

THC Outstanding Health Network of the Year!

On April 16 2012, the National Cooperative of Health Networks Association (NCHN) announced the 4th national award winners during its 18th annual conference in Denver, Colorado. The Hospital Cooperative (THC) was selected nationally as the NCHN Outstanding Health Network of 2012. Jon Smith, Executive Director of THC, accepted the award on behalf of THC. (Right: Jon Smith accepts the 2012 Outstanding Health Network of the Year with Rebecca Davis, Executive Director of NCHN)

The Outstanding Health Network of the Year Award recognizes a network that has improved access to health services in its service area and has improved the coordination of resources for members using particularly innovative and comprehensive approaches. Award winners were nominated and chosen by their national peers.

During its twelve years of operation, THC has been successful in developing a telehealth network that provides both clinical and non-clinical services. Clinical services include tele-psychiatry, tele-oncology and tele-radiology. New services are being de-

veloped in burn care, cardiology, emergency care, and infectious diseases. THC has also managed Brake for Breakfast, a program for breast cancer awareness. This program is held each October and serves over 13,000 attendees. In 2008, THC received the Health Care Hero Outreach award for the state of Idaho.

By definition, health networks are formed when three or more health care providers formally come together to better meet the needs of patients in their service area. These providers often include hospitals, community health centers, critical access hospitals, physician practices, mental health providers, rural health clinics and other for-profit and not-for-profit health care organizations. These networks work to increase access to quality health care for local patients and streamline the cost of that care, as well.

"The Hospital Cooperative exemplifies a strong, progressive network," said Rebecca Davis, Executive Director of NCHN. "From its use of technology for delivery of specialty care to patients who would otherwise have to drive long, sometimes prohibitively long, dis-



tances to receive care to its operation of a mobile MRI unit, THC is finding dynamic, effective ways to improve health care delivery in its service area. Jon Smith, THC's Executive Director, has been an active NCHN member for years and it has been exciting to watch his network grow and adapt as the context of health care delivery changes not just geographically, but legally."

NCHN is a national level professional membership organization of health network leaders across the nation. Its mission is to support and strengthen health networks through collaboration, networking, leadership development and education. The Association has members in 33 states. For more information please go to www.nchn.org

LOOKING AHEAD

MAY

THC Executive Board Meeting
May 3

Lunchtime Education Series
"Lean Management, Part 2"
May 10

Business Office/HIM
Peer Network Meeting
May 11

Laboratory
Peer Network Meeting
May 17

CFO
Peer Network Meeting
May 18



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JUNE

Nutrition Services Training
"Grilling Tips and Entrée Salads"
June 6

THC Executive Board Meeting
June 7

Human Resources
Peer Network Meeting
June 8

Lunchtime Education Series
"Lean Management, Part 3"
June 14

PMC Employee Shows Importance of CPR Training

Hours after attending a class on first aid and basic CPR, two Portneuf Medical Center (PMC) employees had a chance to put their lessons to work and save a man's life. Father and son, Rex and Blake Portmann, took turns placing their hands on the chest of a heart attack victim on their ranch near West Yellowstone, Montana, on April 21 and pumping blood through his system until an EMS team could arrive.

The victim is recovering in stable condition at Eastern Idaho Medical Center after being flown by medical helicopter from West Yellowstone within an hour of his attack. The victim was using a tractor with a forklift to move items to a trash pile on the ranch about 10 a.m. when he walked over to the tractor and collapsed.

"The guy just looked at me and his eyes were glazed over and he fell under the forklift," Blake said. Blake jumped down and pulled the victim out from under the lift and realized he faced a medical emergency. He yelled for his brother-in-law to call 911 and felt for a pulse. It was faint.

His dad, Rex, was about 100 yards away when he heard his son yell and he ran to the collapsed ranch hand. They said the reality of the moment hit them hard and then they immediately remembered the CPR training and the emergency procedure cards they had in their wallets. They put the victim on his back and went to work.

"We instantly started CPR," says Rex.

In shifts, father, son and brother-in-law, who is finishing his emergency medical training to become a volunteer fireman, kept pushing the life back into the victim's heart.

"They say the first compressions are the most important," Rex said.

"It wears you out," Blake said about the effort required. But, with the men taking turns, the CPR continued until a ambulance crew arrived about 20 minutes later.

"It seemed like forever," recalls Rex.

The victim wasn't out of the woods yet. The EMS crew had to administer three shocks from a defibrillator to restore the fallen man's heartbeat and stabilize him enough for transport.

Rex is the Director of Environmental Services at Portneuf Medical Center and is the Chairperson for the Environmental Services Peer Network at The Hospital Cooperative. Blake works in the IT department, but they took the

first aid and CPR class so they could guide horseback tours on Forest Service trails from their ranch. It's a federal requirement and both men are glad they took lessons to fulfill. Both men said it was "awesome" to be able to help save a life.



"I'm really happy," Blake said.

And so is their PMC instructor Sharra Nelson. She has been a CRP and first aid instructor for 12 years, but has never had to personally use her knowledge. To have a pair of students and fellow PMC employees use it successfully after only finishing half of the 8-hour class makes her smile.

"I get goosebumps," says Nelson.

Both Portmanns were ready to hit the books and complete the rest of the course this week.

"The EMTs said if he lives you'll pass your CPR class," Rex recalled the Montana crew as they loaded the victim into an ambulance. The Portmanns aren't taking any chances despite their stellar performance in unexpected hands-on practice.

The Hospital Cooperative Mobile MRI Receives Facelift

The mobile MRI that is owned by The Hospital Cooperative and services six rural communities recently received a new exterior design. The custom wrap was created by a local vendor, Sign-A-Rama. The wrap was placed on the trailer over a weekend and was back in service the following Tuesday.

According to Jamie Pehrson, THC staff, "This was an exciting project. We believe this will gain attention and publicity for our member hospitals as it drives throughout the region."



The Hospital Cooperative Partners with MedMan

On April 4, The Hospital Cooperative held a Clinic Managers Peer Network training in conjunction with MedMan. MedMan is a medical group management company that provides consulting services to clinics throughout the region. MedMan currently is working in several THC member facilities.

Jim Trounson, President of MedMan, and his team provided education on managing the clinic revenue cycle, physician recruitment, and telehealth.



2012 GOLF TOURNAMENTS

- BEAR LAKE MEMORIAL HOSPITAL— AUGUST 18
- BINGHAM MEMORIAL HOSPITAL— JULY 27
- CARIBOU MEMORIAL HOSPITAL— JUNE 16
- FRANKLIN COUNTY MEDICAL CENTER - JUNE 23
- MADISON MEMORIAL HOSPITAL— AUGUST 25
- MINIDOKA MEMORIAL HOSPITAL— JULY 12
- STAR VALLEY MEDICAL CENTER – JUNE 15, (IF RAIN JUNE 19)
- TETON VALLEY HOSPITAL - JUNE 22

Power County Hospital District

Power County Hospital District Awarded Funding

The Power County Hospital District (PCHD) Foundation just launched the *Window of Opportunity* campaign to raise funds to replace all of the windows in the Power County Hospital/Long-term Skilled Nursing Facility building. The project will cost over \$30,000. Businesses and individuals are being invited to purchase windows for \$500 each. Donors will be recognized with a window placard that says: "This window was donated by . . ." The campaign will run through June 30, 2012. The existing windows leak hot and cold air which makes it difficult to keep a steady temperature. The leakage also drives up heating and cooling costs significantly. It is anticipated that Power County Hospital District will save at least \$6,000 per year once the old windows are replaced.

The PCHD Foundation will be receiving a \$122,000 grant/low interest loan shortly from the USDA Rural Development program for a blood chemistry analyzer. This will be very beneficial to the Power County Hospital District lab because the analyzer they are using is quite old and will no longer be serviceable after July 2012.

Madison Memorial Hospital

Madison Memorial Hospital Hires New CEO

Madison Memorial Hospital's Board of Trustees announced their selection of a new Chief Executive Officer recently.

"After a thorough search and interview process, I am pleased and excited to announce the selection of Rachel Gonzales as the new CEO at Madison Memorial Hospital. Rachel is the unanimous choice of the interview committee and the Board of Trustees. During the 10 months that Rachel has served as Interim Administrator, she has earned the trust and respect of the Board, staff, managers, and directors. As a Board, we are confident that her vision, skills, and leadership are what we need to move the hospital forward in the challenging future," said Kent Vernon, Chairman of the Board of Trustees.



Rachel was born in Salt Lake City, Utah; however, felt very fortunate to have been raised in Kailua-Kona, Hawaii. She moved back to Salt Lake City, where she met and married her wonderful husband, Ron. Together they have three boys, whom she states are "the best accomplishments in my life."

Rachel attended Westminster College in Salt Lake City, where she earned her Bachelor's degree in Nursing. She received a Masters in Nursing from the University of Phoenix, and completed her Doctorate of Management in Organizational Leadership also with the University of Phoenix.

After graduating from Westminster, Rachel worked as a Home Care Case Manager. She quickly advanced through the ranks of management from Director of Home Care Services for Home Health and Hospice to Chief Nursing Officer/Assistant CEO for Teton Valley Health Center. She then served as the Interim Chief Executive Officer for Teton Valley Health Center prior to coming to Madison Memorial Hospital as the Chief Operations Officer.

Rachel is a highly seasoned health care executive with more than 15 years of experience in the healthcare sector, and a proven track record of accomplishment progressing through roles of increasing complexity and authority. She has been commended throughout her career for the ability to deliver highly visible results.

Rachel has also served on multiple regional and national boards in healthcare. In addition, she has taught undergraduate, graduate, and doctoral healthcare courses online for the past 11 years.

While serving as the Interim Chief Executive Officer for Madison Memorial Hospital, Rachel has demonstrated the passion for providing the highest quality of care for the patients and their families, while maintaining the philosophy and mission of a community hospital. She is a true leader and mentor to those she works with and a valuable asset to our community. Last month, this was illustrated when she was awarded the Medical Professional of the Year for 2012 by the Rexburg Chamber of Commerce.

"I am very grateful to the Board for the opportunity to serve in this capacity and lead this outstanding organization," said Rachel A. Gonzales, DM, RN, RODP. "The hospital and medical staff have really come together over the past 10 months and I want to thank them for their hard work and support. Their effective teamwork has been a catalyst of our growing success. I'm truly excited for our future."

Infusion Therapy Opening

Madison Memorial Hospital is pleased to announce the opening of Infusion Therapy Services on Friday, March 23, 2012. Infusion Therapy Services are now located in the medical office area situated at the south side of the hospital, and will share the South West entrance with the other Therapy Services, including Physical, Occupational, & Speech Therapy. The services are available for both adult and pediatric patients and are open Monday - Friday 8:00 a.m. - 6:00 p.m. They also offer services on Saturday, Sunday, and Holidays from 8:00 a.m. - 6:00 p.m. by appointment.



"Infusion Therapy in general is not new to MMH, but was an established service formerly known as Short Stay Therapy. "We will continue to provide high quality, timely patient care you have come to expect from MMH" says Sandy Brown Nyberg, Ambulatory Case Manager at Madison Memorial. "After assessing the needs of our patients though, we have now implemented a better environment, refined our services, and improved collaborative care with other therapies for even better results."

One change that patients will experience when entering this South West entrance to the hospital is to be greeted by a Therapy Services Admitting Clerk, who will be able to admit them to any therapy they may need. This entrance also offers a covered patient drop off area for greater convenience. Infusion Therapy Services will now have five patient areas with reclining therapy chairs, a gurney, and a hospital bed to accommodate any patients' needs as opposed to the three areas previously.

"We have been and will continue to accommodate scheduling with Physical Therapy as well as our Lab, so that a patient may have their infusion, wound care, and labs all at one convenient, scheduled time." said JoAnn Eddins, CASC, Ambulatory Care Services Director at Madison Memorial. "Infusion Therapy Services at MMH has taken added measures to ensure patient's safety of care through the use of advanced technology and equipment including Sigma Smart IV pumps, Space Labs Cardiac Monitoring with 12-lead EKG capabilities and experienced staff with advanced certifications."

Infusion Therapy now provides the following core services: Chemo Administration, Hydration, Blood Product Administration, Antibiotic Therapy, Establishing Peripheral IV Lines, Intramuscular/Subcutaneous Injections, Vaccinations for employees and their families. They will also provide limited Wound Care in-office, but work with Physical Therapy for any advanced wound and burn care needs.

Bingham Memorial Hospital

Bingham Memorial Hospital Awarded Federal Grant

The Health Resources and Services Administration (HRSA), following a highly competitive process, has awarded Bingham Memorial Hospital (as grant applicant) an \$83,600 Rural Health Network Development Planning Grant, pursuant to the Memorandum of Understanding signed by CEOs Virgil Boss (Teton Valley Health Care), Kim Dahlman (Lost Rivers Medical Center) and Louis Kraml (Bingham Memorial Hospital) last October.

The grant gives the three hospitals funds for a year of planning to develop the Aegis Health Network, consisting initially of Lost Rivers Medical Center, Teton Valley Health Care and Bingham Memorial Hospital. The three CEOs are the Board members of the network, and Mitch Felchle of Bingham Memorial will be working closely with the Aegis Network Board as the Program/Network Director. By the end of March next year the group will have accomplished network strategic and operational plans, a community health and provider needs assessment for the three network communities, a health information technology readiness assessment and a process for considering additional members to Aegis Network.

The grant provides funds for Dr. Elizabeth Fore of Idaho State University to conduct the community health and provider needs assessment for the three communities, which will be the first step for the network. Besides conducting the assessment, Dr. Fore will also participate in the Aegis Network planning meetings to discuss the report findings with the Board of Directors and future external evaluation needs of the network.

In addition to that good start on what the three hospitals need to do with the network planning process, there will be individual meetings between the Program Director and the three CEOs, the hospitals' IT staffs will be working on the health information technology readiness assessment and there will be at least two board planning sessions. The grant also provides funds for travel and incidentals.

The cooperation of the three organizations in the grant process, plus some fine work by Bingham's Director of Grants and Research, Dr. Bernadette Howlett, made this funding jumpstart of Aegis Health Network possible.

Bear Lake Memorial Hospital

"From Rust to Rooms" Program

Spring is here, as the snow melts the eye sores emerge. One of the biggest culprits is rusting metal. Some Bear Lake Valley residents have already taken advantage of Bear Lake Memorial Hospital's "From Rust to Rooms" program by donating their scrap. BLMH is encouraging people within their service area to recycle these rusty relics to help fund new private patient rooms, beautify the area, and promote recycling in general. A recent donation from Jack B. Parson Companies in Dingle brought the total tonnage donated to over 28 ton. But not everyone has tons of metal lying around but it doesn't take a ton to make a difference. BLMH has received donation big and small, including appliances, bed frames, old plumbing, lawn mowers and even BBQ grills. Henning's Recycling on Washington is also accepting donations for BLMH on cardboard, paper and pop cans.

Since the beginning of the year, the "From Rust to Rooms" program has had 25 donors. There are an additional 20 individuals who have pledged donations. If you are interested in donating your scrap, please contact John Lake at 208-681-0990 or Craig at 208-847-4450. You can also send a request through the website at



www.BLMHospital.com under the Community Information tab. Your donation will help beautify your property, provide you with a potential tax benefit and provide dollars to fund the patient rooms.

Career Fair

Bear Lake Memorial Hospital takes 14 of their departments to the 2012 Career Fair at Bear Lake High School put on by the Chamber of Commerce. The Health industry category received the highest attendance from the students. Each year we look forward to interacting and assisting them in making decisions about their future careers.



Women's Health Conference on May 12

Bear Lake Memorial Hospital will be hosting a Women's Health Conference on May 12 at the Oregon Trail Center in Montpelier, Idaho. Local physicians will be covering various medical concerns that pertain specifically to women. The continental breakfast starts at 9:30 a.m. and the health sessions will be from 10:00 a.m. to 3:30 p.m. Local physician, Jack Clark, MD, will be the lunch presenter. The guest speaker at 1:00 p.m. is Amanda Dickson from KSL Radio and Time Out for Women.

For more information, please call Kim Hulme at 208-847-0949. General admission is free and lunch is \$5 per plate. Tickets are available at the front desk at Bear Lake Memorial Hospital.

**WOMEN'S
HEALTH
CONFERENCE**

*Saturday
May 12th*

at the Oregon Trail Center

Local physicians will be covering various medical concerns that pertain specifically to women. All Mothers, daughters, neighbors, and friends 18 and older are welcome.

Guest speaker at 1 pm is Amanda Dickson from KSL Radio & Time Out for Women.

Lunch speaker is Dr. Jack Clark. \$5 per plate limited seating is available. General Admission tickets are free. Both tickets are available at the Hospital's front desk.

**Continental Breakfast starts at 9:30am
Health Sessions 10am-3:30pm**

Shop for Mother's Day gifts at one of our many vendors.

Questions contact
Kim Hulme at 208.847.0949

Amanda Dickson - 1pm

Sponsors

Cooperative Questions of the Quarter

Below are the questions that we received in the past quarter. If you would like a copy of the answers we received, please e-mail Jamie at jamiep@portmed.org.

- How are facilities handling out-of-state Medicaid claims?
- What do facilities have for WI-FI services within the facility?
- How do other THC members pay for call for general surgeons, orthopedic surgeons, OB providers and other unattached on call providers?
- Who are facilities utilizing for medical gases?
- What vendors, if any, are other facilities using for their payment options: online and/or in-house credit card and bill pay options?
- Does anyone have a policy on signature authority for contracts, etc?
- What is your facility policy on the transfer of nursing home patients to out of town physician appointments?
- What medications are you finding a critical shortage of when ordering?



Star Valley Medical Center

SVMC Announces New CEO

The North Lincoln County Hospital District Board of Trustees has named the new Chief Executive Officer and President of Star Valley Medical Center. Charlie Button, of Dayton, Washington, will officially take over as CEO on Monday, May 14.



“Charlie will be transitioning from the role of Chief Executive Officer at Columbia County Health System in Dayton, Washington,” said Mike Hunsaker, Vice President of Support Services. “Charlie has been in this role for four years and has provided leadership resulting in significant growth and stability to the health system.”

Prior to his work at Columbia County Health System, Button worked as a CFO in hospitals in Alaska, Idaho, and Wisconsin. He graduated from Oregon State University and has an MBA from Southern Oregon State University.

“Charlie has a strong passion for rural health, serving on the boards of the Washington Rural Health Association and the Association of Public Hospital Districts. He has also been a member of the rural committee of the Washington State Hospital Association,” says Hunsaker.

SVMC Hosts Training Fair for Nurses

Recently Star Valley Medical Center hosted a training series for its nursing staff. According to Debbie McArthur, RN, and nursing education coordinator, the purpose of the training is three fold.

“The purpose of the fair is to keep our nursing staff updated on their skills, work on professional development, and learn about any new policies or procedures that the hospital has adopted,” says McArthur.

The training lasted two days and the entire nursing staff was required to attend.

Portneuf Medical Center

Portneuf Medical Center Welcomes New Urologist, Alberto Corica, MD

“I was taught the meaning of patient empathy by one of the best physicians I know.”—Alberto Corica

Like father like son, or so the saying goes. For Dr. Corica it should read, like father, like uncle, like brother . . . well you get the picture. Coming from a family of physicians could place a little pressure on some folks, particularly when the most skilled urologist you’ve ever observed happens to be your father. Dr. Corica however takes it in stride. The skill his father displays, especially the compassion he shows to everyone he cares for, serves Dr. Corica well today. He, like his father, got into medicine to help people and he looks forward to continuing this legacy of care.



PMC Emergency Department Excels to Better Serve Patients

Portneuf Medical Center is pleased to congratulate Stephanie Hammon, Dean Stuart, Wendy Muir, Tasha Pope, Robyn Harding, and Anne MacLachlan for passing the national exam to obtain their Certified Emergency Nurse certification.

This certification is highly sought after and helps strengthen RN’s in their ability to care for patients who come into the Emergency Department.

Portneuf Medical Center Emergency Department’s Ann Wilcox, Gina Sterner, Amy VanOrden, and Laci Wilks have been certified with Sexual Assault Nurse Examiner certification.

They are trained to collect and document evidence, as well as trained in presenting evidence in court for sexual assault cases. PMC is proud to have these employees working towards better serving patients.

Franklin County Medical Center

FCMC Awarded HRSA HIT Network Development Grant

Franklin County Medical Center been awarded a HRSA HIT Network Development Grant to form the Franklin County Healthcare Network over a three-year period. The grant totals \$831,574. This new network will support the doctors, hospital, and patients in the continuum of care by developing complete Electronic Medical Records systems that interface with each other, meet meaningful use criteria, and assist healthcare providers and entities in improving and coordinating care.



The Franklin County Healthcare Network has four main goals which are: 1) Determine the best EHR system for doctors; 2) Ensure connectivity between the hospital and all four doctor clinics; 3) Ensure that all four doctor clinics meet year 1 meaningful use criteria in 2012, year 2 meaningful use criteria in 2013, and year 3 meaningful use criteria in 2014; and 4)

Use meaningful use criteria to drive improved outcomes in health care in Franklin County.

In order to achieve these goals, FCMC has developed a close working relationship with WIREC urging each local doctor to sign up as a participating member. Trevor Hatch has been hired as the Network Director and will be tasked with leading the organization through decision-making, transition, and implementation. All participants are committed to the long-term success of the project and will support the ongoing costs of the network director role and sustainability of the network. Hard costs will be saved through several means some of which are avoiding medical errors, duplication of tests, reducing length of stays in hospitals, and reducing emergency room return visits. Soft costs will be saved by improving patient safety and quality through eliminating handwriting misinterpretation, etc. The network will utilize savings to create support for the network itself.

Trivia Fun

In the following code, each symbol stands for one of five letters.

- [stands for A, G, L, N, or I
-] stands for E, F, Y, S, or A
- / stands for B, U, C, W, or T
- ^ stands for M, O, E, P, or S

The four letter code word,][^/, can be translated into two English words that are opposites. What are the two words?

Please submit your answers to jamiiep@portmed.org—all correct responses will be entered into a drawing for a THC-themed prize.

Nutrition Services

The Nutrition Services peer group is excited to announce its upcoming program for June 6. Previous trainings were very successful with topics such as soups, quiche, and casseroles. We appreciate the efforts of Jan Williamson and Rob Martin from Bingham Memorial Hospital for hosting.



**“Grilling Tips
and
Entrée Salads”**

**by
Rob Martin, CEC
and
Jan Williamson, RD, LD**

**Wednesday, June 6, 2012
9:00 a.m.—12:00 p.m.
(registration 8:30 a.m.)
at
Bingham Memorial Hospital
98 Poplar Street
Blackfoot, ID 83221**

SIPHO and BrightPath Undergoing Re-Credentialing Effort in Southeast Idaho

With the support of The Hospital Cooperative, the Southeast Idaho Physician Hospital Organization (SIPHO) and the statewide IPA, BrightPath, has started a re-credentialing effort with its panel of providers. Physician offices throughout Southeast Idaho have already started to receive a packet of information requesting items such as a copy of the Idaho Practitioner Application for each provider and a signed BrightPath agreement for the physician or group practice. Robert Cuoio, THC staff, handles the daily SIPHO functions such as claims resolutions and providing payer updates. For any questions, please call (208) 239-2147.

Cooperative Connections

Robert Cuoio, Editor

The Hospital Cooperative Executive Board

John Hoopes, Chairman	Dallas Clinger
Mike Andrus, Vice Chairman	Rod Jacobson
Jeff Daniels, Secretary/Treasurer	Rachel Gonzales
Jeff Hill	Norman Stephens
Kim Dahlman	Ken Brough
Virgil Boss	Todd Winder
Carl Hanson	

Staff

Jon Smith, Executive Director
Robert Cuoio, Director of Operations
Jamie Pehrson, Administrative Specialist
John Murphy, Volunteer

Accountable Care Organizations

Jeana Jeffries, an Idaho State University intern at The Hospital Cooperative, gave her final internship presentation at the Board of Directors meeting on April 5. She gave an educational presentation on Accountable Care Organizations. The presentation was an overview of an ACO, the overall goal of an ACO, requirements to participate, advantages and disadvantages, and possible ACO's in Idaho. Jeana will be using this presentation as a class project in which she will use the information and opinions gathered from the Board of Directors to write a position paper on Accountable Care Organizations.

Ten things you should know about ACO's:

- ACO is a network of physicians and other providers that work together to enhance quality of health care services and minimize costs for a defined patient population
- Overall Goal: “Triple Aim” – to increase population health and experience of care while reducing per capita costs
- ACO Concept arose from The Patient Protection and Affordable Care Act which called for the creation of an ACO program administered by CMS by January 1, 2012
- Participation is voluntary
- The next ACO start date is July 1, 2012
- In order to participate, you must consent to at least a three year contract and have at least 5,000 Medicare patients assigned to your ACO
- An ACO reports on 33 quality measures
- Final regulations were updated to allow funding for rural and small practice communities
- Costs about \$600,000 in formation expenses and \$1.3 million in administrative and upkeep expenses
- ACO offers incentive for providers to keep their patients healthy and out of the hospital

