

STRENGTH

THROUGH

Collaboration

2019 ANNUAL REPORT



Our Mission

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.



PAST BOARD PRESIDENTS

- 2004 Susan Urso, CEO, Mendota Community Hospital, Mendota
- 2005 – 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
Mark Rossi, COO, Hopedale Medical Complex
- 2016 Mark Rossi, COO, Hopedale Medical Complex
- 2017 Trina Casner, CEO, Pana Community Hospital
- 2018 Tracy Bauer, CEO, Midwest Medical Center
- 2019 Doug Florkowski, CEO, Crawford Memorial Hospital



Mike Milligan, President of Legato Healthcare Marketing, Inc., advises Stephanie DeMay, Communications and Media Specialist, and all ICAHN staff on the creation of ICAHN's new brand identity.

MESSAGE FROM THE PRESIDENT AND EXECUTIVE DIRECTOR

"Be like ICAHN" is a common phrase often heard in rural healthcare circles across the country. ICAHN has grown into a national leader and role model for many rural health organizations. We believe it is because our hospital members are willing to share resources and respect, support each other, and believe that we truly are better together. As a group, we want the best for our rural communities and are willing to carry the message to Springfield and Washington, D.C. Our hospital members understand the importance of a strong, viable hospital to the community's economic success, and that if we do not advocate and create our own solutions, rural will not matter and others will have a louder voice. That is why organizations want to be like ICAHN. ICAHN members care, speak out, and are willing to be innovative. They also take on risk, whether it be offering a new urgent care service, taking on a local ambulance system where others have failed, or buying only local food sources for the cafeteria.

The value of the ICAHN organization is that it provides staff and resources as a framework to cultivate new ideas or simply help members improve their departmental operations or even improve patient satisfaction scores. ICAHN has developed a wealth of clinical expertise and educational programs that can provide ongoing education and meet the needs of new requirements, like sexual harassment training or the implementation of advanced practice registered nurses into the medical staff.

"Year after year, the collaborative efforts of ICAHN hospitals and the ICAHN staff continue to strengthen rural healthcare across Illinois. Together, we positively influence healthcare policy and care delivery to the communities we serve. ICAHN is positioned to continue to be the rural healthcare leader now and in the future."

– Doug Florkowski, ICAHN Board President and Crawford Memorial Hospital CEO

In 2019, ICAHN hosted more than 125 educational events, published Hospital Governing Board Manual Volume III, held two regional governing board retreats, and expanded its rural accountable care organization, the Illinois Rural Community Care Organization, to 25 members. ICAHN expanded its Survey Solutions program by adding physician and board satisfaction surveys, IT support services, and a full-time person to support remote coding services to members.

While there are a growing number of states with rural hospitals at financial risk for closure, Illinois has very few. In fact, ICAHN was honored with a Community Star Award by the National

Organization of State Offices of Rural Health for its work helping to sustain rural hospitals and addressing substantive issues, including drawing attention to the opioid crisis in rural Illinois counties before it became a national issue.

The ICAHN Board and staff are prepared and willing to lead its members through the inevitable transformation process into value-based care systems where rural healthcare has an integral part. ICAHN is the rural flag and represents its dedicated hospital members that care for a better tomorrow for their rural communities. Yes, ICAHN is strength through collaboration.



Doug Florkowski
ICAHN Board President



Pat Schou
ICAHN Executive Director

2019 BOARD OF DIRECTORS



Doug Florkowski
President, Lawrence
County Memorial Hospital,
Lawrenceville



Joann Emge
President-Elect, Sparta
Community Hospital,
Sparta



Alisa Coleman
Secretary-Treasurer,
Ferrell Hospital, Eldorado



Tracy Bauer
Past President, Midwest
Medical Center, Galena



Kathleen Hull
Illini Community Hospital,
Pittsfield



Ken Reid
Carlinville Area Hospital,
Carlinville



Ted Rogalski
Genesis Medical Center,
Aledo



Paul Skowron
Warner Hospital &
Health Services, Clinton



Ollie Smith
Horizon Health, Paris

2019 STAFF DIRECTORY

Pat Schou, Executive Director
Nancy Allen, Senior Operations Specialist
Brian Ashpole, Data and Grant Project Coordinator
Angie Charlet, Senior Director Quality, Education and Compliance
Scott Cimarusti, IT Consultant
Trudi Colby, Stroke Coordinator/Regional Manager
Gregg Davis, MD, Chief Medical Officer, IRCCO
Stephanie DeMay, Communications and Media Specialist
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Krista Fischer, Regional Manager
Laura Fischer, Flex Grant Project Manager
Michele Folsom, Certified Medical Coder/Auditor
Lori Frick, Administrative Assistant
Diane Garland, Senior Director Finance and HR
Jackie King, Clinical Informatics Director/HIM Consultant
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 Business Services and Development

MEMBER DIRECTORY

Aledo Genesis Medical Center
Anna Union County Hospital
Benton Franklin Hospital
Canton Graham Hospital
Carlinville Carlinville Area Hospital
Carrollton Boyd Healthcare Services
Carthage Memorial Hospital
Chester Memorial Hospital
Clinton Warner Hospital & Health Services
DuQuoin Marshall Browning Hospital
Eldorado Ferrell Hospital
Eureka Advocate Eureka Hospital
Fairfield Fairfield Memorial Hospital
Flora Clay County Hospital
Galena Midwest Medical Center
Geneseo Hammond-Henry Hospital
Gibson City Gibson Area Hospital & Health Services
Harvard Mercyhealth Hospital & Medical Center
Havana Mason District Hospital
Highland St. Joseph's Hospital
Hillsboro Hillsboro Area Hospital
Hoopeston Carle Hoopeston Regional Health Center
Hopedale Hopedale Medical Complex
Jerseyville Jersey Community Hospital
Kewanee OSF Saint Luke Medical Center
Lawrenceville Lawrence County Memorial Hospital
Lincoln Abraham Lincoln Memorial Hospital
Litchfield St. Francis Hospital
McLeansboro Hamilton Memorial Hospital District
Mendota OSF Saint Paul Medical Center
Metropolis Massac Memorial Hospital
Monmouth OSF Holy Family Medical Center
Monticello Kirby Medical Center
Morrison Morrison Community Hospital
Mount Carmel Wabash General Hospital
Mount Vernon Crossroads Community Hospital
Murphysboro St. Joseph Memorial Hospital
Nashville Washington County Hospital
Olney Carle Richland Memorial Hospital
Pana Pana Community Hospital
Paris Horizon Health
Pinckneyville Pinckneyville Community Hospital District
Pittsfield Illini Community Hospital
Princeton Perry Memorial Hospital
Red Bud Red Bud Regional Hospital
Robinson Crawford Memorial Hospital
Rochelle Rochelle Community Hospital
Rosiclar Hardin County General Hospital
Rushville Sarah D. Culbertson Memorial Hospital
Salem Salem Township Hospital
Sandwich Northwestern Medicine Valley West Hospital
Sparta Sparta Community Hospital
Staunton Community Hospital of Staunton
Taylorville Taylorville Memorial Hospital
Vandalia Sarah Bush Lincoln Fayette County Hospital
Watseka Iroquois Memorial Hospital



At a Glance

Grants

More than \$1.5 million in grant benefits were distributed to critical access and small, rural hospitals 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 2019.

FLEX Program special project awards totaling \$343,210 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 \$264,435 in educational or technical assistance related to infection control best practices, quality reporting education, stroke preparedness, swing bed training, care coordination training, benchmarking software, and revenue cycle management education. In addition, ICAHN administered the Flex EMS Sustainability Grant. This grant was used to fund educational scholarships at 10 CAH-owned EMS agencies, create educational webinars, and provide subscriptions to a web-based educational platform specifically designed for emergency medical personnel. Fund distribution for the Flex EMS Sustainability Grant was \$52,631, and the Small Hospital Improvement Program awarded \$589,860 for use in the implementation of HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) projects, ICD-10 training, and other value-based purchasing investment activities. Lastly, the 1815 Grant, which focuses on improving the health of Illinoisans through prevention and management of diabetes, heart disease, and stroke, provided \$120,000 in funds for education and training throughout southern Illinois.

Quality

The Flex grant continues to support the participation in national benchmarking through the Quality Health Indicators portal. This dashboard provides immediate benchmarking for our hospitals and rural health clinics around quality, financial, and operational measures. ICAHN currently has 41 hospitals and 29 clinics registered to use this site, with 12 hospitals and 11 clinics using the dashboard routinely. In addition, the ICAHN Ancillary Peer Network Group established the first benchmarking report for ancillary services. Thirteen imaging and 15 lab participants provide benchmarking data. All benchmarking is currently free to the network and highly encouraged for comparisons and best practice identification.

Information Technology Services

ICAHN's IT services provided more than 4,000 information technology support hours and conducted 160 IT site visits to member hospitals in 2019. On average, ICAHN supported about 21 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 over 51 peer network group Listservs, with 30 having continuous activity for sharing of resources. There are over 25 peer network groups meeting throughout the year, with six of these having monthly peer group conference calls.

This resource has proven to add value to the network and allowed for quick sharing of tools, resources, and new models of care. Throughout 2019, ICAHN held 23 peer group meetings/webinars, an additional 12 special webinars based on Listserv-driven needs, 13 consulting/on-site training sessions, 18 outreach events based on needs, 43 professional educational events, 17 preceptor/mentor training sessions, and 10 Survey Solutions educational events.

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 a comprehensive review of health information management (HIM) departmental operations to assist in identifying any areas of risk and providing support and education to implement processes that ensure coding, billing, or documentation improvement projects are completed efficiently and effectively.

Business Solutions

ICAHN Business Solutions offer several practical, cost-effective resources to meet the needs of our members and the 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 providing unique expertise and services. The network receives important financial support as these 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.

Survey Solutions

Survey Solutions by ICAHN provides efficient and cost-effective patient satisfaction survey solutions dedicated solely to rural hospitals and providers. At the end of 2019, ICAHN had 48 clients for HCAHPS, 23 for ED satisfaction, 16 for physician practice, five for outpatient services, three for ambulatory surgery, and 13 for swing bed.

Mock Surveys

ICAHN has revitalized our mock survey program, including an on-site review of your hospital and/or clinic. The program offers education about new regulations and developing customizable survey readiness booklets for your staff, showcases best practice, and evaluates current practice to policy. The full mock survey can be customized to one department or the entire hospital and can include scheduled quarterly focus surveys, document review, audits, and quality performance to meet Conditions of Participation guidance.

External Peer Review Network

In 2019, 164 external peer reviews were provided to 16 ICAHN hospital members and seven out-of-state hospitals in Indiana and Michigan. ICAHN added the new specialties of CRNA (certified registered nurse anesthetist) and anesthesia/pain management as well as new providers for these two services, plus family practice and general surgery.

Stroke Initiative

The ICAHN Stroke Initiative continues to focus on networking and sharing valuable education through its active Stroke Leaders Listserv and stroke meetings throughout the state. Through the ICAHN Stroke Initiative, with the help of a Flex grant, 30 hospitals are utilizing "Get With The Guidelines" to track and trend stroke-related data, allowing hospitals to determine where changes in the processes may need to be updated and celebrating the successes of best-practice patient care.

Professional Education Services

ICAHN Professional Education Services offers in-person and distance learning, continuing education, and workforce development programs that focus on leadership development and clinical knowledge. The majority of the programs presented are in webinar format and available 24/7 through the ICAHN Workforce Academy. In 2019, Professional Education Services developed 48 programs, most of which were specifically designed for nurses to receive contact hours. A total of 1,200 participants were involved. Professional Education Services also offered education credit, social work credit, clinical psychologist credit, and respiratory credit through the American College of Healthcare Executives.



2019 ICAHN Board President Doug Florkowski offers suggestions for the state network's strategic plan.



A Kirby Medical Center EMS recruitment video, filmed in Monticello, IL, was created and distributed to rural EMS departments to encourage local recruitment efforts.



Several ICAHN member hospital marketers were recognized for their marketing campaigns during ISHMPPR's annual awards conference.



ICAHN staff celebrated a successful fitness challenge with some camaraderie at the Peoria Chiefs game.

REGULATORY AND LEGISLATIVE REPORT



Illinois Governor J.B. Pritzker signs Senate Bill 1469 into law, bringing \$55 million in funding for critical access hospitals throughout the state. The event was held at Ferrell Hospital in Eldorado.



U.S. Senator Dick Durbin meets with Pat Schou and several member hospital CEOs during their day of advocacy on Capitol Hill.

Rural Matters



Randall Dauby
Chairman and Pinckneyville Community Hospital CEO

The 2019 ICAHN regulatory and legislative year began with the polar vortex positioned over Illinois, but that did not stop state legislative activity in Springfield. The General Assembly passed the use of recreational marijuana, the Minimum Wage Act, and requirements for licensed healthcare professionals to have annual training to prevent sexual harassment. In addition, the General Assembly passed legislation to correct the CAH outpatient procedure rate and tighten monitoring requirements on the new state Medicaid-managed care organization. The Illinois Department of Professional Regulations implemented new rules for advanced practice registered nurses (APRNs) and those APRNs with Full Practice Authority, which will allow Illinois APRNs to practice to the top of their licenses.

On the federal front, the concept of “Medicare for all” was floated, leaving health professionals and consumers wondering what the impact would be on the healthcare system and election year 2020. Congress did not pass any rural legislation in 2019; yet, several

bills were introduced that would benefit rural health, such as the Rural Health Clinic Modernization Act, Rural Physician Workforce Production Act, Strengthening Our Rural Work Force Act, the Rural America Health Corps Act, and Improving Access to Care in Rural and Underserved Areas. In late December, Illinois Senator Dick Durbin and Oklahoma Senator James Lankford on the Senate side and Illinois Congressman Adam Kinzinger and Iowa Congressman Dave Loebsack introduced The Rural Hospital Closure Relief Act, which would reopen the critical access hospital program, eliminating the distance requirement for small, rural facilities. Since 2010, there were 210 rural hospital closures, as well as closures of rural health clinics and nursing homes. Efforts will be underway in 2020 for a larger rural healthcare bill to address the closures, workforce shortages, and operational issues for rural providers, such as the 96-hour certification rule.

Centers for Medicare and Medicaid Services (CMS) had a busy year and enacted a number of new rules to reduce the regulatory burden for hospitals and medical providers, such as eliminating requirements to ask for autopsies, having physicians sign off on medical student or practitioner records, or requiring all rural health clinics to carry anti-snake venom. CMS implemented a new payment system for skilled nursing facilities requiring medical necessity for rehab therapies and performance based on quality.

CMS eliminated physician supervision for outpatient therapy services and added several new Medicare codes for chronic care management, telehealth, and virtual services. Also, CMS added new Conditions of Participation that require hospitals and other care services to have discharge planning processes in place as part of an overall effort to coordinate care throughout the healthcare system. Lastly, CMS introduced a new Medicare Shared Savings Program, Pathways to Success, which moves accountable care organizations into greater financial exposure with the opportunity for greater financial reward for improved performance.

CMS has placed greater attention on rural and increased the rural wage index to match the wage index for urban. Nationally, disparities between urban and rural continue to increase – rural has greater numbers of residents with chronic diseases and in poverty, with fewer local resources available. There are fewer obstetric services and many rural communities worry about maintaining their emergency medical services. The good news is that policymakers realize that rural does matter and are focusing programs and initiatives to benefit and sustain our rural communities. ICAHN members must continue to tell our story, raise awareness, and share our solutions that will keep our rural hospitals, clinics, and communities stronger and viable.

ISSUES COMMITTEE REPORT



Dr. Narain Mandhan, Liberty Grzybowski, and Dr. Paul Bonucci presented information on substance use disorders and opioids at ICAHN’s rural health summit.



Annette Schnabel
Chairman and Perry Memorial Hospital President/CEO

Following a survey of the membership, the ICAHN Issues Committee selected topics of greatest value for focus in 2019. Those identified as top priorities were:

- 1 Mental and behavioral health
- 2 Cybersecurity
- 3 Medicare Advantage White Paper
- 4 Hospitalist benchmarking program
- 5 Wellness workgroup
- 6 Data training

2019 Progress Report

- **Mental and behavioral health.** ICAHN hosted its second annual statewide mental and behavioral health conference in April (with more than 125 in attendance) and, in cooperation with Illinois Department of Public Health, Illinois Hospital Association, and Southern Illinois University (SIU) Medicine Center for Rural Health and Social Service Development, ICAHN hosted its sixth “Opioid Crisis Next Door” conference. This year’s conference had over 160 attendees, highlighted several CAH local coalitions, and covered topics from coalition building to Medication Assisted Treatment and community resources. ICAHN also recently developed a Crisis Prevention Institute training program for hospitals with on-site trainer availability.
- **Cybersecurity.** ICAHN staff held a cybersecurity training workshop in June and identified a phishing training vendor for members to use at a group discounted rate. ICAHN conducted a cybersecurity survey to identify additional educational needs, with ransomware and phishing training as the top two educational priorities for hospital staffs.
- **Medicare Advantage.** The Issues Committee agreed to oversee the Medicare Advantage White Paper project. ICAHN staff contracted with Northern Illinois University’s Center for Governmental Studies to develop and administer a survey to members and then prepare a White Paper that will measure the impact of Medicare Advantage on rural providers and beneficiaries.
- **Hospitalist benchmarking program.** The Issues Committee is in the process of developing a standard rural hospitalist benchmarking tool to measure quality and performance.
- **Wellness workgroup.** The Wellness Peer Network Group held its first workshop in September 2019, with 30 in attendance. Laura Fischer, ICAHN Flex Grant Project Manager, now leads the Wellness Peer Network Group, which continues to meet bi-monthly by phone or at various hospital sites.
- **Data training.** ICAHN held a data training series, entitled “Data Mania,” to teach hospital staff how to understand quality and performance data and how the new measures will impact value-based care in the near future. There were four webinars held over an eight-week period, with an average attendance of 30 participants per webinar.

TRAILBLAZER COMMITTEE REPORT



Pam Pfister
Chairman and
Morrison Community
Hospital CEO

With the constant changes to our healthcare environment and market transformations, combined with the way healthcare is delivered and managed, ICAHN leaders recognize the benefits of a collaborative approach. For those reasons, the ICAHN Trailblazer Committee was created in 2016 and continues today.

This collaborative group integrates knowledge and shares ideas and approaches for both old and new hospital and healthcare issues. In December 2018, the Trailblazer group learned about the Health and Family Services Initiative's Integrated Health Homes for Medicaid Beneficiaries, as well as a surgery placement service that provides 24/7 coverage. This placement service is known for working well with staff as well as your local community, and it eliminates the recruitment challenges and costs of which we have all become too familiar. Doug Florkowski, CEO, Crawford Memorial Hospital, shared his orthopedic placement service experience and how it stabilized and grew this particular service line at his hospital.

In August 2019, the Trailblazer group learned about a new foreign nurse recruitment service to fill gaps in nurse staffing. The group also learned about a new physician, hospitalist, and surgery staffing model designed specifically for rural hospitals and how to manage the J-1 Visa process. While the J-1 Visa process can be new territory for some, this presentation assisted in explaining the contractual process and costs. Each Trailblazer meeting consists of representatives from between 15 and 20 ICAHN member hospitals. The discussion allows ICAHN leaders to utilize a "think tank" approach in sharing problems and solutions so that we all continue to deliver efficient, high-quality care to the patients and communities we serve.

The Game Changer

Memorial Hospital uses Flex funds to put 'their best face forward'

More than \$1.5 million in grant benefits was awarded to critical access and small, rural hospitals as part of ICAHN's distribution of the Medicare Rural Hospital Flexibility (Flex) Program, Small Hospital Improvement Program (SHIP), and the 1815 Hypertension and Diabetes Grant in 2019. Within the money designated for Flex, \$343,210 was granted to critical access hospitals who applied for several special project awards focused on the following topics:

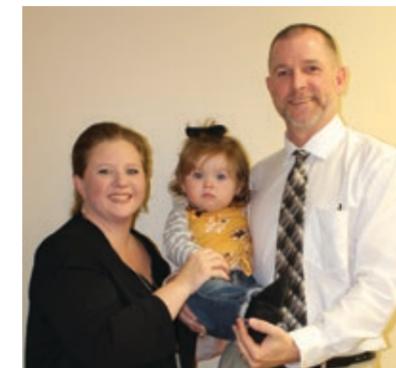
- Implementation of customer service plans
- Outpatient and emergency department improvements
- Financial and operational improvement
- Population health activities
- EMS education projects

Memorial Hospital in Carthage was among the member hospitals that applied for the implementation of customer service plans. Ada Bair, CEO, opted to use their award to offset the cost of travel for two already exceptional frontline employees, a clinic nurse and an emergency department patient access staff member, to attend Brian Lee's "Ignite the Best, Empower the Rest" healthcare service excellence conference in New Orleans, LA.

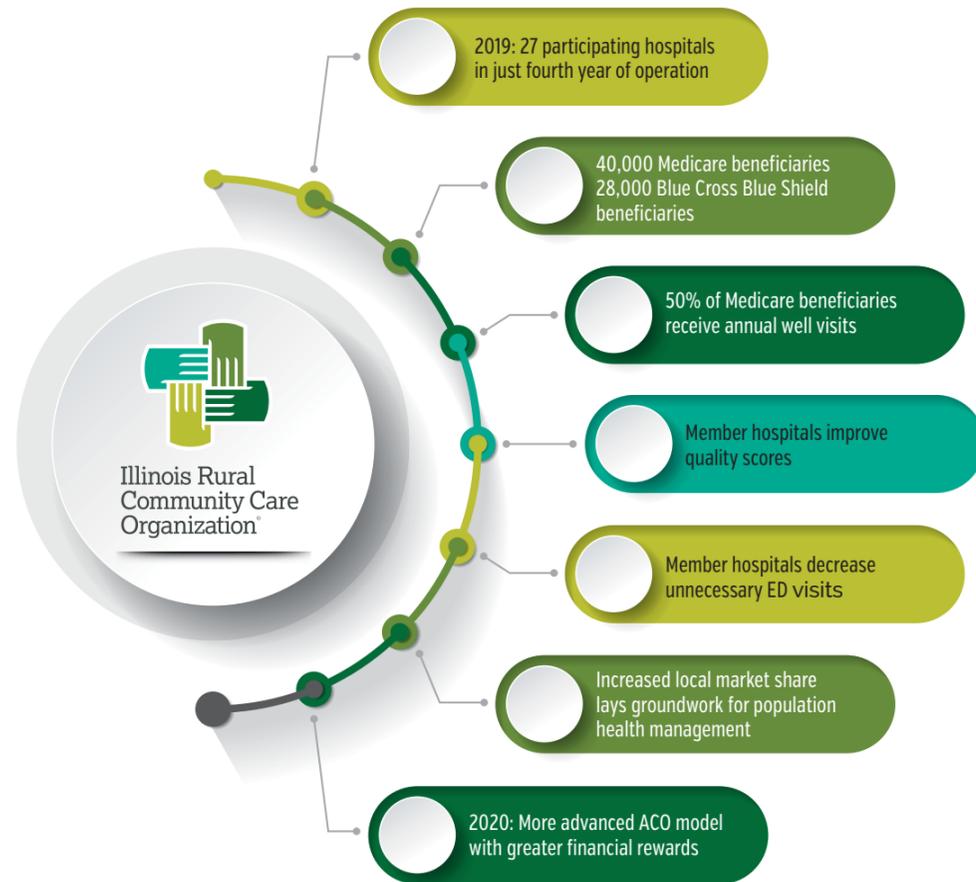
Upon their return, Brian Lee, founder of Custom Learning Systems (CLS), traveled to Memorial Hospital and presented to management and other leadership groups. "At this point, our team was ready to commit to change, but we needed to involve the entire staff," said Bair. "After Brian's second visit and presentation of 'Everyone's a Care Giver' to 100 percent of our staff, we knew we were going from being a good hospital to a great hospital – one that provided exceptional customer service to every patient, every time."

Memorial is currently in its second year of a three-year partnership with CLS to hardwire these changes and provide the foundation needed to continue to reach its goals.

"Excellence does not come quickly, nor does culture change. It takes years of commitment from the whole organization, but we have made exceptional strides already," said Bair. "We call our program 'The Game Changer,' and it certainly is. Eight of 11 HCAHPS domains have shown improvement after just one year of working with CLS. The CMS-HCAHPS rating has improved from four to five stars, and the overall CMS star rating has increased from three to four stars. We have committed to another 18 months of collaboration with CLS, and we can't wait to see where this journey continues to take us."



IRCCO IS MAKING A DIFFERENCE



In 2019, the Illinois Rural Community Care Organization (IRCCO) added Massac Memorial Hospital as its 25th participating hospital in the accountable care organization (ACO). Collectively, IRCCO is covering more than 40,000 Medicare beneficiaries and 28,000 Blue Cross Blue Shield beneficiaries, which puts IRCCO as one of the larger ACOs nationally in only its fourth year of operation. The ICAHN staff manages IRCCO and supports its participating hospitals in their transition to value-based care practices and strengthening of their local primary care services.

As an ACO, IRCCO focuses on building care coordination processes from one care setting to the next, along with prevention interventions and well visits. IRCCO offers training in the patient-centered medical home model, which puts the patient/beneficiary in the center of care. In addition, IRCCO tackles chronic disease management, addressing things like diabetes and congestive heart failure, through individual chronic care management programs and improving care quality measures. IRCCO also addresses the care and cost of Medicare beneficiaries in skilled nursing units and establishes hospital tracking of beneficiaries to specialists and advanced care centers so that beneficiaries return locally to their primary care providers. Rural ACOs have the advantage of being primary care based, as healthcare is still local. The challenge has been the fragmentation of care over the years, and an ACO helps to pull care back together for better care management.

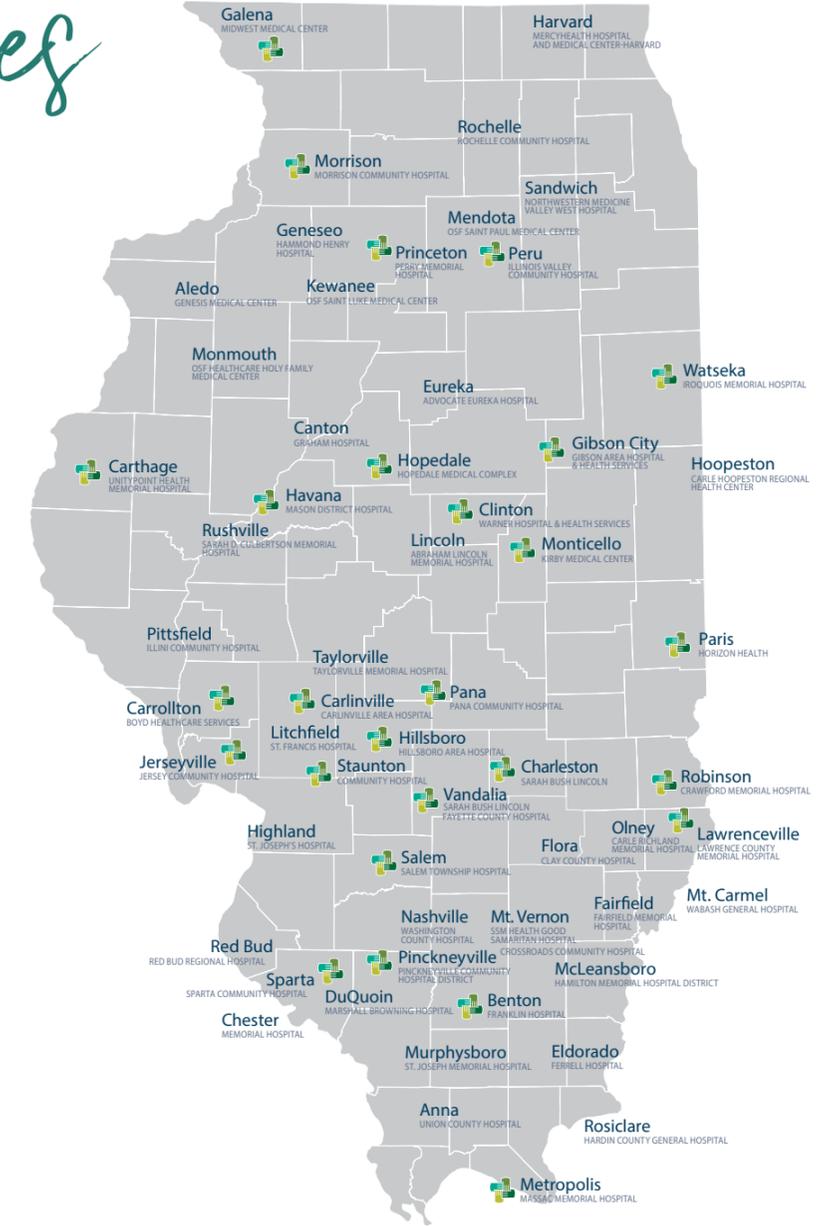
ACOs provide hospitals with valuable information on how patients/beneficiaries use local and specialty care. IRCCO receives more than several hundred thousand raw claims each month, which are then funneled into a dashboard so participant hospitals and providers can see how their care and utilization of services compare with others. This last year, IRCCO held a "Data Mania" webinar series to help its ACO members better understand data and learn how to make decisions based on beneficiary/patient data.

in rural communities

IRCCO has made great strides. When IRCCO began in 2015, less than one percent of Medicare beneficiaries received an annual Medicare well visit and now, more than 50 percent do. Hospitals and providers have improved their quality scores and decreased unnecessary visits to emergency departments. It has been a slow progress at times - but an amazing transformation to watch how IRCCO hospitals have increased their local market share and laid the groundwork for population health management, with the hospital and its providers leading the way. Next year, IRCCO members will take the next step to move to a more advanced ACO model with a greater financial reward. IRCCO is very close to shared savings and having a special organization to move to direct contracts and other payment options because it has numbers to leverage and excellent care processes in place. The future is bright for rural ACOs, especially IRCCO.

What is an Accountable Care Organization (ACO)?

An ACO is a group of doctors, hospitals, and other healthcare providers who come together voluntarily to give coordinated high-quality care to their Medicare patients. The goal of coordinated care is to ensure that patients, especially the chronically ill, get the right care at the right time while avoiding unnecessary duplication of services and preventing medical errors. When an ACO succeeds both in delivering high-quality care and spending healthcare dollars more wisely, it will share in the savings it achieves from the Medicare program.



2019 MBQIP QUALITY AWARDS

In 2016, the Federal Office of Rural Health Policy deemed it necessary for critical access hospitals to participate in at least one measure in one domain in order to receive Flex funding opportunities. As of 2017, this number had increased to one measure in at least two domains, which continued into 2018 and 2019.

ICAHN recognized the following hospitals for quality of care as demonstrated by participating in all four domains:

- Advocate Eureka Hospital
- Carlinville Area Hospital
- Crawford Memorial Hospital
- Fairfield Memorial Hospital
- Franklin Hospital
- Genesis Medical Center – Aledo
- Hamilton Memorial Hospital
- Hillsboro Area Hospital
- Horizon Health
- HSHS St. Francis Hospital
- Illini Community Hospital
- Kirby Medical Center
- Mason District Hospital
- Massac Memorial Hospital
- Memorial Hospital – Carthage
- Midwest Medical Center
- Northwestern Medicine Valley West Hospital
- OSF Holy Family Medical Center
- OSF Saint Luke Medical Center
- Perry Memorial Hospital
- Pinckneyville Community Hospital
- Red Bud Regional Hospital
- Sparta Community Hospital
- St. Joseph Memorial Hospital
- Taylorville Memorial Hospital
- Union County Hospital
- Wabash General Hospital
- Washington County Hospital

The following hospitals have demonstrated most improved over one year in any domain:

- Clay County Hospital
- Community Hospital of Staunton
- Ferrell Hospital
- Franklin Hospital
- Hammond-Henry Hospital
- Hillsboro Area Hospital
- Hopedale Medical Complex
- Illini Community Hospital
- Kirby Medical Center
- Lawrence County Memorial Hospital
- Massac Memorial Hospital
- Memorial Hospital – Carthage
- Memorial Hospital – Chester
- Midwest Medical Center
- OSF Holy Family Medical Center
- OSF Saint Luke Medical Center
- OSF Saint Paul Medical Center
- Pana Community Hospital
- Red Bud Regional Hospital
- Rochelle Community Hospital
- Union County Hospital

HCAHPS STAR RATING PERFORMERS

What is the purpose of HCAHPS Star Ratings?

CMS created the HCAHPS Star Ratings to allow consumers to more quickly and easily access patient experience information on the Hospital Compare website. Star Ratings, which CMS plans to roll out on other Compare websites as well, will allow consumers to more easily compare hospitals.

Which hospitals are included in HCAHPS Star Ratings?

All hospitals that participate in the HCAHPS Survey are eligible to receive HCAHPS Star Ratings. This includes both inpatient prospective payment system (IPPS) hospitals and critical access hospitals. IPPS hospitals are required to report HCAHPS as part of the Inpatient Quality Reporting program, and CAHs voluntarily participate. Additionally, hospitals must have at least 100 completed surveys in a 12-month reporting period to be eligible for HCAHPS Star Ratings.

The following hospitals are recognized for achieving 4- or 5-star ratings in HCAHPS scores:

4-Star Rated Hospitals

- Ferrell Hospital
- Gibson Area Hospital & Health Services
- Hammond-Henry Hospital
- Hillsboro Area Hospital
- Horizon Health
- Massac Memorial Hospital
- Northwestern Medicine Valley West Hospital
- OSF Saint Paul Medical Center
- Perry Memorial Hospital
- Red Bud Regional Hospital
- St. Joseph Memorial Hospital
- Taylorville Memorial Hospital

5-Star Rated Hospitals

- Crawford Memorial Hospital
- Hopedale Medical Complex
- HSHS St. Francis Hospital
- HSHS St. Joseph's Hospital
- Memorial Hospital – Carthage
- Memorial Hospital – Chester
- Midwest Medical Center
- Salem Township Hospital
- Wabash General Hospital



Tom Morris, Federal Office of Rural Health Policy (FORHP) Associate Administrator, awards the Illinois Flex Program, represented by Angie Charlet, ICAHN Senior Director of Quality and Operations, with a certificate of achievement for being among the "Top 10" states during the reverse site visit, held in Washington, D.C.



IT SERVICES

ICAHN's IT Services provided more than 4,000 IT support hours and made 160 IT site visits to our member hospitals in 2019. On average, ICAHN supported about 21 member hospitals each month. Member hospitals contracted with ICAHN to ensure backups are updated, systems are upgraded as needed, and for guidance with existing, upgraded, or new systems and equipment.

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:

- Meaningful use assistance 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

Eleven member hospitals commissioned ICAHN's IT Services Division to perform Internal Information Technology Vulnerability Assessments throughout 2019.

"Our goal is to expose and identify any potential security risks, assess the likelihood and impact of a security breach, and to recommend mitigation strategies to reduce those risks. Vulnerabilities carry a high risk of exposure, meaning that with very little effort an attacker can infiltrate a device through known back doors, flaws, or other means...Prevention is the best tactic, and we applaud those forward-thinking hospitals that allow us to 'infiltrate' their system before an outside hacker actually does. Bottom line: we want to prevent breaches before they occur."

– Ryan Morgan, ICAHN Chief Information Security Officer

Remote Coding

ICAHN's AHIMA, AAPC, and ARHPC-credentialed and experienced remote coding team is comprised of contracted ICAHN coders who work with our member hospitals to help reduce expensive backlogs quickly, save space in your facility, and avoid expensive travel costs.

Remote coding specialties include:

- Outpatient services
- Observation services
- Inpatient services – critical access hospital (non-DRG)
- Swing bed
- Physical/occupational/speech therapy
- Physician evaluation and management
- Emergency department
- Surgery
- Injection/infusion
- Specialty practices
- Wound care
- Rural health clinic (RHC)
- Radiology
- Risk adjustment medical coding – HCC

In addition to these benefits, ICAHN's coding staff takes pride in its high level of coding accuracy and productivity and further backs its services with a robust quality assurance program.



"Remote coding for ICAHN allows me to utilize my coding skills and experience gained from working with larger PPS hospitals and clinics as well as critical access hospitals and RHCs daily," said Michele Folsom, CPC, RH-CBS, Certified Medical Coder/Auditor, ICAHN. "Researching CPT codes, reviewing diagnoses, and working with many different medical providers drives my passion. Coding is intriguing as it relates to 'detective-like' investigation, reading each patient story, and translating into CPT and ICD-10 codes. It is very rewarding to ensure that patient visits are coded correctly, providers follow proper documentation of procedures and, by way of proper process, that hospitals and/or clinics continue their long-term success. In short, as a medical coder, I am an essential part of the medical process and contribute to the assurance of top-tier healthcare provision to the community."

In addition to remote coding, ICAHN also provides audit services and HIM [health information management] consulting. Audit services include documentation and coding review, including evaluation and management services, procedures, and ICD-10 CM for RHCs, CAHs, and other providers in group or solo practices, retrospective or prospective methods, annual audits or as needed, new staff competencies, executive summary, and provider education.

HIM consulting includes HIPAA and ROI [release of information] training, HIM department workflow and staffing, and policy and procedure guidance.

PROFESSIONAL EDUCATION *Services*

Florence Nightingale famously said, “Let us never consider ourselves finished nurses. We must be learning all our lives.” As this is “The Year of the Nurse” and the 200th anniversary of the birth of Florence Nightingale, we find this quote to be a great reminder of the longstanding recognition of the importance of lifelong learning for all healthcare professionals.

ICAHN Professional Education Services offers our ICAHN member hospitals the opportunity to participate in educational programs that build on your staff’s established knowledge and skills. Each education event offered comes from our connection to you. We work closely with our nurse planning committee and the ICAHN education committee to ensure that our programs meet your needs. When planning the yearly schedule, we look at requests you have given us in the areas of clinical education, workforce development, and community health.

Workforce development and leadership training were major focuses of the year. Effective onboarding and mentoring of nurses and other healthcare professionals are more important than ever. Our nurse preceptor and nurse residency programs help hospitals retain valuable nursing staff. In addition,

we offer a three-part mentoring series that focuses on integrating and retaining team members. These programs have been highly regarded over the years, and we will continue offering them in 2020.

Other leadership trainings in 2019 included our Mastermind program. Facilitated by People Centric Consulting Group, the Mastermind program brought together senior leaders in a small group setting where they could learn, share, and gain insight. The program was a personal journey as well as a leadership development course. Participants formed a tight bond as they shared their leadership challenges, successes, and goals. This was a pilot project for 2019, and we are looking for ways to grow and expand the program in the coming year.

Our final highlight of the year was the 2019 Diabetes Day that ICAHN hosted in partnership with the Illinois Health and Hospital Association and the Illinois Department of Public Health. Almost 300 providers attended the two-day event that featured nationally recognized speakers who shared current information on diabetes prevention and control, motivational interviewing, reimbursement, recruitment, oral health, and medication management.

“We started re-evaluating our orientation for new graduates. This mentoring series will help us in adapting a good process into the orientation.”

– Participant comment from the preceptor and mentoring program



NONVIOLENT CRISIS INTERVENTION TRAINING

Creating a culture of safety with empathy, compassion, and respect

ICAHN and the Crisis Prevention Institute now offer 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.

"When staff understand how to respond to any early warning signs of a potential crisis that could result in assault, we can help them be prepared to provide prevention strategies, de-escalation skills, and personal safety techniques," said Trudi Colby, IRCCO Regional Manager. "With these prevention skills, everyone is safer."

The comprehensive, two-day course is delivered through 12-14 hours of classroom delivery and hands-on skills practice. The course focuses on prevention and deceleration strategies, decision-making, managing behavioral risk using disengagement and/or holding skills, and postvention approaches.

Managing violence, reducing restraint use, along with complying with regulations and standards, are all reasons our member hospitals benefit from this training. In addition to reducing injuries, staff turnover, restraints, and worker compensation claims, as well as helping boost your HCAHPS score and staff confidence, this training also saves your hospital money.

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 – Consociate
- Healthcare staffing solution – Medefis, Inc.
- 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 – Adkisson Search Consultants

Quality Services

- External peer review – physician and advanced practice
- Hospital and clinic 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 – Managed Care Partners
- Patient Centered Medical Home
- Population health management (IRPHA)
- 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 and email management and 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 – efficientC/Magnet Solutions

Supply Chain/Risk Management

- Energy supply management – Midwest Energy
- Group purchasing program – Intalere GPO
- Property, casualty, professional liability, medical malpractice – Consociate
- Regulated medical and pharmacy waste management – Stericycle/Heritage

2019 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. This continued financial growth provides the member organizations with more resources by allowing ICAHN to offer a greater variety of educational and training programs based on member needs. 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.

ICAHN had total revenue in 2019 of \$4,551,269.

The revenue primarily 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). 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 and ICAHN's insurance program.

ICAHN had total expenses in 2019 of \$4,384,085.

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 2019, ICAHN had a net income of \$231,640.

The net income includes interest and investment activity of \$64,457. ICAHN invested \$250,000 with Edward D. Jones in 2015 and another \$310,000 in December 2019. The December 31, 2019, value of the investment is \$641,493.

ICAHN also manages the Illinois Rural Community Care Organization (IRCCO).

IRCCO ended 2019 with a net loss of \$191,053 and has a total equity of \$715,284 (as of December 31, 2019).

Note: Year-end numbers are subject to audit.



■ Membership Dues ■ Grant Income ■ ICAHN Services
■ Registrations ■ Sponsors ■ IRCCO Administration



■ Grant Program Expense ■ Facilities & Administration
■ IRCCO Administration ■ Meeting & Education

2019 AWARDS AND ACCOMPLISHMENTS

Pat Schou, ICAHN Executive Director, was elected as the **National Rural Health Association President** in 2019 but began her term in January 2020. She is shown here presiding over the 31st annual National Rural Policy Institute in Washington, D.C.



The 2019 Woman of Distinction Award – Angie Charlet, ICAHN Senior Director of Quality and Operations, was honored with the 2019 Illinois Valley Woman of Distinction Award, given by Illinois Valley Living Magazine and the Bureau County Republican to area professional women “who exemplify incredible energy, talent, and commitment to their communities and beyond.”

The 2019 NOSORH Community Star Award – The Illinois Critical Access Hospital Network was named Illinois' Community Star for cultivating a vital, innovative rural health landscape and infrastructure, developing leadership capacity to grow rural health and health equity, building capacity for rural data-driven program planning and decision-making, and contributing to rural health innovation, education, collaboration, and communication. ICAHN was nominated by Julie Casper, Section Chief, Illinois Department of Public Health, Center for Rural Health.



2019 AWARDS AND ACCOMPLISHMENTS

1 The Exemplary Leadership Award – Doug Florkowski, CEO of Crawford Memorial Hospital, was honored during the 2019 Annual Conference for his dedicated service as President of the Board of Directors for the state hospital network. Doug had previously served as ICAHN's President-Elect, Secretary-Treasurer, and Regulatory and Legislative Chairman.

2 President's Award – Tracy Bauer, CEO of Midwest Medical Center, received the President's Award for exemplary character and services as a rural health leader. Tracy had previously served as ICAHN's President of the Board, President-Elect, and Secretary-Treasurer.

3 The Special Partner Award – Brian Lee, CSP, Founder/CEO of Custom Learning Systems Group, Ltd., was granted the Special Partner Award, ICAHN's highest award for leadership and ongoing service commitment to rural healthcare. Brian employs methods to enhance the customer experience in all hospitals' service areas, focusing on small and rural, as well as enhanced employee experience.

2019 Hospital IMPACT Awards

The IMPACT Awards are given to those ICAHN member hospitals who find creative ways to motivate staff, initiate a new approach to improve patient relationships, and implement successful community projects.

- 4 Gibson Area Hospital & Health Services' Dental Clinic**
- 5 Horizon Health's Patient Services Development**
- 6 Genesis Medical Center – Aledo's Mercer County Mental Health Action Program (MHAP)**

Gibson Area Hospital & Health Services (GAHHS) was among the winners of ICAHN's 2019 IMPACT Awards for its dental clinic. Area physicians and representatives from the local school system informed GAHHS of the need for access to dental care. Patients had been on a waiting list for up to six months and were forced to go to the University of Illinois-Chicago for care. In response to the need, GAHHS opened a dental clinic within its facility to provide dental care to those who struggle to find services and those who cannot afford to pay for these services.

To make the patient experience as convenient as possible, Horizon Health created a "one-stop shop," entitled Patient Services. The creation of a centralized location for patient services streamlined a number of services into one location for staff, departments, and leadership. The creation of Patient Services also helped to improve staff operations.

Genesis Medical Center – Aledo's Mercer County Mental Health Action Program (MHAP) established a nurse navigator at the Mercer County Health Department and coordinated care with behavioral health providers at GMC-Aledo. The program's goal was to increase new/enhanced mental health services and decrease delays in service.

2019 "4 Under 40" Winners

- 7 Jennifer Berning, Director of Physical Therapy, Midwest Medical Center**
- 8 Dr. Valerie Burns, Family Practice Physician, Lawrence County Memorial Hospital**
- 9 Johnna Smith, Nurse Executive, St. Joseph Memorial Hospital**
- 10 Karissa Turner, President/CEO, Wabash General Hospital**



Preferred Partners



Consociate Health provides insurance, benefits, and consulting services to employers in 48 states. Consociate Health specializes in asset protection and cost containment - proactively identifying and controlling risks. The organization has 70 employees and with offices in Decatur and Peoria, is centrally located to serve the needs of the ICAHN member hospitals. Consociate Health prides itself on meeting in person with its clients regularly and participates in employee enrollment meetings, health fairs, and corporate-level plan reviews and discussions.



efficientC is a claims processing software-as-a-service developed in 2009 by OS Inc. (efficientC's parent company). OS Inc. has been providing healthcare training, billing, and A/R services to hospitals throughout the country. The software-as-a-service provides an EMR agnostic, single sign-on application that houses clearinghouse, claim scrubber, user-friendly account work queues, remittance management, analytics, and more, providing hospitals with a unified platform for more comprehensive oversight of their accounts receivable. OS Inc. is proud to serve members of ICAHN, including Rochelle Community Hospital, Advocate Eureka Hospital, Midwest Medical Center, Massac Memorial Hospital, Kirby Medical Center, and more.



Intalere's mission focuses on elevating the operational health of America's healthcare providers by designing tailored, smart solutions that deliver optimal cost, quality, and clinical outcomes. Intalere strives to be the essential partner for operational excellence in healthcare through customized solutions that address customers' individual needs. Intalere assists its customers in managing their entire non-labor spend, providing innovative technologies, products and services, and leveraging the best practices of a provider-led model.



Midwest Energy combines its expertise and knowledge of the energy market and energy contracts with the ability to leverage preferred pricing from suppliers on behalf of hospitals. This combination allows Midwest Energy to provide low-cost electricity and natural gas supply to its more than 700 clients, including several critical access hospitals throughout Illinois. Midwest Energy serves as an advocate and resource for all energy needs of a healthcare provider and helps customers choose the lowest utility distribution rates while also offering tax-saving strategies, utility rebate programs, and utility incentive programs - all value-added services provided to customers at no cost.



Unified Trust Company, N.A. is a national bank trust company. They are a discretionary trustee and fiduciary serving employer-sponsored retirement plans as well as individual and institutional wealth management clients. Unified Trust was among the first globally, and the first trust company in the United States, certified for fiduciary best practices by the Center for Fiduciary Excellence (CEFEX). With world-class resources supporting its retirement and wealth management services, Unified Trust's financial experts focus on creating innovative solutions to meet your long-term goals.

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