ICAHN
Illinois Critical Access Hospital Network

BUILDING *for the* FUTURE

ANNUAL REPORT 2017

OUR MISSION

ICAHN is a not-for-profit 501(c)3 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 and 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

A MESSAGE FROM THE PRESIDENT AND THE EXECUTIVE DIRECTOR

As we reflect on the past year, we hope you agree that ICAHN continues to strengthen Illinois critical access and small rural hospitals in a turbulent and ever-changing healthcare environment.

One major step toward building ICAHN's future was to obtain membership approval to proceed with the construction of its own office. ICAHN's board carefully considered several options to alleviate overcrowding in ICAHN's current, rented office space before recommending a new building. The overcrowding is the result of the organization's growth and success since its inception in 2003. The new building, made possible through a 35-year USDA loan at a low interest rate, will provide a more appropriate space to support existing and future staff and provide enhanced education and training to members.

Other successes in 2017 included expanding Survey Solutions, which added an employee satisfaction survey line, and Coding Support Services, which offers remote coding support and audit reviews, developed in response to new member service needs. These two offerings and other member services generate revenue for ICAHN, which helps to keep membership costs down.

ICAHN has and continues to operate a statewide rural accountable care organization, Illinois Rural Community Care Organization (IRCCO) for 24 members. Last year, IRCCO finished its third year in the Medicare Shared Savings Program and has enabled its hospitals and clinics to improve their care management processes and quality scores. Having an ACO supports the transformation hospitals must undertake to be ready for value-based care and new delivery models.

ICAHN also led the efforts and helped to sponsor two statewide "Opioid Crisis Next Door" conferences that focused on awareness, education, and coalition-building for rural communities. More than 200 rural residents, community leaders, and medical providers were able to take advantage of the education and resources.

The "Jump Start My Clinic" program was designed to improve clinic operations in the areas of finance, quality, and patient satisfaction. This program identified lack of resources or tools needed by member-owned clinics to support the efforts of practice managers. Additionally, ICAHN staff created a toolkit for these managers that increased productivity, quality of care, and improved community engagement.

Lastly, we believe that ICAHN continues to serve as a pivotal change agent, helping members to preserve access to quality healthcare services now and in the future. ICAHN and its staff provide invaluable support and as a team, we are excited to physically construct a new building in the coming year while also transforming or "building" the future of healthcare and its advances as we know it.

Board President

Executive Director

2017 BOARD OF DIRECTORS

TRINA CASNER, *Board President*
Pana Community Hospital, Pana

TRACY BAUER, *President-Elect*
Midwest Medical Center, Galena

DOUG FLORKOWSKI
Secretary-Treasurer, Lawrence County Memorial Hospital, Lawrenceville

MARK ROSSI, *Past President*
Hopedale Medical Complex, Hopedale

JOANN EMGE
Sparta Community Hospital, Sparta

KATHLEEN HULL
Illini Community Hospital, Pittsfield

OLLIE SMITH
Horizon Health, Paris

GREG STARNES
Fayette County Hospital, Vandalia

KEN REID
Carlinville Area Hospital, Carlinville

2017 STAFF DIRECTORY

PAT SCHOU
Executive Director

ANGIE CHARLET
Director of Quality and Educational Services, Compliance Officer

SCOTT CIMARUSTI
IT Consultant

MARY JANE CLARK
Grant and Wellness Coordinator

TRUDI COLBY
Regional Manager

GREGG DAVIS
Chief Medical Officer, IRCCO

STEPHANIE DEMAY
Communications and Media Specialist

KATHY FAUBLE
Professional Education Services Director

KRISTA FISCHER
Regional Manager

CARRIE GALBRAITH
Rural Recruitment Director, Meaningful Use Coordinator

DIANE GARLAND
Director of Finance

KIRBY HEWARD
Administrative Assistant

PEGGY JONES
Stroke and STEMI Education Consultant

JACKIE KING
Clinical Informatics Director, HIM Consultant

HOLLY LENDY
Support Services Coordinator

TERRY MADSEN
CHNA Project Consultant

RYAN MORGAN
Chief Information Security Officer

FRANK PENROSE
IT Consultant

RYAN SIERMAN
Chief Information Officer

LESA SCHLATMAN
Care Coordination Specialist

LIZ SWANSON
Professional Education Services Assistant Director

DENNIS TOTH
IT Services Operations Coordinator

LINDSEY TOTH
ACO Data Coordinator

CURT ZIMMERMAN
Director of Business Services and Development

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*
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*
MT. CARMEL *Wabash General Hospital*
MURPHYSBORO *St. Joseph Memorial Hospital*
NASHVILLE *Washington County 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*
ROSICLARE *Hardin County General Hospital*
RUSHVILLE *Sarah D. Culbertson Memorial Hospital*
SALEM *Salem Township Hospital*
SANDWICH *Northwestern Medicine Valley West Hospital*
SHELBYVILLE *Good Shepherd Hospital*
SPARTA *Sparta Community Hospital*
STAUNTON *Community Memorial Hospital*
TAYLORVILLE *Taylorville Memorial Hospital*
VANDALIA *Fayette County Hospital*
WATSEKA *Iroquois Memorial Hospital*

A NEW CHAPTER BEGINS FOR ICAHN

After years of looking at options for additional office space to accommodate the network's continued growth, ICAHN made the bold move of purchasing property this year on which to construct a new office building. Soon thereafter, a contractor was selected, a building design finalized, financing was arranged, and site work officially began in early December 2017.

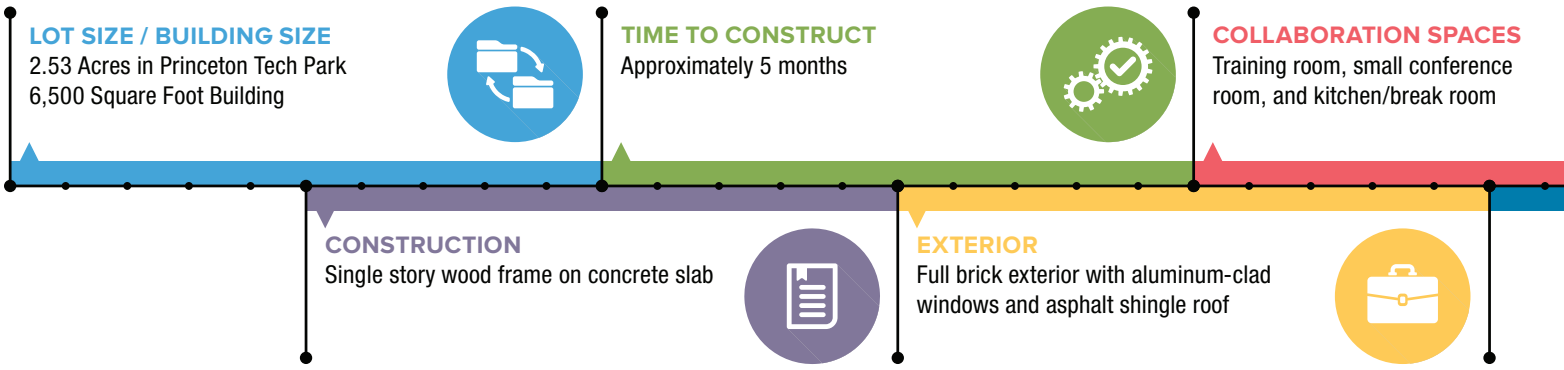
"We are excited to begin this process... I truly believe that with this move, ICAHN will become the footprint for rural health."

– Pat Schou, Executive Director

While it celebrates 15 years of service to its members, ICAHN will also be celebrating a move into a new 6,500 square foot headquarters in late summer 2018. The new facility will house 16 private offices, along with flex space for additional staff. A state-of-the-art training room equipped with full A/V resources will accommodate both on-site and remote training capabilities for ICAHN staff, member hospitals, and other healthcare partners. An environmentally-controlled server room plus backup generator will support ICAHN's internal IT needs and provide infrastructure for IT services provided to member hospitals.

Excavation for concrete work began in late-March 2018, with full construction taking approximately five months to complete. Financing for the project is provided through the USDA Rural Development program, along with ICAHN cash reserves. "USDA Rural Development knows the importance of healthcare services and the challenges faced by rural residents in accessing those services," said Doug Wilson, USDA Rural Development State Director in Illinois. "We're honored to work with ICAHN to improve healthcare and the quality of life in rural Illinois through its support of all rural critical access hospitals with medical resources, services, and education."

ICAHN will conduct a capital campaign throughout the construction period, and looks forward to hosting a grand opening and open house for members and stakeholders in September 2018.



JENI HALLATT, MHA, FACHE
Regulatory & Legislative Committee Chairman
Chief Executive Officer
Mercyhealth Harvard Hospital

REGULATORY & LEGISLATIVE COMMITTEE REPORT

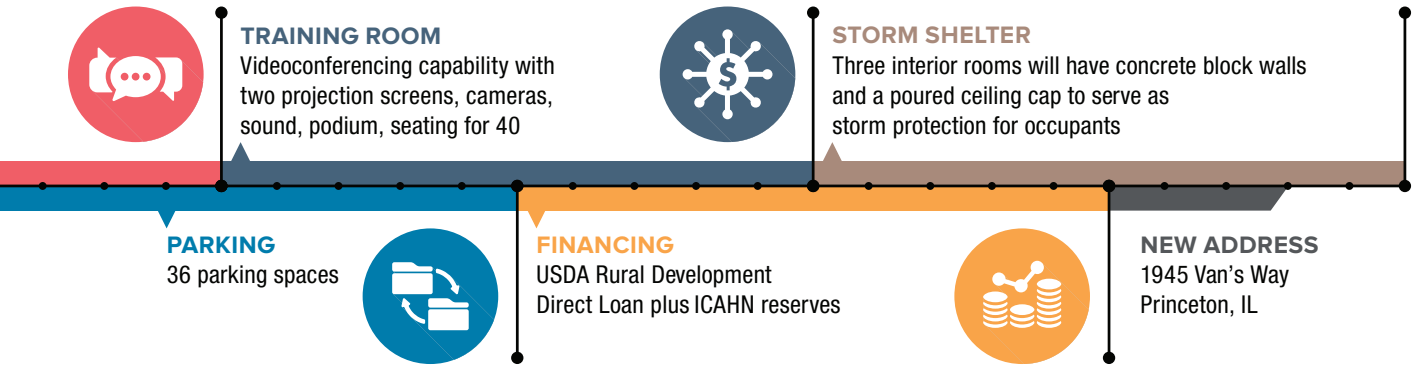
This year has certainly not been quiet in the political realm of healthcare. In 2017, we welcomed a new president and a new administration with a quick focus to repeal the Affordable Care Act. While there has not been repeal, things have certainly been moving and shaking. The Regulatory & Legislative Committee has done its best to keep ICAHN members informed with terrific engagement from many healthcare leaders across the state.

One the federal front, we have discussed changes from MIPS to MACRA, the expansion of chronic care management and transitional care management, and we have seen some of the mandatory bundling move to voluntary programs. While there have been no significant changes to the CAH Conditions of Participation, we continue to be mindful of the CAH 96-hour attestation requirement – and keep an ear close to discussions about the threat of an elimination of swing beds. A number of us had the honor of sharing our thoughts about the outpatient therapeutic requirements with MedPAC representatives.

In the state of Illinois, we now have amendments to the Nursing, Physician Assistant, and Physician Practices Acts. The state budget was passed, and we have seen changes to the Medicaid Managed Care Organizations.

We have a great ICAHN team and experienced healthcare leaders who have assisted others this past year with laboratory benchmarking, stroke readiness and emergency preparedness, EMR evaluations, medical staff bylaws and rules and regulations, and wellness programs.

It has been my privilege to serve as your chair of the Regulatory & Legislative Committee in 2017, and I turn the gavel over to Mark Batty to lead this great committee. Mark and Pat Schou have already reviewed the top regulatory and legislative issues that the membership would like to address in 2018 and will be sure to bring great information forward for discussion so we, too, can continue *"Building for the Future."*



SNAPSHOT

GRANTS

More than $1.4 million in grant benefits were distributed to critical access and small, rural hospitals as part of ICAHN's distribution of its Medicare Rural Hospital Flexibility Program and Small Hospital Improvement Program grants in 2017. Special Project grants, totaling $277,000 were awarded for customer service, outpatient, financial and operational improvement, population health, and EMS training projects. Around $40,000 was distributed to hospitals participating in IRCCO. Illinois CAHs also benefited from an additional $287,339 in educational programming and technical assistance related to quality reporting, stroke preparedness, revenue cycle management, swing beds, and care coordination.

QUALITY

The Quality Health Indicators (QHi) 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 11 hospitals and nine clinics using the dashboard routinely. Benchmarking efforts expanded from lab measures to imaging this year. Currently, 13 imaging and 20 lab participants provide benchmarking data. All benchmarking is currently free to the network and highly encouraged for comparisons and best practice identification.

MEDICARE BENEFICIARY QUALITY IMPROVEMENT PROGRAM

Our network hospitals continue ongoing support of the Federal Office of Rural Health Policy (FORHP), with efforts directed towards improving patient engagement, care transitions, and antibiotic stewardship. Illinois received two awards in 2017: the first for being among the "Top 5" states participating in MBQIP measures and second, the Spirit Award for collaboration with other states. MBQIP reporting provides specific quality outcomes demonstrating the ongoing efforts of our CAHs, both within Illinois and nationwide. Flex funding allowed for the development of the MBQIP.com website to support education, tools, and resources for the network, in addition to the webinars focused towards HCAHPS improvement in all domains.

BUSINESS SERVICES

ICAHN Business Solutions offer practical, cost-effective resources to meet the needs of our members and the financial and operational challenges they face. Our comprehensive and growing portfolio of services involves many strategic business partners, carefully vetted by the network and each providing unique expertise and services, in addition to those services offered directly through ICAHN. The network receives important financial support as services are utilized by our members, keeping ICAHN sustainable and enabling us to better serve the needs of our members and other small rural healthcare organizations.

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 2017, ICAHN had 36 clients for HCAHPS, 20 for ED satisfaction, 10 for physician practice, five for outpatient services, and two for ambulatory surgery. An additional survey line for employee engagement was added to the Survey Solutions portfolio in 2017, providing surveys for two hospitals. Survey Solutions has aligned with a new platform to provide an enhanced, real-time reporting functionality, along with ongoing resources for enhancing the client solutions and best practices.

EXTERNAL PEER REVIEW NETWORK

ICAHN provides physician and CRNA peer reviews for the network and three outside states. In 2017, 150 peer reviews were provided for our members and partnering states. ICAHN added two additional providers to the panel with continued need for provider interest in supporting the peer review service.

PROFESSIONAL EDUCATION SERVICES

ICAHN Professional Education Services offers high-quality, cost-effective continuing education and workforce development programs that focus on leadership development and clinical knowledge. The majority of programs are in webinar format and are available live or 24/7 through the ICAHN Workforce Academy. In 2017, Professional Education Services awarded nearly 2,000 continuing education hours, with 1,180 hours specifically for nurses. PES is an approved provider of nursing continuing education and ACHE credit. Where applicable, credit is offered for other disciplines.

RURAL STROKE INITIATIVE

All but one ICAHN member hospital retained its status as an Acute Stroke Ready Hospital in 2017, and the one hospital not yet designated will be ready in 2018 once their building project is complete. This is important because EMS is directed to take all potential stroke patients to an ASRH to ensure the patient is treated within the time limits and standards set forth in the nationally approved stroke guidelines.

RURAL RECRUITMENT

With its partnership with the Illinois Department of Health, Center for Rural Health, ICAHN Rural Recruitment provides rural facilities with a recruitment support program that targets healthcare providers and professionals seeking rural Illinois. In 2017, ICAHN Rural Recruitment provided quality, affordable provider recruitment marketing packages, partnerships, discounts, referrals, locums, and technical support to more than 15 critical access hospitals, rural health clinics, and small rural hospitals in Illinois.

WELLNESS INITIATIVE

ICAHN's Wellness Advisory Committee continues to provide opportunities for Illinois CAHs to identify best practices in the field of wellness and explore wellness-related programming for their respective communities. ICAHN has dedicated funding from the Medicare Rural Hospital Flexibility Grant to provide trainings, offer education, and provide technical assistance. Additionally, the committee offers its Consumer Wellness Advocate and Professional Coach Advocate Training, designed to promote wellness to both staff and the communities.

INFORMATION TECHNOLOGY SERVICES

ICAHN's IT Services provides senior level technical and strategic information technology leadership. Member hospitals can contract with ICAHN to assess current networks, maintain an inventory of critical IT passwords, review changes in technology or critical systems, and ask IT-related questions of expert staff. This service enables hospital IT staff to plan for potential emergencies, absence of critical staff for vacation time, and any unexpected staff departures.

COMMUNITY HEALTH NEEDS ASSESSMENTS

ICAHN's Community Health Needs Assessment provides 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 hospitals the opportunity to identify and address the area's most pressing healthcare needs.

KEN REID
Trailblazer Group Initiative Chairman
Chief Executive Officer, Carlinville Area Hospital

TRAILBLAZER INITIATIVE

For the past several years, a group of ICAHN member hospitals has met to explore collaboration opportunities. Quite simply put, the purpose of the Trailblazer Group is to identify strategies that will allow the group, or subsets of the group, to work in partnership to expand and enhance patient access to healthcare services in the communities they serve.

I am pleased to report that the Trailblazer Group had two meetings this past year, one in February and one in October 2017. An initiative identified at the February meeting centered on a possible opportunity for creating a Certified Registered Nurse Anesthetist (CRNA) group. The CRNA group would provide services to ICAHN hospitals on a shared or rotating basis. ICAHN staff conducted a survey to determine each hospital's need/interest for CRNA services, both current and long-term.

THE OCTOBER MEETING AGENDA CONSISTED OF PRESENTATIONS ON:

- Results from the ICAHN hospitals' survey regarding CRNA services
- Legal challenges of employing a physician or physician group
- Telehealth as an option for hospitalist programs

Each speaker provided ideas on how hospitals can partner in order to meet the ever-growing challenge of keeping healthcare services local. Patients can avoid traveling for both specialty and basic services and treatments when they are provided locally. This can lead to better care, better outcomes and, in many cases, lower costs.

The Trailblazer Group plans to meet twice during 2018 to exchange new ideas as well as potential concerns. The goal of the Trailblazer Group is to assist ICAHN hospitals in being better prepared to meet the changing needs of our patients, providers, payers, and the communities they serve.

ALISA COLEMAN
Issues Committee Chairman
Chief Executive Officer, Ferrell Hospital

ISSUES COMMITTEE

Banding together to find solutions, the ICAHN Issues Committee identified mental and behavioral health, reimbursement, swing bed/transitional care, practice management, wellness, and the opioid crisis as top priorities for 2017.

Plans were put in motion to create a mental and behavioral health conference in 2018. This conference will focus on gaps in service while also bringing together multiple mental health providers and business vendors – including those offering geriatric health, tele-psychiatry, social services, and opioid addiction programs. The committee also focused on the development of training for crisis intervention/de-escalation, and sexual harassment.

Regarding swing bed/transitional care, the committee discussed the prospect of swing bed reimbursement decreasing from 101% to 100% and the impact it would have on critical access and small and rural hospitals. The committee continues to focus efforts on showing increases in swing bed usage and on "telling the story" of successful outcomes, in addition to possibly sending a briefing to legislators to discuss the value of swing bed programs. Lastly, the committee hopes to create some balance of communication between long-term care facilities to build a share with them and support marketing efforts.

OTHER ISSUES DISCUSSED INCLUDED:

- The concern of an additional percentage to sequestration from 2% to 4% through the approval of the tax bill and/or Medicare extenders
- The need of providing specific rural healthcare practice management guidance
- The provision of a tool from CMS for Part D opioid use for the Medicare beneficiary population *(designed to pinpoint prescribers that are falling out of normal opioid prescribing ranges)*
- Plans for another opioid crisis prevention program, which would generate more support for halfway houses in Illinois and throughout its rural communities

ACO INVOLVEMENT TRANSLATES TO IMPROVED

Illinois Rural Community Care Organization (IRCCO) finished its first three-year enrollment in the Medicare Shared Savings Program (MSSP) by improving provider quality scores and changing the conversation to patient centered care delivery. IRCCO is as an independent statewide rural accountable care organization founded in 2014 by 21 ICAHN hospital members and their medical practitioners for the purpose of preparing for population health and value-based care.

Illinois Rural Community Care Organization™

To do so, hospitals and medical practitioners focus on the patient through the continuum of care, from healthy to sick and injury at any age, by coordinating services in the most appropriate setting. IRCCO's overall goal is to reduce individual healthcare costs and, at the same time, rebuild/expand primary care delivery and provide greater access to support and clinical services locally and specialty services as needed.

IRCCO was approved as a Track 1 MSSP in 2015 and will be expected to renew its application in 2018. IRCCO has more than 25,000 Medicare beneficiaries and 250 clinicians within the ACO. IRCCO is managed by ICAHN who assists the individual hospitals and clinicians to improve care management processes through evaluation of their Medicare beneficiary claims and quality measures. In addition, IRCCO was approved as a Blue Cross Blue Shield Shared Savings ACO, which begins January 2018.

HIGHLIGHTS

2017 kicked off with each ACO member hospital participating in the six established Benchmark Committees (emergency department utilization, post-acute hospitalization, market share improvement, Medicare well visits, cost reduction, and readmission) that further identified opportunities to reduce healthcare costs and improve beneficiary outcomes.

EXEMPLARY RATING, AIM FUNDING

- CMS awards IRCCO 100% for its quality scores showing improvement from 2016
- AIM investment program allows for development and expansion of care coordination efforts

WEBSITE UPDATE, NEW VIDEO

- IRCCO website, www.iruralhealth.org, is updated, featuring improved portal access to resources/educational materials
- Produced a video that created a Medicare beneficiary, "Jane," describing coordination of care and services within an ACO

SOFTWARE CREATION, NEW MANUAL

- Hervey Davis, retired hospital CEO/programmer, develops software to monitor inpatient and outpatient market share
- Designed a 12-week program to implement chronic care management, including a step-by-step manual

CONSULTING SERVICE

- Implemented a consulting service on care coordination, chronic care management and refining clinical practice workflow

QUALITY SCORES, BETTER SERVICE DELIVERY

IRCCO MEMBER HOSPITALS

Boyd Healthcare Services ▪ Carlinville Area Hospital ▪ Community Hospital of Staunton ▪ Crawford Memorial Hospital
Fayette County Hospital ▪ Gibson Area Hospital & Health Services ▪ Hillsboro Area Hospital ▪ Horizon Health
Illinois Valley Community Hospital ▪ Iroquois Memorial Hospital ▪ Kirby Medical Center
Lawrence County Memorial Hospital ▪ Mason District Hospital ▪ Massac Memorial Hospital
Memorial Hospital-Carthage ▪ Midwest Medical Center ▪ Morrison Community Hospital ▪ Pana Community Hospital
Perry Memorial Hospital ▪ Pinckneyville Community Hospital ▪ Salem Township Hospital
Sarah D. Culbertson Memorial Hospital ▪ Sparta Community Hospital ▪ Warner Hospital & Health Services

GOVERNING BOARD OF MANAGERS

Ada Bair, Vice Chair, CEO,
Memorial Hospital-Carthage

Roland Carlson, Medical Beneficiary,
Pana Community Hospital

Trina Casner, CEO,
Pana Community Hospital

Joann Emge, CEO,
Sparta Community Hospital

Phillip Holloway, MD,
Horizon Health

Paul Skowron,
Warner Hospital & Health Services

Rob Schmitt, CEO,
Gibson Area Hospital & Health Services

Greg Starnes, CEO,
Fayette County Hospital

Steve Tenhouse, CEO,
Kirby Medical Center

Gregg Davis, CMO, Ex-Officio

IRCCO STAFF

Angie Charlet, Director of Quality,
Education Services and Compliance

Gregg Davis, MD, Chief Medical Officer

Trudi Colby, Regional Manager

Krista Fischer, Regional Manager

Jackie King, Clinical Informatics Director

Lesa Schlatman, Care Coordination Specialist

Pat Schou, Executive Director

Lindsey Toth, Data Coordinator

NEW PLAYBOOK

- Staff develops a "Playbook for ACO Success," a "how-to" manual for developing care coordination practices and implementing specialty referral tracking, Medicare Well Visits, transitional care management and discharge planning follow-up

FLEX GRANT AWARD

- IRCCO is awarded an individual Flex Grant to improve nursing home transition care as first step to decrease post-acute hospitalization and focus on congestive heart failure and chronic obstructive pulmonary disease in the outpatient setting

NO-RISK TRACK I ACO

- IRCCO participants make the decision to stay a No-Risk Track ACO and continue to improve processes

ILLINOIS ACHIEVES 100% COMMITMENT FROM

The Medicare Beneficiary Quality Improvement Project (MBQIP) is a quality improvement activity under the Federal Office of Rural Health Policy's Medicare Rural Hospital Flexibility (Flex) grant program. Illinois is one of the few states that has achieved 100% commitment from its CAHs to participate in this program, which demonstrates our efforts to improve the quality of care to those we serve.

The Federal Office of Rural Health Policy added new measures to the Medicare Beneficiary Quality Improvement Project (MBQIP) in 2017. This is a quality improvement program designed specifically for critical access hospitals to demonstrate quality of care outcomes. This data shows the benefits of CAHs to CMS through the work of the Federal Office.

The goals of MBQIP are to report common, rural-relevant CMS measures, measure outcomes and demonstrate improvements, and share best practices. MBQIP measures include patient safety/inpatient, patient engagement, care transitions, and outpatient.

HOSPITALS RECOGNIZED FOR QUALITY OF CARE OUTCOMES AND PERFORMANCE

- Abraham Lincoln Memorial Hospital
- Advocate Eureka Hospital
- Carle Hoopeston Regional Health Center
- Carlinville Area Hospital
- Community Memorial Hospital
- Crawford Memorial Hospital
- Fairfield Memorial Hospital
- Franklin Hospital
- Genesis Medical Center-Aledo
- Hamilton Memorial Hospital District
- Hillsboro Area Hospital
- Illini Community Hospital
- Kirby Medical Center
- Lawrence County Memorial Hospital
- Mason District Hospital
- Massac Memorial Hospital
- Memorial Hospital-Carthage
- Memorial Hospital-Chester
- Mercyhealth-Harvard
- Morrison Community Hospital
- Northwestern Medicine Valley West Community Hospital
- OSF Holy Family Medical Center
- OSF Saint Luke Medical Center
- OSF Saint Paul Medical Center
- Pana Community Hospital
- Horizon Health
- Perry Memorial Hospital
- Pinckneyville Community Hospital District
- Red Bud Regional Hospital
- St. Francis Hospital
- St. Joseph Memorial Hospital
- St. Joseph's Hospital
- Taylorville Memorial Hospital
- Union County Hospital
- Wabash General Hospital
- Washington County Hospital

HCAHPS STAR RATING PERFORMERS

CMS created the HCAHPS Star Ratings for consumers to more quickly and easily access the patient experience of care information provided on the Hospital Compare website. Star ratings, which CMS plans to roll-out on other Compare websites, will also allow consumers to more easily compare hospitals.

The following hospitals were recognized for achieving a 4- or 5-Star rating in patient experience of care.

★★★★

- Abraham Lincoln Memorial Hospital
- Carlinville Area Hospital
- Ferrell Hospital
- Lawrence County Memorial Hospital
- Marshall Browning Hospital
- Massac Memorial Hospital
- OSF Saint Paul Medical Center
- Salem Township Hospital
- Taylorville Memorial Hospital
- Union County Hospital District

★★★★★

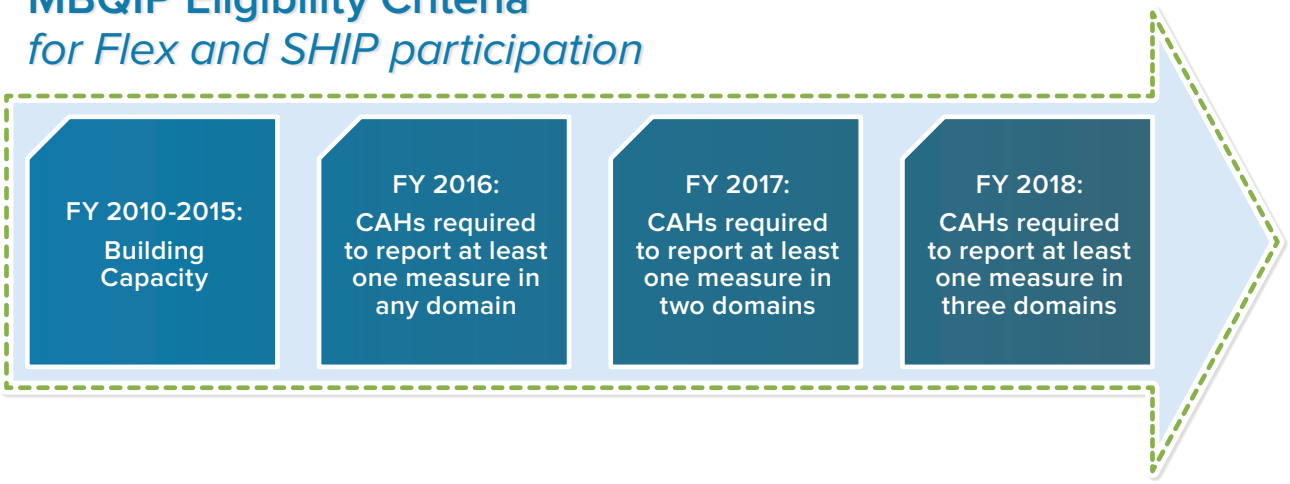
- Crawford Memorial Hospital
- Hammond Henry Hospital
- Midwest Medical Center
- Horizon Health
- St. Francis Hospital
- St. Joseph's Hospital
- Wabash General Hospital

CAHS TO PARTICIPATE IN MBQIP MEASURES

Horizon Health was recognized for its quality of care outcomes, for demonstrating top performance over two quarters in any MBQIP domain, and for achieving a '5-Star' HCAHPS Rating during ICAHN's 2017 Annual Conference. Shown are Amy Arnett (front row, left to right), Quality Improvement/Infection Control Manager; Eunice Chaney, Clinic Manager; Susan Livvix, Chief Nurse Officer; Somer Nadgrodski, Staff Development and Standards Compliance; and Angie Charlet, ICAHN Director of Quality, Education Services and Compliance; and Ned Jenison, Board Member; Ollie Smith, President and CEO; Dr. Phil Holloway, Vice Chief of Staff; Aaron Richardson, Radiology; Jennifer Bowers, Clinic Nursing Supervisor; and Amy Krabel, Respiratory Manager.

Illinois, represented by ICAHN, was recognized for "Top Performance" in MBQIP reporting percentages, ranking fifth nationwide. FORHP is using the data to ensure progress during the transition from volume to value, informing policy decisions at a federal level, collaborating with HHS partners, calling attention to technical assistance gaps and overlaps, improving MBQIP data reports, determining MBQIP participation criteria, and ensuring progress is being made.

MBQIP Eligibility Criteria
for Flex and SHIP participation

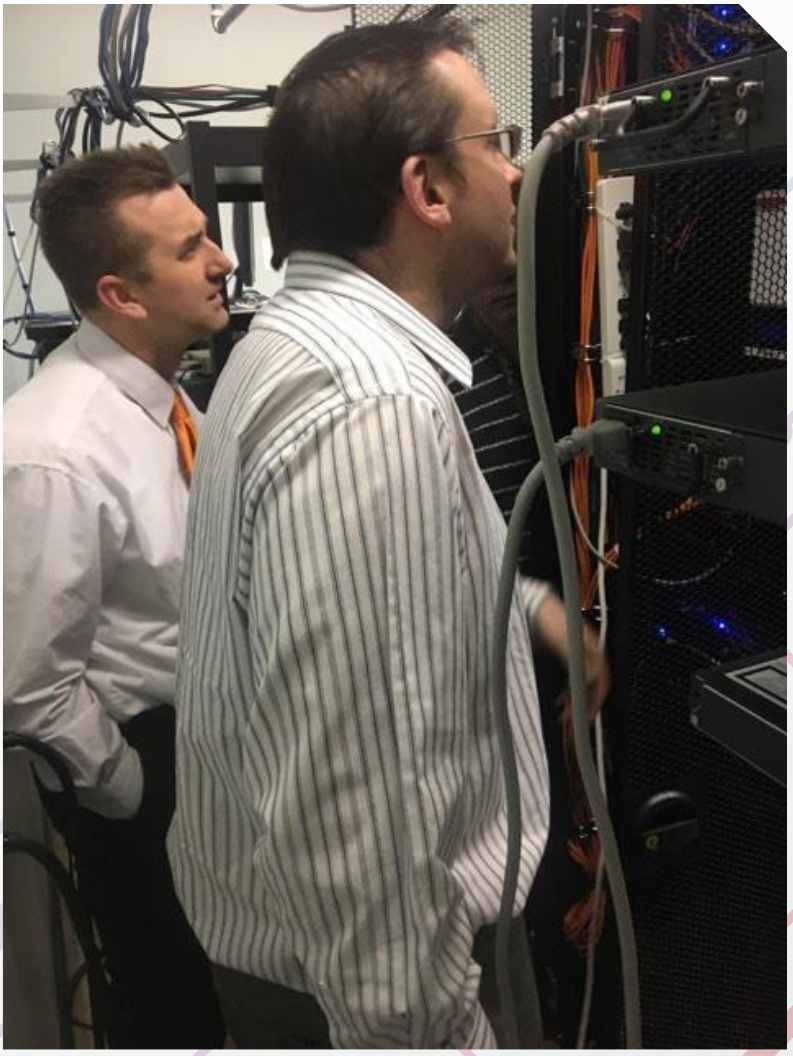


INFORMATION TECHNOLOGY SERVICES

Understanding the mission critical IT needs of rural hospitals

▶ IT SERVICES BROADENS MITIGATION STRATEGY, ENHANCES SECURITY MEASURES

One of the main challenges the ICAHN IT Services Division encountered this year were infiltrations caused by malware and cryptographic virus infestations. Over the past year, these attacks have been much more sophisticated and complex, due mostly to the use of multiple attack vectors on our member organizations. These include, but were certainly not limited to, email phishing, port scanning/ infiltration, and software vulnerabilities. As these attack vectors have broadened, ICAHN IT Services has broadened its mitigation strategy, including the installation of new next generation firewalls and enhancing security measures using, among other things, two-factor authentication.



A.J. Boonstra (back), IT Director of Morrison Community Hospital, and ICAHN CIO Ryan Sierman are shown tracing virtual ports through the servers in one of MCH's server rooms.

In 2016, ICAHN IT Services installed OSSIM at various hospitals around the state. This has allowed these hospitals real-time system event management and a greater overview of their organization's digital footprint and needs. The creators of the software package continue to release updates and enhancement, which in turn, allows member hospitals greater insight into the day-to-day operations at their facilities.

In 2017, ICAHN IT Services continues to utilize this open source solution while also offering network and firewall monitoring, HL7 interface, external and internal vulnerability assessments, transparency, HIPAA security audits, database professional assistance, project management resources, PCI, and strategic CIO IT services, in addition to hosting a cybersecurity conference. The keynote speakers for this conference included members of the FBI Cyberterrorism Division. Their invaluable knowledge and contribution allowed our member hospitals a broader look at cybersecurity on a global scale.

"ICAHN IT Services provides a valued service to our member hospitals in that we not only know healthcare, we know critical access healthcare. Sometimes what's needed or works at a larger hospital simply isn't feasible or doable at a critical access hospital," said Ryan Morgan, Chief Information Security Officer. "Our service lines cater to those specific critical access needs, and we provide a 'best of breed' approach by evaluating what works, and sometimes more importantly what doesn't work, at each member hospital."

HEALTH INFORMATION MANAGEMENT/INFORMATICS

Remote coding support helps fill coverage gaps

▶ ICAHN'S NEWEST SERVICE LINE OFFERS ACCURACY, EFFICIENCY IN CODING AND AUDIT PROCESS

ICAHN introduced Coding Support Services as its newest service line in 2017, in response to a survey which revealed that more than half of ICAHN's membership was experiencing difficulty in finding coverage for unanticipated certified coder absences or vacancies.

Following a Board-approved business plan, ICAHN Coding Support Services (ICSS) began in August of last year. The service is staffed by individual ICAHN member hospitals' experienced coders who provide coverage after hours and on weekends.

To date, one CAH/RHC coder with over 15 years' experience was hired in September of 2017, and a second coder with over three years' experience was added in early March 2018. Memorial Hospital-Chester has most recently contracted with this service.

"The ICAHN Remote Coding Service has served us well in the last year. We have had many people on maternity leave, long illnesses, etc., and it has been a nice relief knowing that we can rely on ICAHN to help us out of these situations," said Cheri Colvis, RHIT, CHP, Director of Health Information Management, Memorial Hospital-Chester. "ICAHN provides great coders who are accurate and efficient. It has made a real difference to our bottom line while we try to implement a new EMR as well."

The ICSS offers ICAHN members affordable ICD-10 and CPT coding audit services in a secure, remote environment that includes individual report cards by provider/coder, along with up to an hour of one-on-one training with those staff as needed. Gibson Area Hospital & Health Services, Community Hospital of Staunton, and Marshall Browning have all recently contracted with ICAHN for coding audits.

In addition to the new service line, the Clinical Informatics Peer Network group saw record high attendance and interest in 2017. Many of the ICAHN member hospital employees have been directly or indirectly placed into informatics roles, some without a great deal of understanding of what the discipline of informatics encompasses.

For this reason, Jackie King, MSHI, CPC, COC, RH-CBS, Clinical Informatics Director and HIM Consultant for ICAHN/IRCCO has both presented to this group, sharing her expertise, and brought in outside speakers for added learning. She is currently working with the University of Illinois Chicago to collaborate on the potential for a more formalized education program geared toward ICAHN's rural health cohort in 2018.

Matt Weems, Clinical Informatics Specialist at Fayette County Hospital and member of the ICAHN Informatics Advisory Group, attends RoundingWell training in January 2017. Informatics staff were invited, along with care coordination and other support staff to ensure successful adoption of the platform into the provider office workflow.

ICAHN PROFESSIONAL EDUCATION SERVICES

Professional. Education. Service. The name says it all! ICAHN Professional Education Services (PES) offers member hospitals access to high-quality, cost-effective professional education for all staff.

With an emphasis on service, ICAHN Professional Education Services focuses on ensuring hospitals are provided with an excellent experience in any program, webinar, or workshop. As for professional education, webinars and workshop presenters are experts in the field and are focused on bringing evidence-based, timely information that is relevant and useful to critical access hospital staff. This relevancy is assured by working closely with our various ICAHN committees, including the Education Committee, chaired this past year by Kim Nelson-Galloway of Carle Hoopeston Regional Health Center; the Nurse Continuing Education Committee; and the HR Planning Committee, all which meet with ICAHN PES staff regularly to share ideas and insight that are invaluable for planning.

As a member hospital, Professional Education Service's webinars and workshops are always available to those looking for workforce development training or clinical education, with the goals of saving time and valuable resources while also improving skills and knowledge and keeping you at the forefront in the ever-changing healthcare landscape.

HIGHLIGHTS OF PES' EXECUTIVE LEADERSHIP AND SKILL-BUILDING TRAINING SESSIONS INCLUDED:

- Thirty-four management leaders graduated from the ICAHN Executive Leadership Academy, which included two live workshops and four high-impact webinars
- Nearly 2,000 continuing education hours were awarded, 1,180 hours specifically for nurses, with credit also awarded for ACHE, HRCI, and Social Work
- Human resource leaders from 26 ICAHN member hospitals participated in the annual HR Virtual Conference
- Forty webinar trainings offered clinical education on a wide range of topics, including wound care, infection control, palliative care, anticoagulation therapy, breast and cervical cancer health
- Supervisors and emerging leaders from 31 ICAHN member hospitals participated in supervisor and mentor skills-building series
- Day-long workshops focused on diabetes care, cybersecurity, and nurse preceptor training

Professional Education Services offers several day-long workshops, including a Nurse Preceptor Training (shown above) as well as events focused on diabetes care and cybersecurity.

ICAHN RURAL RECRUITMENT

Demand for more frequent healthcare is higher than ever, driven primarily by the aging population and shortage of physicians. The demand is most acute in family medicine and general surgery. Retirement and replacement of rural physicians has become a significant issue, and unlike primary care, which can be supplemented with advanced practice providers, general surgery physician recruitment has become a significant burden for rural areas.

In response to this, ICAHN Rural Recruitment provides a unique, non-profit healthcare recruitment support program that targets healthcare providers and professionals specifically seeking rural Illinois.

ICAHN Rural Recruitment utilizes nationally recognized recruitment sourcing tools, such as PracticeLink and 3RNet (National Rural Recruitment and Retention Network) to source candidates on behalf of its members and has consistently provided quality, affordable provider recruitment marketing packages, partnerships, discounts, referrals, locums, and technical support to member ICAHN hospitals.

"Carrie (Galbraith, ICAHN Rural Recruitment Director's) guidance on job postings, compensation packages, and the J-1 waiver process is very valuable. We are presented with good, quality candidates each time because of her thorough initial screening, feedback, and follow-through," said Karissa Turner, Executive VP/COO, Wabash General Hospital. "Due to the collaboration with ICAHN Rural Recruitment, we are delighted to have the opportunity to offer 24/7 general surgery coverage to our community."

ICAHN Rural Recruitment's partnership with the Illinois Department of Health, Center for Rural Health allows the ICAHN recruiter to leverage, on behalf of member hospitals, the Center's technical expertise regarding J-1 Visas and student loan repayment.

ICAHN Rural Recruitment is additionally responding to the demand for family medicine and general surgery physicians by mailing the *Adventures in Medicine* Workbook to all final year family medicine residents. ICAHN Rural Recruitment also sponsors a yearlong advertisement that targets the Illinois Academy of Family Physicians, Missouri Academy of Family Physicians, and several other family medicine societies throughout the United States.

RURAL STROKE INITIATIVE

In 2017, all ICAHN hospitals, with the exception of one, retained their status as an Acute Stroke Ready Hospital. The one hospital not yet designated will be ready next year once their building project is complete. This is important because by law, EMS is directed to take all potential stroke patients to an ASRH to ensure the patient will be treated within the time limits and standards set forth in the nationally approved stroke guidelines.

ICAHN's "Get With the Guidelines" tool measures the quality of stroke care and provides data needed to show how individual, regional, and all ICAHN member hospitals measure up to the treatment standard. This standard includes treating the patient from the time they arrive at the hospital's door, to the time a CT is completed, to the decision for or against administering alteplase (also known as tPA) – all within the recommended 60 minutes 'door to needle' time. ICAHN provides a grant to cover over two-thirds of the cost of "Get With the Guidelines."

ICAHN provides each of its hospitals with support for quality improvement, opportunities to earn continuing education credits, and a monthly newsletter.

ICAHN's Rural Stroke Care Initiative began in 2010 and in just three years, the accomplishments of our hospitals were recognized in an oral presentation at the 2013 International Stroke Conference. Each year since then, abstracts and posters showing progress have been selected by the conference, and it has already been announced that in 2018, the American Heart Association/American Stroke Association's Scientific Sessions and its Quality of Care and Outcomes Research will showcase the success of our member hospitals all achieving state designation.

"ICAHN has been saving more lives for stroke patients and improving their long-term outcomes for seven years now and with the introduction of new national stroke guidelines in February 2018, we will continue to learn, achieve great outcomes and save even more."
– Peggy Jones, ICAHN Stroke Consultant

In addition, the "Pact to Act FAST for Stroke" community education program, created and developed by Peggy Jones, has been sought after by 15 other states. The program was designed for rural stroke education and aimed toward alerting people to the advantages of calling 911 immediately when stroke signs occur. It encourages families and friends to sign a pact promising to call 911 when they see someone having a stroke, even if the patient insists that they wait. The Pact to Act FAST was chosen as a research project with Northwestern Medical School of Medicine to determine if the impact of the program would be as positive in an urban area as it has been in the rural area.

Students participating in a mock trauma event at Gibson Area Hospital

RURAL HEALTH COACH PROGRAM

ICAHN, Memorial Hospital-Carthage, Sarah D. Culbertson Memorial Hospital, and Western Illinois University joined efforts to pilot the Rural Health Coach program developed through the Medicare Rural Hospital Flexibility Program. In September of 2017, the pilot program kicked off at WIU, with six graduate level students from health sciences, kinesiology, and communications participating. The students spent the semester in the classroom learning about coachability, chronic diseases, motivational interviewing, and mental health issues. The group began seeing clients in January 2018.

"The Rural Health Coach initiative is a wonderful opportunity for graduate students to gain valuable and enriching experiences working with our community hospitals and the patients they care for. This University and community endeavor is a 'win-win situation' for all involved."

– **Nancy Parsons, WIU Associate Provost and Associate Vice President of Academic Affairs**

The 16-week "Rural Health Coach Program: From Theory to Practice" includes students as rural health coaches, serving as liaisons between health/social services and the community to facilitate access to services and improve the quality and cultural competency of service delivery.

In addition to helping the at-risk population, the student increases his or her knowledge and self-sufficiency through a range of activities such as outreach, community education, informal counseling, social support and advocacy.

The Rural Health Coach Initiative is one of many ways ICAHN's Wellness Advisory Committee continues to provide opportunities for Illinois CAHs to identify best practices in the field of wellness and explore wellness-related programming for their community.

The WIU graduate students involved in the pilot project include (front row, from left) Thomas Barkoski, Kelsey O'Connor, and Chukwuebuka Ogwo (new health coaches) with Mary Jane Clark, ICAHN Grants and Wellness Coordinator; and (back row, from left) Lisa Downs, DNP, RN, Outpatient Clinic Supervisor, Infection Control Nurse, Sarah D. Culbertson Memorial Hospital; Dr. Nancy Parsons, WIU Associate Provost; Lisa Lahey, Courtney Coleman, and Jennifer Garner (new health coaches); Ada Bair, Memorial Hospital CEO; and Britney Trone, Clinic Nurse Manager/Patient Care Coordinator, SDCMH.

MEMBER PROGRAMS AND SERVICES

Innovative Solutions for Rural Healthcare

STRATEGIC LEADERSHIP

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

PROFESSIONAL SERVICES

- Annual rural hospitals conference
- Clinical continuing education
- Community Health Needs Assessments
- Grant management
- Group health, life and disability solutions
- Healthcare staffing technology solution
- Lean training
- Managed care consulting
- Member Listservs
- Online Workforce Academy
- Peer networking groups
- Preceptor training
- Professional Education Services
- Rural recruitment services and locum tenens

QUALITY SERVICES

- External peer review – physician and advanced practice
- Quality program consultant for hospitals and clinics
- Meaningful use training and compliance readiness
- Mock surveys – hospital and clinic surveys
- Patient and employee survey solutions – CMS-approved vendor
- Quality database and benchmarking

POPULATION HEALTH AND WELLNESS

- Accountable Care Organization (ACO) management
- Care coordination services and consulting
- Hospital transformation and physician alignment
- Patient Centered Medical Home
- Population health management
- Provider coaching and conflict resolution
- Stroke and STEMI consulting
- Wellness coaching and training programs

INFORMATION TECHNOLOGY SERVICES

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

REVENUE CYCLE MANAGEMENT

- Bad debt collection services
- Coding consultation and solutions
- Patient responsibility estimator

SUPPLY CHAIN RISK MANAGEMENT

- Energy supply management
- Group purchasing program
- Property, casualty, professional liability, medical malpractice
- Regulated medical & pharmacy waste management

2017 FINANCIAL REVIEW

ICAHN has demonstrated stable growth over the last five years with 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 2017 of $3,453,017 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 also manages Illinois Rural Community Care Organization (IRCCO). IRCCO ended 2017 with a net income of $123,528 and has a total equity at 12/31/17 of $349,582.

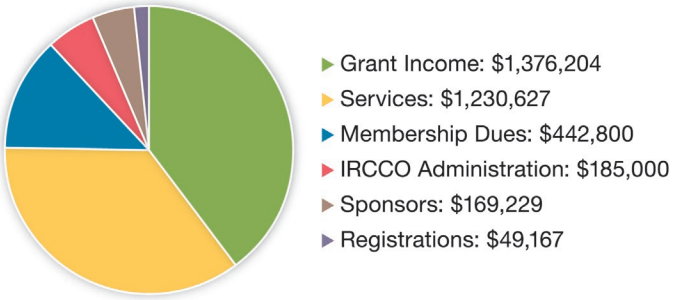
ICAHN had total expenses in 2017 of $3,223,472. Administration and grant expenses make up the largest share of the expenses incurred. Administration expenses include all overhead for maintaining the organization, along with costs services provided by the organization.

In 2017, ICAHN had a net income of $269,288. The net income includes interest and investment activity of $39,743.

ICAHN invested $250,000 with Edward D. Jones in 2015. The December 31, 2017 value of the investment is $299,143.

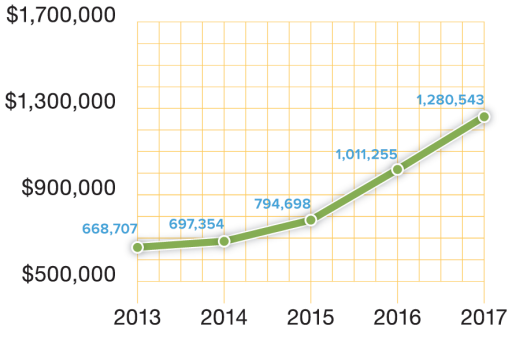
*Note: Year end numbers are subject to audit.

FY 2017 TOTAL REVENUE $3,689,462



FY 2017 TOTAL EXPENSES $3,223,472

FY 2017 TOTAL EQUITY $349,582



2017 BOARD MEMBER RECOGNITION

Trina Casner, President and CEO, Pana Community Hospital, was honored during the 2017 Annual Conference for her dedicated service as President of the Board of Directors for the state hospital network. Prior to her service as 2017 President, Trina served ICAHN's Board of Directors as its President-Elect in 2016 and as its Secretary/Treasurer in 2014-2015. In addition to serving on the Executive Committee, she has also served as Chair of the Finance Committee, Chair of ICAHN Rural Recruitment, is a member of the Regulatory and Legislative Committee, the Issues Committee, the Vision Committee, and also serves on the Board of the Illinois Rural Community Care Organization.

PRESIDENTS AWARDS

Mark Rossi, COO, Hopedale Medical Complex, received the President's Award for his longstanding commitment and dedicated service to the ICAHN organization. Mark has been an active ICAHN member since 2003 when Hopedale was approved as a critical access hospital and ICAHN was established. He was elected to the Board of Directors in 2012, named President-Elect in 2015, and later assumed the President's role in the summer of 2015 when Tom Hudgins retired. Mark served as President through December 2016 and retired from the Board in 2017. In addition, Mark has also served as the 2014 Regulatory and Legislative Chair and has been a part of the Issues Committee, Tax Assessment Workgroup, 2010 CAH Vision Committee and the Trailblazer Group.

INNOVATION OF THE YEAR AWARD

Kirby Medical Group Clinic's "Age Well, Live Well: Healthy at Every Age" program was awarded the 2017 Hospital "Innovation of the Year" designation during ceremonies held at ICAHN's Annual Conference. Pictured are Pat Schou (left to right), ICAHN Executive Director; Leslie Sheets, RN, Clinical Care Coordinator at Kirby Medical Group; Heidi Apperson, Director of Marketing and Community Relations, Kirby Medical Center; and Angie Charlet, ICAHN Director of Quality, Education Services, and Compliance.

& HOSPITAL LEADERSHIP AWARDS

SPECIAL PARTNERS AWARD

Bridget Ingebrigtsen, CPSM, Director of Marketing, O'Shea Builders, accepts ICAHN's Special Partners Award from 2017 ICAHN President Trina Casner (second from left) and ICAHN Executive Director Pat Schou (far left) during ceremonies held at the Annual Conference in Champaign. Also pictured are Tyler Cormeny, CHC, VP of Operations, Mike O'Shea, LEED GA, President, and Nick O'Brien, Project Manager. O'Shea Builders has been a longtime supporter of ICAHN in its mission and service to rural providers and communities. The firm has been an exhibitor at the ICAHN Annual Conference for many years, has provided presenters for ICAHN's Executive Leadership Series, and has also offered the use of its building and meeting rooms for education to ICAHN's membership at no charge.

OUTSTANDING YOUNG LEADER

Katie Meusel, RN, BSN, Clinic Manager, Midwest Medical Clinic Group, was named ICAHN's 2017 "Outstanding Young Leader" during ceremonies held at ICAHN's Annual Conference. Pictured are Tracy Bauer, CEO, Midwest Medical Center, and Katie Meusel, Outstanding Young Leader. This award is granted to role models, agents of change, and health innovators who not only shape policy but engage others in successful teamwork.

PINNACLE AWARD

Stephanie DeMay (middle), ICAHN Communications and Media Specialist, Kirby Heward, Administrative Assistant, and Randy Jacobs, TAG Healthcare Marketing President, accept the Illinois Society for Healthcare Marketing and Public Relations' "Award of Excellence" for Video Production during ceremonies held at The Hard Rock Hotel, Chicago. ICAHN also received an "Award of Excellence" for Employee Engagement and "Awards of Merit" for its community newsletter, annual report, rural health campaign, and special event.

MBQIP AWARD OF EXCELLENCE

The Illinois Flex Program was named among the "Top Five" states for exemplary quality performance improvement during ceremonies held in Washington, D.C. in July. Angie Charlet, ICAHN Director of Quality, Education Services and Compliance (shown front, fourth from left) accepted the MBQIP Certificate of Excellence on behalf of Illinois critical access hospitals from the Federal Office of Rural Health Policy Hospital State Division, Health Resources and Services Administration.

PREFERRED PARTNERS

CONSOCIATE

Consociate provides insurance, benefits, and consulting services to employers in 48 states, specializing in asset protection and cost containment - proactively identifying and controlling risks. Consociate has 70 employees, and with offices in Decatur and Peoria, is centrally located to serve the needs of the ICAHN member hospitals. Consociate 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 developed by OS inc.

Founded on the principles of empowering employees and valuing clients – equally, OS inc. has provided A/R analysis, staffing expertise and education for over 20 years to clients throughout the Midwest. Built out of necessity for a claims system, which combined a high level of performance yet cost-effective for rural health, critical access hospitals, and healthcare organizations, efficientC technology was developed by OS inc. in 2009. We're proud to serve members of ICAHN including Midwest Medical Center, Sparta Community Hospital, Community Hospital, Kirby Medical Center and more.

HEYL ROYSTER

A sophisticated and experienced law firm, Heyl Royster partners with its healthcare clients to generate innovative strategies designed to achieve client goals. Heyl Royster's attorneys have the experience and expertise to handle matters arising in the operation of hospitals, ambulatory surgery centers, long-term care facilities, and individual and group physician practices throughout Illinois. Its Healthcare Practice Group frequently collaborates and shares knowledge with its Employment Law and Professional Liability Practice Groups to serve specific client needs. In addition, many of Heyl Royster's lawyers have been selected by their peers as among the top five percent of Illinois lawyers and have been named as Leading Lawyers and Super Lawyers in Illinois.

INTALERE℠

ELEVATING THE HEALTH OF HEALTHCARE

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.

MAGNET SOLUTIONS

Magnet Solutions is based in western Nebraska and serves the 501(r) compliant self-pay needs of critical access hospitals to medium-sized providers. Magnet Solutions' rural roots give them a unique perspective when exceeding the customer service intensive requirements of providers in small communities. Its approach helps to transform the business relationship between providers and patients into one of mutual respect and understanding of the financial obligations of each.

MIDWEST ENERGY

Energy Supply & Management

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 rebates programs, and utility incentive programs – all value-added services provided to customers at no cost.

BLUE STAR PARTNERS

ANDERS
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Anders is a CPA and advisory firm with approximately 175 partners and staff members. For over 50 years, Anders has delivered full service accounting, tax, audit, and advisory services to growth-oriented closely-held companies, organizations, and individuals. The Anders healthcare team specializes in diagnosing issues related to revenue cycles in both hospitals and medical practices and identifying opportunities to improve profitability.

athenahealth

AthenaHealth, Inc. partners with hospital and ambulatory clients to drive clinical and financial results. AthenaHealth offers medical record, revenue cycle, patient engagement, care coordination, and population health services. AthenaHealth combines insights from their network of 99,000 providers and 83 million patients with deep industry knowledge and performs administrative work at scale.

The Joint Commission
Accreditation
Critical Access Hospital

Achieving critical access hospital accreditation from The Joint Commission is a demonstration of a hospital's commitment to providing quality care and continuously improving that care.

Stericycle®
Protecting People. Reducing Risk.™

Since its inception in 1989, Stericycle's mission has been and is to combine integrated solutions with superior customer service to promote safety, compliance, and risk management for its customers. Stericycle specializes in the collection and disposal of medical waste, recalled and expired medical products and infection control management services.

ULTRA UG GROUP

UltraGroup Healthcare is a behavioral health management corporation that specializes in the delivery of behavioral services dedicated to our elderly population. UltraGroup's senior programs are designed specifically for critical access hospitals and serve as a valuable resource to primary care physicians treating behavioral disorders in the elderly. The intensive outpatient programs use a group psychotherapy clinical model and are Medicare reimbursable.

vizient™

Vizient develops pooled employee benefit solutions for both Vizient and non-Vizient hospitals. Aggregating hospitals' purchasing power, Vizient can deliver immediate savings to your bottom line. By purchasing employee benefits as a group, Vizient dramatically increases leverage with insurance carriers to obtain better pricing, stable rates, and enhanced plan designs for hospitals.

WIPFLi LLP
CPAs and Consultants

With approximately 1,100 associates and 24 offices in the United States and India, Wipfli LLP ranks among the top 25 accounting and consulting firms in the nation. Since 1930, Wipfli's audit and consulting practice focused on critical access/rural hospitals. Our health care practice combines 18 partners and 100 associates who have not only an understanding of this market, but a depth of specialized expertise across the health care continuum.

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