

Standing **STRONG**



**20
21**

Annual
Report

OUR MISSION

Past Board Presidents

2004 Susan Urso, CEO, Mendota Community Hospital, Mendota
2005 Nancy Newby, CEO, Washington County Hospital, Nashville
2006 Nancy Newby, CEO, Washington County Hospital, Nashville
2007 Randall Dauby, CEO, Hamilton Memorial Hospital District, McLeansboro
2008 Patty Luker, CEO, Dr. John Warner Hospital, Clinton
2009 Steven Tenhouse, CEO, Kirby Medical Center, Monticello
2010 Ada Bair, CEO, Memorial Hospital, Carthage
2011 Susie Campbell, CEO, Community Memorial Hospital, Staunton
2012 Lynn Klein, CEO, Mendota Community Hospital, Mendota

2013 Steve Hayes, CEO, Memorial Hospital, Chester
2014 Greg Starnes, CEO, Fayette County Hospital, Vandalia
2015 Tom Hudgins, CEO, Pinckneyville Community Hospital District, Pinckneyville
Mark Rossi, COO, Hopedale Medical Complex, Hopedale
2016 Mark Rossi, COO, Hopedale Medical Complex, Hopedale
2017 Trina Casner, CEO, Pana Community Hospital, Pana
2018 Tracy Bauer, CEO, Midwest Medical Center, Galena
2019 Doug Florkowski, CEO, Crawford Memorial Hospital, Robinson
2020 Joann Emge, CEO, Sparta Community Hospital, Sparta
2021 Alisa Coleman, CEO, Ferrell Hospital, Eldorado



ICAHN is a not-for-profit corporation established in 2003 for the purposes of sharing resources, providing education, promoting efficiency and best practices, and improving healthcare services for member critical access and small, rural hospitals and their communities.



Alisa Coleman
ICAHN Board President

Resiliency. A term Merriam Webster defines as something's ability to return to its original size and shape after being compressed or deformed; or an ability to recover from, or adjust easily to, adversity or change.

That term likely describes all healthcare organizations over the past 24 months. March 2020 marked the two-year anniversary of when the public health emergency was first issued. Many of us at the time had to conjure up, dust off, and refresh our processes for the Emergency Management System, and put into play the real-life scenario of functioning through a worldwide pandemic. Healthcare leaders rose to the challenge and implemented creative, patient- and staff-focused action plans aimed at saving lives.

2021 was the year of the vaccine. The long-awaited vaccine was rushed to healthcare providers nationwide, and healthcare leaders were again

Message from the Board President

called to manage the vaccine roll-out and to immunize as many as possible. These efforts were not easy and at times seemed unmanageable. However, the resilience of leaders was again on display, and hospitals and healthcare organizations answered the call. These efforts were made easier with partners like ICAHN. The resources made available to CEOs within the network were useful and timely. The flow of information was regular and reliable.

Other accomplishments for the year included:

- ICAHN completed the transfer of the **Illinois Rural Community Care Organization (IRCCO)** from under the direction of ICAHN to a stand-alone agency. The organization's maturity has been evident, and IRCCO was able to reimburse the start-up funds to ICAHN. Individual members were invited to jointly own the new company with reasonable investment opportunities.
- **A Hospital Governing Board YouTube™ series launched** to help Governing Boards receive education on various topics necessary for their role in healthcare organizations.
- **A Physician Leadership Academy was launched**, with the first class of physician leaders completing a four-month course with two virtual meetings, two on-site meetings, and the completion of a project.
- **A Rural OB Advocacy Group was formed** to address the growing concerns for obstetric services in rural Illinois, particularly CAHs and small rural hospitals. Today, only eight out of the 57 ICAHN member hospitals have OB services. ICAHN partnered with the Illinois Rural Health Association and the Illinois Health and Hospital Association to begin addressing this issue.

- The Rural Health Fellows program graduated **15 fellows from the program in May**.
- The **ICAHN Spring Member Meeting** hosted 73 attendees.
- ICAHN staff began work on a remote **Business Office Billing Service Program** for members, similar to the remote coding service.

ICAHN Executive Director Pat Schou and her staff continue to strive to support member hospitals. In 2021, member hospitals were recipients of numerous grant funding through the SHIP and Flex programs. Additionally, members were kept apprised of additional COVID funding opportunities for hospitals and rural health clinics. The education component of ICAHN offered member and non-member hospitals multiple opportunities for continuing education and certification programs. Despite not being able to meet in person, education continued through virtual programs, which were developed and rolled out to various levels throughout organizations.

Every organization can attest to the resiliency needed during these unprecedented times. Everyone can share the experiences of collaboration and teamwork that became evident during the past two years. We all can look forward to a new year of building on the improvements and efforts made with renewed hope and a new focus for the future of our organizations as we continue to meet the healthcare needs of our communities.

2021 Board of Directors



Alisa Coleman
ICAHN Board President
Ferrell Hospital, Eldorado



Paul Skowron
President-Elect
Warner Hospital & Health
Services, Clinton



Ted Rogalski
Secretary-Treasurer
Genesis Medical Center, Aledo



Joann Emge
Past President
Sparta Community Hospital, Sparta



Rex Brown
Hillsboro Area Hospital,
Hillsboro



Jim Johnson
Franklin Hospital, Benton



Pam Pfister
Morrison Community Hospital,
Morrison



Don Robbins
Lawrence County Memorial
Hospital, Lawrenceville



Karissa Turner
Wabash General Hospital,
Mt. Carmel

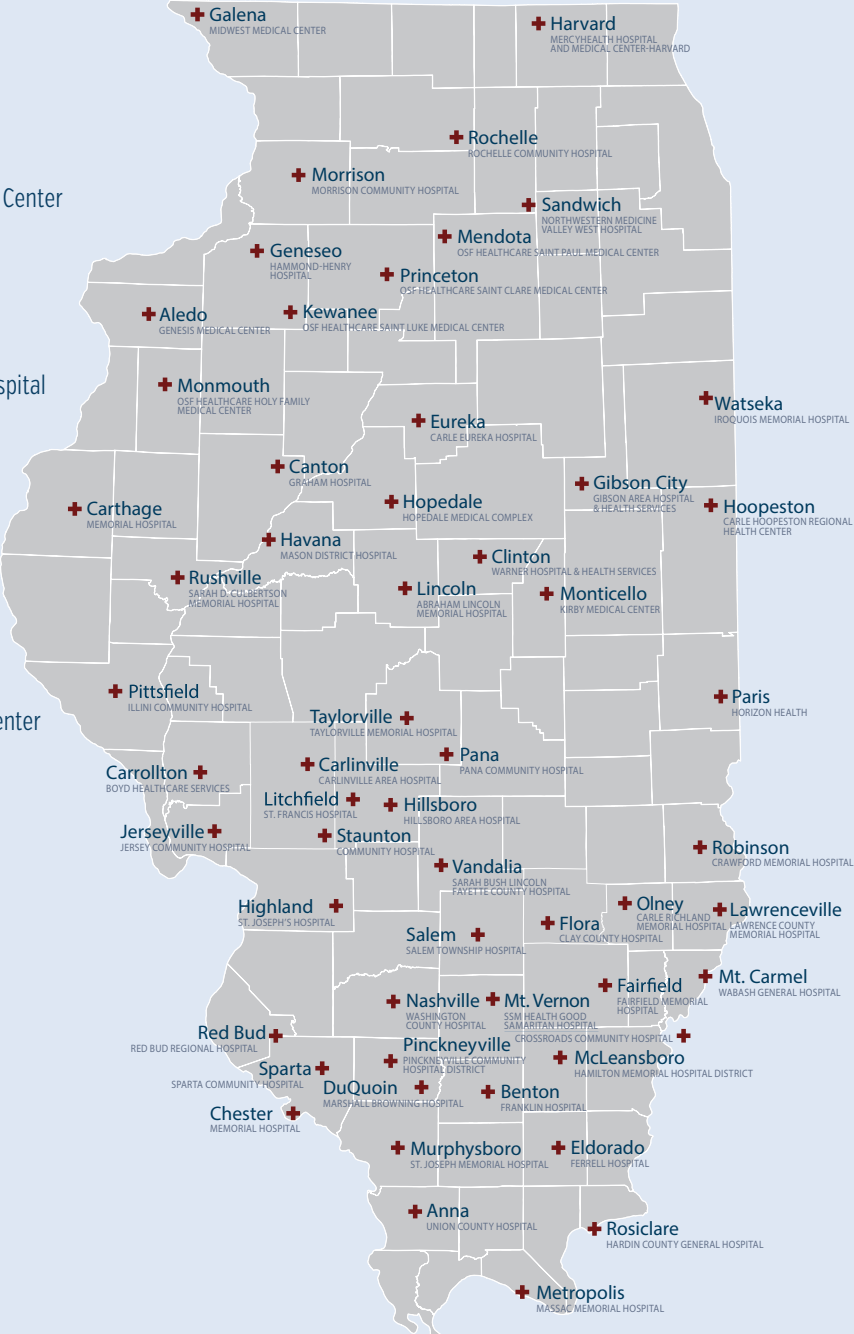
2021 Staff Directory

Pat Schou, Executive Director
Nancy Allen, Senior Operations Specialist
Brian Ashpole, Data and Grant Project Coordinator
Cari Becker, Coding Specialist
Scott Cimarusti, IT Consultant
Trudi Colby, Stroke Coordinator/Regional Manager
Gregg Davis, MD, Chief Medical Officer, IRCCO
Stephanie DeMay, Director of Marketing
Kathy Fauble, Professional Education Services Director
Laura Fischer, Flex Grant Project Manager
Michele Folsom, Certified Medical Coder/Auditor
Lori Frick, Administrative Assistant
Diane Garland, Senior Director of Finance and HR
Jackie King, Director of Compliance and Clinical Informatics/HIM Consultant
Krista Lehman, Regional Manager
Holly Lendy, Assistant Controller
Terry Madsen, CHNA Project Consultant
Ryan Morgan, Chief Information Security Officer
Ryan Sierman, Chief Information Officer
Liz Swanson, Professional Education Services Assistant Director
Dennis Toth, IT Services Operations Coordinator
Curt Zimmerman, Senior Director of Business Services and Development

Member Directory

- 1. **Aledo** Genesis Medical Center
- 2. **Anna** Union County Hospital
- 3. **Benton** Franklin Hospital
- 4. **Canton** Graham Hospital
- 5. **Carlinville** Carlinville Area Hospital
- 6. **Carrollton** Boyd Healthcare Services
- 7. **Carthage** Memorial Hospital
- 8. **Chester** Memorial Hospital
- 9. **Clinton** Warner Hospital & Health Services
- 10. **Du Quoin** Marshall Browning Hospital
- 11. **Eldorado** Ferrell Hospital
- 12. **Eureka** Carle Eureka Hospital
- 13. **Fairfield** Fairfield Memorial Hospital
- 14. **Flora** Clay County Hospital
- 15. **Galena** Midwest Medical Center
- 16. **Geneseo** Hammond-Henry Hospital
- 17. **Gibson City** Gibson Area Hospital & Health Services
- 18. **Harvard** Mercyhealth
- 19. **Havana** Mason District Hospital
- 20. **Highland** St. Joseph's Hospital
- 21. **Hillsboro** Hillsboro Area Hospital
- 22. **Hoopeston** Carle Hoopeston Regional Health Center
- 23. **Hopedale** Hopedale Medical Complex
- 24. **Jerseyville** Jersey Community Hospital
- 25. **Kewanee** OSF HealthCare Saint Luke Medical Center
- 26. **Lawrenceville** Lawrence County Memorial Hospital
- 27. **Lincoln** Abraham Lincoln Memorial Hospital
- 28. **Litchfield** St. Francis Hospital
- 29. **McLeansboro** Hamilton Memorial Hospital District
- 30. **Mendota** OSF HealthCare Saint Paul Medical Center
- 31. **Metropolis** Massac Memorial Hospital

- 32. **Monmouth** OSF HealthCare Holy Family Medical Center
- 33. **Monticello** Kirby Medical Center
- 34. **Morrison** Morrison Community Hospital
- 35. **Mount Carmel** Wabash General Hospital
- 36. **Mount Vernon** Crossroads Community Hospital
- 37. **Mount Vernon** SSM Health Good Samaritan Hospital
- 38. **Murphysboro** St. Joseph Memorial Hospital
- 39. **Nashville** Washington County Hospital
- 40. **Olney** Carle Richland Memorial Hospital
- 41. **Pana** Pana Community Hospital
- 42. **Paris** Horizon Health
- 43. **Pinckneyville** Pinckneyville Community Hospital District
- 44. **Pittsfield** Illini Community Hospital
- 45. **Princeton** OSF HealthCare Saint Clare Medical Center
- 46. **Red Bud** Red Bud Regional Hospital
- 47. **Robinson** Crawford Memorial Hospital
- 48. **Rochelle** Rochelle Community Hospital
- 49. **Rosiclare** Hardin County General Hospital
- 50. **Rushville** Sarah D. Culbertson Memorial Hospital
- 51. **Salem** Salem Township Hospital
- 52. **Sandwich** Northwestern Medicine Valley West Hospital
- 53. **Sparta** Sparta Community Hospital
- 54. **Staunton** Community Hospital of Staunton
- 55. **Taylorville** Taylorville Memorial Hospital
- 56. **Vandalia** Sarah Bush Lincoln Fayette County Hospital
- 57. **Watseka** Iroquois Memorial Hospital



AT A GLANCE

Grants

Almost \$15.2 million in Health Resources and Services Administration (HRSA) grant benefits were distributed to critical access and small, rural hospitals as part of COVID-19 relief in 2021. An additional \$1.6 million in grant benefits were distributed as part of ICAHN's distribution of the Medicare Rural Hospital Flexibility Program (Flex), Small Hospital Improvement Program (SHIP), and the 1815 Hypertension and Diabetes Grant in 2021.

Quality

The Ancillary Peer Network Group continues to use ICAHN's online Rural Quality Measure Benchmarking (RQMB) portal for reporting quality and productivity data for laboratory and diagnostic imaging and is in the process of adding rehab measures. We currently have 27 managers – covering 23 different hospitals – participating. This portal allows for hospitals to compare their data with other hospitals of similar size with similar workflows.

Information Technology Services

ICAHN's IT services provided more than 3,500 information technology support hours and conducted 44 IT site visits to member hospitals in 2021. On average, ICAHN supported about 20 member hospitals each month. Member hospitals contracted with ICAHN to ensure backups are updated and systems are upgraded, as needed, on a weekly basis.

Peer Network Groups and Education

ICAHN currently has 51 active peer network group Listservs, which communicate continuously via secure email, and over 25 peer network groups, which met in-person or via Zoom or teleconference call 1,071 times throughout 2021. These resources have proven to add value to the network and allowed for quick sharing of tools, resources, and new models of care.

Community Health Needs Assessments

ICAHN's Community Health Needs Assessments (CHNAs) provide a comprehensive look into future healthcare trends by organizing community stakeholder focus groups and reporting on their findings. The CHNA and Implementation Strategies give critical access and small, rural hospitals the opportunity to identify and address the area's most pressing healthcare needs.

Coding Support Services

ICAHN provides short-term remote coding assistance with credentialed coders in multiple specialties, including RHC and hospital. In addition, we perform remote coding audits to ensure compliance and maximized revenue for members. We also offer HIM consulting services provided by experts with over 20 years in the field.

Business Solutions

ICAHN Business Solutions offers several practical, cost-effective resources to meet the needs of our members and the clinical, financial, and operational challenges they face. Our comprehensive and expanding portfolio of services involves many strategic business partners, carefully vetted by the network, and each is providing unique expertise and services. The network may receive important financial support as services are utilized by our members, keeping ICAHN sustainable and enabling us to better serve the needs of our members and other small, rural healthcare organizations.

Mock Surveys

ICAHN's mock survey program includes an on-site review of your hospital and/or clinic. The program provides a team of surveyors to come on site and evaluate your current practice and facility. The full mock survey can be customized to one department or the entire hospital, depending on your hospital's needs, and at the end of the survey, the ICAHN surveyors will meet with your hospital team, discuss findings, and follow up with a written document. In addition, the program offers education about new regulations, best practices, and evaluates current practice to policy.

Survey Solutions

Survey Solutions by ICAHN provides efficient and cost effective patient satisfaction solutions dedicated solely to rural hospitals and providers. At the end of 2021, ICAHN had 61 clients for HCAHPS, 30 for ED satisfaction, 23 for CGCAHPS, eight for outpatient services, seven for ambulatory surgery and 44 for swing bed. Indiana and Missouri joined our swing bed tablet survey program. Survey Solutions by ICAHN has been piloting the Home Health Care CAHPS Survey and the Nursing Home CAHPS Survey.

External Peer Review Network

ICAHN expanded its external peer review services to a hospital in Utah this past year and continues to provide peer reviews to hospitals in Illinois, Indiana, Michigan, and New Mexico. We also added new providers for emergency medicine, general surgery, anesthesia and pain management, and CRNA. In 2021, 244 external peer reviews were provided to 13 ICAHN hospital members and 11 out-of-state hospitals. There were 22 providers serving on the reviewer panel. The following specialties are available to participating hospitals for external peer review: anesthesia and pain management, CRNA, emergency medicine, family practice, general surgery, internal medicine, obstetrics/gynecology, pediatrics, and radiology.

Nonviolent Crisis Intervention Training

ICAHN, with the Crisis Prevention Institute, offers a comprehensive nonviolent crisis intervention foundation training to equip hospitals with an effective framework for safely managing and preventing difficult behavior in the workplace. Nonviolent crisis intervention training is utilized to teach staff how to provide safe, effective care for each patient when the patient may be showing escalating behavior.

Professional Education Services

ICAHN Professional Education Services continues to be the right choice for continuing education, with program offerings ranging from clinical updates to leadership development.



By the Numbers 2021

4,700

individuals completed online coursework

2,300

hours of continuing education credit received by ICAHN member hospital nurses and other professionals

560

health professionals completed our sexual harassment training for license renewal

150

hospital leaders completed the three-part Supervisory Success series

52

leadership blogs shared to ICAHN Listserv participants

40

nurses completed the ICAHN Nurse Preceptor Academy

36

individuals completed the ICAHN Telehealth Certificate Course

26

ICAHN member hospitals pre-paid and saved with a 12-month VIP subscription

15

individuals graduated from the inaugural ICAHN Rural Health Fellowship



Dolan Dalpoas,
Chair
CEO, Abraham Lincoln
Memorial Hospital

Regulatory and Legislative Report

Calendar year 2021 continued to present ongoing challenges due to the COVID-19 pandemic. Fortunately, ICAHN held monthly regulatory and legislative calls with over 70 leaders of ICAHN hospitals. Here's an overview of significant developments in the healthcare industry from the last year or so.

At the state level:

- Governor J.B. Pritzker issued executive orders tied to the COVID-19 pandemic including, but not limited to, the extension of the public health emergency waivers; pre-authorization waivers for Medicaid; and, most notably, vaccine and testing mandates.
- Senate Bill 2153, the Nurse Staffing Improvement Act, passed the General Assembly and was signed into law. This bipartisan legislation represented a collaborative effort between the American Nurses Association-Illinois and the Illinois Health and Hospital Association, with input from chief nursing officers around the state. The overall intent of the bill is to ensure that direct care nurses have a stronger voice in determining appropriate staffing levels at hospitals, based on the conditions and care needs of their patients.
- ICAHN joined a statewide coalition to require commercial carriers to pay for telehealth. The telehealth parity bill (House Bill 3308) passed unanimously in both the Senate and House and was signed by the governor. This bill will result in Illinois becoming one of only a handful of states to enact a telehealth law requiring both coverage and reimbursement levels commensurate with in-person care.
- Continuing throughout 2021, ICAHN, in collaboration with Consultant Jill Hayden, worked closely with the Illinois Association of Medicaid Managed Care Plans to address the ongoing billing and denial issues of managed care organizations.

Nationally:

- When President Biden was elected, he named Xavier Becerra as the new HHS secretary. Becerra has been a strong advocate for many issues important to the hospital community, including the 340B program, the Affordable Care Act, and women's health.
- Congress passed a \$1.9 trillion COVID-19 stimulus package. Under the plan, an estimated \$13.2 billion in state and local funding is earmarked for Illinois. State government is due to receive about \$7.5 billion, with another \$5.5 billion set aside for city and county governments across Illinois.
- The Occupational Safety and Health Administration issued an emergency temporary standard requiring all employees at private businesses with 100 or more workers to be vaccinated by January 4, 2022, or get tested for COVID-19 weekly. Similarly, the Centers for Medicare & Medicaid Services issued an interim final rule on November 4, 2021, requiring COVID-19 vaccinations for workers in most healthcare settings.
- At the end of November 2021, the U.S. Supreme Court heard oral arguments involving the 340B pricing program. Understanding that the 340B programs bring significant revenue to many rural healthcare organizations and programs, its future viability is essential. More importantly, however, the program expands the type and volume of care provided to vulnerable patient populations. ICAHN is strategically looking at options in working with the pharmaceutical companies and is also preparing for formulary options, if the 340B drugs become unavailable.



Pam Pfister,
Chair
CEO, Morrison Community Hospital

Trailblazers Committee Report

In 2016, the ICAHN Trailblazer group was founded by a group of CEOs that recognized the importance of a collaborative approach to stay abreast of the scores of changes impacting our healthcare environment and market transformations.

This group integrates peer knowledge and experiences to support new approaches to both old and new problems facing healthcare leaders today. Two meetings were held in 2021. At the April meeting, three agenda items articulated services through telemedicine and shared resources. The group learned about an acute dialysis opportunity through telemedicine, providing rural hospitals and communities with nephrology services. Telemedicine options, such as these, help eliminate the burden of recruitment and the affordability concerns that come along with specialist care.

In addition, Rob Schmitt, CEO for Gibson Area Hospital and Health Services; Don Williams, CEO at Iroquois Memorial Hospital; and Paul Skowron, CEO at Warner Hospital and Health Services, talked about their experiences with sharing specialist resources. All parties spoke positively about how their collaboration made an impact for the patients they served without the challenges of contracting through private companies.

The second meeting took place in February 2022 and featured a dynamic agenda, including a presentation on how to manage the strategic planning

process amidst COVID, while at the same time maintaining a positive transformation. The presentation included ideas on how to develop an understanding of our "new normal," post-COVID – specific to patient outmigration trends, population health dynamics, cost and charge analysis, and health disparities.

Kerry Dunning, a national skilled care and long-term care expert, spoke about recovery challenges post-COVID. Her message included observations, ideas, and strategies for individuals recovering from COVID and how rural communities can explore opportunities for becoming centers of excellence. To conclude the meeting, ICAHN leaders discussed their experience with setting up local transportation systems to support the community and protect their local patient population. Lori Christiansen, Vice President of OSF HealthCare Saint Luke Medical Center Transportation Project; Kathy Hull, CEO at Illini Community Hospital; and Paul Phillips, CPXP and Director of NEMT Service at Gibson City, shared their start-up process, financial objectives, and the impact for their patients and communities.

Each meeting consists of 15-25 hospitals. The discussions allow ICAHN leaders to build relationships and inspire collective knowledge and resources, providing us with a platform of ideas on how we continue to transform our delivery system.

ISSUES COMMITTEE

“Telling the Rural Story” was a major 2021 initiative by the ICAHN Issues Committee to encourage hospital members to contact their communities and share information about the wonderful resources and quality care provided locally. Hospital marketing directors shared their own videos and campaign programs – which they felt effectively increased community awareness of the local rural facilities – and the top 10 were presented during the virtual spring member meeting. The Issues Committee members felt that if we do not tell our story, no one else will – or they may tell it wrong. We need to share our strengths, values, and explain why residents need to support their local healthcare community. The pandemic amplified rural healthcare challenges and the importance of maintaining local access to rural services.

The ICAHN Issues Committee also focused on four other areas: health professional staff recruitment and retention, medical staff team building, telehealth, and modernization of the Medicare Cost Report. The committee suggested ICAHN create an online telehealth learning series, which finished in early 2021. The committee also suggested ICAHN create a Physician Academy in response to growing awareness of the need for physician leadership development. New physicians are often placed in hospital leadership positions and truly know little about hospital operations and the regulatory climate.

The most challenging issue is recruitment and retention of hospital clinical and support staff members. Once again, the pandemic strained hospital workloads and had employees leaving the hospital and clinic environments. The Illinois AHEC (Area Health Education Center) program presented two recruitment and retention webinar sessions focusing on building a pipeline and how to build and support a positive culture. ICAHN held monthly CEO COVID-related calls, and hospital leaders shared ideas and interventions they have used to attract and keep good employees.

The Issues Committee is a great venue to address substantive issues impacting member hospitals, such as the need to modernize the cost report, star rating changes, crisis intervention training, or outpatient business steerage by commercial payers. Members can use the committee for feedback or to suggest programs/services ICAHN can provide or make available to members.



**Shane Watson,
Chair**

Former Red Bud Regional Hospital CEO



**Trina Casner,
Co-Chair**

Pana Community Hospital CEO

Educational series tackles best practices for hospital boards



The newly created ICAHN Institute Hospital Board Education Series debuted its governing board education videos, under the direction of Randy “RJ” Jacobs, President, TAG Communications, Inc.

Each video addresses potential areas of concern for new and veteran hospital governing board members alike.

Videos feature experts in their respective fields addressing:



Conflict of Interest: Stephen T. Moore, Attorney, Partner-in-Charge, Rockford Office, Hinshaw Law – identifies key areas that hospital boards should address as they develop their own policies and insight into how to manage the situation when conflict arises.



Smart Governance: Robert “Bob” Thorn, MBA, FACHE, Pinnacle Healthcare Consulting – clearly delineates areas of focus any hospital board member should have, including strategic planning, CEO selection, performance, succession planning, financial oversight, and governance.



Physician Contracting (two-part series): Katie Anderson, Attorney-at-Law, Champaign Office, Heyl Royster – discusses physician contracting negotiations and the legal ramifications and responsibilities of a hospital board member; recruiting and retaining physicians, advance practice practitioners, physician assistants, nurse midwives, etc.; different types of contractual relations (including locum tenens arrangements and employment contracts); and Stark Law and the Anti-Kickback Statute.



Board Concerns: Barbara A. Weiner, JD, Attorney – discusses unrelated business income, employee firing, and fundraising.



IRCCO expands its outreach and improves community health

ACO achieves shared savings and partners with Collaborative Health Systems



In 2021, the Illinois Rural Community Care Organization (IRCCO) added Marshall Browning Hospital as the 27th participating hospital in the accountable care organization (ACO). IRCCO – now in its seventh year of operation – has continued to expand its outreach and improve the health of the communities it serves. Across all IRCCO participant locations in 2021, the ACO covered approximately 40,000 Medicare beneficiaries and approximately 40,000 Blue Cross Blue Shield (BCBS) beneficiaries. IRCCO participant hospitals are dotted across the entire state of Illinois, from Midwest Medical Center in the very northwest corner of the state to Massac Memorial Hospital at the very bottom tip of the state.

IRCCO has continued its commitment to building and strengthening care coordination processes across different patient care settings, while still focusing on preventative care and well visits. In the summer of 2021, IRCCO received its finalized quality scores from 2020. Despite the many challenges presented by the COVID-19 pandemic, IRCCO maintained the high levels of quality it had achieved previously in Medicare Shared Savings Programs (MSSP) measures. Although not yet final, early returns also suggest IRCCO greatly improved in the majority of 2021 MSSP quality measures. IRCCO also learned during 2021 that it achieved shared savings for BCBS for the second year in a row. IRCCO has made meaningful improvements in most BCBS' quality metrics year-over-year and was thrilled again to have the opportunity to reward IRCCO participants for their commitment to the ACO and for providing a high quality of care to their patients.

Another significant event that occurred during 2021 was IRCCO's partnership with Collaborative Health Systems (CHS). In an effort to expand value-based care in Illinois, the partnership with CHS has been an exciting new endeavor. The new joint venture is Rural Community Health Services (RCHS). One component of RCHS will be the roll-out of a new Medicare Advantage plan. The joint venture will also open the door for a variety of additional resources aimed at improving quality and lowering costs, with the ultimate goal of improving health outcomes for beneficiaries in rural Illinois.

Another exciting development during 2021, was IRCCO gaining access to Admission/Discharge Transfer System alerts through Collective Medical. Late in 2021, the system was up and running for IRCCO hospitals to utilize. The ADT alerts allow for hospitals to gain critical insights into how their beneficiaries are utilizing healthcare services, including when and where a beneficiary is admitted, discharged, or transferred to/from a medical facility. When used to its full potential, the insights provided through the ADT alerts should help improve patient outcomes and decrease costs.

American Rescue Plan SHIP COVID funds allocated for COVID testing and mitigation

Participating hospitals each receive approximately \$257,000

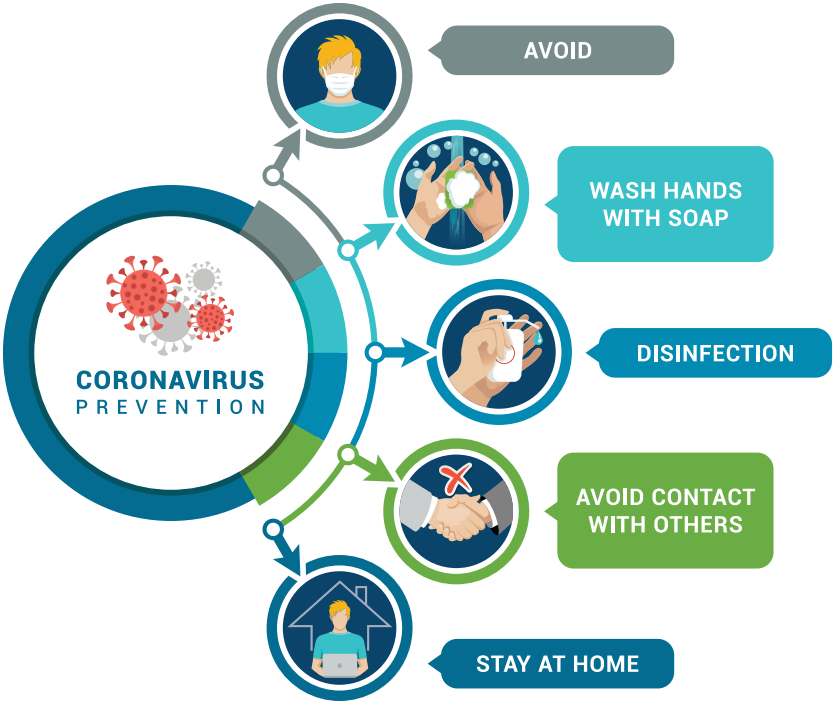
ARP SHIP COVID Grant

ICAHN helps manage the ARP SHIP COVID Grant in collaboration with the Illinois Department of Public Health (IDPH). Small, rural hospitals actively staffing 49 beds or less are eligible for the grant, including all critical access hospitals (CAHs). Sixty-one hospitals are participating in the ARP SHIP COVID Grant, and \$256,978 was awarded per hospital for the ARP SHIP COVID Grant.

Initially, HRSA introduced COVID funding via the CARES SHIP Grant in 2020. Through the CARES SHIP Grant, each participating hospital received approximately \$84,000 to be used toward COVID safety, COVID response, and maintenance of hospital operations. As the COVID-19 pandemic continued into 2021, HRSA rolled out additional funding via the ARP SHIP COVID Grant. The purpose of the ARP SHIP COVID funding has primarily been for costs related to COVID testing and COVID mitigation.

COVID Testing

Thus far, dozens of hospitals have used funds toward costs related to COVID testing. A high percentage of those testing costs have been related to COVID test procurement, provision, and processing. With respect to COVID test processing, funds have been used toward lab supplies and equipment. Hospitals have also used funds to cover the costs of staff time required for COVID testing. Additionally, funds have been used to cover the costs of couriering tests to external labs.



COVID Mitigation

Hospitals have also been busy allocating the ARP SHIP COVID funds toward a wide variety of activities related to COVID mitigation. Many hospitals have allocated funds toward masks, respirators, fit testing for masks, and other personal protective equipment (PPE). Mitigation expenditures have also covered sanitation/cleaning equipment, disinfectant tools, and items such as ultraviolet sanitation. It is also expected that these grant funds will eventually be used for minor alteration/renovation projects for the purposes of COVID mitigation. These projects may include updating surfaces to more sanitary materials, automating doors, installing HVAC, creating negative pressure spaces, and creating isolation areas. Other grant expenditures related to COVID mitigation have included temperature screening systems and staff costs for screeners located at facility entrances. Another popular expenditure of the ARP SHIP COVID funds has been digital meeting technology, which has become vitally important to meet while maintaining distance during the pandemic.

ICAHN PROFESSIONAL EDUCATION SERVICES

“With ICAHN, you can” is a phrase you are seeing in our ICAHN correspondence.

It’s a great play on words, but also a reminder of everything we can do together. Some people have never given much thought to the word “can.” It seems like your average verb, but it really projects so much more. At its best, it opens opportunities and invites feelings of camaraderie. “Can” indicates that someone has the ability or opportunity to do something. At ICAHN Professional Education Services, we are all about providing opportunity. Our question is always: “What can we do for you?”

Some of our “cans” in 2021 include year two of the ICAHN Rural Health Fellowship, the development of a telehealth certificate course, our Social Determinants of Health conference, Supervisory Success series, and Nurse Preceptor Academy. We also improved our online Workforce Academy, which houses our recorded webinar programs and courses. Located on our Professional Education Services page on the ICAHN website, the Workforce Academy can be accessed 24/7.

This year, we also continued our work on the Illinois Department of Public Health’s Chronic Disease and Prevention grant and focused on projects that reduce the risk of diabetes, heart disease, and stroke in rural Illinois. One of the main grant projects this past year has been a disease registry pilot project with Warner Hospital & Health Services in Clinton. The registry looks at clinical performance and quality measures for adults with atrial fibrillation and will be used to improve patient outcomes.

At ICAHN Professional Education Services, we continue to look for the “cans” that will help you and your hospital staff grow in your professional education. Our goal is to meet you where your needs are.

What can you do? You can:

- **Like our ICAHN Facebook page.** It’s a great way to stay in touch and keep up.
- **Share our program offerings** throughout your hospital and register to attend. If you are not a VIP subscriber, contact us, and we can tell you more.
- **Tell us what you think!** Let us know what you need and what is important to you. Call or email us with your thoughts or join the ICAHN Education Committee or Nurse Planning Committee.
- **Count on us to be forward-thinking** in our approach to rural health provider education.

2021 Rural Health Fellowship

The inaugural class of the ICAHN Rural Health Fellowship graduated 15 new fellows during ceremonies held in the spring of 2021 at O’Shea University, Springfield. The six-month ICAHN Rural Health Fellowship program was designed for up-and-coming small, rural, and critical access hospital leaders.

The experience covers four main pillars of thought: rural health, leadership, operations, and finance. Fellows participated in online learning, a service project, and a book club with the goal of developing confident leaders equipped with the skills needed to lead in a rural community.

Service projects included:

- Outpatient nursing services
- Department KPI (Key Performance Indicators)
- Business intelligence
- Leadership onboarding
- Customer relationship management
- Speech recognition software and EMR implementation
- Integrated behavioral health
- Mental health services
- Improvement of outpatient arrival rates
- Continued quality improvement
- Creation of a specialty clinic
- Cross department mentorship



Arica Schmidt of Midwest Medical Center discusses her project with Liz Swanson, Deepa Dummi, Randall Dauby, Kathy Fauble, and Heather Whetsell.

Professional Education Services Director Kathy Fauble addresses the inaugural ICAHN Rural Health Fellows class during graduation ceremonies.



Nancy Newby, retired CEO, Washington County Hospital, served as part of the Rural Health Fellows panel during graduation ceremonies, along with Paul Skowron, Gregg Ohlson, and Kathleen Hull.

Joe Whitson of Hopedale Medical Complex discusses his project with Heather Whetsell, Lacey Stults, Erin Frank, Paul Skowron, and Kathleen Hull.



Ensuring the pandemic doesn't deter substance abuse treatment

The "Opioid Crisis Next Door" conferences are organized each year to increase awareness of the rapidly growing problem of opioid, heroin, and other substance use disorders in rural communities. Together, the Illinois Department of Health and Human Services, the Illinois Department of Public Health, Center for Rural Health, the Illinois Critical Access Hospital Network, the Illinois Hospital and Health Association, and SIU Medicine Center for Rural Health

and Social Service Development partner to bring the healthcare community, local organizations, and teams of concerned citizens together to assist in the fight.

"Since June of 2016, we've made it our mission to bring local coalitions, schools, health departments, law enforcement, healthcare providers, and other community stakeholders together

in this effort," said Pat Schou, ICAHN Executive Director. "We are happy to showcase many new and veteran coalitions that are helping others join the effort. We also had the opportunity to show first-hand the impact our teamwork has had on Illinois' rural communities and what medical practitioners can do to assist with addiction and harm reduction when it comes to opioid use disorder."

ICAHN Community Health Needs Assessment Consultant Terry Madsen participated in the "Opioid Crisis Next Door" panel discussion with Princeton Police Chief Tom Kammerer, Maureen Crawford of the Hancock County Addiction Coalition, and Raigan Brown of Memorial Hospital.



ICAHN Executive Director Pat Schou (left) and Julie Casper (right), SORH Director, Illinois Department of Public Health, Center for Rural Health, award Ada Bair, CEO, Memorial Hospital, with the National Organization of State Offices of Rural Health's "Community Star Award." Casper nominated Memorial Hospital, citing its ability to create and sustain coalitions, ensuring the health needs of the citizens of Hancock County are met.



Survey Solutions serves more than 60 rural hospitals throughout the U.S.

ICAHN began the HCAHPS Survey Solutions' journey with one pilot hospital in 2012. ICAHN became an approved HCAHPS vendor for the mail-mode-only process in April 2013 and has grown the survey services from one hospital to over 60 rural hospitals throughout the U.S. In March 2018, ICAHN requested an organizational name change to Survey Solutions by ICAHN.

In early 2018, ICAHN contracted with AdCo Advertising Agency to develop a database software program that assisted in the screening of the patient discharge information and created a dashboard for reports. We also contracted with Kaleidoscope Services to assist in the printing, mailing, and scanning of the HCAHPS survey.

Today, Survey Solutions by ICAHN operates a fully automated, efficient, and cost-effective survey process dedicated solely to rural hospitals and providers from start to finish. Data is uploaded to our easy-to-use portal, and we take it from there. ICAHN offers over 10 patient satisfaction survey lines in multiple modes including in-room tablet, email, text, and standard mail.

At the end of 2021, ICAHN had 61 clients for HCAHPS, 30 for ED satisfaction, 23 for CGCAHPS, eight for outpatient services, seven for ambulatory surgery, and 44 for swing bed. Additionally, Indiana and Missouri joined our swing bed tablet program survey.

Inpatient rounding tablets were among the new services in 2021, and within the next year, a digital outpatient surgery survey will be developed. Survey Solutions by ICAHN has also been piloting the Home Health Care CAHPS Survey and the Nursing Home CAHPS Survey with a hospital in Wyoming.

"Survey Solutions has given us the opportunity to do surveys with patients, get feedback as quickly as possible, to develop a good rapport with all patients coming in, provide better care, and tweak what we do in the clinic and in the hospital. All around, it's a good experience for our employees, patients, and physicians."

– **Doug Kosier, CEO,**
Mason District Hospital



Survey Solutions
by ICAHN

IT SERVICES YEAR IN REVIEW

ICAHN IT Services helped many of our member hospitals secure their network infrastructure to meet increasing compliance demands and protect from ever-increasing cyberattacks. This included setting multi-factor authentication for remote access and remote resources, like email, as well as installing intrusion prevention systems.

ICAHN IT Services provided 3,500 information technology support hours and conducted 44 IT site visits to member hospitals in 2021. On average, ICAHN supported about 20 member hospitals each month.

Member hospitals contracted with ICAHN to ensure backups are updated and systems are upgraded as needed on a weekly basis.

ICAHN IT Consulting offers member CEOs, CFOs, and IT Directors services to move the hospital's information technology plan forward with critical IT decision-making.

Services include:

- Assistance with meaningful use for IT and clinical staff
- HIPAA security review and assistance with updating HIPAA policies
- Enhanced network monitoring services and firewall monitoring
- Server virtualization, installs, and/or upgrades
- Network support, firewall, VPN, and switch configuration
- Vendor liaison, including negotiated discounts on hardware and services
- Staff recruitment support/training
- Cybersecurity
- Internal and external vulnerability assessments
- Implementing Microsoft Office 365 within the hospitals
- Conducting cybersecurity-related tabletop exercises for hospitals and creating cybersecurity incident response plans and playbooks

Community Health Needs Assessments



Conducted every three years, ICAHN's Community Health Needs Assessments provide a comprehensive look into future healthcare trends by organizing community stakeholder focus groups and reporting their findings. The CHNA and Implementation Strategies give critical access and small, rural hospitals the opportunity to identify and address the area's most pressing needs.

ICAHN has kept current with an array of developing health information resources and incorporates the most relevant data sources and analysis into its Community Health Needs Assessments and Implementation Strategies. Primary data is collected from each community in a manner that best suits unique local circumstances and assures that ICAHN is hearing fully the essential voices of the community that must be considered under the regulations. Focus groups include representation of healthcare providers, community leaders, community services providers, schools and other educational institutions, faith-based organizations, local elected officials, public health, and others.

Secondary data is collected from many resources including, but not limited to:

- Behavioral Risk Factor Surveillance System
- SparkMap
- U.S. Census
- Centers for Disease Control
- County Health Rankings
- American Communities Survey
- Illinois Department of Employment Safety
- National Cancer Institute
- Illinois Department of Public Health
- Health Resources and Services Administration (HRSA)
- Local IPlans
- Environmental Systems Research Institute
- Illinois State Board of Education
- U.S. Department of Agriculture (USDA)

Terry Madsen, a former attorney with experience in community development, communications, and organizational development, leads the focus groups as an exclusive consultant to ICAHN and its members.

"Many of the hospitals I work with are surprised at the high level of community awareness surrounding issues related to wellness," said Terry Madsen, ICAHN CHNA Consultant, who heard concerns about nutrition, recreation, exercise, and personal health management during multiple focus group sessions. "As a result, we know that many hospitals are now engaged in stronger relationships with their community's organizations."

"Enabling these organizations or, in other words, by giving them a voice backed up by the hospital's expertise and resources, we can significantly impact the health and wellness of the community. It makes community residents feel better about themselves and their hospital, I believe."

– Terry Madsen

2021 Rural Health Clinic Spring Workshop

Lawrence County Memorial Hospital among “Top 50” Rural Health Clinics in the state

With more than 240 rural health clinics in the state of Illinois, it is important to provide updates to promote the efficient management and operation of these vital sources of healthcare in our rural communities. ICAHN conducts a virtual workshop each March, featuring a deep dive into the impact of legislative changes on these RHCs (plus quality measures), determining the best mix of providers to employ, as well as reviewing current trends in physician compensation.

Concerning RHC quality measures, the Centers for Medicare and Medicaid utilize data to calculate rural-relevant metrics across five domains. These metrics are the basis for determining the Lilypad Awards, which provide a comprehensive and objective assessment of rural health clinic performance. Lawrence County Memorial Hospital Primary Care Clinic was one of only two RHCs in Illinois to receive this award and be ranked among the Top 50 of all rural health clinics in the country using criteria such as cost per visit, productivity metrics, and utilization numbers.

Lawrence County Memorial Hospital Primary Care Clinic received the award for embracing the importance of the Medicare Wellness Visit and implementing an innovative workflow that has made a dramatic impact on the number of beneficiaries who have benefited.



Memorial Hospital Award: Memorial Hospital CEO Ada Bair and her team are shown winning Custom Learning System's Healthcare Service Excellence Summit Award for being a provider of choice. This is the highest award for excellence and was presented in La Jolla, Calif. Memorial was also the 2021 recipient of NOSORH's "Community Star Award."

Lilypad Award: Lawrence County Memorial Hospital Primary Care Clinic was recognized as being in the Top 50 of all rural health clinics in the country, using criteria such as cost per visit, productivity metrics, and utilization numbers. Shown receiving the Lilypad Award are (from left): Don Robbins, CEO, Lawrence County Memorial Hospital; Dr. Steven Ramsaran, Chief of Staff; and Gene Allen, Primary Care Clinic Director.



CFO Business Office Meeting: Amy Tepp, Partner-in-Charge Revenue Cycle for Eide Bailly, presents "The No Surprises Act: Key Components and Operational Considerations" during December's CFO/Business Office peer network meeting, held at O'Shea Builders Training Facility in Springfield. In addition to this session, the group also addressed Illinois financial assistance plan changes in Senate Bill 1840, the Medicare Compliance Recoupment Program, and fine-tuning the payor enrollment process.

ICAHN distributes a record \$15.2 million in grant benefits

COVID-19 relief efforts, Flex, SHIP, and 1815 grant monies assist small and rural communities

Almost \$15.2 million in Health Resources and Services Administration (HRSA) grant benefits was distributed to critical access and small, rural hospitals as part of COVID-19 relief in 2021. An additional \$1.6 million in grant benefits was distributed as part of ICAHN's distribution of the Medicare Rural Hospital Flexibility Program (Flex), Small Hospital Improvement Program (SHIP), and the 1815 Hypertension and Diabetes Grant in 2021.

Flex Program Special Project awards totaling \$400,179 were given to critical access hospitals (CAHs) to implement customer service plans, outpatient and emergency department improvements, financial and operational improvement undertakings, population health activities, and EMS education projects.

CAHs also benefited from an additional \$332,901 in education programming or technical assistance related to infection control best practices, quality reporting education, stroke preparedness, swing bed training, care coordination training, benchmarking software, rural health clinic education, and revenue cycle management education.

ICAHN helps manage the Small Rural Hospital Improvement Grant Program (SHIP), in collaboration with the Illinois Department of Public Health (IDPH). Fifty-six hospitals participated in the FY21 SHIP Grant, with \$11,721.75 awarded per hospital. Many hospitals continued to utilize funds to cover their HCAHPS expenses including vendor fees, data collection, and analytics. The trend of utilizing SHIP funds toward telemedicine costs continued in FY21 as well, with these costs primarily covering telemedicine equipment, software, and hardware.

Many hospitals have also utilized funds toward ACO-related initiatives. The most common of these initiatives has simply been the fees required to participate in an ACO. ACO involvement

gives hospitals access to training, guidance, and resources that gear toward a push to value-based care. Some other common grant projects have included: price transparency-related expenses, chargemaster review, patient experience, efficiency/quality improvement initiatives, and much more.

The 1815 IDPH Grant – which focuses on improving the health of rural Illinoisans through prevention and management of diabetes, heart disease, and stroke – provided \$100,000 in funds for education and training throughout southern Illinois. Activities over the past three years of this grant have focused on:

- Improving access to and participation in ADA-recognized diabetes management programs in underserved areas
- Implementing strategies to increase enrollment in CDC-recognized lifestyle change programs
- Providing technical support and resources to hospitals implementing new or enhanced team-based approaches or policies to address blood pressure control
- Offering education to support the engagement of non-physician team members in hypertension and cholesterol management in a clinical setting
- Promoting the adoption and use of disease registries to improve provider outcomes and patient health outcomes related to identification of individuals with Afib

2021 PROGRAMS AND SERVICES FOR MEMBERS

Innovative Solutions for Rural Healthcare

Strategic Leadership

- Board consulting and education
- Executive leadership and mentoring
- Physician coaching and conflict resolution
- Physician-hospital alignment
- Provider coaching and conflict resolution
- Rural healthcare regulatory and legislative support
- Strategic planning assistance

Professional Services

- Grant management
- Group health, life, and disability solutions
- Healthcare staffing solution
- HIM/informatics consulting
- Nonviolent crisis intervention training
- Member listservs and peer networking
- Lean training
- Preceptor training
- Online Workforce Academy

- Professional Education Services and CEUs
- Rural Nurse Residency Program
- Executive, physician, advanced practitioners, and allied health professional placement

Quality Services

- External peer review - physician and advanced practice
- Hospital and clinics quality program consultant
- Meaningful use training and compliance readiness
- Mock surveys - hospital and clinic surveys
- Survey Solutions: patient, physician, board and employee surveys - CAHPS-approved vendor
- Quality database and benchmarking

Population Health and Wellness

- Accountable Care Organization management
- Care management services and consulting
- Community Health Needs Assessment
- Managed care consulting
- Patient Centered Medical Home
- Population health management
- Stroke and STEMI consulting

Information Technology Services

- Cybersecurity and network monitoring solutions
- HIPAA and PCI security compliance
- HIPAA risk and business impact assessments
- Internal and external vulnerability assessments
- Network support, firewall, VPN, and switch configuration
- Project management services
- Server management, email, connectivity support
- Strategic IT staffing assessments and CIO services

Revenue Cycle Management

- Remote coding support services/coding audits
- Patient responsibility estimator
- Revenue cycle networking and consulting

Supply Chain/Risk Management

- Energy supply management
- Group purchasing program
- Property, casualty, professional liability, med-mal
- Regulated medical and pharmacy waste management

2021 Financial Review

ICAHN has achieved growth over the last five years due to the addition of new service lines, as well as the growth of existing services, while minimizing the cost to administer grants. This continued financial growth provides the member organizations with more resources. The increase in equity provides ICAHN an established foundation for further growth through the creation and development of value-added programs to support our membership.

Total Revenue

ICAHN had total revenue in 2021 of \$19,520,931. The revenue largely consisted of grant income and services provided by ICAHN. The majority of grant revenue is received from the Medicare Rural Hospital Flexibility Program (Flex) and the Small Rural Hospital Improvement Grant Program (SHIP). During 2021, ICAHN administered the American Rescue Plan (ARP) COVID grant in the amount of \$15,760,936 - of which \$15,675,686 was distributed to small and rural hospitals. The other main portion of revenue comes from services provided by ICAHN such as IT support, Survey Solutions (HCAHPS reporting), along with managed care consulting, coding, and ICAHN's insurance program.

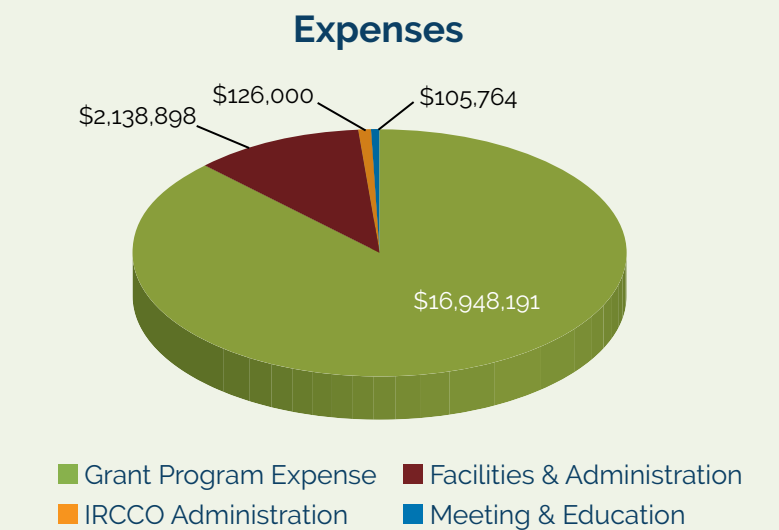
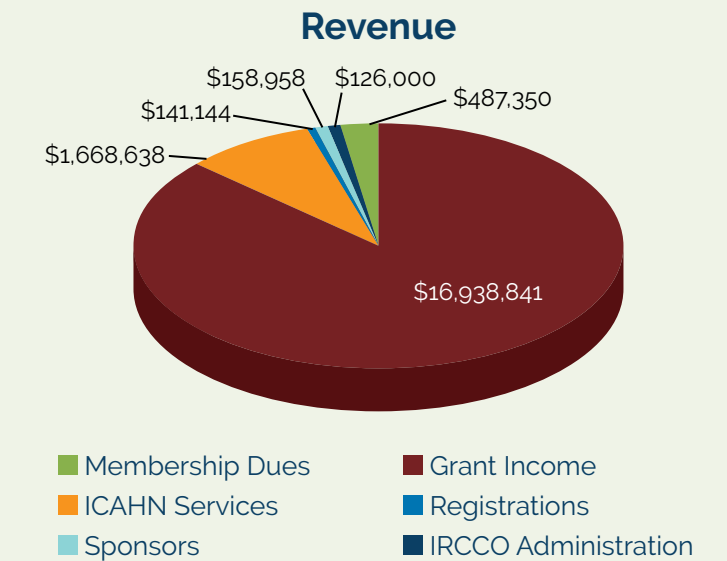
Total Expenses

ICAHN had total expenses in 2021 of \$19,318,853. Administration and grant expenses make up the largest share of the expenses incurred. Administration expenses include all overhead for maintaining the organization, along with the cost for services provided by the organization.

In 2021, ICAHN had a net income of \$293,739. The net income includes interest and investment activity of \$91,661. ICAHN invested \$250,000 in 2015 and another \$310,000 in December 2019. The December 31, 2021, value of the investment is \$808,002.

ICAHN also managed the Illinois Rural Community Care Organization (IRCCO). IRCCO ended 2021 with a net loss of \$83,096 and has a total equity at 2021 year-end of \$910,735.

Note: Year-end numbers are subject to audit.



Awards and Accomplishments



The Exemplary Leadership Award
Alisa Coleman (right), CEO, Ferrell Hospital, was honored during the 2021 ICAHN Annual Conference, held November 18 at the I-Hotel and Conference Center in Champaign, for her dedicated service as President of the Board of Directors for the state hospital network. Alisa had previously served as ICAHN's President-Elect, Secretary-Treasurer, Issues Committee Chair, Wellness Committee Chair, and is an active member of the American College of Healthcare Executives. She is shown receiving her award from Pat Schou, ICAHN Executive Director.



Special Partner Awards
Cara Barnett (right), Cardiovascular Program Manager and 1815 Grant Team Leader from the Illinois Department of Public Health, accepts the Special Partner Award from Alisa Coleman, 2021 ICAHN Board President. The IDPH Grant Team was honored for its commitment to improving the health and well-being of those living in rural parts of the state, focusing on public health challenges such as diabetes, heart disease, and stroke.

Randy "RJ" Jacobs (left), President, TAG Communications, Inc., received the Special Business Partner Award. He is shown here with Brian Irby, Vice President of Strategy, TAG Communications. TAG has served as an ICAHN business partner for more than a decade, and RJ has personally attended several grassroots advocacy sessions in Washington, D.C., with the ICAHN Executive Director and several of ICAHN's member leaders.



Lifetime Achievement and Service Awards
Roby D. Williams (middle), CEO, Hardin County General Hospital, received the Rural Hospital Lifetime Achievement Award. He has served as CEO of the Rosiclare hospital for more than 47 years. He is shown here with Ada Bair (left), CEO, Memorial Hospital in Carthage, who received the Presidential Award for exemplary and visionary leadership in rural healthcare, and Sue Tillotson, RN, Wabash General Hospital, who received ICAHN's highest award for service. She has served WGH for 45 years.



"Roby is a quiet leader whose actions and day-to-day support have kept his hospital open and successful through many difficult times. He leads from the heart, as well as being a smart financial businessman who knows where every hospital penny is earned and spent. He has also established a good patient care reputation for Hardin County and a community healthcare system that maintains access to quality healthcare services."

– **Pat Schou,**
ICAHN Executive Director



2021 Hospital IMPACT Awards
The IMPACT Awards are given to ICAHN member hospitals that find creative ways to motivate staff, initiate a new approach to improve patient relationships, and implement successful community projects. This year's winners include Northwestern Medicine Valley West Hospital for its Behavioral Health Emergency Department Remodel Project, St. Joseph Memorial Hospital for "Building a Self-Sustaining Resilient Culture in the Environment of a Pandemic" project and creation of a relaxation room, Horizon Health's Sepsis Pass Rates program, and Illini Community Hospital's Pike County Nurse Honor Guard. Pictured (left to right): Kristie DeMayo and Belinda Carlson of Northwestern Medicine Valley West Hospital; Kali Martin of Horizon Health; Johnna Smith and Susan Odle of St. Joseph Memorial Hospital; and Holly Jones, Lexy Damon, and Chontel Whitaker of Illini Community Hospital.



2021 "4 Under 40" Hospital Leader Awards
The 2021 "4 Under 40" Hospital Leader Award winners included: Jessica Barkley (left), RN, BSN, MSN, CNO, and CQO, Carlinville Area Hospital and Clinics; Katie Clark-White, NP, Lawrence County Memorial Hospital; Kevin Goss, Vice President of Operations, Jersey Community Hospital; and Allison Sours, Vice President of Quality/CIO, Graham Hospital. Also pictured is Dr. Dan Doolittle, CEO, Integritas, an ICAHN Organization Sponsor and business banner sponsor of the "4 Under 40" program.

Preferred Partners



Consociate Health / Dansig Insurance Risk Advisors

Consociate Health is a third-party administrator (TPA) who, for nearly 40 years, has partnered with employers and hospitals. As a preferred benefits partner for the Illinois Critical Access Hospital Network, Consociate Health is the claims administrator, and Dansig Insurance Risk Advisors serves as a benefits consultant for 13 of ICAHN's member hospitals and six other larger systems. Dansig specializes in employer benefit programs, with a focus on the hospital industry. Its RiskLock process is designed to thoroughly assess your organization and situation from a risk management standpoint, identify potential risks, then create and implement strategies to reduce and eliminate those risk issues in order to maximize profitability. Dansig develops creative, comprehensive, cost-effective solutions that are uniquely designed to meet your needs.

efficientC

efficientC is a comprehensive denial prevention and claims management technology platform. Built by revenue cycle experts for revenue cycle users, efficientC combines easy-to-use denial analytics, an industry-best claim scrubber, and clearinghouse technology to deliver the most complete denial prevention tool available. The efficientC platform reduces write-offs and improves cash flow, helping their customers get 95% of their claims paid in 20 days or less.

Midwest Energy

Midwest Energy is Illinois' premier energy supply and management resource for business energy buyers. Midwest Energy has been involved in electricity and natural gas deregulation since its inception in Illinois. Midwest Energy, Inc., assists its customers in lowering their energy costs through the purchasing of low-cost energy supply and optimizing utility rates.

UltraGroup LLC

UltraGroup is a healthcare management company providing comprehensive solutions to rural health hospitals for inpatient and outpatient adult and senior behavioral healthcare and medical stabilization services. UltraGroup's commitment to the vision of providing quality health services is demonstrated through its steadfast dedication to ethical business practices in a highly professional manner.

Vizient

Vizient is the nation's leading healthcare performance improvement company. They strengthen members' delivery of high-value care by aligning cost, quality, and market performance. They bring their experts to your experts and turn data into actionable insights and tangible results. They connect member organizations to create modern solutions for modern problems and develop customized solutions that provide ongoing support and make a long-lasting impact to local communities. Vizient brings unique capabilities and expertise unmatched in the industry.

Blue Star Partners



Organization Sponsors

Adkisson Consultants, Inc.
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