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 Uno, CEO, Mendota Community Hospital, Mendota
2005 – 2006 Tracy Hembly, CEO, Washington County Hospital, Nashville
2007 Yanki Olu, CEO, Hamilton Memorial Hospital District, McLeansboro
2008 Fidley Jones, CEO, Dr. John Warner Hospital, Clinton
2009 Steven Tellefsen, CEO, Kirby Medical Center, Monticello
2010 Joe Bat, CEO, Memorial Hospital, Carthage
2011 Susan Campbell, CEO, Community Memorial Hospital, Staunton
2012 Pam Rosso, CEO, Hope Medical Complex
2013 Steve Hayes, CEO, Memorial Hospital, Chester
2014 Gary Stansel, CEO, Fayette County Hospital, Vandalia
2015 Tom Hudgins, CEO, Pinckneyville Community Hospital District
2016 Mark Rossi, COO, Hope Medical Complex
2017 Tim Conlon, CEO, Pana Community Hospital
2018 Tracy Bauer, CEO, Midwest Medical Center
2019 Doug Florkowski, CEO, Crawford Memorial Hospital

MESSAGE FROM THE PRESIDENT AND EXECUTIVE DIRECTOR

“Be like ICAHN” is a common phrase when heard in rural healthcare circles across the country. ICAHN has grown into a national leader and role model for rural healthcare 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 in the community’s economic success, and that if we do not advocate and make our own solutions, rural will not matter and others will have louder voices. That is why organizations want to be like ICAHN. ICAHN members care, speak out, and are willing to take a risk. They also are proud of the unique services they offer. There is 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.

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 is 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 advocacy 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 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 and Crawford Memorial Hospital CEO

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.

“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

Pat Schou
ICAHN Executive Director

Doug Florkowski
ICAHN Board President and Crawford Memorial Hospital CEO

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2019 BOARD OF DIRECTORS

Doug Florkowski
President, MidWest Medical Center, Galesburg
Tracy Bauer
President, Midwest Medical Center, Galena
Kathleen Hull
President, Midwest Medical Center, Pittsfield
Ken Reid
President, Midwest Medical Center, Carlinville
Tedi Bogalski
President, Midwest Medical Center, Alton
Paul Skowron
President, MidWest Medical Center, Clinton
Olive Smith
President, MidWest Medical Center, Clinton
Alisa Coleman
Secretary-Treasurer, Forrell Hospital, Eldorado
Joan Emge
President, Midwest Medical Center, Sparta

2019 STAFF DIRECTORY

Put Schou, Executive Director
Nancy Allison, Senior Operations Specialist
Brian Axtell, Data and Grant Project Coordinator
Angie Chastain, Senior Director, Quality, Education and Compliance
Scott Crumpacker, IT Consultant
Trudi Colby, System Coordinator/Regional Manager
Gregg Davies, M.D., Chief Medical Officer, OSF
Stephanie Dailey, Communications and Media Specialist
Kathy Foubelle, Professional Education Services Director
Krista Fischer, Regional Manager
Laura Fischer, Flex Project Manager
Michaev Floersom, Certified Medical Coder/Consultant
Laure Flitton, Administrative Assistant
Diane Girard, Senior Director Finance and HR
Jackie King, Clinical Information Director/HR Consultant
Holly Larmacy, Assistant Consultant
Terry Maston, OSHA Project Consultant
Ryan Morgan, Chief Information Security Officer
Ryan Simon, Chief Information Officer
Liz Swanson, Professional Education Services Assistant Director
Dwight Tipt, IT Services Operations Coordinator
Curt Zimmerman, Senior Director Business Services and Development

MEMBER DIRECTORY

Alcsa Services Medical Center
Arma Area Hospital
Benton Franklin Hospital
Carbondale Hospital
Carrieville Carrieville Area Hospital
Carrollton Ford Healthcare Services
Carthage Memorial Hospital
Chester Memorial Hospital
Clinton Memorial Hospital & Health Services
DuQuoin Memorial Hospital
Eldorado Forrell Hospital
Eureka Advocate Eureka Hospital
Fairfield Forrell Memorial Hospital
Flora Clay County Hospital
Galena MidWest Medical Center
Gibson City Gibson Area Hospital & Health Services
Harrison Memorial Hospital & Medical Center
Havana Mason District Hospital
Highland St. Joseph’s Hospital
Hillsboro Hillsboro Area Hospital
Hopewell Carle Hopewell Regional Health Center
Hopewell Illinois Hospital Medical Group
Jerseyville jerseYville Community Hospital
Kewanee OSF Saint Lake Medical Center
Laurencenville Lawrence County Memorial Hospital
Lincoln Lincoln Lincoln Memorial Hospital
Litchfield St. Francis Hospital
McLeansboro Hospital Memorial Hospital District
Mendonza OSF Saint Paul Medical Center
Metropolis Metropolis Memorial Hospital
Monmouth OSF Holy Family Medical Center
Monticello Kirby Medical Center
Mount Morris Morrison Community Hospital
Mount Carmel Rushville General Hospital
Mount Vernon Corner Hospital
Mount Morris Mount Morris Memorial Hospital
Nashville Washington County Hospital
Olney Olivia Michael Memorial Hospital
Pana Pana Community Hospital
Potosi Potosi Memorial
Procressville Procressville Community Hospital District
Pittsfield Pittsfield Community Hospital
Princeton Princeton Memorial Hospital
Red Bud Red Bud Regional Hospital
Robinson Mohawk Memorial Hospital
Rochelle Rochelle Community Hospital
Rosicler Rosicler County General Hospital
Rushville Rushville Central Memorial Hospital
Salt Lake Salt Lake Hospital
Sandwich Northwestern Medicine St. John
Sparta Sparta Community Hospital
Staunton Community Hospital of Staunton
Tampella Tampella Medical Hospital
Vandalia Sarah Bush Lincoln Vandalia Hospital
Winton Winton Memorial Hospital

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Watseka Iroquois Memorial Hospital
Fayette County Hospital
Sarah Bush Lincoln
Taylorville Community Hospital of Taylorville
Tampella Tampella Medical Hospital
Vandalia Sarah Bush Lincoln Vandalia Hospital
Winton Winton Memorial Hospital
At a Glance

Grants
ICAHN received more than $1 million in grant benefits to distribute to critical access and small, rural hospitals as part of ICAHN’s distribution of the Medicare Rural Hospital Flexibility Program (Flex), Small Hospital Improvement and Education Program (SHIP), and the 1815 Hypertension and Diabetes Grant in 2019. More than $1.5 million in grant benefits were distributed 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 $304,400 in educational or technical assistance related to infection control practices, quality reporting education, business preparedness, creating benchmarking, coordinating training, benchmarking software, and revenue cycle management education. In addition, ICAHN administered the Flex Designated Health Care System (DHCS) grant.

Quality
The Flex grant continues to support the goals outlined in national benchmarking through the Quality Health Indicators (QHI) portal. This dashboard provides immediate feedback for our hospitals and local health clinics on quality, financial, and operational measures. QHIs currently have 41 hospitals and 23 clinics enrolled on the dashboards in total, with 12 hospitals and 11 clinics taking the dashboards in total. In addition, the ICAHN Auxiliary Peer Network Group established the first benchmarking project for ancillary services. Thirty-nine emerging 13 lab participants provide benchmarking data. Benchmarking is currently free to the network and highly encouraged for companies and best practice identification.

Information Technology Services
ICAHN IT services provided more than 4,000 information technology support hours and conducted 100 IT visits to member hospitals in 2019. On average, ICAHN supported about 21 member hospitals each month. Member hospitals contracted with ICAHN to ensure back-ups are updated and systems are upgraded as needed on a weekly basis.

Peer Network and Educational Resources
ICAHN currently has over 51 peer network groups, including in-person and virtual learning opportunities for our members and our staff. Our network includes 25 peer network groups, each focusing on a specific topic or issue that is important to our members. The peer network groups provide a platform for sharing resources, networking with other hospitals, and discussing best practices. ICAHN’s peer network groups cover a wide range of topics, including patient safety, compliance, and financial management.

Survey Solutions
Survey Solutions by ICAHN provides efficient and cost-effective patient satisfaction survey services, three for ambulatory surgery, and 13 consulting/on-site training sessions, 18 outreach meetings, 23 peer group meetings/webinars, and 10 special Survey Solutions educational events. ICAHN’s IT services provided more than 4,000 information technology support hours and conducted 100 IT visits to member hospitals in 2019. On average, ICAHN supported about 21 member hospitals each month. Member hospitals contracted with ICAHN to ensure back-ups are updated and systems are upgraded as needed on a weekly basis.

Mock Surveys
ICAHN has revitalized our mock survey program, including an on-line review of your hospital and unit’s mock survey. This program offers education about new regulations and developing sustainable survey readiness. ICAHN has added 48 clients for ICAHN’s 23 ED submission, 16 for physician practice, five for inpatient services, three for ambulatory services, and 11 for non-voluntary ED. It is designed to focus on key areas and ensure that the hospital is prepared for an actual survey.

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. ICAHN’s professional education programs offer a variety of courses and workshops to meet the needs of healthcare professionals in rural and underserved areas. The programs cover topics such as leadership, quality improvement, and patient safety.

Surgical Recruitment
ICAHN staff celebrate a successful recruitment campaign, including the creation of an EMS recruitment video, which was created and distributed to rural EMS departments for recruitment efforts.

External Peer Review Network
ICAHN’s External Peer Review Network in 2019, 41 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/perioperative 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 peer leader action councils, stroke meeting opportunities throughout the state. Through the ICAHN Stroke Initiative, with the help of our 12 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 modeling the success of fast-track patient care.

Several ICAHN member hospital networks were recognized for their marketing campaigns during ICAHN’s annual awards conference.

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The 2019 ICAHN regulatory and legislative year began with the polar vortex that swept over Illinois, but that didn’t stop state legislative activity in Springfield. The General Assembly passed legislation to correct the CAH outpatient procedure rate and tighten monitoring requirements for the new state Medicaid-maintained care obligation. The Illinois Department of Professional Regulation (IDPRO) had a busy year, as well, with closures of rural health clinics and training programs. Efforts will be underway in 2020 to fix rural health in Illinois, but that will require a societal shift that recognizes the value of rural health, such as the Rural Hospital Access and Opportunity Act, which requires rural health clinics to carry anti-snake venom. CMS eliminated physician supervision for outpatient therapy services and added several new Medicare codes for chronic care management, telehealth, and rural services. Additionally, 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 Solar Payment Program for Home Health, which moves available cash to rural hospitals and other care providers to increase financial exposure with the opportunity for greater financial reward for improved performance.

On the federal front, the concept of “Medicare for all” was back, issuing health professionals and consumers wondering what the impact would be on the healthcare system and election year 2020: Congress did not pass any rural health legislation in 2019, yet, several rural legislation bills were introduced that would benefit rural health, such as the Rural Health Clinic Modernization Act, Rural Physician Workforce Production Act, Strengthening Our Rural Workforce Act, and Rural Physician Workforce Production Act, Strengthening Our Rural Workforce Act. These bills were introduced that would benefit rural health, such as the Rural Health Clinic Modernization Act, Rural Physician Workforce Production Act, Strengthening Our Rural Workforce Act, and Rural Physician Workforce Production Act. The Illinois General Assembly passed the use of medical malpractice, the Moratorium on Managed Care, and requirements for licensed healthcare professionals to have annual training to prevent sexual harassment, among others. The General Assembly passed legislation to correct the CMS payment system rate for eligible rural health centers, as well as closures of rural health clinics and training programs. Efforts will be underway in 2020 to fix rural health in Illinois, but that will require a societal shift that recognizes the value of rural health, such as the Rural Hospital Access and Opportunity Act, which requires rural health clinics to carry anti-snake venom. CMS eliminated physician supervision for outpatient therapy services and added several new Medicare codes for chronic care management, telehealth, and rural services. Additionally, 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 Solar Payment Program for Home Health, which moves available cash to rural hospitals and other care providers to increase financial exposure with the opportunity for greater financial reward for improved performance.

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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 these reasons, the ICAHN Trailblazer Committee was created in 2016 and continues today. This collaborative group integrates knowledge and shares ideas and experiences for both rural and urban hospitals and healthcare teams. 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 and 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 challenging, 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.

Memorial Hospital in Carthage was among the member hospitals that applied for the implementation of customer service plans. Ada Bair, CEO, opted to use her 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 Hospital 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 meet 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 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 IRCCO staff manages IRCCO and supports its participating hospitals in their transition to make-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 facilitates 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 reducing unnecessary duplication of services and preventing medical errors. 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.

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 58 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 in 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 opportunity 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.
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
- Massac Memorial Hospital
- Memorial Hospital – Carthage
- Midwest Medical Center
- Northwestern Medicine Valley West Hospital
- OSF Holy Family Medical Center
- OSF Saint Luke Medical Center
- OSF Saint Paul Medical Center
- Pana Community Hospital
- Red Bud Regional Hospital
- Riverton Community Hospital
- Union County Hospital

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

- Clay County Hospital
- Community Hospital of Galesburg
- Forest Medical Center
- Franklin Hospital
- Hopedale Medical Complex
- Illini Community Hospital
- Kedzie Medical Center
- Lawrence County Memorial Hospital
- Mason District Hospital
- Massac Memorial Hospital
- 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

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 to 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 months 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
- Clay County Hospital
- Community Hospital of Galesburg
- Franklin Hospital
- Hopedale Medical Complex
- Illini Community Hospital
- Kedzie Medical Center
- Lawrence County Memorial Hospital
- Mason District Hospital
- Massac Memorial Hospital
- 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

5-Star Rated Hospitals
- Crawford Memorial Hospital
- Hopedale Medical Complex
- OSF Holy Family Medical Center
- OSF Saint Luke Medical Center
- OSF Saint Paul Medical Center
- Pana Community Hospital
- Red Bud Regional Hospital
- St. Joseph Memorial Hospital
- Taylorville Memorial Hospital

HCAHPS STAR RATING PERFORMERS

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.

In 2019, ICAHN ANNUAL REPORT
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 forward monitoring
- Server virtualization installs, and/or upgrades
- Network support, forward HIPAA, and switch configuration
- Vendor relations, including negotiated discounts on hardware and services
- Staff recruitment support/training
- Security
- Internal and external vulnerability assessments

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

“IT SERVICES

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 systems 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 systems 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 AHIMA-certified team 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 (CAH-DRG)
- Surgical
- Physical/occupational/spiritual therapy
- Physician evaluate and management
- Emergency department
- Surgery
- Inpatient/Outpatient
- Specialty services
- 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 and non-PPS hospitals and clinics as well as critical access hospitals and RHCs daily,” said Michelle Friend, CPC, PQE, Certified Medical Coder/Auditor, ICAHN. “Coding is intriguing as it relates to ‘detective-like’ investigation, reading each patient story, and translating the CPT and ICD-10 codes. It is very rewarding to ensure that patient visits are coded correctly by 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 as needed, new staff competencies, executive summary, and provider education.

HIM consulting includes AHIMA and HIPAA (Health Insurance Portability and Accountability Act) training. HIM department workflow and staffing, and policy and procedure guidelines.
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 listen, 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
### 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
- Medication use training and compliance readiness
- Memes – care, hospital, and clinic surveys
- Survey Solutions: patient, physician, board, and employee surveys
- CAHPS-approved vendor
- Quality database and benchmarking

**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 outsourcing 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

#### 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 training program to equip hospitals with an effective framework for safety management and preventing violent 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 Trudy Colby, IRCCO Regional Manager.

“With these prevention skills, everyone is safer.”

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

Crisis Prevention Institute also offers a comprehensive nonviolent crisis intervention training program to equip hospitals with an effective framework for safety management and preventing violent 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.

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“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 de-escalation strategies, decision-making, managing behavioral risk using disengagement and/or holding skills, and postevent 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.
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 (ICAHN’s reporting), along with managed care consulting and ICAHN’s insurance programs.

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 $64,493. 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).

2019 Awards and Accomplishments

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.”

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 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.
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.

Gibson Area Hospital & Health Services’ Dental Clinic

Horizon Health’s Patient Services Development

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

Jennifer Berning, Director of Physical Therapy, Midwest Medical Center

Dr. Valerie Burns, Family Practice Physician, Lawrence County Memorial Hospital

Johnna Smith, Nurse Executive, St. Joseph Memorial Hospital

Karissa Turner, President/CEO, Wabash General Hospital

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.

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.

2019 AWARDS AND ACCOMPLISHMENTS

2019 “4 Under 40” Winners

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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 AR services to hospitals throughout the country. The software-as-a-service provides an EMR agnostic, single sign-on application that houses claim queue, 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 receivables. 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 diversified financial firm 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.