

Facilitator: Deena Dodd



Conference Exhibitor
Jordan Tenenbaum
jtenenbaum@allevant.com
www.allevant.com
314-302-5373

Allevant developed by Mayo Clinic and Select medical helps Critical Access Hospitals establish Transitional Care and Ventilator Programs. Larger acute care hospitals are looking for high quality post acute care pathways for managing a vulnerable complex patient population that is at high risk for readmission and poor outcomes. Allevant supported Critical Access Hospital Transitional Care and Ventilator programs implement the evidence based best practices with emphasis on care coordination, timely follow-up, and a team centered approach to achieve highest quality outcomes at the lowest overall costs allowing patients to reach theirs goals. Our highly experienced team provides Critical Access Hospitals the education, experience, and tools to develop programs with significant benefits to your patients, families, organization, and community.

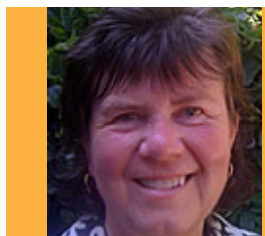
COMMUNITY FINAL SESSION



This session is open to members of the 2013 Leadership Learning Community only

Members of the NCHN Leadership Learning Community have been actively participating in building business, collaborative, and personal development skills with Dr. Mary Kay Chess, Facilitator for the NCHN Educational Business Line.

Each network leader experimented with learning and applying the tools and then, engaged in discussions on individual and network leadership growth strategies. In June, these leaders meet face-to-face for the yearly wrap-up. This final session focuses on recognizing the limitless potential of network leaders. Each individual will identify the constant innovation they contribute in unique community networks across the county and receive feedback to enhance their individual vision and focused purpose for continued success and contribution in the next year.



Mary Kay Chess, Ph.D.

Mary Kay Chess, Ph.D., is faculty at Bainbridge Graduate Institute, an MBA program in the NW and at Saybrook University. She teaches system thinking and complexity, adaptive change strategies and leadership and personal development in these vibrant learning communities. Dr. Chess also consults with foundations and organizations as well as their boards on building the leadership capacity necessary for thriving in our complex world. In addition, she serves as a leadership coach to executives and faculty teaching teams. Many of you know Mary Kay from the NCHN Coffee & Tea chats facilitated by Dr. Chess. She also designs and leads the Association's Leadership Development Program. Mary Kay held executive roles in rural and urban hospitals and healthcare systems including Gundersen Lutheran and Kaiser Permanente as well as in shared services networks of medical groups and hospitals. She delights in bringing perspectives from diverse stakeholders to the table to create innovative options and opportunities.

objectives

- 1 Integrate the leadership tools from the past year into a personalized plan
- 2 Incorporate feedback from peers into continued leadership growth
- 3 Identify emergent areas of development for enhanced collaboration

january
2015

nchn leadership summit

The NCHN Leadership Summit is a one and a half day meeting that kicks off a new Leadership Learning Community. The Summit focuses on developing the leadership skills of the network leader and network staff. The Leadership Learning Community is designed to build health network leadership capacity. Best practice models are shared and network leaders meet via scheduled calls to discuss challenges and solutions. Through connections with their peers, network leaders will explore skills needed to support sound actions and outcomes within and outside the network. Find out more at www.NCHN.org.

NETWORK REVENUE ENHANCEMENT:

■■■ HIT

THE CREATION OF A NETWORK

objectives

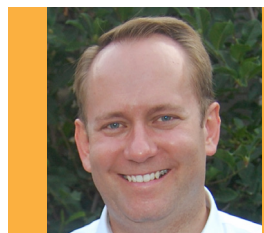
1 Understand the importance of network revenue diversification

2 Learn and understand the rationale for one network to create a Telepharmacy service

3 Learn about how a similar service could be beneficial to other networks

TELEPHARMACY SERVICE

Learn about why one network decided to create a Telepharmacy service as an additional revenue source and how it has become a value added service to its members.



Stephen Stoddard

Stephen Stoddard is the Executive Director of the Southwest Idaho Community Health Network also known as SWICHN. He is a Fellow of the American College of Healthcare Executives and has served as the President of the Idaho Healthcare Executive Forum. He currently serves as the Board Secretary for NCHN and recently served on the national ACHE Career Services Task Force. He earned his master's degree in healthcare administration at the University of North Carolina at Chapel Hill and his bachelor's degree at Brigham Young University.

THE CRITICAL ACCESS HOSPITAL NETWORK'S RURAL

■■■ HIT

HIT PROJECT



Sue Deitz

This presentation provides a live, real time demonstration of an electronic population management tool utilized by a rural hospital network in eastern Washington. The tool delivers an innovative technology solution to meet the complex requirements for cost containment and quality improvement in today's healthcare environment.

The Critical Access Hospital Network (CAHN) is an integrated network of seven hospitals and twelve rural health clinics in eastern Washington that collaborate to achieve significant administrative, operational and clinical efficiencies that would not otherwise be possible for the members acting individually. These hospitals face common challenges and opportunities in the areas of government regulation, organizational administration, and service delivery. By developing solutions in unison, the members aim to improve the quality of patient care; improve the health of their rural population; and reduce the per capita costs of care.

Sue Deitz is the Director of Critical Access Hospital Network in Eastern Washington. She earned a Master's Degree in public health from University of Illinois at Chicago with an emphasis in community health sciences. With over 15 years' experience in grant development and implementation, her areas of focus include rural health disparities, health information technologies, community based strategies for chronic disease prevention, and HIV/AIDS. She is a federal, state, and local level grant reviewer.

Facilitator: Kap Wilkes

WORKFORCE SUCCESS

PDT ■ ■ ■

The session will describe the T-HIP tool as a mapping tool for health workforce statistics and will demonstrate how TRP is using this tool to define areas of need for a variety of healthcare workforce disciplines.

The T-HIP tool will be demonstrated with audience participation to quickly show the benefit to non-profit workforce development entities.



Tselanie Stovall-Mitchell

Tselanie Stovall-Mitchell is the Operations Manager for Network Quality for Tennessee Rural Partnership (TRP). Mrs. Mitchell holds a Bachelor of Arts Degree and her spirit of service, which has been matched with her excellent analytical skills provides TRP with insightful tools for measuring the success of our mission; improving access to primary care in rural areas of Tennessee. Mrs. Mitchell has spearheaded the development of the T-HIP, Tennessee Healthcare workforce Information Portal and is the point person in utilizing the tool for the recruitment team members in their work with the communities and the communities in reaching out for resources needed.



Mary Ann Watson

Mary Ann Watson completed her undergraduate and graduate work in education at the University of Tennessee, Knoxville. Prior to joining TRP in January 2011, she was the Assistant Dean for Graduate and Continuing Medical Education with the College of Medicine of the University of Tennessee Health Science Center located in Memphis, TN. Born and raised in rural West Tennessee, Mary Ann has an interest in encouraging physicians to locate in rural and underserved areas of the state and served on the Board of Directors of TRP for four years before resigning to become a fulltime TRP employee and work with the HRSA Workforce Grant to develop rural rotations for medical residents in primary care training programs at each of the four medical schools within the state.

objectives

1 Learn how to determine the need/purpose of a GIS tool

2 Learn how to develop such a tool for recruitment of health care workforce in rural areas

3 Learn how to use the tool to benefit rural communities with healthcare workforce shortages.

Facilitator: Cindy Siler



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Conference Exhibitor
Mary Chabot
mchabot@css.edu
go.css.edu/ICD10
218-723-7030

The Center for Healthcare Innovation at The College of St. Scholastica has developed an online suite of ICD-10-CM/PCS training modules for health care coders, billers, documentation improvement specialists. This course is accessed from the OptimizeHIT knowledge distribution platform; a robust cloud-based learning management system built on Google Apps technology. ICD-10-CM Training Modules Include: Code Set Training Conventions Use of Official Guidelines Application of Your Understanding Overall ICD-10-CM Assessment What the ICD-10-CM Training Modules Include: Code Set Training Conventions Use of Official Guidelines Application of Your Understanding Differences between ICD-9-CM and ICD-10-CM Overall ICD-10-CM Assessment.

UTILIZING THE 3 MS OF PROCESS

■ ■ ■ NMT

IMPROVEMENT IN HEALTHCARE



Richard Morrow

An interactive session sharing how some of our greatest leaders (inside and outside of healthcare) utilized 3 Ms in leading others in change. The 3 Ms are: 1. Measurement 2. Managing to the measure and 3. Modify processes, making the right work easier leads to higher reliability and margins.

Surgical errors, physician-centric vs. patient-centric behaviors, and dysfunctional financial incentives continue in most healthcare institutions despite years of conferences, penalties, and education. "Only a fool expects different outcomes from doing the same things." This session shares how to eliminate medical errors, achieve benchmark levels in Value-based Purchasing, and engage physicians, nurses, and professionals throughout the continuum of care.

Richard Morrow leads MedAssets Quality, Safety, Reliability and Patient Experience consulting group eliminating "Never events," improved cultures for safety, and developed Penn Medicine's leadership and performance improvement system. Mr. Morrow has 30 years in high reliability organizations including United Airlines, Motorola, Eaton, The Joint Commission, and its Center for Transforming Healthcare where he developed its Robust Process Improvement and collaborates with the U.S.' premier healthcare institutions. Developed a Value-based Purchasing safety improvement system supporting clients in achieving quality and financial success. He has deployed Lean Six Sigma programs internationally and has presented at NPSF, ASC, Shingo NE Conference and ASQ. Mr. Morrow is the author of "Utilizing the 3Ms of Process Improvement in Healthcare – A Roadmap to High Reliability" and holds an M.B.A. from the University of Illinois' Executive Program and a certified Master Black Belt.

objectives

1 Learn the 3Ms of Performance Improvement and how leaders that succeed utilize them every day

2 Discover how Abraham Lincoln, Dr. David Livingstone, and leading healthcare professionals lead great change.

3 Receive practical and proven methods to your questions in how to achieve a safety culture and benefit from a more engaged Provider and staff force

Facilitator: Cindy Siler



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Conference Exhibitor

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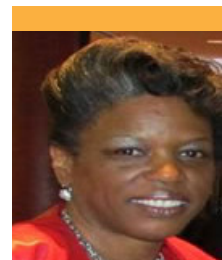
Eric Miller

Eric.Miller@hcsgrcorp.com | hcsgrcorp.com | 208-874-2337

MOVING FORWARD

This presentation will discuss the Federal Office of Rural Health Policy and its stakeholders that work collaboratively in assisting organizations in improving the health care delivery system in rural America. This session will address the successes of Community Based Division programs. We will discuss moving forward with evidenced based practices as well as the five toolkits developed to assist rural health care providers. Upcoming funding opportunities are always of interest to prospective applicants. These will be shared in this session, as well.

Marcia Green is currently the Program Coordinator for the new Rural Health Information Technology Network Development (RHITND) Program. The purpose of the RHITND program is to improve health care and support the adoption of health information technology (HIT) in rural America by providing targeted support to rural health networks. Prior to working in ORHP, Marcia was a Public Health Analyst in the Bureau of Health Professions, Division of Student Loans and Scholarships, supporting the American Recovery and Reinvestment Act (ARRA) Scholarships for Disadvantaged Students Program. She has worked in public health for over 20 years with responsibilities including coordinator of youth and family services, project director for federal grants as well as providing technical assistance for federal contracts. Marcia obtained her Bachelor's degree in Sociology from Morgan State University, Baltimore, MD. and Master's in Social Work from Adelphi University, Garden City, N.Y.



Marcia Green

Facilitator: Darcy Czarnik Laurin



Conference Exhibitor

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George Scarborough
george.scarborough@studergroup.com | www.studergroup.com | 850-343-0550

PARTICIPANT DIRECTORY

Michael Allen	Studer Group (CA)	(510) 684-1326	mike.allen@studergroup.com
Neil Asman	Regional Medical Center (SC)	(803) 395-2700	nrasman@regmed.com
Lois Barnhart	Kreider Services, Inc. (IL)	(815) 288-6691	barnhartl@kreiderservices.org
Valerie Bartelt	HINSTx (TX)	(812) 339-9515	valerie.bartelt@tamuk.edu
Jama Batt	Panhandle Mental Health Center (NE)	(308) 365-3171	jbatt@pmhc.net
Jayne Berube	DHHS/HRSA (MD)	(301) 443-4281	jberube@hrsa.gov
Sherry Blaylock	Women's Health Associates (KY)	(606) 528-5527	slblaylock@bellsouth.net
Andrew Bledsoe	Northeast Kentucky Regional Health Information Organization (KY)	(606) 824-0484	a.bledsoe@nekyrhio.org
Jason Blythe	Kentucky Rural Health Information Technology Network (KY)	(734) 368-6778	jblythe@krhit.org
William Bolt	Data Services for Healthcare (CO)	(719) 225-8866	bbolt@dashnetwork.org
Lynn Borup	Tri-County Health Network (CO)	(719) 480-3822	lynn@telluridefoundation.org
Mellie Bridewell	Greater Delta Alliance for Health (AR)	(870) 265-9392	MBWatson@uams.edu
Diana Brinson	North Baldwin Rural Health Network (AL)	(251) 554-5550	diana.brinson@infirmaryhealth.org
Gregg BrownGoetz	Tanana Chiefs Conference (AK)	(907) 452-9251 ext 3550	gregg.brownGoetz@tananachiefs.org
Carolyn Bruce	Western Healthcare Alliance (CO)	(970) 683-5203	carolyn.bruce@wha1.org
Roger Bunch	Southeast Health District - GA Public Health (GA)	(912) 287-4960	Roger.Bunch@dph.ga.gov
Rene Cabral-Daniels	Community Care Network of Virginia (VA)	(804) 237-8741	rcabraldaniels@ccnva.com
Daisy Cabrera	Commonwealth Healthcare Corporation (MP)	(670) 287-9912	cabrera986@yahoo.com
Jeff Campbell	Kentucky Rural Health Information Technology Network (KY)	(606) 260-3401	jcampbell@krhit.org
Larry Cantarano	EMTS (CO)	(720) 420-7966	lcantarano@emtsolutions.biz
Mary Kay Chess	Pinchot University (WA)	(541) 690-4178	marykaychess@comcast.net
William Cline	Van Buren County Hospital (IA)	(319) 293-3171	william.cline@vbch.org
Kayla Combs	Kentucky Office of Rural Health (KY)	(606) 439-3557	kayla.combs2@uky.edu
Patrick Cowart	Northeast Louisiana Regional HIT Network (LA)	(318) 8780919	pcowart@delhihospital.com
Timothy Cox	Northland Healthcare Alliance (ND)	(701) 226-6589	tcov@northlandhealth.com
Robert Cuoio	The Hospital Cooperative (ID)	(208) 239-1952	robert@hospitalcooperative.org
Darcy Czarnik Laurin	Thumb Rural Health Network (MI)	(989) 374-0038	trhn.darcy@gmail.com
Cassalyn David	Santa Cruz County Adolescent Wellness Network (AZ)	(520) 604-2978	cdavid@mariposachc.net
Rebecca Davis	Fukuda Denshi (WA)	(425) 881-7737	rdavis@fukuda.com
Sue Dietz	CAHN (WA)	(208) 610-0937	suefox@sandpoint.net
Tara Dilley	Southeast Texas Health System (TX)	(361) 772-1547	tipoutreach@yahoo.com
Deena Dodd	Indiana Rural Health Association (IN)	(812) 478-3919	ddodd@indianarha.org
Elizabeth Durand	Symvasi (MN)	(218) 409-8237	edurand@symvasi.com
Lindsey Ealy	Grace Community Health Center (KY)	(606) 526-9005	lealy@gracechc.com
Deana Farmer	Georgia Health Policy Center (GA)	(404) 413-0299	dfarmer13@gsu.edu
Kay Floyd	Monroe County Hospital (GA)	(478) 994-2521	kfloyd@monroehospital.org
Jim Frank	Community Memorial Hospital (SD)	(605) 775-2621	jim.frank@sanfordhealth.org
Heather Fuller	Sunflower Health Network (KS)	(785) 826-9554	hfuller@srhc.com

PARTICIPANT DIRECTORY

Marcia Green	DHHS/HRSA (MD)	(301) 443-3261	mgreen@hrsa.gov
Holly Greenwood	Washington Rural Health Collaborative (WA)	(360) 346-2351	holly@washingtonruralhealth.org
Marc Grover	Healthcare Services Group Inc. (CO)	(303) 974-0048	mgrover@hcsgrcorp.com
Lori Guenther	Mahnomen Health Center (MN)	(218) 935-9407	lori.guenther@mahnomenhealthcenter.com
Joan Hall	Nevada Rural Hospital Partners (NV)	(775) 827-4770	joan@nrhp.org
Holly Hansen	Nevada Rural Hospital Partners (NV)	(775) 827-4770	holly@nrhp.org
Terry Hill	Rural Health Innovations (MN)	(218) 349-4954	thill@ruralcenter.org
Robin Hoover	Kings Daughters Hospital (MS)	(662) 751-8176	r.hoover@kdhyazoo.com
Christopher Hopkins	Montana Health Network (MT)	(406) 234-1420	chopkins@montanahealthnetwork.com
Andy Hunt	EMTS (CO)		ahunt@emtsolutions.biz
Cindy Hunter	Wright Health Partners (IA)	(515) 532-9232	cindy.hunter@iaspecialty.com
Bradley Jackson	Cyberscience Corporation (CO)	(303) 745-3900	bjackson@us.cyberscience.com
Ronald Jent	Kentucky Office of Rural Health (KY)	(606) 439-3557	ronald.jent@uky.edu
Lindsey Karlson	Prairie Health IT Network (SD)	(605) 772-4525	lkarlson@horizonhealthcare.org
Alissa Karnes	Pathways (MO)	(660) 259-2440	akarnes@pbhc.org
Jason King	RiverView Health (MN)	(218) 289-4425	jking@riverviewhealth.org
Rick Knorr	CAHN (WA)	(509) 447-6290	rknorr@phd1.org
Gene Koppy	Benefis Health System (MT)	(406) 455-4283	genekoppy@benefis.org
Tom Kuhn	Partners in Health Network, Inc. (WV)	(304) 552-4311	tom.kuhn@camc.org
Susan Kunz	Mariposa Community Health Center (AZ)	(520) 375-6050	skunz@mariposachc.net
Erica Labrentz	Northeast Louisiana Regional HIT Network (LA)	(318) 878-0919	labrentzco@aol.com
Lisa Ladendorff	Northeast Oregon Network (OR)	(541) 805-5502	lladendorff@neonoregon.org
Erich Lange	Tri-County Health Network (CO)	(970) 708-7096	vista.analyst@tchnetwork.org
Cherry Loney	Benefis Health System (MT)	(406) 731-8207	cherryloney@benefis.org
Gwen Martin	Evalytics LLC (MO)	(816) 741-5642	gmartin@evalytics.net
Kimberly Massey	Delta Health Alliance (MS)	(662) 390-7040	kmassey@deltahealthalliance.org
Denni McColm	Citizens Memorial Hospital (MO)	(417) 328-6407	denni.mccolm@citizensmemorial.com
Christy Merrick	HCC of Rural MO (MO)	(660) 259-2440	christy@hccnetwork.org
Eric Miller	Healthcare Services Group Inc. (ID)	(208) 874-2337	Eric.Miller@hcsgrcorp.com
Rick Morrow	MedAssets (TX)	(847) 989-3333	rmorrow@hpp.bz
Mike Murdocco	Fukuda Denshi (WA)	(425) 881-7737	
Melody Nall	Purchase AHEC (KY)	(270) 809-4123	mnall@murraystate.edu
Lesley Newsome	Northeast Kentucky Regional Health Information Organization (KY)	(606) 824-9239	l.newsome@nekyrhio.org
Randall Nielsen	Morton General Hospital (WA)	(360) 270-4362	rnielsen@mortongeneral.org
JoAnn Nix	North Baldwin Infirmary (AL)	(251) 656-2185	joann.nix@infirmaryhealth.org
Susan Noble	Vernon Economic Development Association (WI)	(608) 638-8332	snoble@veda-wi.org
Lindsay Nolasco	Kentucky Rural Health Information Technology Network (KY)	(606) 304-1606	lnolasco@krhit.org
Tom Northey	Western Healthcare Alliance (CO)	(970) 986-3657	tom.northey@wha1.org
Marcia O'Connor	Rural Health Network of Oklahoma (OK)	(580) 317-3825	administration@choctawmemorial.com
Stacie Pace	Rural Health Network of Oklahoma (OK)	(580) 326-3351	stacie@rhnofoklahoma.org

PARTICIPANT DIRECTORY

Toni Pearson	Center for Healthcare Innovation at The College of St. Scholastica (MN)	(218) 723-7030	tpearson@css.edu
Marcus Pigman	Kentucky Office of Rural Health (KY)	(606) 439-3557	mpigm2@uky.edu
Phyllis Platt	Kentucky Rural Health Information Technology Network (KY)	(502) 939-9515	pplatt@krhit.org
Benjamin Power	Barrett Hospital & Healthcare (MT)	(406) 925-1785	bpower@barretthospital.org
Tom Ralser	Convergent Nonprofit Solutions (GA)	(800) 886-0280	info@convergentnonprofit.com
Charmaine Ramos	Alaska Native Tribal Health Consortium (AK)	(907) 729-2679	cramos@anthc.org
Anthony Reyes	Commonwealth Healthcare Corporation (MP)	(670) 234-8950	anthony.reyes@dph.gov.mp
Toniann Richard	HCC of Rural MO (MO)	(660) 259-2440	toniann@hccnetwork.org
Allen Rinker	Tanana Chiefs Conference (AK)	(907) 452-8251	allen.rinker@tananachiefs.org
Amber Rogers	Monida Healthcare Network (MT)	(406) 829-2380	arogers@monida.com
George Scarborough	Studer Group (FL)	(850) 343-0550	george.scarborough@studergroup.com
Pat Schou	Illinois Critical Access Hospital Network (IL)	(815) 875-2999	pschou@icahn.org
Ernie Scott	Kentucky Office of Rural Health (KY)	(606) 439-3557	Ernie.Scott@uky.edu
Melissa Sherman	Tri-County Care Connect Network/Regional Medical Center (SC)	(803) 395-2166	mesherman@regmed.com
Karen Sidell	Alaska Native Tribal Health Consortium (AK)	(907) 707-1166	ktsidell@anthc.org
Cindy Siler	Tennessee Rural Partnership (TN)	(615) 401-7466	cindy.siler@tnrp.org
Stephen Stoddard	Southwest Idaho Community Health Network (ID)	(208) 473-3006	stoddars@slhs.org
Tselanie Stovall-Mitchell	Tennessee Rural Partnership (TN)	(615) 401-7467	tselanie.mitchell@tnrp.org
Jamie Swenson	Central Valley Collaborative (CA)	(209) 385-5629	jswenson@gvhc.org
Buzz Tanner	Monroe County Hospital (GA)	(478) 994-2521	buzz47@gmail.com
Jordan Tenenbaum	Allevant developed by Mayo Clinic & Select Medical (MO)	(314) 302-5373	jtenenbaum@allevant.com
Amber Thede	South Central South Dakota Access Network (SD)	(605) 842-1305	amber.thede@sanfordhealth.org
Sally Trnka	N2N Strategies (CO)	(970) 986-3653	sally.trnka@wha1.org
Beverly Tyler	Georgia Health Policy Center (GA)	(404) 413-0288	btyler@gsu.edu
Mary Ann Watson	Tennessee Rural Partnership (TN)	(615) 401-7466	maryann.watson@tnrp.org
Laura Watters	Kreider Services, Inc. (IL)	(815) 288-6691 ext 226	wattersl@kreiderservices.org
Debbie Wells	Panhandle Mental Health Center (NE)	(308) 635-3171	dwells@pmhc.net
Kevin Whitley	Mid Rogue Foundation (OR)	(541) 660-3492	kwhitley@mripa.org
Kap Wilkes	National Rural Health Resource Center (MN)	(218) 727-9390	kwilkes@ruralcenter.org
Carolyn Witherspoon	Coalition of Health Services, Inc. (TX)	(806) 337-1700	carolyn.witherspoon@cohs.net
Joseph Wivoda	National Rural Health Resource Center (MN)	(218) 727-9390	jwivoda@ruralcenter.org
Jackie Woodard	Southeast Health District - GA Public Health (GA)	(912) 287-4960	Jackie.Woodard@dph.ga.gov
Corey Zeigler	Fort Drum Regional Health Planning Organization (NY)	(315) 755-2020	czeigler@fdrhpo.org
Justin Zesiger	Mid Rogue Management Services (OR)	(541) 471-4106	jzesiger@mripa.org
Judy Ziewacz	J. K. Ziewacz, LLC (WI)	(608) 224-0937	judy.ziewacz@gmail.com

DIRECTOR'S REPORT

I would like to add my welcome to the 2014 NCHN Annual Educational Conference. It is an exciting time for NCHN members! We are kicking off a new fiscal year (May 1) and I welcome the opportunity to give the membership an overview of the accomplishments of your Association for 2013 and peek at some plans for 2014. Without the continued support of our dedicated members these activities and projects would not have been possible. Thanks to each member that stepped forth during 2013 to serve on committees, participate on Coffee/Tea Chats, respond to list serve questions, answer emails and generously provide support to your peers.

The Board of Directors and Officers continually seek feedback from you and meet on a regular basis to discuss and explore programming that meets the needs of our diverse membership.

During 2013-2014, NCHN provided the following programming and services that were designed to support health network leaders and network organizations:

- ◆ 2013 Membership Summary: We ended 2013 with 52 network members, which resulted in a retention rate of 78% of 2012-2013 membership (46/59). We welcomed five (5) new members during 2013. The membership represented twenty-nine (29) states. In the Associate Member Category, we had four (4) individual Associate Members and four (4) organizational Associate Members. The NCHN total membership as of April 30, 2014 was sixty (60) members across all categories.
- ◆ Leadership Development: The 2013 Leadership Summit was held in October in Austin, TX with ten (10) very dedicated network leaders, representing nine (9) states! The group formed the 2013 Leadership Learning Community and have been meeting by conference call since October. They will have their final face-to-face meeting here at the 2014 Conference.
- ◆ Executive Coaching Program continued with a team of NCHN members available to provide Executive Coaching to both NCHN members and to the HRSA Rural Health Network Development Grantees.
- ◆ Informational & Technical Assistance Calls were provided on a regular basis, addressing such topics Rural Veterans in NCHN Communities; Updates from NRHA; National Rural ACO; and Understanding the New Health Insurance Marketplace and What They Mean for Providers and Patients. We are always open to topics for these calls.
- ◆ Coffee/Tea Chats were held monthly. The one-hour, once a month call is the opportunity for network leaders to connect with their peers to discuss whatever is on their minds.

- ◆ Listserv: Twelve (12) questions/requests were posed to the Listserv. Forty-three (43) responses were received for the posting; along with fifteen (15) documents shared.

- ◆ Electronic Presence: Twenty-five (25) eNews were developed and distributed to both NCHN membership and a Friend/Associate List. The membership average open rate for the year was 32.5%;

and the friend's list average open rate was 25.9%. Social Media efforts included 44 tweets on Twitter; 65 followers. Facebook does not have yearly data available, but we have 105 likes! The NCHN website received 5,181 unique visits with a total of 24,438 page views. The website had 43.2% returning visitors and 56.8% new visitors.

- ◆ 2014 Network Leader Salary & Benefit Survey was conducted in April – May and the final report is being prepared. Forty-four networks responded. This was an increase of six (6) participants over the 2012 survey. The final report will be distributed later this month to those members that participated.
- ◆ Business Partners Program is under transformation. NCHN contracted with Larry Bedell to assume management of our program. Larry's target is to secure ten (10) Platinum Level Sponsors. Please check the website for our continuing Business Partners and support their program and services, while watching for updates on the new Platinum Level Sponsors. Thanks to EMTS for their continued partnership and attendance at the conference.



The Officers, Directors and NCHN staff encourage you to take advantage of your membership benefits in 2014 - 2015 and look forward to working with you to support your leadership development and the success of your network! Some of the upcoming events and activities in 2014-2015 include continuation of the sharing that starts with the Innovation Circles at the conference; 2015 Leadership Summit, release of NCHN's Core Elements of Successful Networks, continued electronic presence, monthly Coffee/Tea Chats, listserv option for posting questions and sharing information; new website with tools and strategies for successful networks, and in September 2015, a co-located conference with NOSORH and 3RNet in Portland, OR. Enjoy the conference,

Rebecca J. Davis, Ph.D., Executive Director



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The membership association for health network leaders

624 South 1st Street, Montrose, Colorado 81401

Ph: 970.712.0732 Web: www.NCHN.org